



**Investors'
Guide 2025**



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 (six in Japan and four 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.

Looking ahead, we aim to become “the leading total solution trading company from Kyoto” by staying attuned to the evolving social environment across diverse industries—including industrial equipment, semiconductors and devices, social infrastructure, and IT. Together with all our stakeholders, we will continue to grow and shape a better future.

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, machinery and 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, 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, Industrial non-destructive testing systems, various inspection devices, 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, camera 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, PCs, PC servers, monitors, projectors, and other types of video OA equipment, maintenance/training, 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.



Fiscal 2024 Results

Overview of Financial Results

In fiscal 2024, the outlook for the Japanese economy continued to be uncertain. This was due to fears of a worldwide recession against the background of factors including American trade policies, in addition to the effects of ongoing inventory adjustments, despite capital investment in the private sector showing signs of recovery.

Against this background, we entered the second year of our Medium-term Business Plan, T-Link 1369 as we embarked on the creation of new business in response to market growth. Under this plan, in addition to expanding our core businesses, we are advancing on the success we have built up so far in the four areas of global, medical, automation, and original, and focusing on transforming our business model to go beyond conventional frameworks in areas such as mobility, materials, energy solutions, and digital transformation (DX).

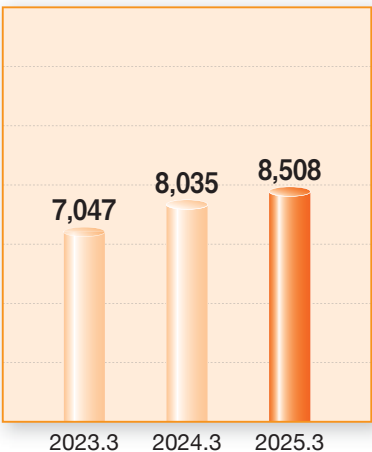
As a result of these efforts, the consolidated business performance for this fiscal year was net sales of ¥100,965 million (year-on-year decrease of 0.4%), operating income of ¥3,426 million (year-on-year decrease of 8.3%), ordinary income of ¥3,761 million (year-on-year decrease 3.9%), and profit attributable to owners of parent of ¥2,659 million (year-on-year increase of 6.3%).

Net sales	¥100,965 million	▶▶▶	(year-on-year decrease of 0.4%)
Operating income	¥3,426 million	▶▶▶	(year-on-year decrease of 8.3%)
Ordinary income	¥3,761 million	▶▶▶	(year-on-year decrease of 3.9%)
Profit attributable to owners of parent	¥2,659 million	▶▶▶	(year-on-year increase of 6.3%)

Net Sales by Segment

Information and Communications Equipment

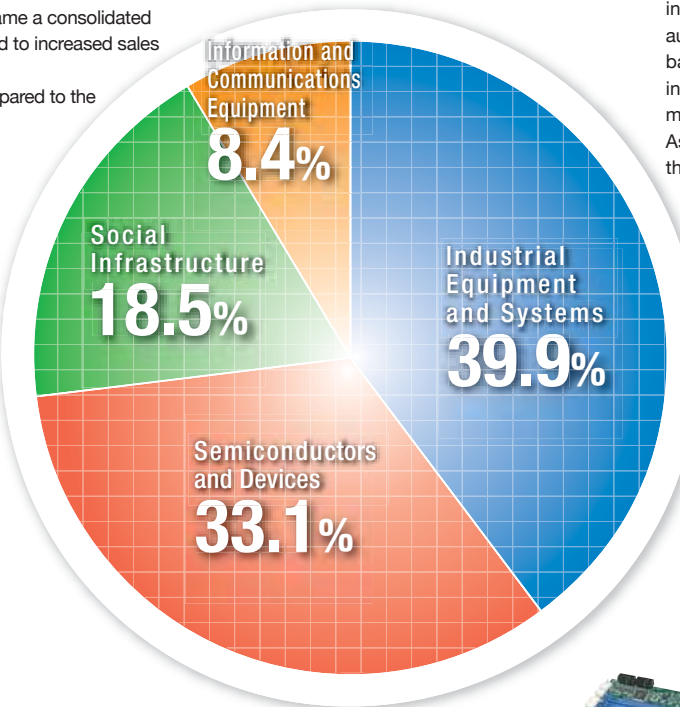
Change in Sales (¥ million)



Net sales ¥8,508 million (year-on-year increase of 5.9%)

Operating income ¥339 million (year-on-year increase of 57.8%)

In our key cellular phone business, sales continued strong for high-end models and original apps for stores. As well, Urban Eco Consulting Co., Ltd. became a consolidated subsidiary of our subsidiary Fujitelecoms Co., a move that contributed to increased sales in new business related to environmental analysis. As a result, the overall net sales for this segment increased 5.9% compared to the previous year.



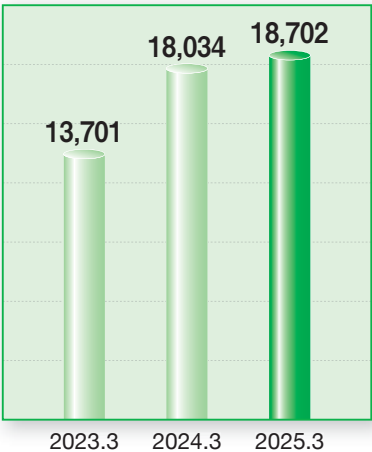
Net sales ¥18,702 million (year-on-year increase of 3.7%)

Operating income ¥568 million (year-on-year decrease of 5.0%)

Although building equipment centered around cargo-carrying elevators saw decreased sales, our key business of radiation cancer treatment equipment continued to perform strongly, helping overall net sales for this segment increase 3.7% over the previous year.

