



**Investors'
Guide 2023**



Total Solutions That Create New Excitement and Surprises



Securities Code : 7510



Corporate Philosophy

Creating a bright future by connecting people and technology with confidence

Code of Activities

Comply with corporate ethics and contribute to society

1. Trust

Provide exceptional service and build a high level of trust with customers

2. Technology

Strive to absorb and revolutionize new technologies that will benefit customers

3. Integrated power

Combine individual strengths and create a total service menu

Together with diverse partners, aim to be the leading total solution trading company from Kyoto.

To all of our shareholders, greetings and best wishes for your continued success.

Thank you for the steadfast support which you provide us.

My name is Hiroshi Okagaki, and as of June 28 this year, I have assumed the position of Representative Director and President.

As we strive to further enhance our corporate value under the new structure, we ask for your continued support.

Starting this fiscal year, we have launched our new Medium-term Vision, “T-Link1369 -Road to 100th-,” looking forward to fiscal year 2026. While enhancing the growth strategy established in the previous Medium-term Vision, we will take on the challenge of innovations beyond the exiting framework and promote business expansion in the growing markets of digital transformation (DX), automation, renewable energy, and related fields. Furthermore, we will endeavor to improve capital efficiency and engage in sustainability management, becoming a company that can adapt to societal changes and ensure sustainable growth.

The company currently has expanded to seven branches and one sales office, as well as ten affiliates (five domestic and five overseas). In addition to its flagship Mitsubishi Electric products and many other partner products, the Company offers original products and system development to meet the diverse needs of our customers. As the leading total solution trading company from Kyoto, we will continue taking on challenges at the forefront of the current era, providing solutions to diverse issues in various business fields, including industrial equipment, semiconductor devices, social infrastructure, and information and communications.

We look forward to your continued patronage in the future.

President: Hiroshi Okagaki *Hiroshi Okagaki*

FA and Device Business

Industrial Equipment and Systems

FA devices

We primarily handle industrial factory automation (FA) equipment such as controllers, drive controls, and electricity distribution controls. These form one of the core product areas for the Company, with broad application that includes various manufacturing systems produced by assembly manufacturers and for environmental merchandise. This business field is expected to continue growing at a stable rate going forward.

Controllers	Programmable controllers, indicators, etc.
Drive Controls	Servomotors, inverters, electromagnetic clutch, etc.
Electricity Distribution Controls	Various switches, sensors, temperature regulators, levels, opt-electrical elements, surveillance systems, image processing equipment, on-board products, etc.
Rotational Equipment	Various motors, electric fans for industrial use, etc.
Sensor Omron Devices	Various switches, sensors, temperature regulators, levels, opt-electrical elements, surveillance systems, image processing equipment, on-board products, etc.

Machinery and systems

We provide that little bit of extra added value that extends beyond the sale of single products such as systems that automate the production line and save on labor by way of accepting orders for integrated machinery and systems. This is an area of focus for Takebishi as a technological trading company, with the business field projected to expand further in the future.

FA systems, original products, wire-saving systems, educational and technical support, etc.

Industrial equipment

We provide high-precision, high-performance processing machinery and robots that contribute to enhanced productivity and quality. This business field is expected to grow steadily amid increasing need for automation and labor-saving overseas as well as in Japan.

Laser processing machines, electric-discharge machines, electron-beam processors, industrial robots, numerical controllers, computer-aided design/computer-aided machines, machining tools, automated machines/instrumentation equipment, room-temperature wafer bonding machines, etc.



Social / Information and Communications Business

Social Infrastructure

Cooling and heating equipment for house use

In this sector, we mainly handle air conditioning units and devices for household equipment. In addition, we cover a wide range of needs from design to construction and maintenance and contribute to the creation of comfortable environments for our customers. We are focusing on environmental and energy-saving products where demand has been expanding in recent years. This business field is expected to grow steadily moving forward.

Air-conditioning equipment factor, air-conditioners (including packaged-type), residential equipment, low-temperature facility work, heat pump water-heaters (Ecocute), solar power generators, IH, lighting-fixtures, exhaust fans, floor heating systems, air sterilization and deodorant equipment, etc.

Building facilities

In this sector, we mainly handle building equipment such as elevators and escalators. This business field is projected to grow at a stable rate in the future amid efforts to make offices more intelligent and buildings and factories more comfortable.

Elevators, escalators, building management systems, multi-layer parking-lot equipment, hoist cranes, etc.

Facilities for heavy electric, power and public utilities

We handle electrical substation equipment for Kansai Electric Power Co. as well as local municipalities in Kyoto and Shiga prefectures (mainly for equipment used in water supply and sewage facilities). Moreover, we sell emergency power generating equipment as well as power distribution facilities for systems in factories and buildings. Stable demand is forecast over the long term in this business field.

Power equipment, power distribution facilities, emergency power generating equipment, water treatment supervisory control system water management plant systems, supervisory control systems, etc.

Radiation equipment

We handle inspection equipment such as radiation cancer therapy systems and other therapy equipment as well as CT and MRI systems. We have a line-up of state-of-the-art equipment, and this business field is projected to grow over the long term alongside development of sophisticated medical treatment.

Radiation cancer therapy device, high-energy X-ray application for nondestructive testing, etc.



Semiconductors and Devices

Semiconductors

We sell semiconductor parts from Japan and overseas mainly to assembly manufacturers and electronic device makers. These products are indispensable in high-performance electronic devices. Going forward, this business field is expected to continue growing steadily.

Power devices, optical/high-frequency devices, transistors, various ICs, development tools, etc.

Devices

We handle products from Japan and overseas for incorporation into machinery and for peripheral devices. The products are used in a variety of fields, including home electronics such as PCs, controllers for industrial application, and other products for the amusement sector. This business field is projected to expand further going forward.

LCD modules, electronic paper, OEL display, other display devices, touch-panels, industrial controller, CPUboards, storage, power units, thermal heads, closed image sensors, communication module, ODM connection (Remote controller/Surveillance camera), etc.



Information and Communications Equipment

Information systems

We are developing an integrated business model that ranges from the sale of equipment such as PCs and PC servers to the design, development, and maintenance of mission-critical systems such as sales management and production management systems. Stable demand is forecast for this business field due to ongoing advancements in information technology.

Open systems, consulting, maintenance/training, various hardware, various software, etc.

Communications equipment

In telecommunication systems, we are focusing on security systems such as network cameras and controls for entering and exiting, including PBX, which is key to communication within and between companies. This field is projected to grow in the future.

Network camera systems, security systems, PBX, emergency earthquake alert delivery systems, mobile phones, video conference system, mobile phone website businesses, etc.



Fiscal 2022 Results

► Overview of Financial Results

In fiscal 2022, the outlook for the Japanese economy was uncertain, with exports declining and production weakening, due not only to persistently high inflation and resource prices but also more fundamental, growing concerns about a global recession precipitated by the impact of factors such as the instability of the Western financial system.

Amidst these conditions, our Group's continued focus was on greater expansion of core business, such as FA devices, and the development of growth fields, including overseas business, medical business, automation business and original products, while also capitalizing on the various changes taking place within society, such as the proliferation of DX and decarbonization at the national and corporate levels, to pursue further growth through new business creation. In addition, we continued to work on creating synergy with Le Champ (South East Asia) Pte Ltd., which joined our consolidated Group in the 2021 consolidated fiscal year.

