



**Investors'  
Guide 2024**



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

**Drawing on the progressive spirit that is intrinsic to Kyoto, we seek to be the “leading total solution trading company from Kyoto” together with our diverse partners.**

It is my pleasure to offer greetings to our shareholders and to express our gratitude for your continued support.

Since our company’s founding in 1926, the support of our many customers has allowed us to build our current management foundation as a technology trading company handling industrial electrical and electronic equipment from Mitsubishi Electric and other suppliers, with the Kyoto area as our primary base.

We have expanded our sales sites to encompass seven branches, one sales office, and ten affiliates (five in Japan and five overseas). In addition to our mainstay Mitsubishi Electric products and the products of our many partners, we provide proprietary solutions that combine our own original products with system development to meet the diverse needs of our customers.

While flexibly adapting to societal transformation, we will continue taking on challenges at the forefront of the age as the “leading total solution trading company from Kyoto”, tackling solutions to customers’ problems in business fields spanning industrial equipment, semiconductors and devices, social infrastructure, and IT.

We look forward to your continued patronage in the future.

President *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 Power 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.
Power Distribution Controls	No-fuse circuit breakers, earth leakage circuit breakers, motor starters, power meters, Indicators, power transformers, instrument transformers, power distribution control networks, 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.



programmable controllers

servomotors

DeviceGateway<sup>®</sup>  
(Original Products)

robot

electric discharge machines

## 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, secondary batteries and charging/discharging 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

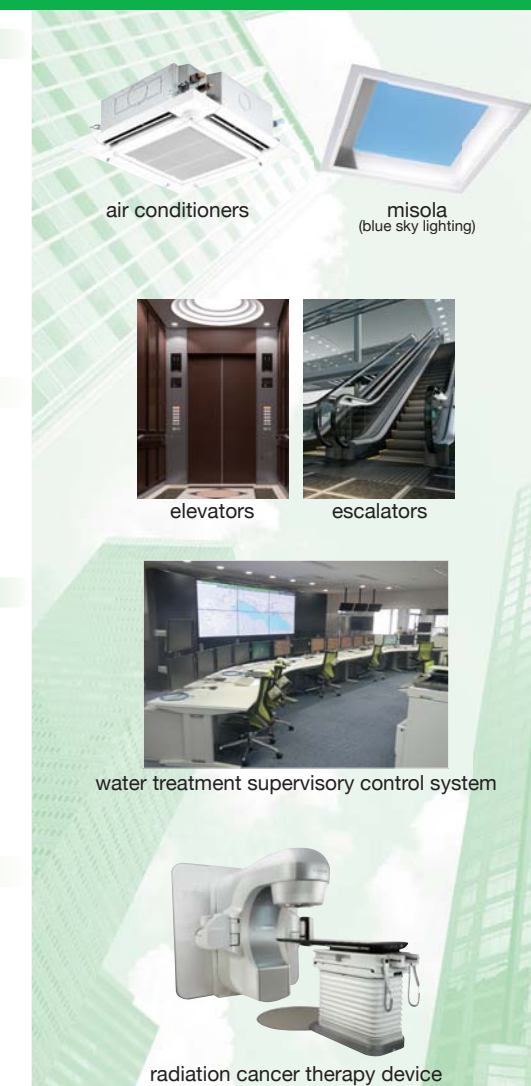
We handle electrical substation equipment for Kansai Electric Power Co. as well as local municipalities in Kyoto and Shiga prefectures (mainly for equipment used in water supply and sewage facilities). Moreover, we sell emergency power generating equipment as well as power distribution facilities for 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, 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.



air conditioners

misola  
(blue sky lighting)

elevators

escalators

water treatment supervisory control system

radiation cancer therapy device

### 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.



semiconductors

computer systems for industrial use

electronic papers

Liquid crystal modules

storages

ODM connection  
Remote controller/Surveillance camera

### 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 device, video conference system, mobile phone website businesses, etc.



Fault tolerance server

digital whiteboard

mobile device

TECSAS sales management  
(Original Products)

network camera

device monitoring tool  
(Original Products)



## Fiscal 2023 Results

### Overview of Financial Results

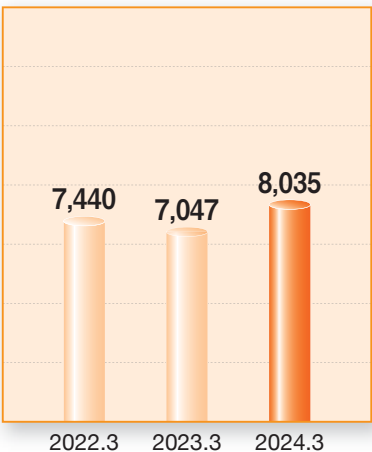
In fiscal 2023, the outlook for the Japanese economy continued to be uncertain. Although recovery was visible in production areas such as automotive and machinery thanks to an easing of supply shortages in semiconductors and electronic components, there were at the same time countereffects from factors including progressively lengthening inventory adjustment and stagnancy in the Chinese economy. Against this background, we launched our Medium-term Business Plan, T-Link 1369, which targets consolidated fiscal 2026 Group results of net sales of ¥130,000 million, new business of ¥30,000 million, ordinary income of ¥6,000 million, and ROE of 9%. In addition to further expanding FA devices and other core businesses, we have been responding to growth markets with the creation of new business. These efforts have included stepping up growth strategies in the four areas of global, medical, automation, and original, and focusing on expanding our business as a general trading company into fields such as energy solutions, mobility, materials, and digital transformation (DX). We have also been focusing on continuously raising corporate value by striving for management that considers things like capital costs and share price, properly implementing growth strategies, increasing shareholder return, and earnestly engaging with investors. As a result, the consolidated business performance for this fiscal year was net sales of ¥101,355 million (year-on-year increase of 4.1%), operating income of ¥3,736 million (year-on-year decrease of 4.6%), ordinary income of ¥3,915 million (year-on-year decrease of 3.1%), and profit attributable to owners of parent of ¥2,501 million (year-on-year decrease of 8.6%).

