IG Investors' Guide 2026

!Link

TAKEBISHI 100th ANNIVERSARY

Total Solutions That Create New Excitement and Surprises

TAKEBISHI

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

Toward the next 100 years—envisioning the future beyond. Continue to create a brighter future guided by our spirit of "Innovate and Create." Strive to become the "leading total solution trading company from Kyoto."

We would like to express our sincere gratitude for your continued support and patronage.

On April 24, 2026, our company proudly celebrated its 100th anniversary. We extend our heartfelt appreciation to all our stakeholders, especially our valued customers and business partners, whose support has sustained our growth throughout the years.

This milestone year also marks the final year of our medium-term management plan, T-Link1369. To date, we have pursued the goal of achieving consolidated sales of 130 billion yen, steadily building results through the further advancement of four key growth strategies—Global, Medical, Automation, and Original—centered on expanding our existing businesses. At the same time, we have embraced innovation in our business models through initiatives in Mobility, Materials, Energy Solutions, and DX promotion.

Our 100th anniversary is not only an opportunity to reflect on our journey thus far, but also a new starting line for the future. Moving forward, we will continue to embody the spirit of "Innovate and Create" cultivated here in Kyoto, striving to become the "leading total solution trading company from Kyoto" by creating new value through our technological expertise and proposal capabilities as we advance into the next century.

We sincerely appreciate your continued support of Takebishi.

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.

programmable controllers

servomotors

DeviceGateway®
(Original Products)

robot

electric discharge machines

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.

semiconductors

computer systems for industrial use

electronic papers

Liquid crystal modules

storages

ODM connection
Remote controller/Surveillance camera

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 device 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.

air conditioners

misola
(blue sky lighting)

elevators

escalators

water treatment supervisory control system

radiation cancer therapy device

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, Web 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 2025 Results

Overview of Financial Results

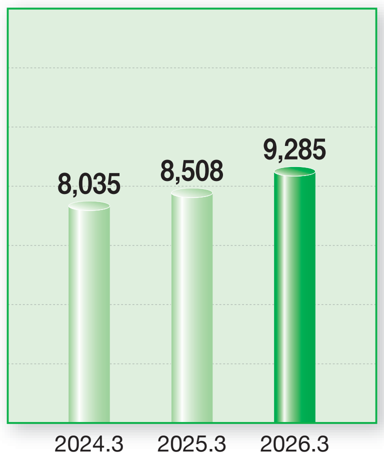
In fiscal 2025, despite signs of recovery in capital investment and production activities by Japanese companies, numerous factors contributed to continuing economic uncertainty. These include doubt surrounding U.S. trade policies, concerns of a global economic slowdown amid heightening tensions in the Middle East, and the continued impact of prolonged inventory adjustments in some areas.
Against this background, the Takebishi Group embarked on the creation of new business in response to the changing social environment by implementing the key initiatives of its four-year Medium-term Business Plan "T-Link 1369". The plan concludes in fiscal 2026, our 100th anniversary year. 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 DX promotion.
As a result of these efforts, the consolidated business performance for this fiscal year was net sales of ¥109,862 million (year-on-year increase of 8.8%), operating income of ¥4,084 million (year-on-year increase of 19.2%), ordinary income of ¥4,453 million (year-on-year increase of 18.4%), and profit attributable to owners of parent of ¥2,957 million (year-on-year increase of 11.2%).

Net sales	¥109,862 million	(year-on-year increase of 8.8%)
Operating income	¥4,084 million	(year-on-year increase of 19.2%)
Ordinary income	¥4,453 million	(year-on-year increase of 18.4%)
Profit attributable to owners of parent	¥2,957 million	(year-on-year increase of 11.2%)