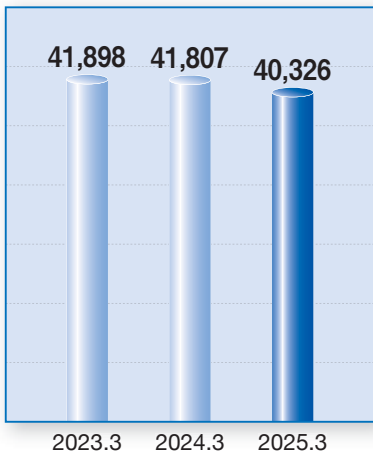


Change in Sales (¥ million)



Industrial Equipment and Systems

Change in Sales (¥ million)



Net sales ¥40,326 million (year-on-year decrease of 3.5%)

Operating income ¥1,956 million (year-on-year decrease of 11.6%)

Sales increased in equipment systems on the strength of capital investment in the manufacturing sector and in response to demand for automation, as did sales of products for semiconductors and industrial batteries. However, FA devices were down as customers carried out inventory adjustments, and sales dropped in industrial processing machines following a large order the previous year. As a result, net sales for this segment decreased 3.5% compared to the previous year.



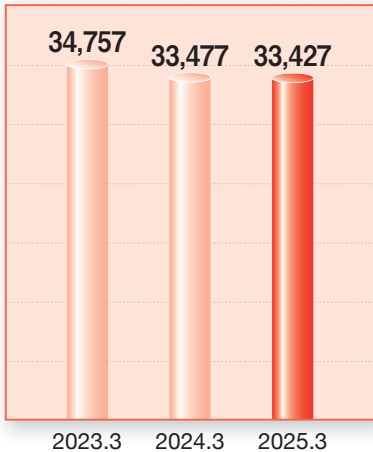
Net sales ¥33,427 million (year-on-year decrease of 0.1%)

Operating income ¥561 million (year-on-year decrease of 20.9%)

Although devices related to semiconductor manufacturing equipment saw a decrease, sales were up for electronic component mounting machines, housing equipment, and in-vehicle-related devices for India. Continued strong demand for semiconductors for power conditioners, however, was not enough to offset things like a drop in demand for on-market items, resulting in net sales in this segment declining by 0.1% over the previous year.



Change in Sales (¥ million)



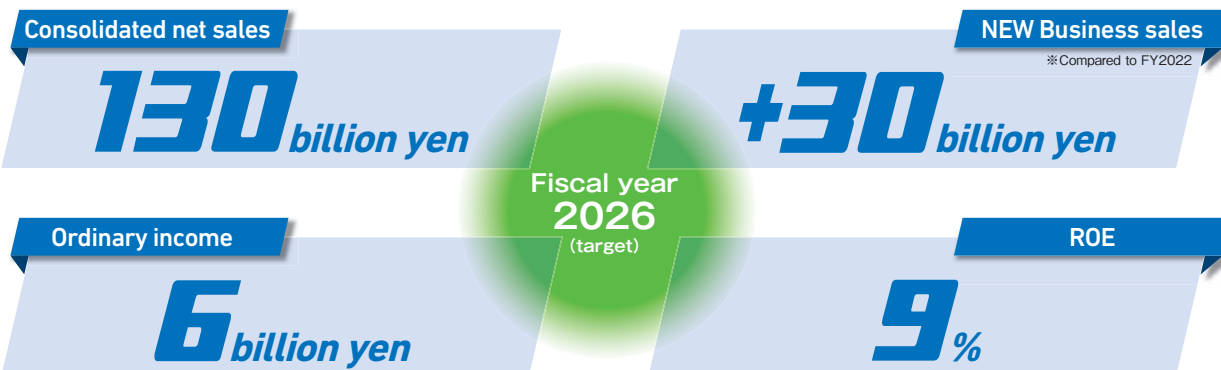
Social Infrastructure

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.



Priority measures

Creating
innovation
aiming to be
a general trading
company

Evolving 4 Growth Strategies



Business
management
that emphasizes
**capital
efficiency**

Refining
sustainability management

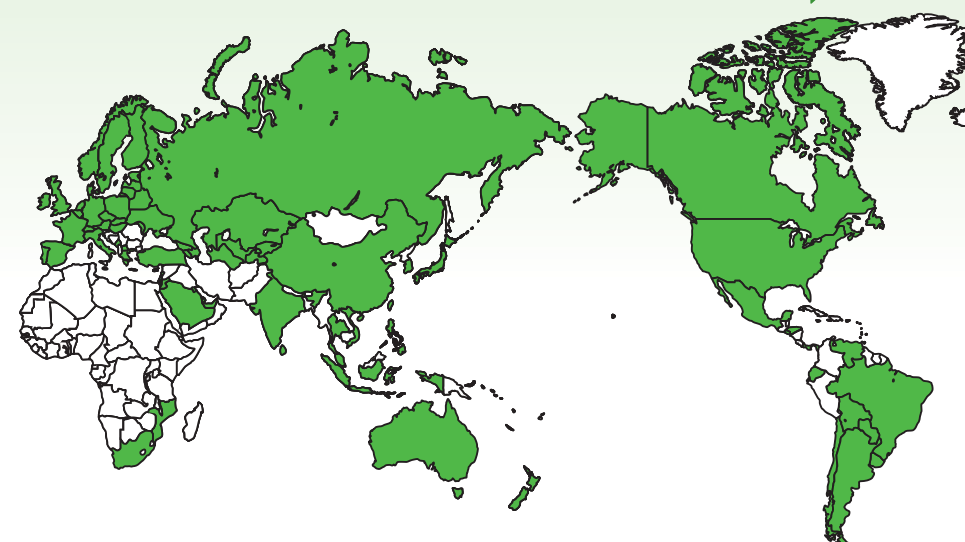
Product × Solution with technical expertise