Net sales	¥101,355 million	▶▶▶	(year-on-year increase of 4.1%)
Operating income	¥3,736 million	▶▶▶	(year-on-year decrease of 4.6%)
Ordinary income	¥3,915 million	▶▶▶	(year-on-year decrease of 3.1%)
Profit attributable to owners of parent	¥2,501 million	▶▶▶	(year-on-year decrease of 8.6%)

### Net Sales by Segment

#### Information and Communications Equipment

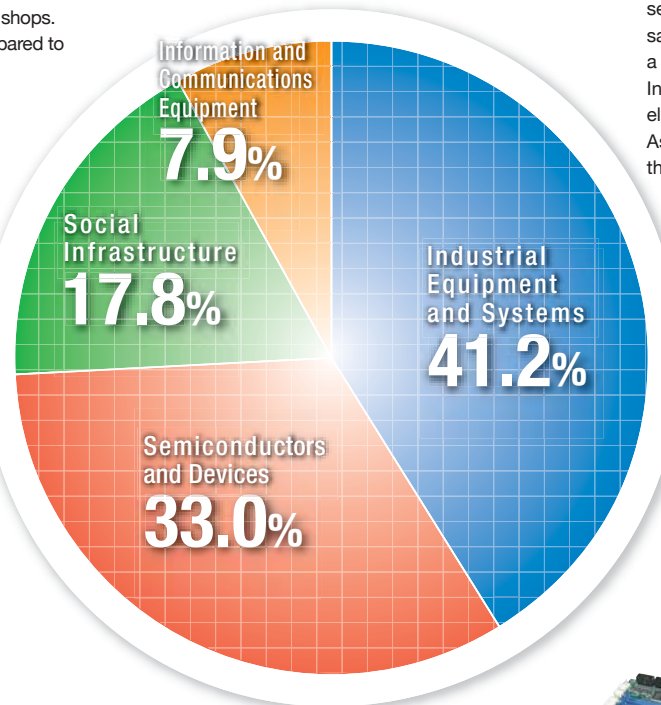
Change in Sales (¥ million)



Net sales ¥8,035 million (year-on-year increase of 14.0%)

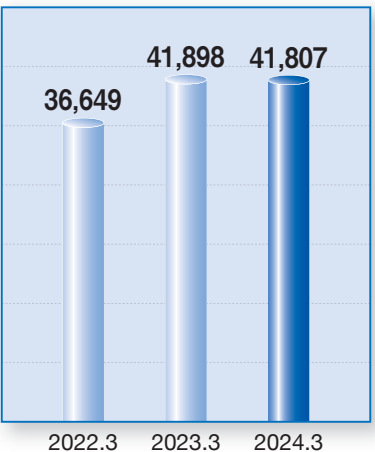
Operating income ¥216 million (year-on-year decrease of 4.1%)

In our key cellular phone business, sales continued strong for high-end models. In information systems, sales increased for large displays for combined shops. As a result, the overall net sales for this segment increased 14.0% compared to the previous year.



#### Industrial Equipment and Systems

Change in Sales (¥ million)



Net sales ¥41,807 million (year-on-year decrease of 0.2%)

Operating income ¥2,213 million (year-on-year decrease of 0.6%)

FA devices saw increased sales mainly on the strength of semiconductor manufacturing equipment and EV batteries. However, sales were down in industrial mechatronics due to a drop following a large order of industrial processing machines in the previous year. In addition, equipment systems saw lower sales in products such as electronic components and LCDs. As a result, net sales for this segment decreased 0.2% compared to the previous year.



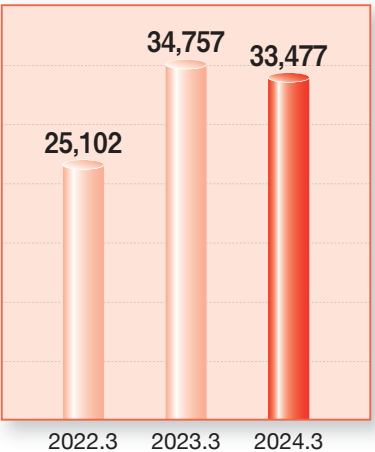
Net sales ¥33,477 million (year-on-year decrease of 3.7%)

Operating income ¥710 million (year-on-year decrease of 33.4%)

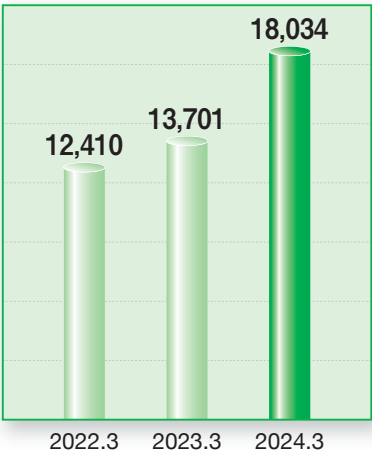
Device sales weakened mainly in Southeast Asia on the effects of slower demand against a background of factors including inventory adjustment of electronic components. In addition, semiconductors dropped following the previous year's special demand for on-market items. As a result, net sales for this segment decreased 3.7% compared to the previous year.



Change in Sales (¥ million)



Change in Sales (¥ million)



Net sales ¥18,034 million (year-on-year increase of 31.6%)

Operating income ¥599 million (year-on-year increase of 49.2%)

Sales improved in radiation cancer treatment equipment and medical diagnostic equipment, and increased in business related to surgical operations and areas such as AI-driven DX and ICT for medicine. In building equipment, sales grew for cargo-carrying elevators for distribution warehouses. As a result, net sales for this segment increased 31.6% compared to the previous year.