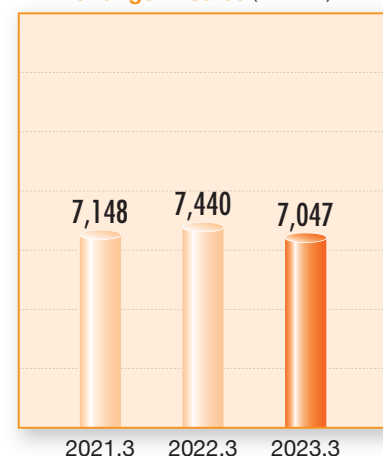
As a result, the consolidated business performance for this fiscal year was net sales of ¥97,404 million (year-on-year increase of 19.4%), operating income of ¥3,919 million (year-on-year increase of 29.7%), ordinary income of ¥4,041 million (year-on-year increase of 27.6%), and profit attributable to owners of parent of ¥2,738 million (year-on-year increase of 30.8%).

Net sales	¥97,404 million	▶▶▶	(year-on-year increase of 19.4%)
Operating income	¥3,919 million	▶▶▶	(year-on-year increase of 29.7%)
Ordinary income	¥4,041 million	▶▶▶	(year-on-year increase of 27.6%)
Profit attributable to owners of parent	¥2,738 million	▶▶▶	(year-on-year increase of 30.8%)

► Net Sales by Segment

Information and Communications Equipment

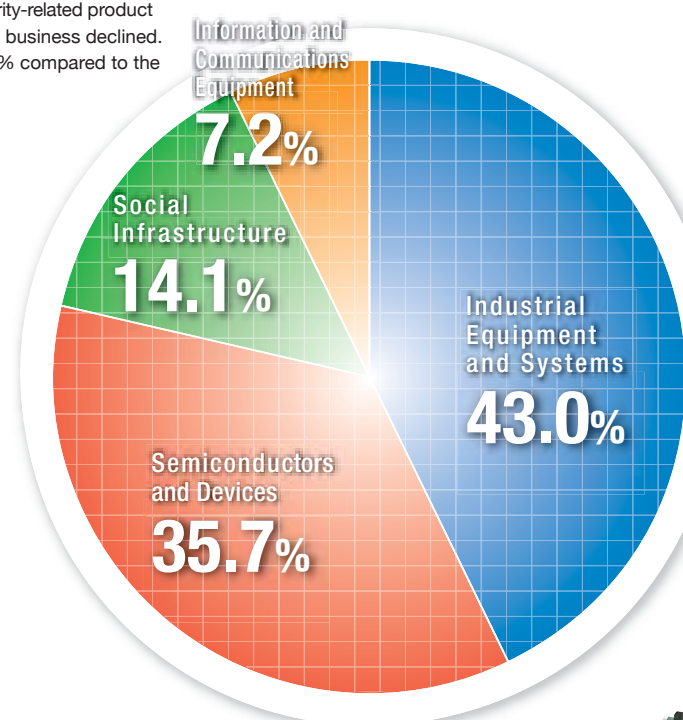
Change in Sales (¥ million)



Net sales **¥7,047** million (year-on-year decrease of 5.3%)

Operating income **¥225** million (year-on-year increase of 10.1%)

Despite increased sales for office automation equipment and security-related product business, sales of smartphone devices in our key cellular phone business declined. As a result, the overall net sales for this segment decreased 5.3% compared to the previous year.



Net sales **¥13,701** million (year-on-year increase of 10.4%)

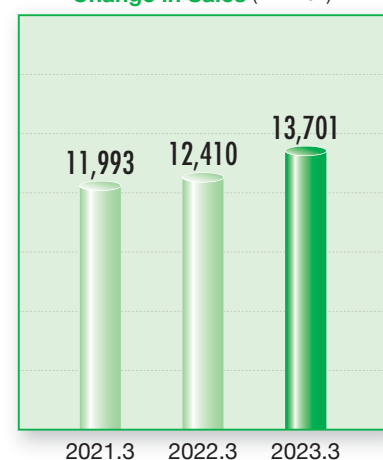
Operating income **¥401** million (year-on-year increase of 43.8%)

Sales in air conditioning equipment business and business in diagnostic equipment for hospitals, such as CT and MRI, increased.

As a result, net sales for this segment increased 10.4% compared to the previous year.



Change in Sales (¥ million)



Social Infrastructure

Industrial Equipment and Systems

Net sales **¥41,898** million (year-on-year increase of 14.3%)

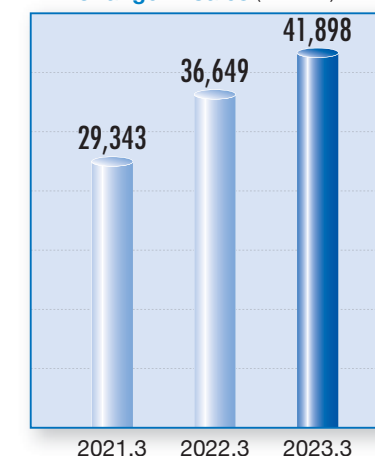
Operating income **¥2,226** million (year-on-year increase of 22.6%)

Sales increased in semiconductor manufacturing equipment-related FA device business and in 5G-related industrial mechatronics business, with a further contribution in sales coming from increased device sales by the Le Champ Group, which joined our Group in the second quarter of the 2021 consolidated fiscal year.

As a result, net sales for this segment increased 14.3% compared to the previous year.



Change in Sales (¥ million)



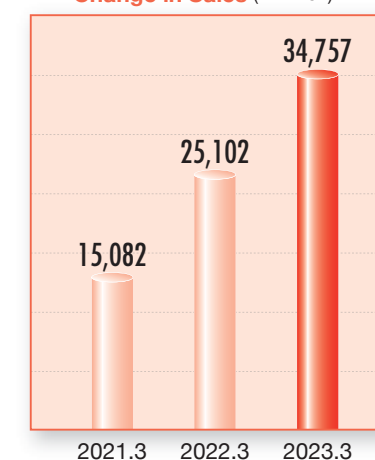
Net sales **¥34,757** million (year-on-year increase of 38.5%)

Operating income **¥1,067** million (year-on-year increase of 47.8%)

In addition to higher sales of semiconductors for semiconductor manufacturing equipment and power conditioners, a significant contribution to increased sales came from growth in device sales by the Le Champ Group. As a result, net sales for this segment increased 38.5% compared to the previous year.



Change in Sales (¥ million)

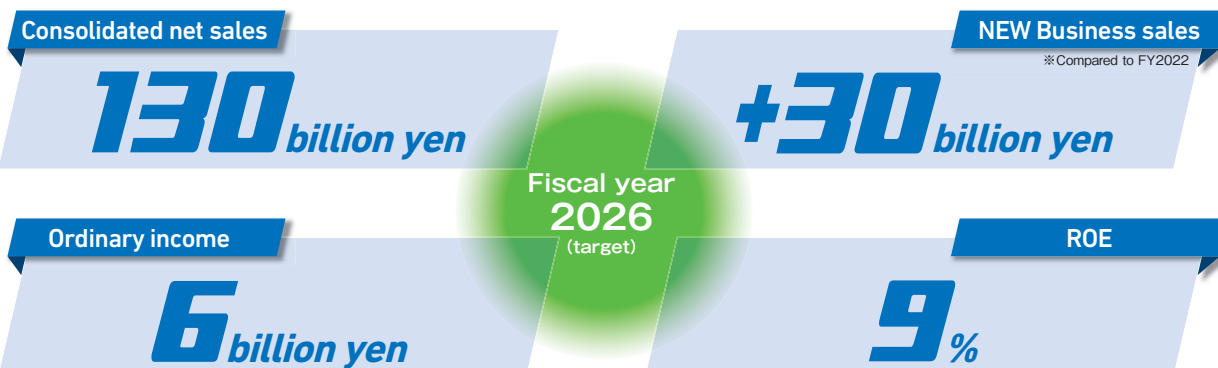


Semiconductors and Devices

New Medium-term Vision, "T-Link1369"

Targeting consolidated net sales of 130 billion yen by the fiscal year 2026 (100th anniversary)

Together with diverse partners, aim to be the leading total solution trading company from Kyoto.