Cumulative Sales Results of Original Products

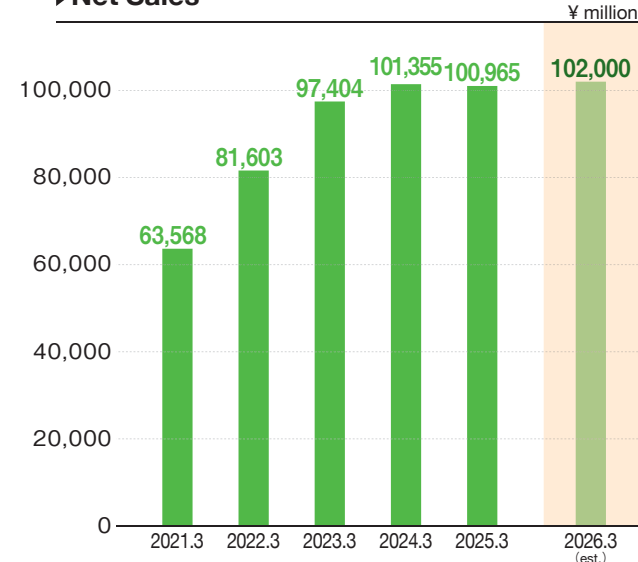
Number of sales countries
72 countries

Accumulated sales
about **57,000** units

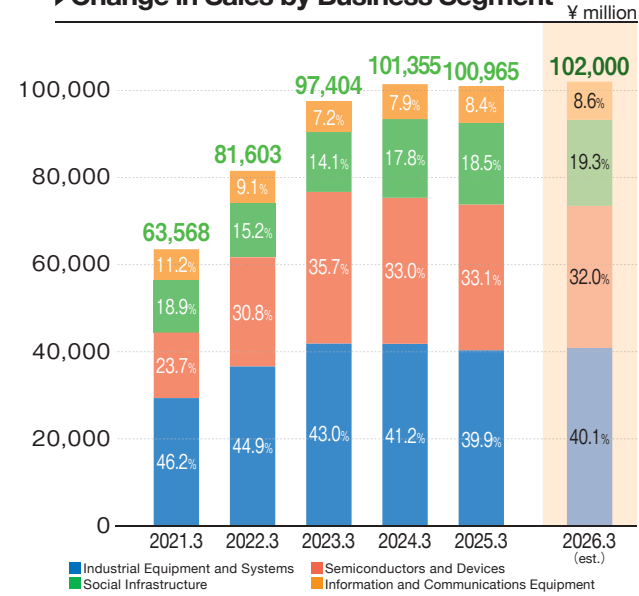


Transition of Business Performance (Consolidated)

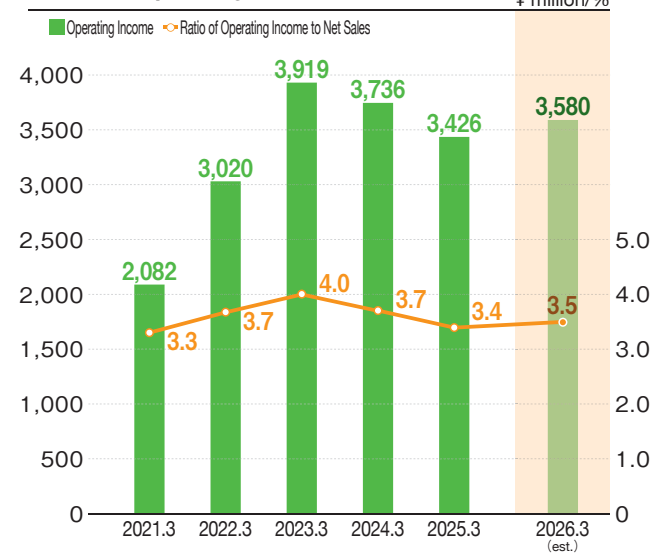
Net Sales



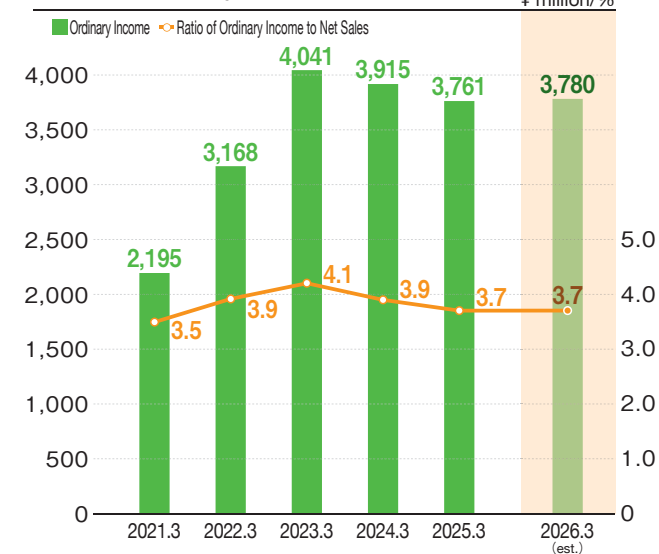
Change in Sales by Business Segment



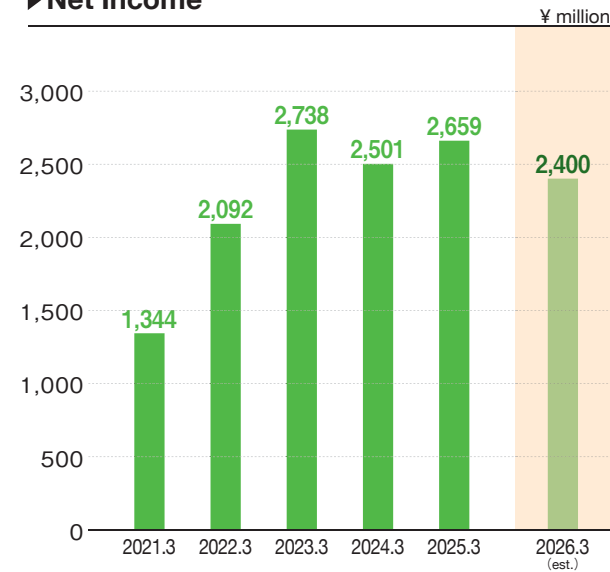
Operating Income & Ratio of Operating Income to Net Sales