#### Social Infrastructure

#### Semiconductors and Devices

## Medium-term Business Plan, "T-Link1369"

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

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



Consolidated net sales

**130** billion yen

NEW Business sales

**+30** billion yen  
※ Compared to FY2022

Fiscal year  
2026  
(target)

Ordinary income

**6** billion yen

ROE

**9** %

## Priority measures

### Evolving 4 Growth Strategies

Creating  
**innovation**  
aiming to be  
a general trading  
company



Business  
management  
that emphasizes  
**capital  
efficiency**

Refining  
**sustainability management**

## Product × Solution with technical expertise



## Cumulative Sales Results of Original Products

Number of sales countries

**62** countries

Accumulated sales

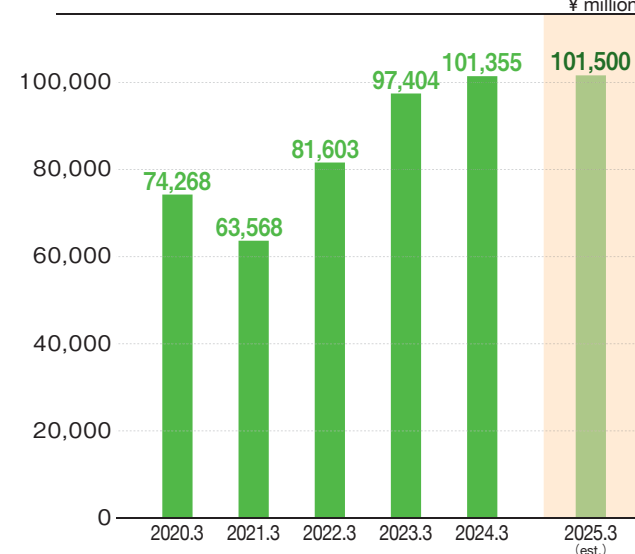
about **51,000** units



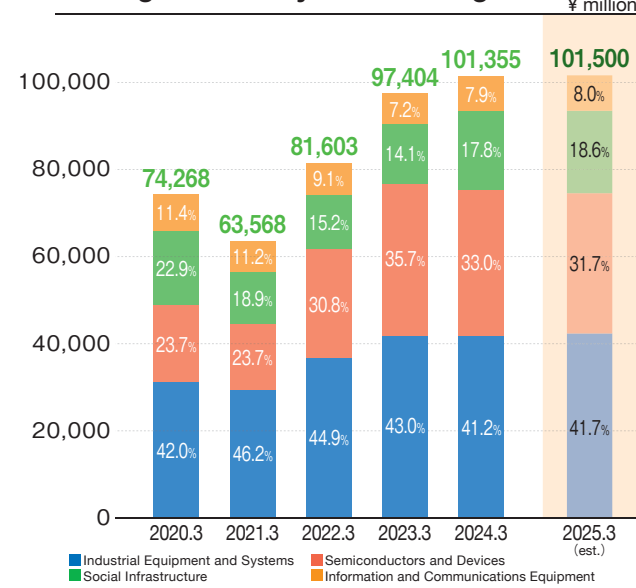


## Transition of Business Performance (Consolidated)

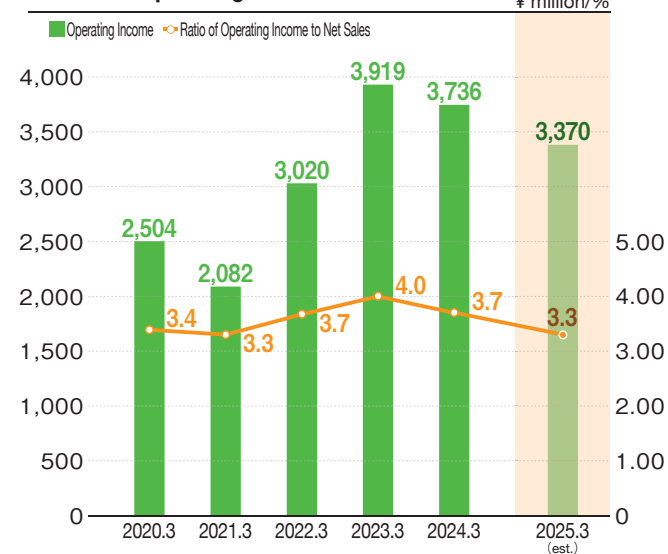
## Sales



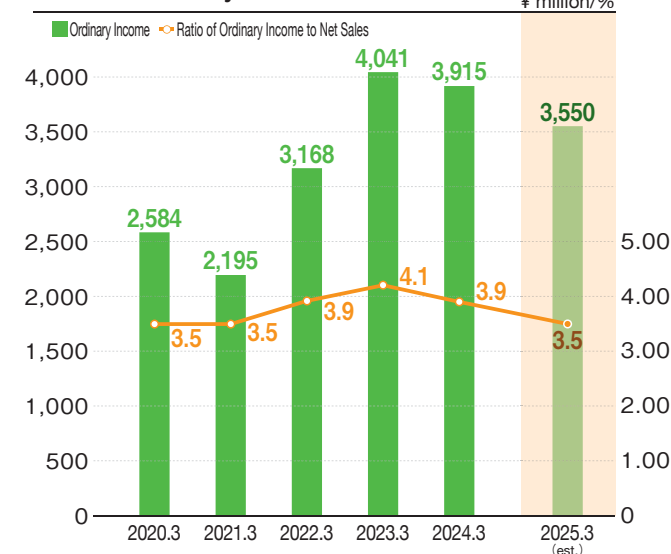
## Change in Sales by Business Segment



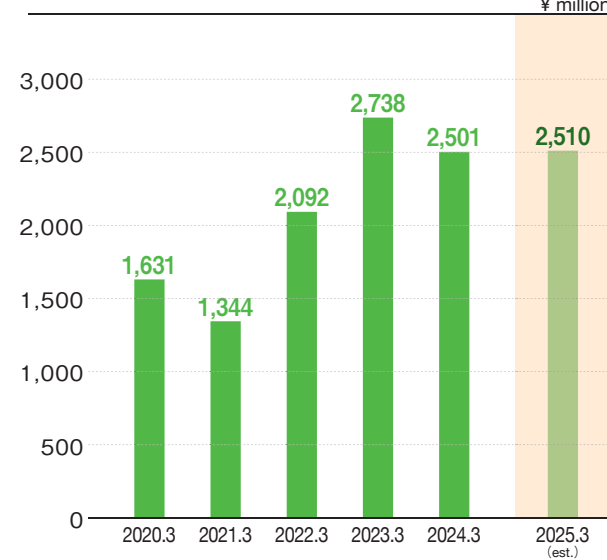
## Operating Income &amp; Ratio of Operating Income to Net Sales