Net Sales by Segment

Information and Communications Equipment

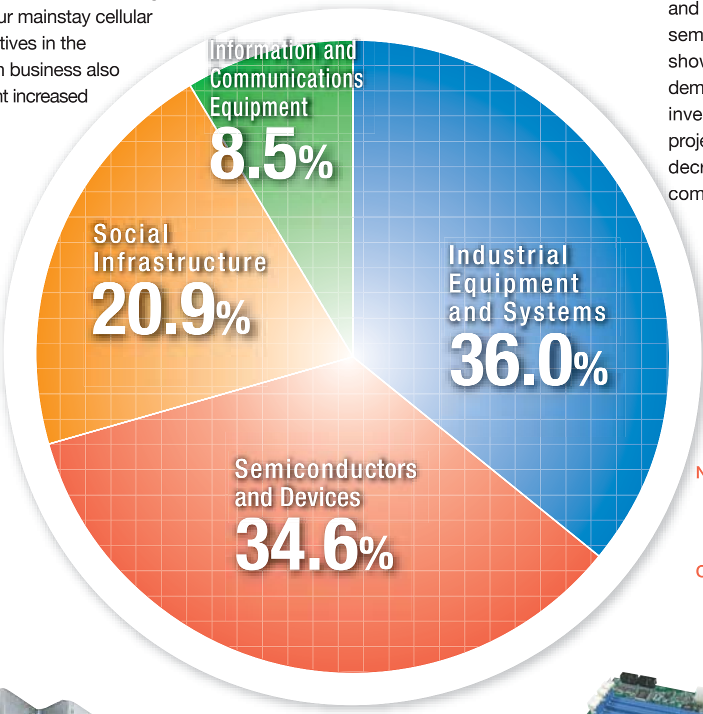
Change in Sales (¥ million)



Net sales **¥9,285** million (year-on-year increase of 9.1%)

Operating income **¥530** million (year-on-year increase of 56.0%)

Sales of OA equipment increased against the backdrop of replacement demand following the end of Windows 10 support. At Fujitelecoms Co., Ltd., sales of our mainstay cellular phones and original apps for stores remained strong, while new initiatives in the environmental analysis business and the structural survey and design business also contributed to performance. As a result, overall net sales for this segment increased 9.1% compared to the previous year.



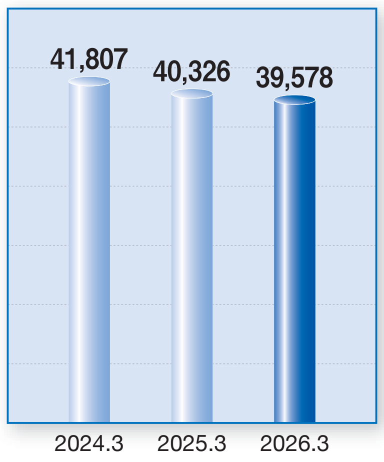
Industrial Equipment and Systems

Net sales **¥39,578** million (year-on-year decrease of 1.9%)

Operating income **¥1,921** million (year-on-year decrease of 1.8%)

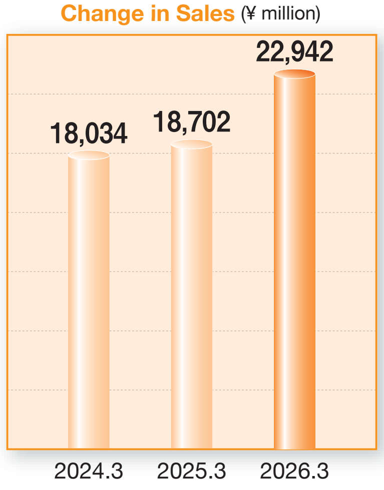
Sales of machinery and systems increased, driven by capital investment and automation demand in the manufacturing sector, primarily for semiconductors and LCD-related applications. Although FA equipment showed some steady performance against the backdrop of AI-related demand, sales overall declined due to the prolonged impact of customers' inventory adjustments. In addition, in the industrial mechatronics field, projects for electric-discharge machines and laser processing machines decreased. As a result, net sales for this segment decreased 1.9% compared to the previous year.

Change in Sales (¥ million)



Social Infrastructure

Change in Sales (¥ million)



Net sales **¥22,942** million (year-on-year increase of 22.7%)

Operating income **¥783** million (year-on-year increase of 37.9%)

Our mainstay radiation cancer therapy devices and medical diagnostic equipment performed strongly, supported by the expansion of our business into the Chugoku and Shikoku regions. Sales increased for non-destructive testing systems for defense-related applications, as did sales of air-conditioning equipment thanks to decarbonization demand. As a result, overall net sales for this segment increased 22.7% over the previous year.

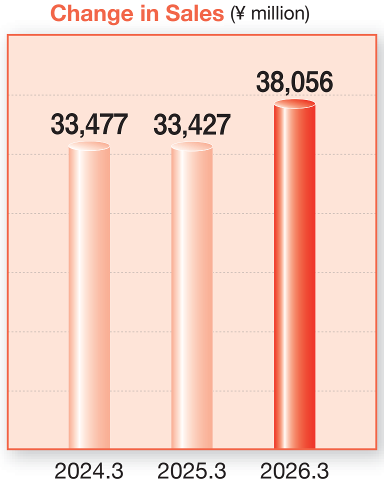
Semiconductors and Devices

Net sales **¥38,056** million (year-on-year increase of 13.8%)

Operating income **¥848** million (year-on-year increase of 51.1%)

Sales of infrastructure equipment and in-vehicle-related electronic components in India remained strong. Besides expansion in the ODM business, sales of security cameras grew against the backdrop of heightened security awareness, and sales increased for industrial PCs for AI-related applications. As a result, net sales in this segment increased 13.8% over the previous year.