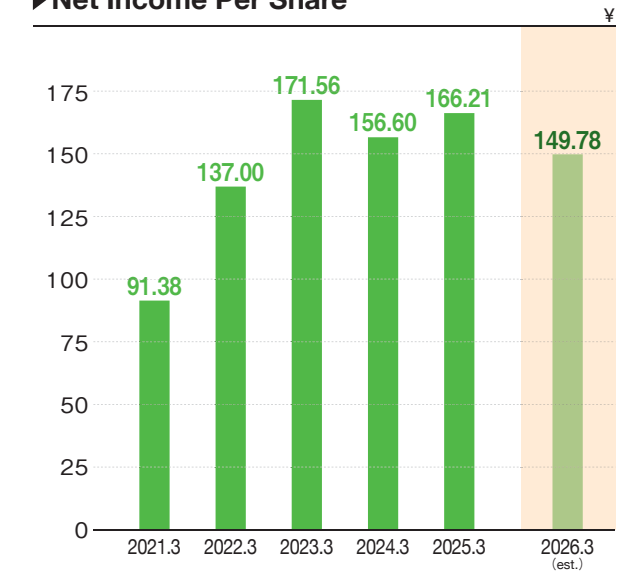
Ordinary Income & Ratio of Ordinary Income to Net Sales



Net Income



Net Income Per Share



Business Performance

	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3 (est.)
Net Sales (¥ million)	63,568	81,603	97,404	101,355	100,965	102,000
Operating Income (¥ million)	2,082	3,020	3,919	3,736	3,426	3,580
Ratio of Operating Income to Net Sales (%)	(3.3)	(3.7)	(4.0)	(3.7)	(3.4)	(3.5)
Ordinary Income (¥ million)	2,195	3,168	4,041	3,915	3,761	3,780
Ratio of Ordinary Income to Net Sales (%)	(3.5)	(3.9)	(4.1)	(3.9)	(3.7)	(3.7)
Net Income (¥ million)	1,344	2,092	2,738	2,501	2,659	2,400
Ratio of Net Income to Net Sales (%)	(2.1)	(2.6)	(2.8)	(2.5)	(2.6)	(2.4)

Net Income Per Share (Value After Split) (¥ million)	91.38	137.00	171.56	156.60	166.21	149.78
Average Number of Shares During the Term (thousand shares)	14,714	15,276	15,960	15,975	15,998	16,023

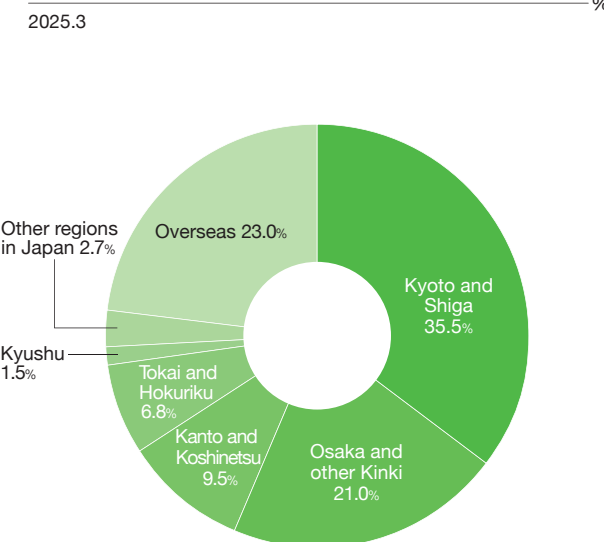
*1. The above figures have been rounded down to the nearest million yen. *2. Net income per share is calculated by dividing net income by the average number of shares during the year (excluding treasury stock).

Change in Performance by Segment

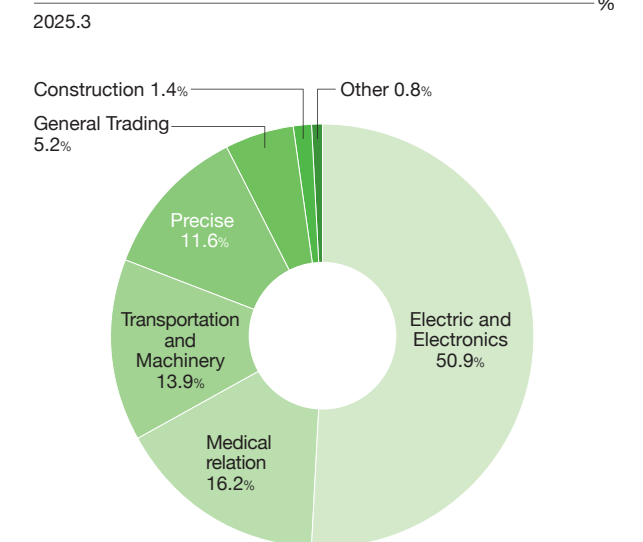
Segment Classification	2021.3		2022.3		2023.3		2024.3		2025.3		2026.3 (est.)	
	Net Sales (¥ million)	Change from Previous Year (%)	Net Sales (¥ million)	Change from Previous Year (%)	Net Sales (¥ million)	Change from Previous Year (%)	Net Sales (¥ million)	Change from Previous Year (%)	Net Sales (¥ million)	Change from Previous Year (%)	Net Sales (¥ million)	Change from Previous Year (%)
Industrial Equipment and Systems	29,343	△6.0	36,649	+24.9	41,898	+14.3	41,807	△0.2	40,326	△3.5	40,870	+1.3
Semiconductors and Devices	15,082	△14.3	25,102	+66.4	34,757	+38.5	33,477	△3.7	33,427	△0.1	32,650	△2.3
FA and Device Business	44,425	△9.0	61,751	+39.0	76,655	+24.1	75,285	△1.8	73,753	△2.0	73,520	△0.3
Social Infrastructure	11,993	△29.6	12,410	+3.5	13,701	+10.4	18,034	+31.6	18,702	+3.7	19,730	+5.5
Information and Communications Equipment	7,148	△15.3	7,440	+4.1	7,047	△5.3	8,035	+14.0	8,508	+5.9	8,750	+2.8
Social & Information and Communications Business	19,142	△24.8	19,851	+3.7	20,748	+4.5	26,069	+25.6	27,211	+4.4	28,480	+4.7
Total	63,568	△14.4	81,603	+28.4	97,404	+19.4	101,355	+4.1	100,965	△0.4	102,000	+1.0