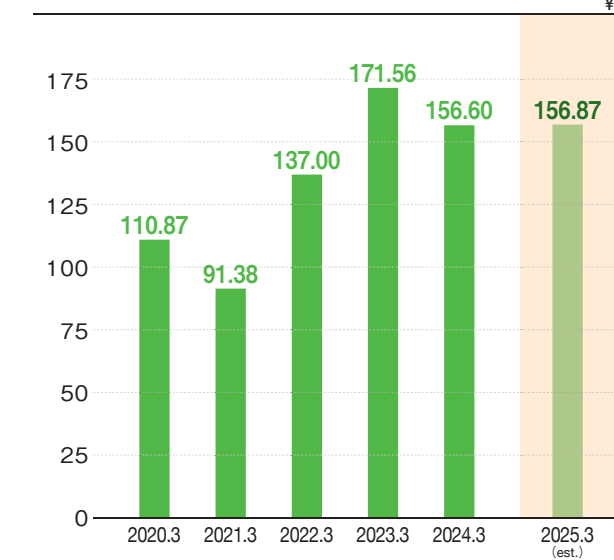
## Ordinary Income &amp; Ratio of Ordinary Income to Net Sales



## Net Income



## Net Income Per Share



## Business Performance

	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3(est.)
Net Sales (¥ million)	74,268	63,568	81,603	97,404	101,355	101,500
Operating Income (¥ million)	2,504	2,082	3,020	3,919	3,736	3,370
Ratio of Operating Income to Net Sales (%)	(3.4)	(3.3)	(3.7)	(4.0)	(3.7)	(3.3)
Ordinary Income (¥ million)	2,584	2,195	3,168	4,041	3,915	3,550
Ratio of Ordinary Income to Net Sales (%)	(3.5)	(3.5)	(3.9)	(4.1)	(3.9)	(3.5)
Net Income (¥ million)	1,631	1,344	2,092	2,738	2,501	2,510
Ratio of Net Income to Net Sales (%)	(2.2)	(2.1)	(2.6)	(2.8)	(2.5)	(2.5)

Net Income Per Share (Value After Split) (¥ million)	110.87	91.38	137.00	171.56	156.60	156.87
Average Number of Shares During the Term (thousand shares)	14,714	14,714	15,276	15,960	15,975	16,000

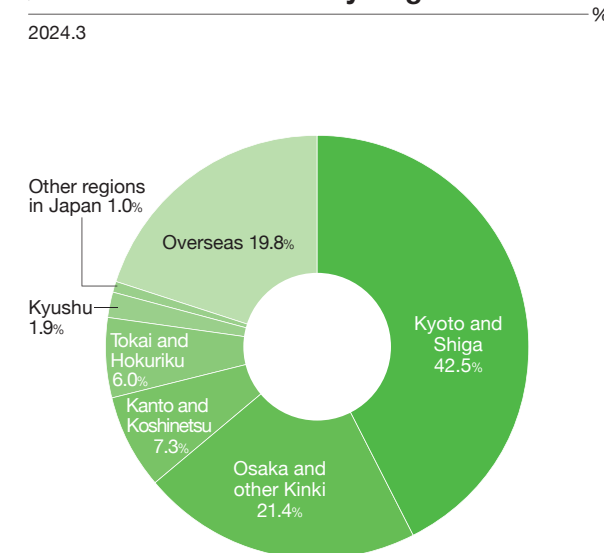
\*1. The above figures have been rounded down to the nearest million yen. \*2. Net income per share is calculated by dividing net income by the average number of shares during the year (excluding treasury stock).

## Change in Performance by Segment

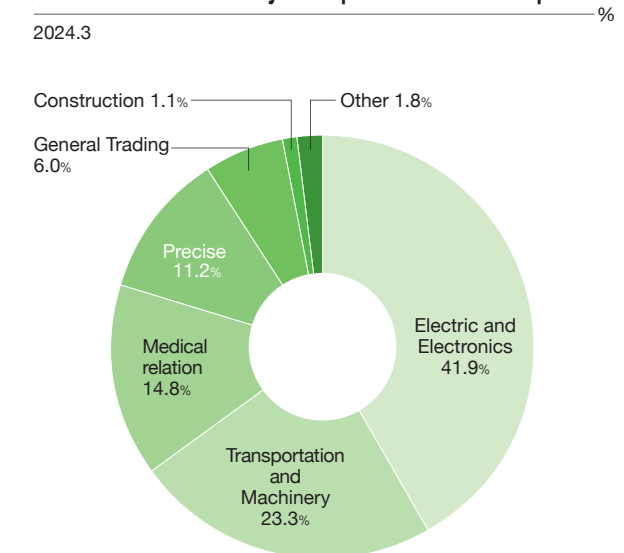
Segment Classification	2020.3		2021.3		2022.3		2023.3		2024.3		2025.3(est.)	
	Sales (¥ million)	Change from Previous Year (%)	Sales (¥ million)	Change from Previous Year (%)	Sales (¥ million)	Change from Previous Year (%)	Sales (¥ million)	Change from Previous Year (%)	Sales (¥ million)	Change from Previous Year (%)	Sales (¥ million)	Change from Previous Year (%)
Industrial Equipment and Systems	31,205	△19.8	29,343	△6.0	36,649	+24.9	41,898	+14.3	41,807	△0.2	42,300	+1.2
Semiconductors and Devices	17,590	△4.8	15,082	△14.3	25,102	+66.4	34,757	+38.5	33,477	△3.7	32,200	△3.8
FA and Device Business	48,796	△14.9	44,425	△9.0	61,751	+39.0	76,655	+24.1	75,285	△1.8	74,500	△1.0
Social Infrastructure	17,035	+0.3	11,993	△29.6	12,410	+3.5	13,701	+10.4	18,034	+31.6	18,900	+4.8
Information and Communications Equipment	8,436	△6.7	7,148	△15.3	7,440	+4.1	7,047	△5.3	8,035	+14.0	8,100	+0.8
Social & Information and Communications Business	25,471	△2.1	19,142	△24.8	19,851	+3.7	20,748	+4.5	26,069	+25.6	27,000	+3.6
Total	74,268	△10.9	63,568	△14.4	81,603	+28.4	97,404	+19.4	101,355	+4.1	101,500	+0.1