Priority measures

Creating innovation aiming to be a general trading company

Evolving 4 Growth Strategies



Business management that emphasizes capital efficiency

Refining sustainability management

Product × Solution with technical expertise



Cumulative Sales Results of Original Products

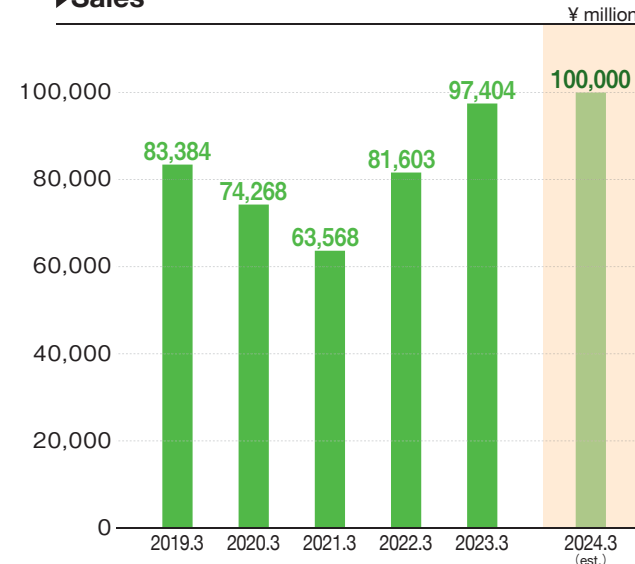
Number of sales countries
60 countries

Accumulated sales
about 49,000 units

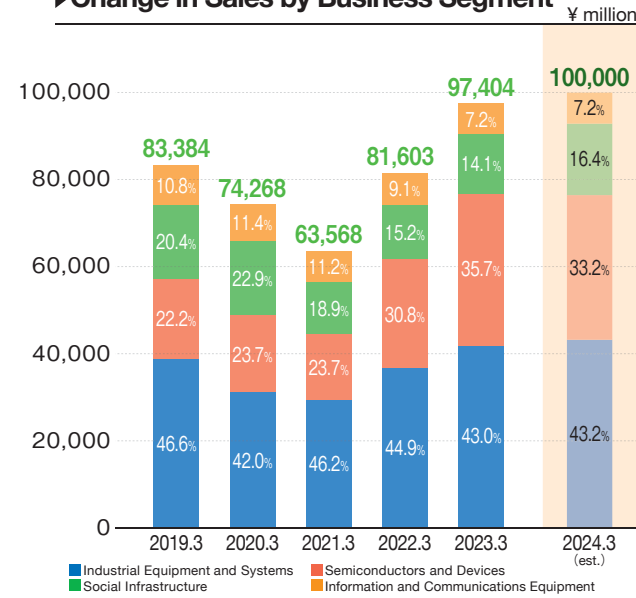


Transition of Business Performance (Consolidated)

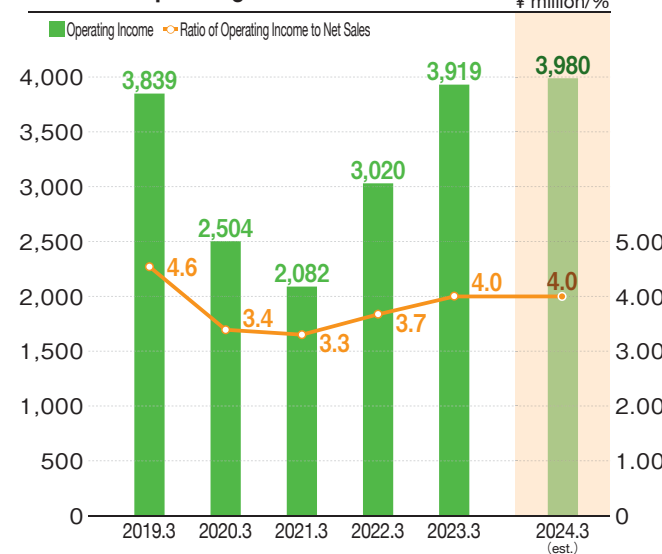
Sales



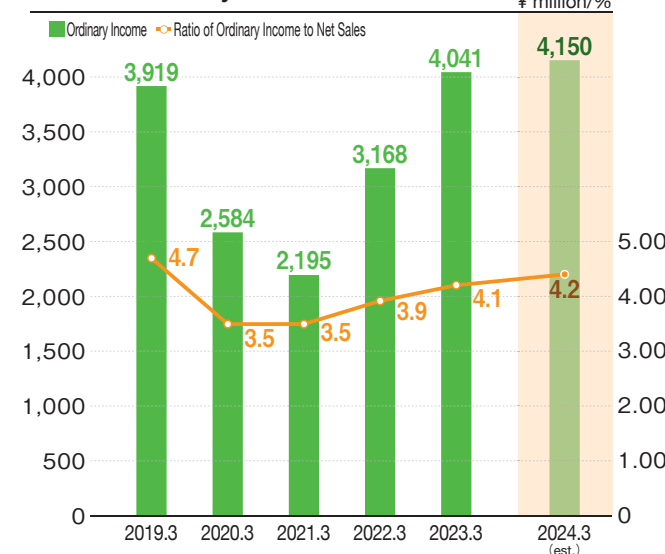
Change in Sales by Business Segment



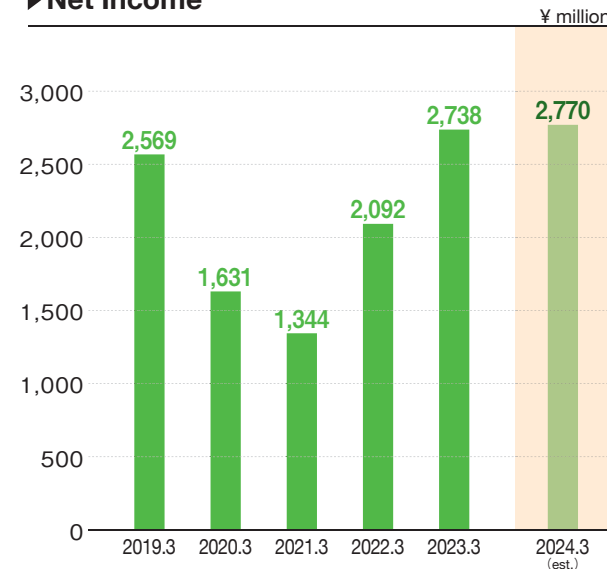
Operating Income & Ratio of Operating Income to Net Sales



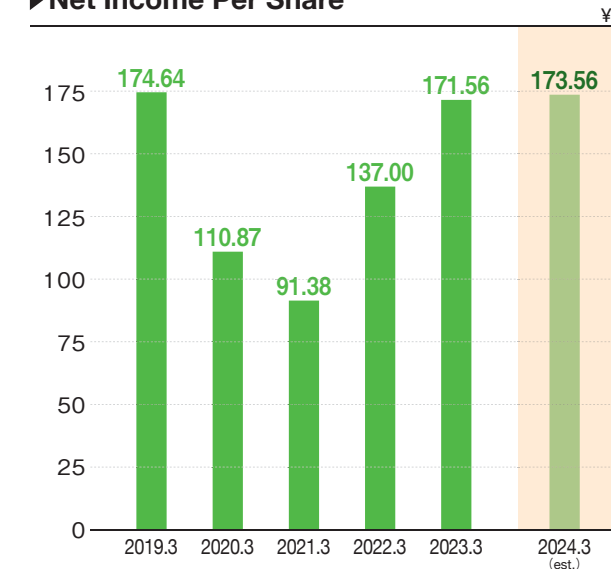
Ordinary Income & Ratio of Ordinary Income to Net Sales