* 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

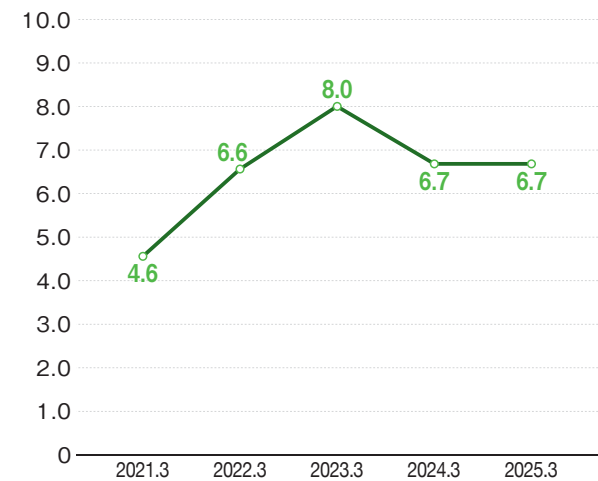


Major Managerial Indexes (Consolidated)

►Profitability Indexes

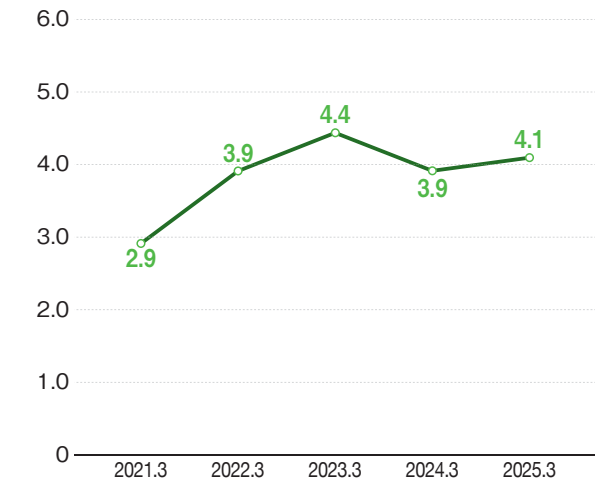
Return on Equity (ROE)

%



Return on Assets (ROA)

%

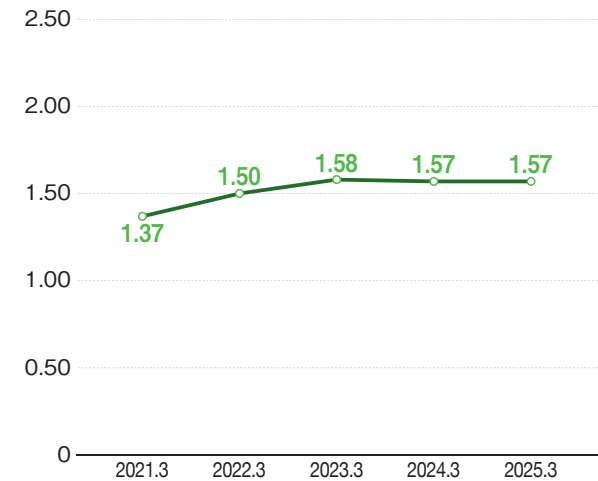


	2021.3	2022.3	2023.3	2024.3	2025.3
Return on Equity (ROE) (%)	4.6	6.6	8.0	6.7	6.7
Return on Assets (ROA) (%)	2.9	3.9	4.4	3.9	4.1

►Efficiency and Safety Indexes

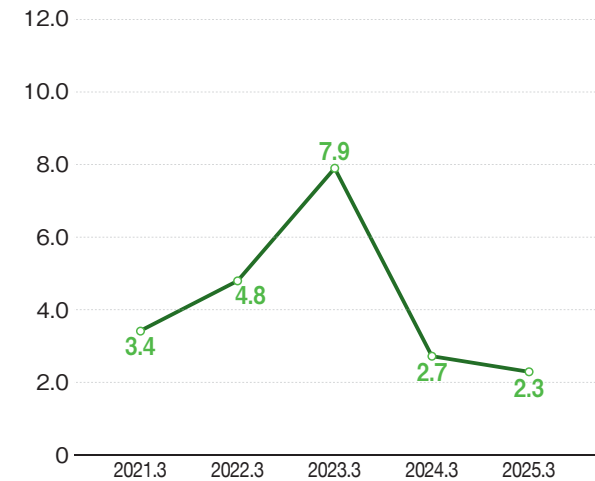
Total Asset Turnover

times



Total Capital to Debt Ratio

%



	2021.3	2022.3	2023.3	2024.3	2025.3
Total Asset Turnover (times)	1.37	1.50	1.58	1.57	1.57
Interest Bearing Debt (¥ million)	1,695	2,865	5,087	1,731	1,495
Total Capital to Debt Ratio (%)	3.4	4.8	7.9	2.7	2.3

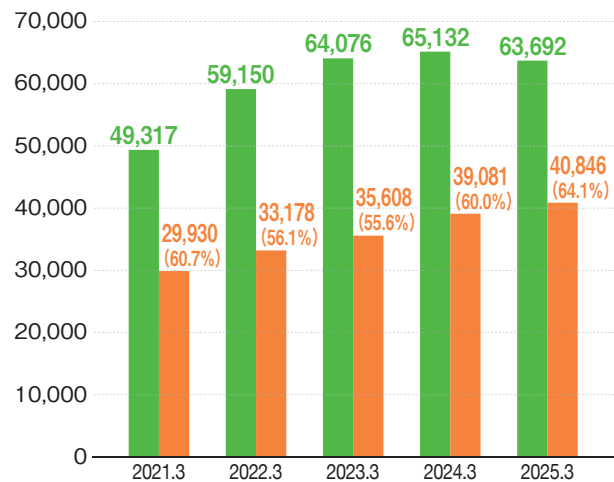
*1. "Interest bearing debt" is shown rounded down to the nearest million yen.
*2. Total capital to debt ratio = interest-bearing debt / ((total assets at term-start + total assets at term-end) / 2 × 100)