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

## Distribution of Sales by Region



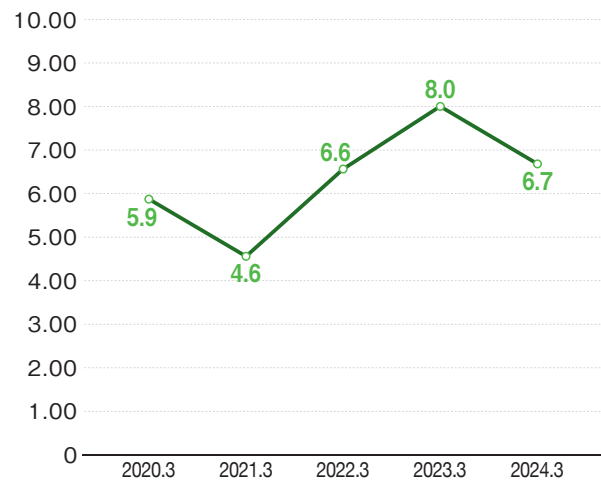
## Distribution of Industry for Top 50 Customer Companies



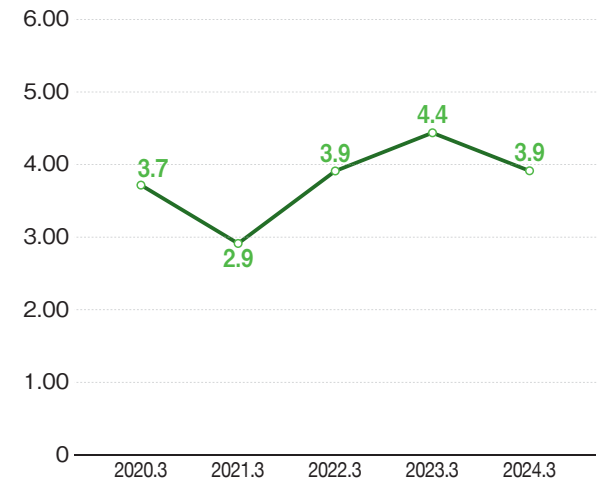
## Major Managerial Indexes (Consolidated)

## ► Profitability Indexes

## Return on Equity (ROE) %



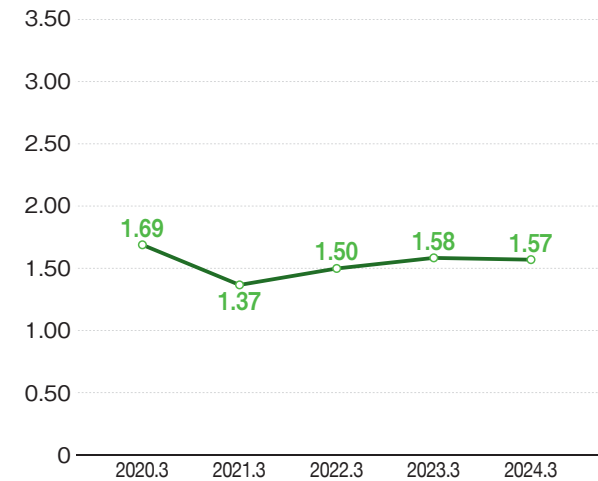
## Return on Assets (ROA) %



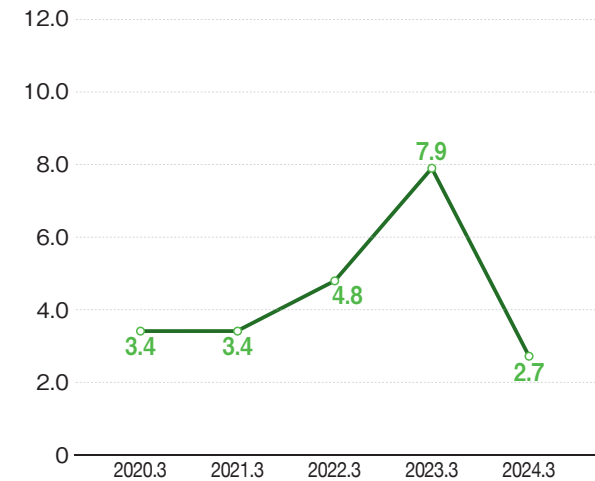
	2020.3	2021.3	2022.3	2023.3	2024.3
Return on Equity (ROE) (%)	5.9	4.6	6.6	8.0	6.7
Return on Assets (ROA) (%)	3.7	2.9	3.9	4.4	3.9

## ► Efficiency and Safety Indexes

## Total Asset Turnover times



## Total Capital to Debt Ratio %



	2020.3	2021.3	2022.3	2023.3	2024.3
Total Asset Turnover (times)	1.69	1.37	1.50	1.58	1.57
Interest Bearing Debt (¥ million)	1,476	1,695	2,865	5,087	1,731
Total Capital to Debt Ratio (%)	3.4	3.4	4.8	7.9	2.7

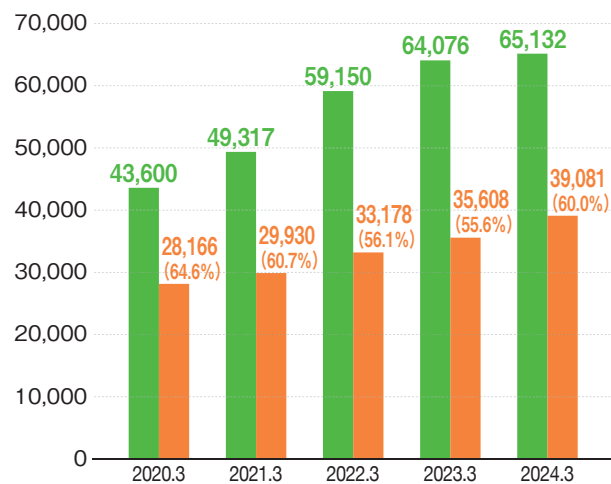
\*1. "Interest bearing debt" is shown rounded down to the nearest million yen.