Net Income



Net Income Per Share



Business Performance

	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3 (est.)
Net Sales (¥ million)	83,384	74,268	63,568	81,603	97,404	100,000
Operating Income (¥ million)	3,839	2,504	2,082	3,020	3,919	3,980
Ratio of Operating Income to Net Sales (%)	(4.6)	(3.4)	(3.3)	(3.7)	(4.0)	(4.0)
Ordinary Income (¥ million)	3,919	2,584	2,195	3,168	4,041	4,150
Ratio of Ordinary Income to Net Sales (%)	(4.7)	(3.5)	(3.5)	(3.9)	(4.1)	(4.2)
Net Income (¥ million)	2,569	1,631	1,344	2,092	2,738	2,770
Ratio of Net Income to Net Sales (%)	(3.1)	(2.2)	(2.1)	(2.6)	(2.8)	(2.8)

Net Income Per Share (Value After Split) (¥ million)	174.64	110.87	91.38	137.00	171.56	173.56
Average Number of Shares During the Term (thousand shares)	14,714	14,714	14,714	15,276	15,960	15,960

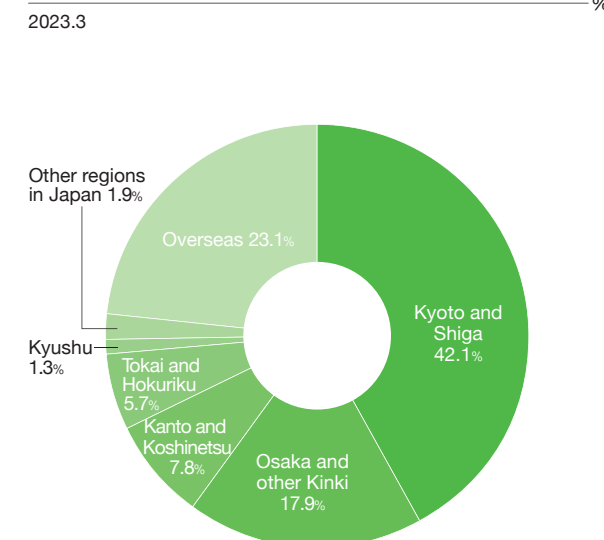
*1. The above figures have been rounded to the nearest million yen. *2. Net income per share is calculated by dividing net income by the average number of shares during the year (excluding treasury stock).

Change in Performance by Segment

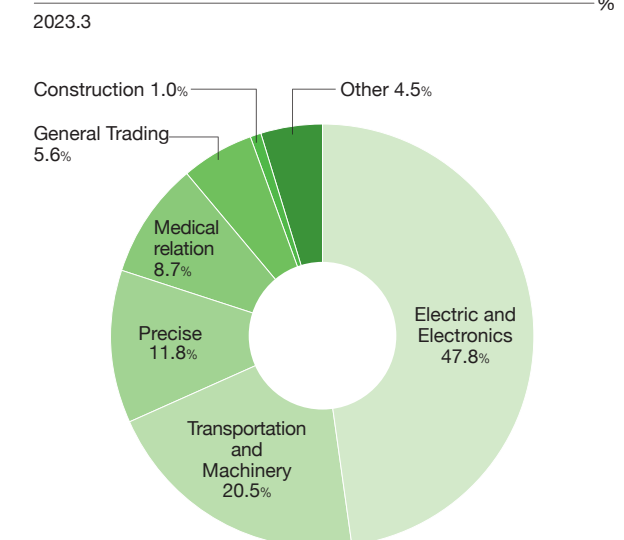
Segment Classification	2019.3		2020.3		2021.3		2022.3		2023.3		2024.3 (est.)	
	Sales (¥ million)	Change from Previous Year (%)	Sales (¥ million)	Change from Previous Year (%)	Sales (¥ million)	Change from Previous Year (%)	Sales (¥ million)	Change from Previous Year (%)	Sales (¥ million)	Change from Previous Year (%)	Sales (¥ million)	Change from Previous Year (%)
Industrial Equipment and Systems	38,888	+7.4	31,205	△19.8	29,343	△6.0	36,649	+24.9	41,898	+14.3	43,200	+3.1
Semiconductors and Devices	18,472	△2.1	17,590	△4.8	15,082	△14.3	25,102	+66.4	34,757	+38.5	33,200	△4.5
FA and Device Business	57,360	+4.1	48,796	△14.9	44,425	△9.0	61,751	+39.0	76,655	+24.1	76,400	△0.3
Social Infrastructure	16,981	+33.7	17,035	+0.3	11,993	△29.6	12,410	+3.5	13,701	+10.4	16,400	+19.7
Information and Communications Equipment	9,042	△2.6	8,436	△6.7	7,148	△15.3	7,440	+4.1	7,047	△5.3	7,200	+2.2
Social & Information and Communications Business	26,023	+18.4	25,471	△2.1	19,142	△24.8	19,851	+3.7	20,748	+4.5	23,600	+13.7
Total	83,384	+8.2	74,268	△10.9	63,568	△14.4	81,603	+28.4	97,404	+19.4	100,000	+2.7

*1. The above figures have been rounded to the nearest million yen.

Distribution of Sales by Region



Distribution of Industry for Top 50 Customer Companies

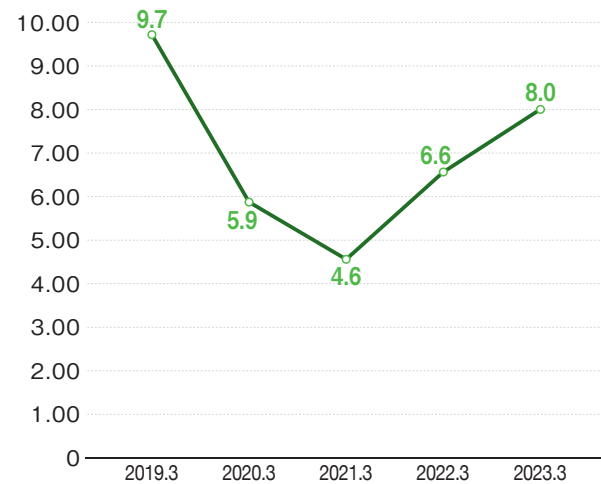


Major Managerial Indexes (Consolidated)

► Profitability Indexes

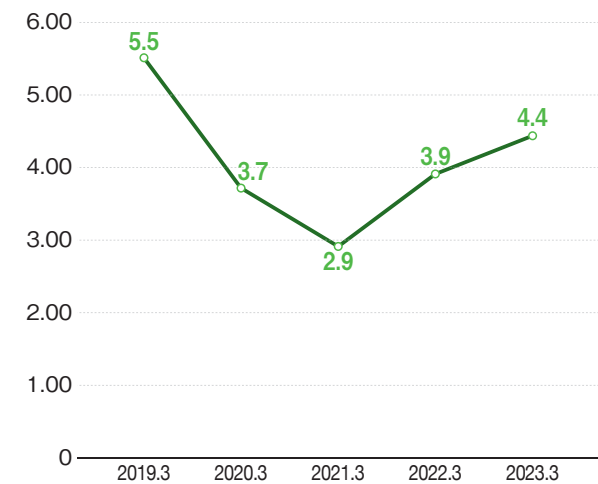
Return on Equity (ROE)