►Asset Related Indexes

Total Assets & Net Assets

¥ million

■ Total Assets ■ Net Assets



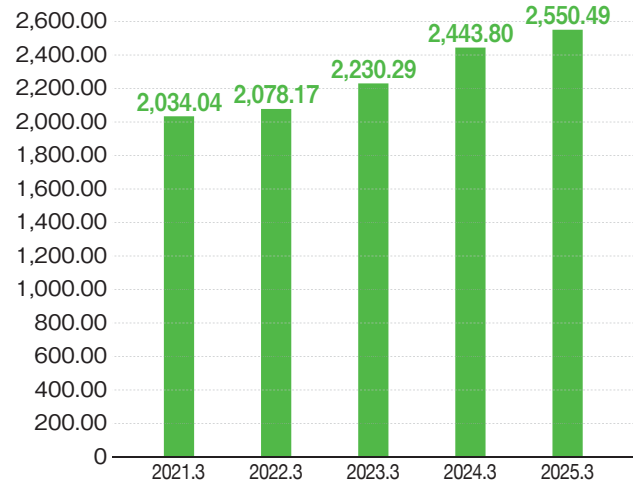
Note: The equity ratio is shown in parentheses.

	2021.3	2022.3	2023.3	2024.3	2025.3
Total Assets (¥ million)	49,317	59,150	64,076	65,132	63,692
Net Assets (¥ million)	29,930	33,178	35,608	39,081	40,846
Capital Adequacy Ratio (%)	60.7	56.1	55.6	60.0	64.1
Net Assets Per Share (¥)	2,034.04	2,078.17	2,230.29	2,443.80	2,550.49

*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).

Net Assets Per Share

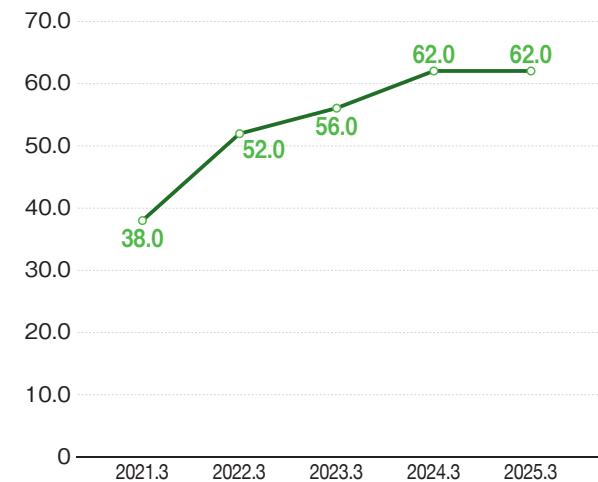
¥



►Investment Value Indexes

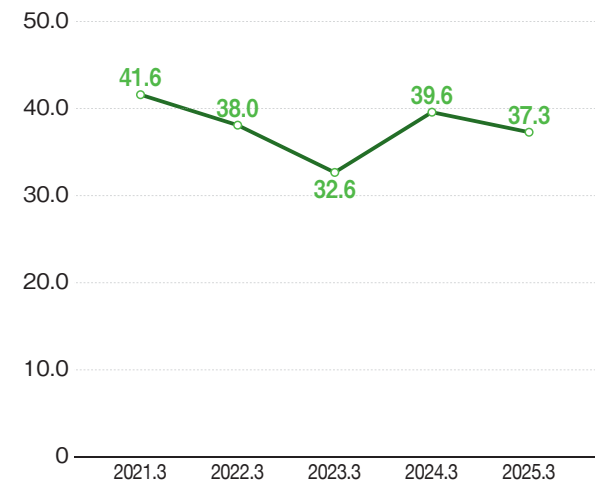
Dividends Per Share

¥



Dividend Payout Ratio

%



	2021.3	2022.3	2023.3	2024.3	2025.3
Dividends Per Share (Value After Split) (¥)	38.0	52.0	56.0	62.0	62.0
Total Value of Dividends (¥ million)	559	797	893	991	992
Dividend Payout Ratio (%)	41.6	38.0	32.6	39.6	37.3
Price Book-Value Ratio (PBR) (times)	0.74	0.69	0.78	0.83	0.71
Dividend on Equity Ratio (DOE) (%)	2.0	2.7	2.8	2.9	2.8

*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

	FY2022 As of Mar. 31, 2023		FY2023 As of Mar. 31, 2024		FY2024 As of Mar. 31, 2025	
	Amount	Composition	Amount	Composition	Amount	Composition
Assets						
Current assets						
Cash and deposits	6,494		8,227		8,960	
Notes and accounts receivable - trade, and contract assets	21,901		24,898		26,225	
Electronically recorded monetary claims - operating	6,669		4,797		4,477	
Securities	-		-		7	
Merchandise	13,591		11,517		9,834	
Work in process	44		62		76	
Other	2,235		1,697		1,398	
Allowance for doubtful accounts	△104		△172		△104	
Total current assets	50,832	79.3%	51,029	78.3%	50,876	79.9%
Non-current assets						
Property, plant and equipment						
Buildings and structures, net	1,912		1,883		1,891	
Land	2,105		2,105		2,105	
Construction in progress	129		11		16	
Other, net	139		233		187	
Total property, plant and equipment	4,286	6.7%	4,234	6.5%	4,200	6.6%
Intangible assets						
Software	81		64		49	
Software in progress	-		-		188	
Goodwill	1,076		744		775	
Customer-related intangible assets	936		760		513	
Other	20		20		20	
Total intangible assets	2,114	3.3%	1,589	2.4%	1,546	2.4%
Investments and other assets						
Investment securities	5,399		7,156		5,666	
Deferred tax assets	210		201		148	
Retirement benefit asset	-		-		325	
Other	1,242		939		946	
Allowance for doubtful accounts	△9		△16		△19	
Total investments and other assets	6,843	10.7%	8,279	12.7%	7,068	11.1%
Total non-current assets	13,243	20.7%	14,102	21.7%	12,816	20.1%
Total assets	64,076	100.0%	65,132	100.0%	63,692	100.0%