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

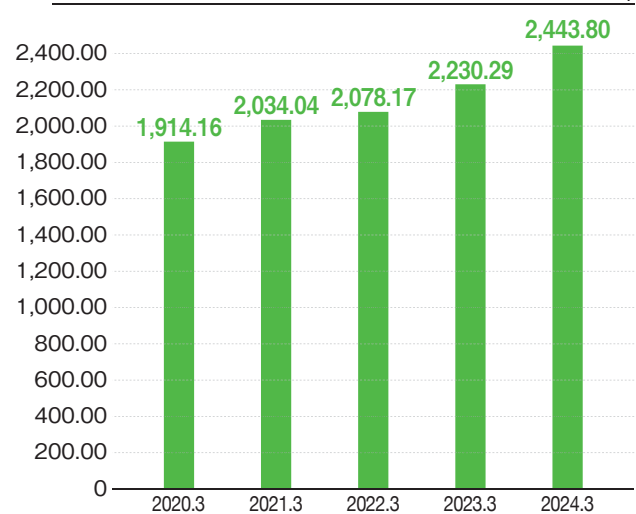
## ► Asset Related Indexes

## Total Assets &amp; Net Assets ¥ million

■ Total Assets ■ Net Assets



## Net Assets Per Share ¥



Note: The equity ratio is shown in parentheses.

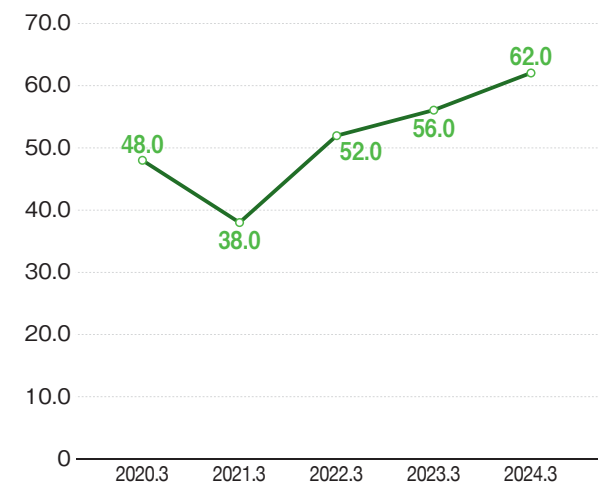
	2020.3	2021.3	2022.3	2023.3	2024.3
Total Assets (¥ million)	43,600	49,317	59,150	64,076	65,132
Net Assets (¥ million)	28,166	29,930	33,178	35,608	39,081
Capital Adequacy Ratio (%)	64.6	60.7	56.1	55.6	60.0
Net Assets Per Share (¥)	1,914.16	2,034.04	2,078.17	2,230.29	2,443.80

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

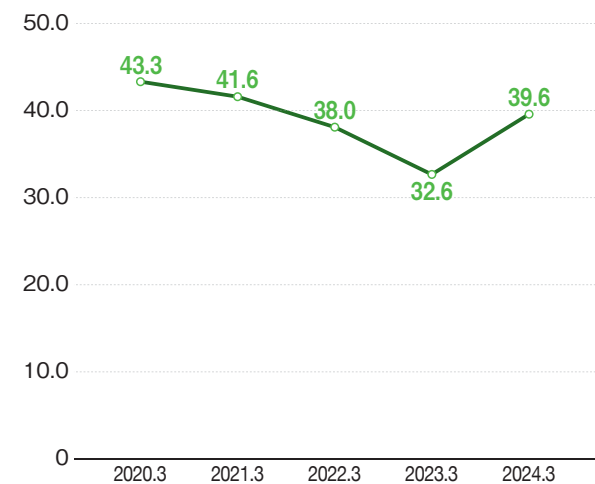
\*2. Net assets per share is calculated by dividing net assets by the average number of shares during the year (excluding treasury stock).

## ► Investment Value Indexes

## Dividends Per Share ¥



## Dividend Payout Ratio %



	2020.3	2021.3	2022.3	2023.3	2024.3
Dividends Per Share (Value After Split) (¥)	48.0	38.0	52.0	56.0	62.0
Total Value of Dividends (¥ million)	706	559	797	893	991
Dividend Payout Ratio (%)	43.3	41.6	38.0	32.6	39.6
Price Book-Value Ratio (PBR) (times)	0.69	0.74	0.69	0.78	0.83
Dividend on Equity Ratio (DOE) (%)	2.6	2.0	2.7	2.8	2.9

\*1. "Total Value of Dividends" is shown rounded down to the nearest million yen.

\*2. Dividend on equity ratio (DOE) = Total dividends / Shareholders' equity

## ▶ Consolidated Balance Sheets

¥ million

	FY2021 As of Mar. 31, 2022		FY2022 As of Mar. 31, 2023		FY2023 As of Mar. 31, 2024	
	Amount	Composition	Amount	Composition	Amount	Composition
<b>Assets</b>						
Current assets						
Cash and deposits	6,044		6,494		8,227	
Notes and accounts receivable - trade, and contract assets	23,789		21,901		24,898	
Electronically recorded monetary claims - operating	5,135		6,669		4,797	
Securities	10		-		-	
Merchandise	8,461		13,591		11,517	
Work in process	20		44		62	
Other	1,677		2,235		1,697	
Allowance for doubtful accounts	△104		△104		△172	
Total current assets	45,035	76.1%	50,832	79.3%	51,029	78.3%
Non-current assets						
Property, plant and equipment						
Buildings and structures, net	1,928		1,912		1,883	
Land	2,105		2,105		2,105	
Construction in progress	-		129		11	
Other, net	141		139		233	
Total property, plant and equipment	4,175	7.1%	4,286	6.7%	4,234	6.5%
Intangible assets						
Software	87		81		64	
Software in progress	5		-		-	
Goodwill	1,469		1,076		744	
Customer related assets	1,111		936		760	
Other	20		20		20	
Total intangible assets	2,693	4.6%	2,114	3.3%	1,589	2.4%
Investments and other assets						
Investment securities	5,777		5,399		7,156	
Deferred tax assets	192		210		201	
Other	1,287		1,242		939	
Allowance for doubtful accounts	△12		△9		△16	
Total investments and other assets	7,245	12.2%	6,843	10.7%	8,279	12.7%
Total non-current assets	14,114	23.9%	13,243	20.7%	14,102	21.7%
Total assets	59,150	100.0%	64,076	100.0%	65,132	100.0%