%



Return on Assets (ROA)

%

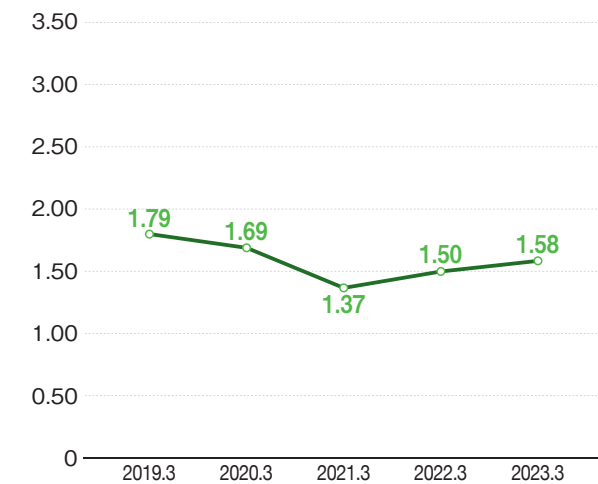


	2019.3	2020.3	2021.3	2022.3	2023.3
Return on Equity (ROE) (%)	9.7	5.9	4.6	6.6	8.0
Return on Assets (ROA) (%)	5.5	3.7	2.9	3.9	4.4

► Efficiency and Safety Indexes

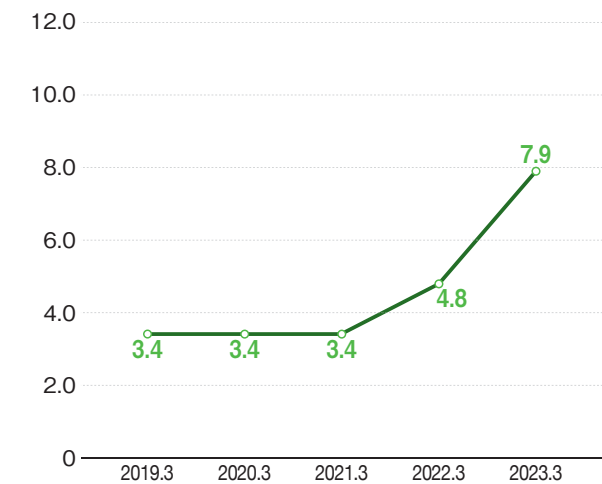
Total Asset Turnover

times



Total Capital to Debt Ratio

%



	2019.3	2020.3	2021.3	2022.3	2023.3
Total Asset Turnover (times)	1.79	1.69	1.37	1.50	1.58
Interest Bearing Debt (¥ million)	1,491	1,476	1,695	2,865	5,088
Total Capital to Debt Ratio (%)	3.4	3.4	3.4	4.8	7.9

*1. "Interest bearing debt" is shown rounded off to the nearest million yen.

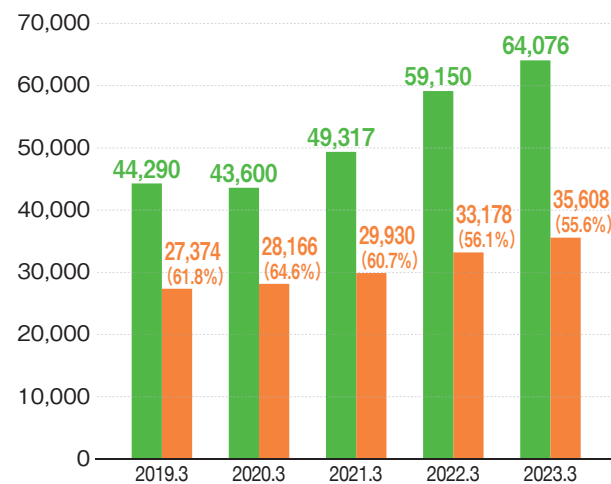
*2. Total capital to debt ratio = interest-bearing debt / ((total assets at term-start + total assets at term-end) / 2 × 100)

► Asset Related Indexes

Total Assets & Net Assets

¥ million/%

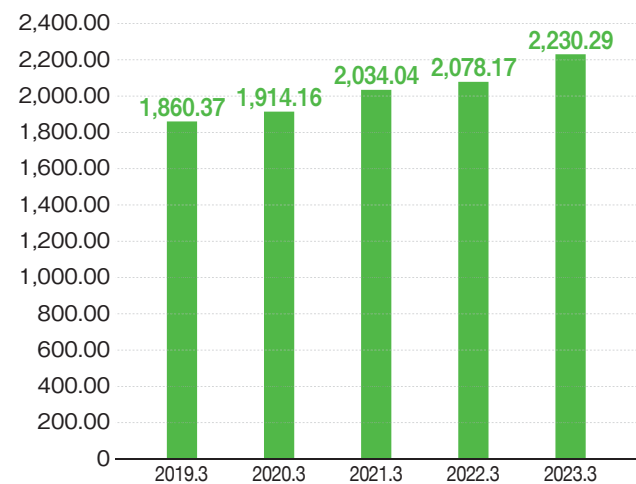
■ Total Assets ■ Net Assets



Note: The equity ratio is shown in parentheses.

Net Assets Per Share

¥



	2019.3	2020.3	2021.3	2022.3	2023.3
Total Assets (¥ million)	44,290	43,600	49,317	59,150	64,076
Net Assets (¥ million)	27,374	28,166	29,930	33,178	35,608
Capital Adequacy Ratio (%)	61.8	64.6	60.7	56.1	55.6
Net Assets Per Share (¥)	1,860.37	1,914.16	2,034.04	2,078.17	2,230.29

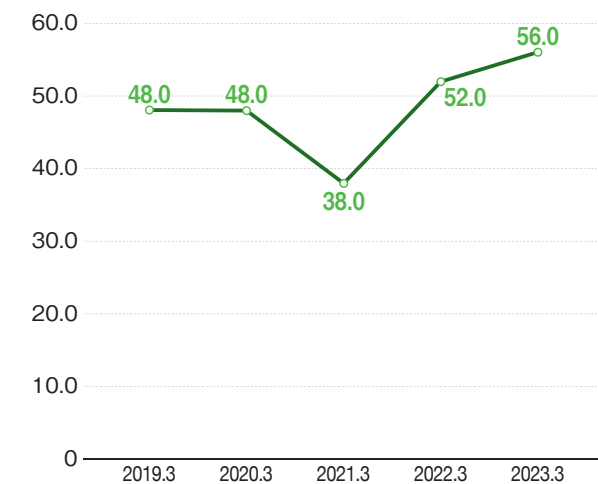
*1. The above figures have been rounded to the nearest million yen.

*2. Net income per share is calculated by dividing net income by the average number of shares during the year (excluding treasury stock).