▶ Consolidated Balance Sheets

¥ million

	FY2022 As of Mar. 31, 2023		FY2023 As of Mar. 31, 2024		FY2024 As of Mar. 31, 2025	
	Amount	Composition	Amount	Composition	Amount	Composition
Liabilities						
Current liabilities						
Notes and accounts payable - trade	16,787		15,870		13,999	
Electronically recorded obligations - operating	1,508		2,290		1,377	
Short-term borrowings	4,837		1,631		1,395	
Current portion of long-term borrowings	-		100		-	
Accounts payable-other	1,237		1,317		1,418	
Income taxes payable	926		963		1,109	
Provision for bonuses	843		829		933	
Other	711		1,316		1,067	
Total current liabilities	26,853	41.9%	24,319	37.3%	21,300	33.4%
Non-current liabilities						
Long-term borrowings	250		-		100	
Long-term accounts payable - other	49		49		27	
Deferred tax liabilities	959		1,411		962	
Deferred tax liabilities for land revaluation	5		5		5	
Provision for retirement benefits for directors (and other officers)	40		37		40	
Retirement benefit liability	235		66		277	
Asset retirement obligations	26		27		26	
Other	46		132		105	
Total non-current liabilities	1,613	2.5%	1,730	2.7%	1,545	2.4%
Total liabilities	28,467	44.4%	26,050	40.0%	22,845	35.9%
Net Assets						
Shareholders' equity						
Share capital	3,384		3,406		3,428	
Capital surplus	4,058		4,080		4,102	
Retained earnings	25,625		27,201		28,868	
Treasury shares	△0		△0		△0	
Total shareholders' equity	33,069	51.6%	34,687	53.3%	36,399	57.1%
Accumulated other comprehensive income						
Valuation difference on available-for-sale securities	2,382		3,590		2,570	
Revaluation reserve for land	△1,140		△1,140		△1,140	
Foreign currency translation adjustment	1,198		1,726		2,736	
Remeasurements of defined benefit plans	85		199		254	
Total accumulated other comprehensive income	2,526	3.9%	4,376	6.7%	4,421	6.9%
Non-controlling interests	13	0.02%	17	0.03%	25	0.04%
Total net assets	35,608	55.6%	39,081	60.0%	40,846	64.1%
Total liabilities and net assets	64,076	100.0%	65,132	100.0%	63,692	100.0%

Consolidated Statements of Income

¥ million

	FY2022 Apr. 1, 2022 - Mar. 31, 2023		FY2023 Apr. 1, 2023 - Mar. 31, 2024		FY2024 Apr. 1, 2024 - Mar. 31, 2025	
	Amount	Composition	Amount	Composition	Amount	Composition
Net sales	97,404	100.0%	101,355	100.0%	100,965	100.0%
Cost of sales	83,591	85.8%	87,246	86.1%	86,600	85.8%
Gross profit	13,812	14.2%	14,108	13.9%	14,365	14.2%
Selling, general and administrative expenses	9,893	10.2%	10,371	10.2%	10,938	10.8%
Operating profit	3,919	4.0%	3,736	3.7%	3,426	3.4%
Total non-operating income	259	0.3%	401	0.4%	414	0.4%
Interest income	7		12		40	
Dividend income	110		139		147	
Purchase discounts	16		14		24	
Rent income	54		52		55	
Surrender value of insurance policies	–		88		–	
Insurance claim income	–		–		55	
Reversal of allowance for doubtful accounts	–		–		57	
Other	69		93		32	
Total non-operating expenses	136	0.1%	222	0.2%	80	0.1%
Interest expenses	61		84		19	
Rental costs	24		24		22	
Provision of allowance for doubtful accounts	–		105		–	
Foreign exchange losses	39		–		33	
Other	10		7		5	
Ordinary profit	4,041	4.1%	3,915	3.9%	3,761	3.7%
Total extraordinary income	21	0.02%	12	0.01%	592	0.6%
Gain on sale of non-current assets	5		8		0	
Gain on sale of investment securities	16		3		592	
Total extraordinary losses	6		42		84	
Loss on sale and retirement of non-current assets	6		15		12	
Impairment losses	–		27		71	
Profit before income taxes	4,056	4.2%	3,886	3.8%	4,269	4.2%
Income taxes-current	1,379		1,498		1,641	
Income taxes-deferred	△64		△119		△39	
Total income taxes	1,315	1.4%	1,379	1.4%	1,602	1.6%
Profit	2,741		2,506		2,666	
Profit attributable to non-controlling interests	3		4		7	
Profit attributable to owners of parent	2,738	2.8%	2,501	2.5%	2,659	2.6%

Note: Total valuation and translation was ¥ 3,276 million in fiscal 2022, ¥ 4,356 million in fiscal 2023, and ¥ 2,715 million in fiscal 2024.