## ▶ Consolidated Balance Sheets

¥ million

	FY2021 As of Mar. 31, 2022		FY2022 As of Mar. 31, 2023		FY2023 As of Mar. 31, 2024	
	Amount	Composition	Amount	Composition	Amount	Composition
<b>Liabilities</b>						
Current liabilities						
Notes and accounts payable - trade	17,160		16,787		15,870	
Electronically recorded obligations - operating	1,082		1,508		2,290	
Short-term borrowings	2,765		4,837		1,631	
Current portion of long-term borrowings	100		-		100	
Accounts payable-other	1,239		1,237		1,317	
Income taxes payable	771		926		963	
Provision for bonuses	770		843		829	
Other	499		711		1,316	
Total current liabilities	24,389	41.2%	26,853	41.9%	24,319	37.3%
Non-current liabilities						
Long-term borrowings	-		250		-	
Long-term accounts payable - other	112		49		49	
Deferred tax liabilities	1,146		959		1,411	
Deferred tax liabilities for land revaluation	5		5		5	
Provision for retirement benefits for directors (and other officers)	35		40		37	
Retirement benefit liability	210		235		66	
Asset retirement obligations	25		26		27	
Other	46		46		132	
Total non-current liabilities	1,583	2.7%	1,613	2.5%	1,730	2.7%
Total liabilities	25,972	43.9%	28,467	44.4%	26,050	40.0%
<b>Net Assets</b>						
Shareholders' equity						
Share capital	3,384		3,384		3,406	
Capital surplus	4,058		4,058		4,080	
Retained earnings	23,733		25,625		27,201	
Treasury shares	△0		△0		△0	
Total shareholders' equity	31,176	52.7%	33,069	51.6%	34,687	53.3%
Accumulated other comprehensive income						
Valuation difference on available-for-sale securities	2,661		2,382		3,590	
Revaluation reserve for land	△1,140		△1,140		△1,140	
Foreign currency translation adjustments	343		1,198		1,726	
Remeasurements of defined benefit plans	125		85		199	
Total accumulated other comprehensive income	1,990	3.4%	2,526	3.9%	4,376	6.7%
Non-controlling interests	10	0.02%	13	0.02%	17	0.03%
Total net assets	33,178	56.1%	35,608	55.6%	39,081	60.0%
Total liabilities and net assets	59,150	100.0%	64,076	100.0%	65,132	100.0%



## Consolidated Statements of Income

¥ million

	FY2021 Apr. 1, 2021 - Mar. 31, 2022		FY2022 Apr. 1, 2022 - Mar. 31, 2023		FY2023 Apr. 1, 2023 - Mar. 31, 2024	
	Amount	Composition	Amount	Composition	Amount	Composition
Net sales	81,603	100.0%	97,404	100.0%	101,355	100.0%
Cost of sales	69,449	85.1%	83,591	85.8%	87,246	86.1%
Gross profit	12,153	14.9%	13,812	14.2%	14,108	13.9%
Selling, general and administrative expenses	9,133	11.2%	9,893	10.2%	10,371	10.2%
Operating profit	3,020	3.7%	3,919	4.0%	3,736	3.7%
Total non-operating income	230	0.3%	259	0.3%	401	0.4%
Interest income	6		7		12	
Dividend income	88		110		139	
Purchases discounts	13		16		14	
Rent income	60		54		52	
Surrender value of insurance policies	-		-		88	
Other	61		69		93	
Total non-operating expenses	82	0.1%	136	0.1%	222	0.2%
Interest expenses	14		61		84	
Share issuance costs	17		-		-	
Rental costs	26		24		24	
Provision of allowance for doubtful accounts	19		-		105	
Foreign exchange losses	-		39		-	
Other	4		10		7	
Ordinary profit	3,168	3.9%	4,041	4.1%	3,915	3.9%
Total extraordinary income	14	0.02%	21	0.02%	12	0.01%
Gain on sale of non-current assets	2		5		8	
Gain on sale of investment securities	11		16		3	
Total extraordinary losses	2		6		42	
Loss on sale and retirement of non-current assets	2		6		15	
Impairment losses	-		-		27	
Profit before income taxes	3,180	3.9%	4,056	4.2%	3,886	3.8%
Income taxes-current	1,142		1,379		1,498	
Income taxes-deferred	△57		△64		△119	
Total income taxes	1,085	1.3%	1,315	1.4%	1,379	1.4%
Profit	2,095		2,741		2,506	
Profit attributable to non-controlling interests	2		3		4	
Profit attributable to owners of parent	2,092	2.6%	2,738	2.8%	2,501	2.5%

Note: Total valuation and translation was ¥ 2,118 million in fiscal 2021, ¥ 3,276 million in fiscal 2022, and ¥ 4,356 million in fiscal 2023.

## Consolidated Statements of Cash Flows

¥ million

	FY2021 Apr. 1, 2021 - Mar. 31, 2022		FY2022 Apr. 1, 2022 - Mar. 31, 2023		FY2023 Apr. 1, 2023 - Mar. 31, 2024	
	Amount		Amount		Amount	
Cash flows from operating activities						
Profit before income taxes	3,180		4,056		3,886	
Depreciation	387		471		473	
Impairment losses	-		-		27	
Amortization of goodwill	298		393		361	
Increase (decrease) in provision for retirement benefits for directors (and other officers)	△2		5		△3	
Increase (decrease) in provision for bonuses	92		72		△14	
Increase (decrease) in allowance for doubtful accounts	32		△1		69	
Increase (decrease) in retirement benefit liability	△35		△34		△5	
Interest and dividend income	△95		△118		△152	
Interest expenses	14		61		84	
Foreign exchange losses (gains)	-		-		△7	
Loss (gain) on sale of investment securities	△11		△16		△3	
Loss (gain) on sale and retirement of non-current assets	△0		1		6	
Decrease (increase) in trade receivables	△2,329		1,076		△743	
Decrease (increase) in inventories	△2,772		△4,783		2,295	
Increase (decrease) in trade payables	3,346		△265		△299	
Increase (decrease) in accounts payable - other	△1,789		△16		76	
Increase (decrease) in accrued consumption taxes	-		△52		679	
Other, net	△259		△380		765	
Subtotal	55		470		7,497	
Interest and dividends received	96		122		152	
Interest paid	△13		△62		△83	
Income taxes paid	△1,028		△1,247		△1,482	
Net cash provided by (used in) operating activities	△890		△716		6,083	
Cash flows from investing activities						
Proceeds from redemption of securities	26		-		-	
Purchase of property, plant and equipment	△293		△182		△109	
Proceeds from sale of property, plant and equipment	37		5		60	
Purchase of intangible assets	△70		△18		△7	
Purchase of investment securities	△149		△25		△24	
Proceeds from sale of investment securities	106		18		6	
Purchase of shares of subsidiaries resulting in change in scope of consolidation	△3,490		-		-	
Other, net	24		10		△9	
Net cash provided by (used in) investing activities	△3,809		△191		△84	
Cash flows from financing activities						
Net increase (decrease) in short-term borrowings	937		1,900		△3,298	
Proceeds from long-term borrowings	-		250		-	
Repayments of long-term borrowings	-		△100		△150	
Proceeds from issuance of shares	1,660		-		-	
Proceeds from sale of treasury shares	118		-		-	
Dividends paid	△662		△845		△926	
Other, net	-		△0		△48	
Net cash provided by (used in) financing activities	2,054		1,204		△4,422	
Effect of exchange rate change on cash and cash equivalents	△77		153		137	
Net increase (decrease) in cash and cash equivalents	△2,722		449		1,713	
Cash and cash equivalents at beginning of period	8,615		5,892		6,342	
Cash and cash equivalents at end of period	5,892		6,342		8,055	