► Investment Value Indexes

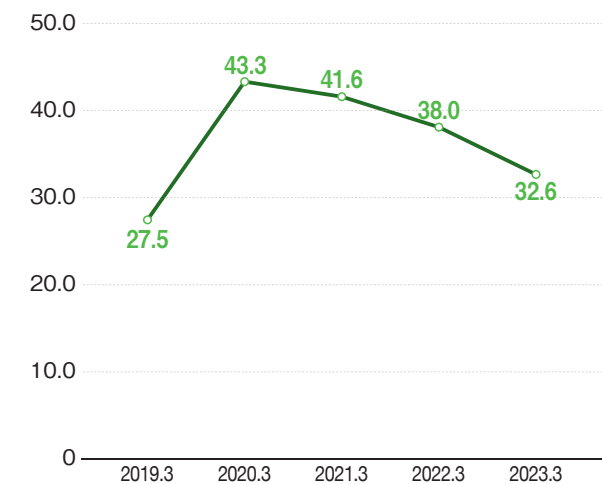
Dividends Per Share

¥



Dividend Payout Ratio

%



	2019.3	2020.3	2021.3	2022.3	2023.3
Dividends Per Share (Value After Split) (¥)	48.0	48.0	38.0	52.0	56.0
Total Value of Dividends (¥ million)	706	706	559	797	893
Dividend Payout Ratio (%)	27.5	43.3	41.6	38.0	32.6
Price Earnings Ratio (PER) (times)	8.1	11.9	16.5	10.4	10.1
Dividend on equity (DOE) (times)	2.6	2.5	1.9	2.5	2.6

▶ Consolidated Balance Sheets

¥ million

	FY2020 As of Mar. 31, 2021		FY2021 As of Mar. 31, 2022		FY2022 As of Mar. 31, 2023	
	Amount	Composition	Amount	Composition	Amount	Composition
Assets						
Current assets						
Cash and deposits	8,767		6,044		6,494	
Notes and accounts receivable - trade, and contract assets	18,147		23,789		21,901	
Electronically recorded monetary claims - operating	5,082		5,135		6,669	
Securities	24		10		-	
Merchandise	4,596		8,461		13,591	
Work in progress	41		20		44	
Other	1,029		1,677		2,235	
Allowance for doubtful accounts	△15		△104		△104	
Total current assets	37,674	76.4%	45,035	76.1%	50,832	79.3%
Non-current assets						
Property, plant and equipment						
Buildings and structures, net	1,102		1,928		1,912	
Land	2,139		2,105		2,105	
Other, net	80		141		139	
Total property, plant and equipment	3,322	6.7%	4,175	7.1%	4,286	6.6%
Intangible assets						
Software	43		87		81	
Software in progress	12		5		-	
Goodwill	269		1,469		1,076	
Customer related assets	143		1,111		936	
Other	20		20		20	
Total intangible assets	489	1.0%	2,693	4.6%	2,114	3.3%
Investments and other assets						
Investment securities	6,270		5,777		5,399	
Deferred tax assets	210		192		210	
Other	1,363		1,287		1,242	
Allowance for doubtful accounts	△12		△12		△9	
Total investments and other assets	7,830	15.9%	7,245	12.2%	6,843	10.7%
Total non-current assets	11,642	23.6%	14,114	23.9%	13,243	20.7%
Total assets	49,317	100.0%	59,150	100.0%	64,076	100.0%

▶ Consolidated Balance Sheets

¥ million

	FY2020 As of Mar. 31, 2021		FY2021 As of Mar. 31, 2022		FY2022 As of Mar. 31, 2023	
	Amount	Composition	Amount	Composition	Amount	Composition
Liabilities						
Current liabilities						
Notes and accounts payable - trade	11,948		17,160		16,787	
Electronically recorded obligations - operating	1,450		1,082		1,508	
Short-term borrowings	1,595		2,765		4,837	
Current portion of long-term borrowings	-		100		-	
Accounts payable-other	1,042		1,239		1,237	
Income taxes payable	548		771		926	
Provision for bonuses	677		770		843	
Other	518		499		711	
Total current liabilities	17,780	36.1%	24,389	41.2%	26,853	41.9%
Non-current liabilities						
Long-term borrowings	100		-		250	
Long-term accounts payable - other	145		112		49	
Deferred tax liabilities	961		1,146		959	
Deferred tax liabilities for land revaluation	7		5		5	
Provision for retirement benefits for directors (and other officers)	38		35		40	
Retirement benefit liability	309		210		235	
Asset retirement obligations	28		25		26	
Other	15		46		46	
Total non-current liabilities	1,606	3.3%	1,583	2.7%	1,613	2.5%
Total liabilities	19,386	39.3%	25,972	43.9%	28,467	44.4%
Net Assets						
Shareholders' equity						
Share capital	2,554		3,384		3,384	
Capital surplus	3,133		4,058		4,058	
Retained earnings	22,298		23,733		25,625	
Treasury shares	△23		△0		△0	
Total shareholders' equity	27,962	56.7%	31,176	52.7%	33,069	51.6%
Accumulated other comprehensive income						
Valuation difference on available-for-sale securities	3,043		2,661		2,382	
Revaluation reserve for land	△1,135		△1,140		△1,140	
Foreign currency translation adjustments	△19		343		1,198	
Remeasurements of defined benefit plans	79		125		85	
Total accumulated other comprehensive income	1,967	4.0%	1,990	3.4%	2,526	3.9%
Non-controlling interest	-		10	0.02%	13	0.02%
Total net assets	29,930	60.7%	33,178	56.1%	35,608	55.6%
Total liabilities and net assets	49,317	100.0%	59,150	100.0%	64,076	100.0%

Consolidated Statements of Income

¥ million

	FY2020 Apr. 1, 2020 - Mar. 31, 2021		FY2021 Apr. 1, 2021 - Mar. 31, 2022		FY2022 Apr. 1, 2022 - Mar. 31, 2023	
	Amount	Composition	Amount	Composition	Amount	Composition
Net sales	63,568	100.0%	81,603	100.0%	97,404	100.0%
Cost of sales	53,799	84.6%	69,449	85.1%	83,591	85.8%
Gross profit	9,768	15.4%	12,153	14.9%	13,812	14.2%
Selling, general and administrative expenses	7,685	12.1%	9,133	11.2%	9,893	10.6%
Operating profit	2,082	3.3%	3,020	3.7%	3,919	4.0%
Total non-operating income	226	0.4%	230	0.3%	259	0.3%
Interest income	4		6		7	
Dividend income	77		88		110	
Purchases discounts	20		13		16	
Rent income	55		60		54	
Other	69		61		69	
Total non-operating expenses	114	0.2%	82	0.1%	136	0.1%
Interest expenses	7		14		61	
Sales discounts	72		-		-	
Share issuance costs	-		17		-	
Rental costs	26		26		24	
Provision of allowance for doubtful accounts	-		19		-	
Foreign exchange losses	-		-		39	
Other	8		4		10	
Ordinary profit	2,195	3.5%	3,168	3.9%	4,041	4.1%
Total extraordinary income	27	0.04%	14	0.02%	21	0.02%
Gain on sale of non-current assets	0		2		5	
Gain on sale of investment securities	27		11		16	
Total extraordinary losses	7		2		6	
Loss on retirement of non-current assets	7		2		6	
Profit before income taxes	2,215	3.5%	3,180	3.9%	4,056	4.2%
Income taxes-current	849		1,142		1,379	
Income taxes-deferred	22		△57		△64	
Total income taxes	871	1.4%	1,085	1.3%	1,315	1.4%
Profit	1,344		2,095		2,741	
Profit attributable to non-controlling interests	-		2		3	
Profit attributable to owners of parent	1,344	2.1%	2,092	2.6%	2,738	2.8%

Note: Total valuation and translation was ¥ 2,396 million in fiscal 2020, ¥ 2,118 million in fiscal 2021, and ¥ 3,276 million in fiscal 2022.