Consolidated Statements of Cash Flows

¥ million

	FY2022 Apr. 1, 2022 - Mar. 31, 2023		FY2023 Apr. 1, 2023 - Mar. 31, 2024		FY2024 Apr. 1, 2024 - Mar. 31, 2025	
	Amount		Amount		Amount	
Cash flows from operating activities						
Profit before income taxes	4,056		3,886		4,269	
Depreciation	471		473		510	
Impairment losses	–		27		71	
Amortization of goodwill	393		361		408	
Increase (decrease) in provision for retirement benefits for directors (and other officers)	5		△3		3	
Increase (decrease) in provision for bonuses	72		△14		100	
Increase (decrease) in allowance for doubtful accounts	△1		69		△65	
Increase (decrease) in retirement benefit liability	△34		△5		△32	
Interest and dividend income	△118		△152		△188	
Interest expenses	61		84		19	
Foreign exchange losses (gains)	–		△7		–	
Loss (gain) on sale of investment securities	△16		△3		△592	
Loss (gain) on sale and retirement of non-current assets	1		6		12	
Decrease (increase) in trade receivables	1,076		△743		△339	
Decrease (increase) in inventories	△4,783		2,295		1,948	
Increase (decrease) in trade payables	△265		△299		△3,049	
Increase (decrease) in accounts payable - other	△16		76		83	
Increase (decrease) in accrued consumption taxes	△52		679		–	
Other, net	△380		765		19	
Subtotal	470		7,497		3,180	
Interest and dividends received	122		152		185	
Interest paid	△62		△83		△20	
Income taxes paid	△1,247		△1,482		△1,525	
Net cash provided by (used in) operating activities	△716		6,083		1,819	
Cash flows from investing activities						
Purchase of property, plant and equipment	△182		△109		△101	
Proceeds from sale of property, plant and equipment	5		60		0	
Purchase of intangible assets	△18		△7		△173	
Purchase of investment securities	△25		△24		△28	
Proceeds from sale of investment securities	18		6		687	
Purchase of shares of subsidiaries resulting in change in scope of consolidation	–		–		△480	
Other, net	10		△9		0	
Net cash provided by (used in) investing activities	△191		△84		△95	
Cash flows from financing activities						
Net increase (decrease) in short-term borrowings	1,900		△3,298		△246	
Proceeds from long-term borrowings	250		–		100	
Repayments of long-term borrowings	△100		△150		△100	
Dividends paid	△845		△926		△991	
Other, net	△0		△48		△72	
Net cash provided by (used in) financing activities	1,204		△4,422		△1,310	
Effect of exchange rate change on cash and cash equivalents	153		137		292	
Net increase (decrease) in cash and cash equivalents	449		1,713		706	
Cash and cash equivalents at beginning of period	5,892		6,342		8,055	
Cash and cash equivalents at end of period	6,342		8,055		8,762	

▶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).
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).
Apr. 2021	Established a representative office in Ho Chi Minh City, Vietnam (currently Takebishi Electric Sales Hong Kong Limited Vietnam Representative Office)
Jun.	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.
Sep. 2024	Invests in Urban Eco Consulting Co., Ltd. (currently a consolidated subsidiary; wholly-owned by Fujitelecoms Co., Ltd.).

▶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

Capital: ¥3,428 million

Shares: Number of shares authorized: 28,280,000 shares
Number of shares issued : 16,006,200 shares

Fiscal Year End: March 31 (once a year)

Employees: Employees Consolidated: 824 Non-consolidated: 425
Total workforce Consolidated: 902 Non-consolidated: 457
*Total workforce includes temporary staff. (as of March 31, 2025)

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 Bank

Certifications: ISO14001 (acquired in August 2001 from BVJC)
ISO9001 (acquired in September 2003 from BVJC)
ISO27001 (acquired in January 2012 from BVJC)



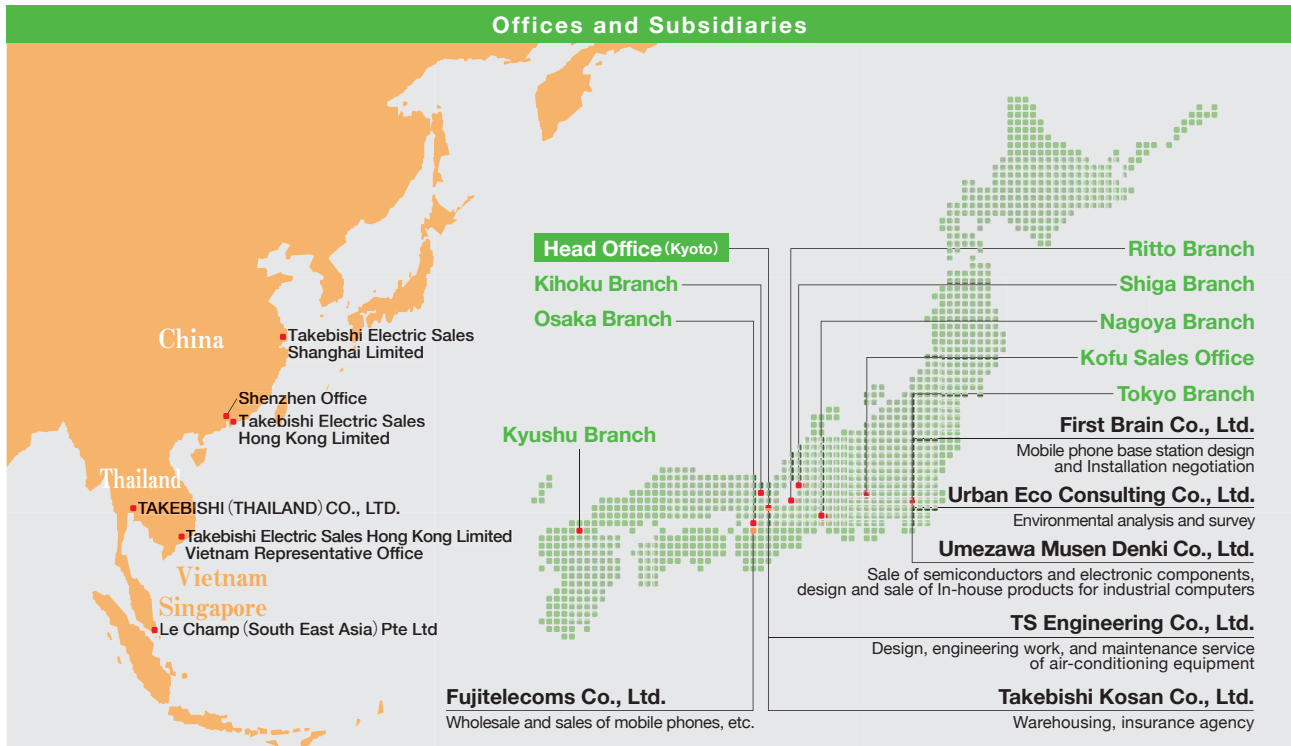
Directors, Auditor, and Executive Officers:

Director & Chairman	Isamu Ogura
Representative Director & President	Hiroshi Okagaki
Director & Senior Managing Executive Officer	Kazuhiko Sakaguchi
Director & Managing Executive Officer	Takeshi Ohi
Director (Outside)	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	Akihisa Takimoto
Executive Officer	Hiroaki Tamura
Executive Officer	Kazuta Kohmura
Executive Officer	Norihiro Takemoto
Executive Officer	Kunimori Iwata

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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which considered environment.

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



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