## Corporate History

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

## Corporate Data

## Outline

Company 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)

Capital: ¥3,406 million

Shares: Number of shares authorized: 28,280,000 shares  
Number of shares issued : 15,986,000 shares

Fiscal Year End: March 31 (once a year)

Employees: Employees Consolidated: 813 Non-consolidated: 415  
Total workforce Consolidated: 892 Non-consolidated: 451  
\*Total workforce includes temporary staff.(as of March 31, 2024)Main Banks: MUFG Bank, Ltd.  
The Bank of Kyoto, Ltd.  
Mitsubishi UFJ Trust and Banking Corporation  
The Shiga Bank, Ltd.  
Mizuho Bank, Ltd.  
Sumitomo Mitsui Banking Corporation  
The Kyoto Chuo Shinkin Bank  
The Kyoto Shinkin BankCertifications: ISO14001 (acquired in August 2001 from BVJC)  
ISO9001 (acquired in September 2003 from BVJC)  
ISO27001 (acquired in January 2012 from BVJC)

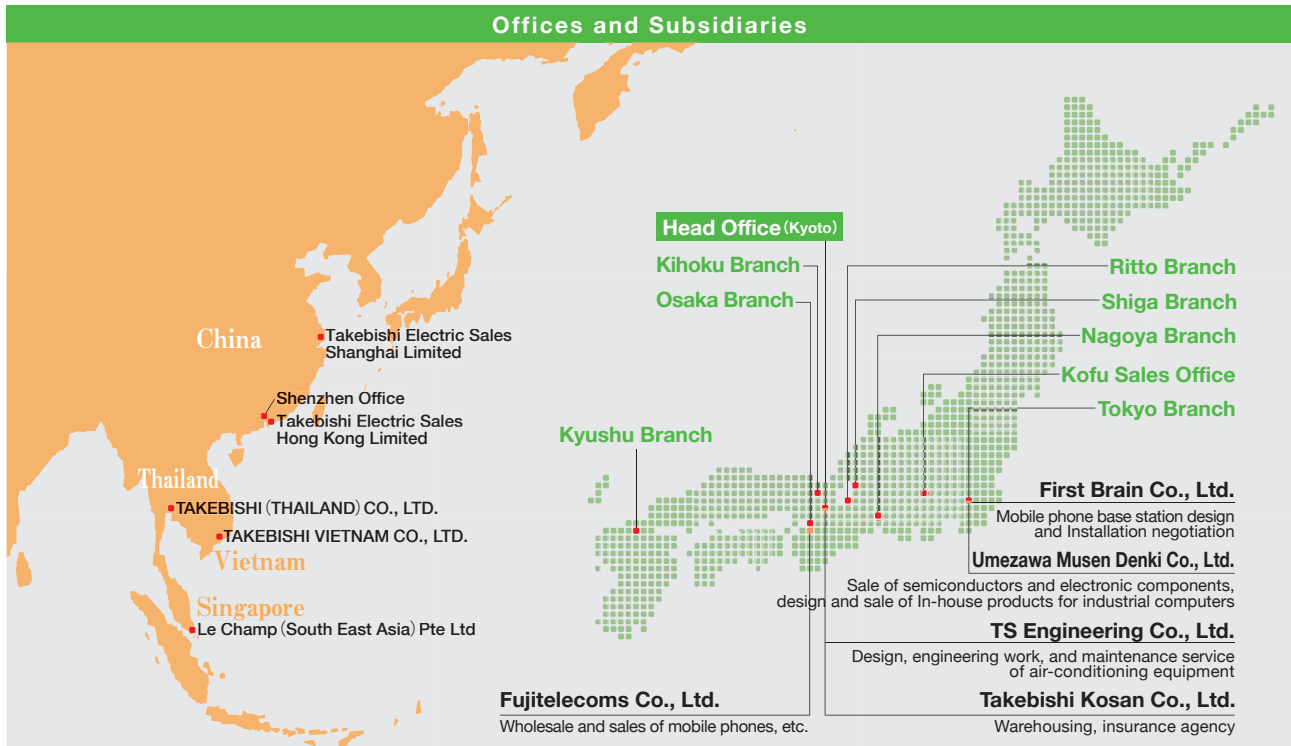
## Directors, Auditor, and Executive Officers:

Director & Chairman	Isamu Ogura
Representative Director & President	Hiroshi Okagaki
Director & Senior Managing Executive Officer	Kazuhiko Sakaguchi
Director & Managing Executive Officer	Takeshi Ohi
Director (Outside)	Sou Ikeda
Director (Outside)	Hiromi Uemura
Director (Outside)	Michihiro Nishikado
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.	The Kansai Electric Power Co., Inc.
Nippon Electric Glass Co., Ltd.	OBAYASHI CORPORATION
KINDEN CORPORATION	SHIMIZU CORPORATION
TAKENAKA CORPORATION	Government and other public offices

## Network







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



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