Consolidated Statements of Cash Flows

¥ million

	FY2020 Apr. 1, 2020 - Mar. 31, 2021		FY2021 Apr. 1, 2021 - Mar. 31, 2022		FY2022 Apr. 1, 2022 - Mar. 31, 2023	
	Amount		Amount		Amount	
Cash flows from operating activities						
Profit before income taxes	2,215		3,180		4,056	
Depreciation	244		387		471	
Amortization of goodwill	75		298		393	
Increase (decrease) in provision for retirement benefits for directors (and other officers)	8	△2			5	
Increase (decrease) in provision for bonuses	48		92		72	
Increase (decrease) in allowance for doubtful accounts	△3		32		△1	
Increase (decrease) in retirement benefit liability	△90		△35		△34	
Interest and dividend income	△81		△95		△118	
Interest expenses	7		14		61	
Loss (gain) on sale of investment securities	△27		△11		△16	
Loss (gain) on sale and retirement of non-current assets	7		△0		1	
Decrease (increase) in trade receivables	△928		△2,329		1,076	
Decrease (increase) in inventories	134		△2,772		△4,783	
Increase (decrease) in trade payables	2,731		3,346		△265	
Increase (decrease) in accounts payable - other	△416		△1,789		△16	
Other, net	△250		△259		△432	
Subtotal	3,674		55		470	
Interest and dividends received	78		96		122	
Interest paid	△7		△13		△62	
Income taxes paid	△608		△1,028		△1,247	
Net cash provided by (used in) operating activities	3,138		△890		△716	
Cash flows from investing activities						
Proceeds from redemption of securities	7		26		-	
Purchase of property, plant and equipment	△357		△293		△182	
Proceeds from sale of property, plant and equipment	12		37		5	
Purchase of intangible assets	△15		△70		△18	
Purchase of investment securities	△119		△149		△25	
Proceeds from sale of investment securities	79		106		18	
Purchase of shares of subsidiaries resulting in change in scope of consolidation	△589		△3,490		-	
Other, net	0		24		10	
Net cash provided by (used in) investing activities	△981		△3,809		△191	
Cash flows from financing activities						
Net increase (decrease) in short-term borrowings	26		937		1,900	
Proceeds from long-term borrowings	100		-		250	
Repayments of long-term borrowings	△154		-		△100	
Proceeds from issuance of shares	-		1,660		-	
Proceeds from sale of treasury shares	-		118		-	
Dividends paid	△632		△662		△845	
Other, net	△0		-		△0	
Net cash provided by (used in) financing activities	△660		2,054		1,204	
Effect of exchange rate change on cash and cash equivalents	△21		△77		153	
Net increase (decrease) in cash and cash equivalents	1,473		△2,722		449	
Cash and cash equivalents at beginning of period	7,141		8,615		5,892	
Cash and cash equivalents at end of period	8,615		5,892		6,342	

▶Corporate History

Month/Year	Description
Apr. 1926	Establishes Kusasa Shougyou Co., Ltd. in Kita-ku, Osaka for the manufacture and sale of raw materials for electric machinery and appliances.
May.	Concludes dealer agreement with Osaka Branch of Mitsubishi Corp. and Mitsubishi Electric Corp. for the sale of products in the Kyoto area, and establishes Kyoto Sub-Branch in Kamigyo-ku, Kyoto.
Feb. 1930	Moves Head Office to Shimogyo-ku, Kyoto and merges Kyoto Sub-Branch with Head Office.
Mar. 1931	Changes corporate name to Takebishi Denki Shokai Co., Ltd.
Nov. 1943	Changes corporate name to Takebishi Electric Co., Ltd.
Aug. 1944	Concludes exclusive agency agreement (currently agency agreement) with Mitsubishi Electric Corp.
Jun. 1958	Establishes Fukuchiyama Sub-Branch in Fukuchiyama, Kyoto (currently Kihoku Branch).
Feb. 1959	Establishes Shiga Sales Office in Omihachiman, Shiga Prefecture (currently Shiga Branch in Hikone, Shiga Prefecture).
Nov. 1961	Concludes exclusive agency agreement with OMRON Corporation.
Nov. 1963	Transfers Head office to new building in Ukyo-ku, Kyoto.
Jun. 1969	Establishes Osaka Sales Office in Minami-ku, Osaka (currently Osaka Branch in Kita-ku, Osaka).
Aug.	Establishes Takebishi Technos Corporation (currently TS Engineering Co., Ltd., a wholly-owned consolidated subsidiary).
Jul. 1970	Establishes Hikone Sub-Branch in Hikone, Shiga Prefecture (currently Shiga Branch).
Aug.	Establishes Kokura Sub-Branch in Kokura-ku, Kitakyushu (currently Kyushu Branch in Hakata-ku, Fukuoka).
Apr. 1983	Establishes Ritto Sales Office of Shiga Branch in Ritto, Shiga Prefecture (currently Ritto Branch). Establishes Inuyama Sales Office in Inuyama, Aichi Prefecture (currently Nagoya Branch in Nakamura-ku, Nagoya).
Feb. 1984	Establishes Tokyo Sales Office in Chiyoda-ku, Tokyo (currently Tokyo Branch in Kohoku-ku, Yokohama).
Jul. 1991	Transfers Head office to a new building in Ukyo-ku, Kyoto (current address).
Apr. 1992	Establishes Takebishi Kosan Co., Ltd. (a wholly-owned consolidated subsidiary).
May. 1996	Establishes Takebishi Electric Sales Hong Kong Limited (a wholly-owned consolidated subsidiary).
Sep.	Shares listed on Second Section of Osaka Securities Exchange (currently Tokyo Stock Exchange) and Kyoto Stock Exchange)
Jan. 1999	Invests in Shinwa Kogyo Co., Ltd. through allocation of new shares to a third party (currently TS Engineering Co., Ltd., a wholly-owned consolidated subsidiary).
Apr.	Invests in Fujitelecoms Co., Ltd. (a wholly-owned consolidated subsidiary).
Aug. 2001	Acquires ISO 14001 certification (BVJC), an international standard for environmental management.
Sep. 2003	Acquires ISO 9001 certification (BVJC), an international standard for quality management systems.
Nov. 2005	Conducts a 1:2 stock split and changes number of shares per unit (from 1,000 shares to 100 shares).
Feb. 2006	Establishes Takebishi Electric Sales Shanghai Limited in Shanghai, China (a consolidated subsidiary; wholly-owned by Takebishi Electric Sales Hong Kong Limited).
Apr.	Merges mobile phone business into Fujitelecoms Co., Ltd. (a wholly-owned consolidated subsidiary).
Jun.	Introduces executive officer system.
Oct.	Changes corporate name to Takebishi Corporation. Issues new shares (public stock offering) and conducts stock offering (allocation of new shares to a third party by over allotment).
Feb. 2007	Completes expansion of Head Office building in Ukyo-ku, Kyoto (current address).
Oct. 2009	Establishes Kofu Sales Office of Tokyo Branch in Kofu, Yamanashi Prefecture.
Apr. 2010	Merges Takebishi Technos Corporation with Shinwa Kogyo Co., Ltd. and establishes TS Engineering Co., Ltd. (a wholly-owned consolidated subsidiary) and relocates business.
Jan. 2012	Acquires ISO 27001 certification (BVJC), an international standard for information security management.
Jul. 2013	Shares listed on Second Section of Tokyo Stock Exchange following merger of Osaka Securities Exchange and Tokyo Stock Exchange
Jan. 2014	Establishes TAKEBISHI (THAILAND) CO.,LTD. in Bangkok, Thailand (a wholly-owned consolidated subsidiary)
Dec.	Shares listed on First Section of Tokyo Stock Exchange
Jun. 2017	Transition to a company with audit and supervisory committee
Aug. 2018	Establishes Takebishi Electric Sales Hong Kong Limited, Shenzhen Office in Shenzhen, China
Oct. 2019	Invests in First Brain Co., Ltd. (currently a consolidated subsidiary; wholly-owned by Fujitelecoms Co., Ltd).
Mar. 2020	Transfers Tokyo Branch in Chiyoda-ku, Tokyo
Apr.	Invests in Umezawa Musen Co., Ltd. (currently a wholly-owned consolidated subsidiary)
Jun. 2021	Invests in Le Champ (South East Asia) Pte Ltd. (headquartered in Singapore; currently a wholly owned consolidated subsidiary)
Oct.	Issues new shares (public stock offering) and conducts stock offering (allocation of new shares to a third party by over allotment)
Apr. 2022	Transition to the Prime Market from the First Section of Tokyo Stock Exchange due to the restructuring of the Tokyo Stock Exchange's market classification Establishes TAKEBISHI VIETNAM CO., LTD. in Ho Chi Minh City, Vietnam (a wholly-owned consolidated subsidiary)

▶Company Information

Outline

Corporate Name: TAKEBISHI CORPORATION

Head Office: 29, Mameda-cho, Nishi-kyogoku, Ukyo-ku, Kyoto

Established: April 24, 1926

Purposes:

1.Sales of the following products, and design and contracts for related engineering work:

- FA devices, industrial equipment
- Semiconductors, devices and embedded devices
- Air conditioners and refrigeration equipment, residential equipment and lighting fixtures, elevators and escalators, power generation equipment, generators, power transmission and distribution equipment, water management plant systems, Electronic medical equipment
- Communications and equipment, image processing equipment, information and communication equipment

2.Sales, systems design and software development:

- Information systems and factory automation systems
- Microcomputers and ASICs (Application Specific Integrated Circuits)

Paid-in Capital: ¥3,384 million

Shares:

Number of shares authorized: 28,280,000 shares

Number of shares issued : 15,961,000 shares

Fiscal Year End: March 31 (once a year)

Workforce:

Employees Consolidated: 797 Nonconsolidated: 407

Total workforce Consolidated: 878 Nonconsolidated: 442

*Total workforce includes temporary staff. (As of March 31, 2023)

Main Banks:

MUFJ Bank, Ltd.

The Bank of Kyoto, Ltd.

Mitsubishi UFJ Trust and Banking Corporation

Shiga Bank, Ltd.

Mizuho Bank, Ltd.

Sumitomo Mitsui Banking Corporation

The Kyoto Chuo Shinkin Bank

The Kyoto Shinkin Bank

Certifications:

ISO14001 (acquired in August 2001 from BVJC)

ISO9001 (acquired in September 2003 from BVJC)

ISO27001 (acquired in January 2012 from BVJC)



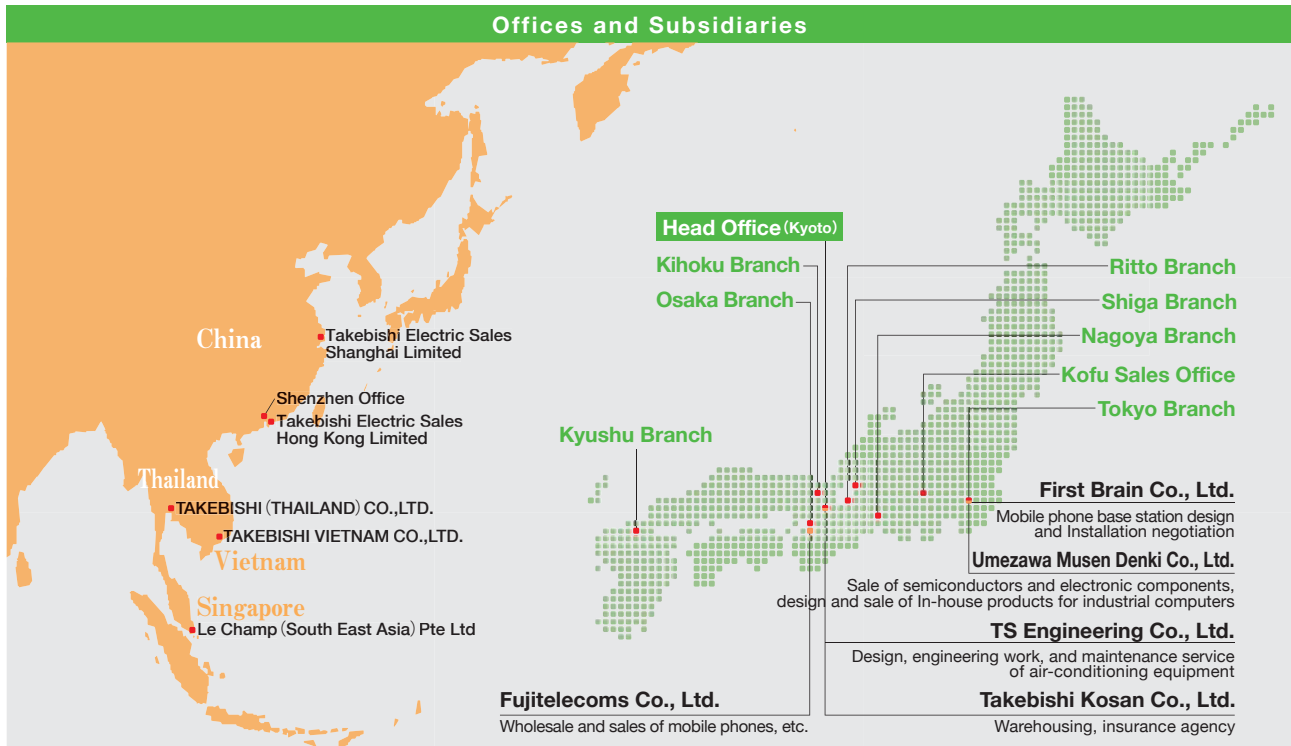
Directors, Auditor, and Executive Officers:

Director & Chairman	Isamu Ogura
Representative Director & President	Hiroshi Okagaki
Director & Senior Managing Executive Officer	Kazuhiko Sakaguchi
Director & Managing Executive Officer	Takeshi Ohi
Director (Outside)	Hidenori Kinoshita
Director (Outside)	Sou Ikeda
Director & Member of Audit and Supervisory Committee (Full-Time)	Yasuji Ohnishi
Director & Member of Audit and Supervisory Committee (Outside)	Shigeyuki Kawamoto
Director & Member of Audit and Supervisory Committee (Outside)	Yoshinori Yamada
Senior Executive Officer	Koji Yoshimura
Senior Executive Officer	Yoshinori Iwate
Senior Executive Officer	Akihisa Takimoto
Executive Officer	Hiroaki Tamura
Executive Officer	Kazuta Kohmura
Executive Officer	Norihiro Takemoto

Major Customers:

SCREEN Holdings Co., Ltd.	Omron Corporation
Murata Machinery, Ltd.	KYOCERA Corporation
Ishida Co., Ltd.	Ibiden Co., Ltd.
Kyoto Seisakusho Co., Ltd.	GS Yuasa Corporation
Shimadzu Corporation	Nissin Electric Co., Ltd.
Nidec Corporation	Panasonic Corporation
Panasonic Connect Co., Ltd.	HORIBA, Ltd.
Mitsubishi Electric Corporation	Murata Manufacturing Co, Ltd.
ROHM Co., Ltd.	Canon Machinery Inc.
Sumitomo Electric Industries, Ltd.	Mitsubishi Motors Corporation
Mitsubishi Heavy Industries, Ltd.	Kansai Electric Power Co., Inc.
Nippon Electric Glass Co., Ltd.	Obayashi Corporation
Kinden Corporation	Shimizu Corporation
Takenaka Corporation	Government and other public officesn

▶Network





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<https://www.takebishi.co.jp/>



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