Change in Sales (¥ million)



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.

T-Link 1369 Road to 100th

Fiscal year 2026 (target)

Consolidated net sales	NEW Business sales
130 billion yen	+30 billion yen ※Compared to FY2022
Ordinary income	**ROE**
6 billion yen	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

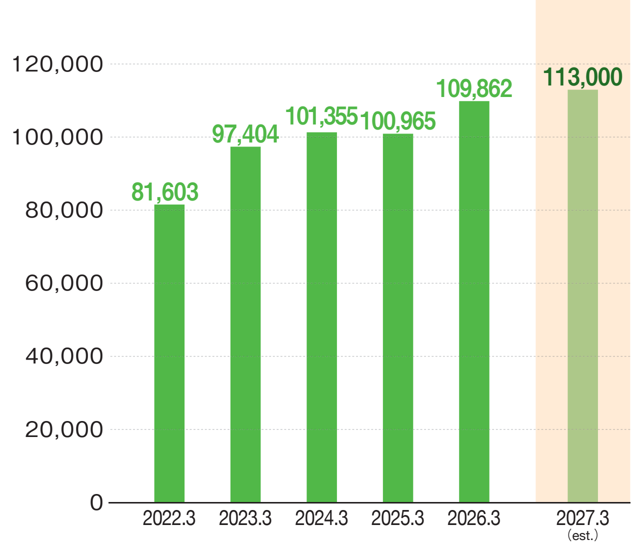
Product × Solution with technical expertise

Cumulative Sales Results of Original Products

Number of sales countries	Accumulated sales
76 countries	about 62,000 units

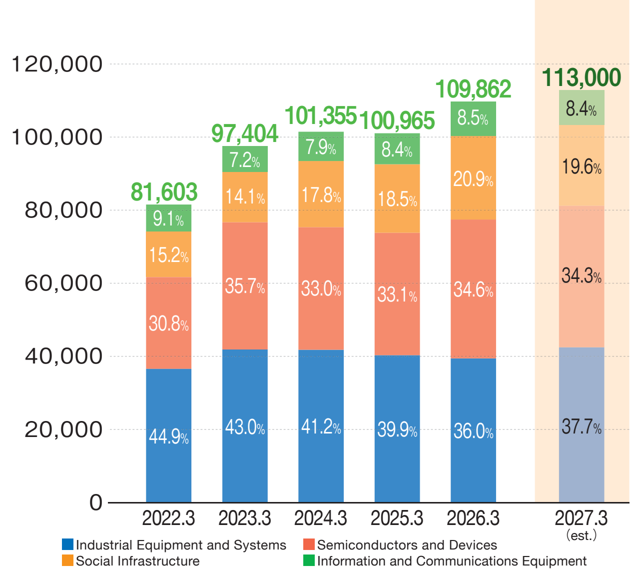
Net Sales

¥ million



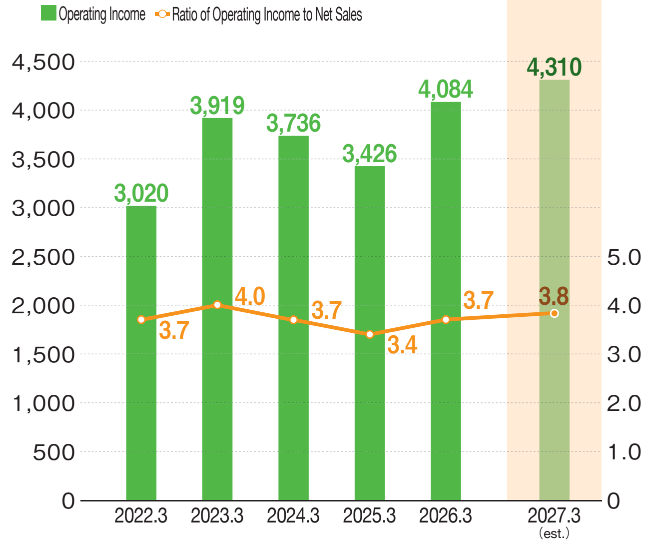
Change in Sales by Business Segment

¥ million



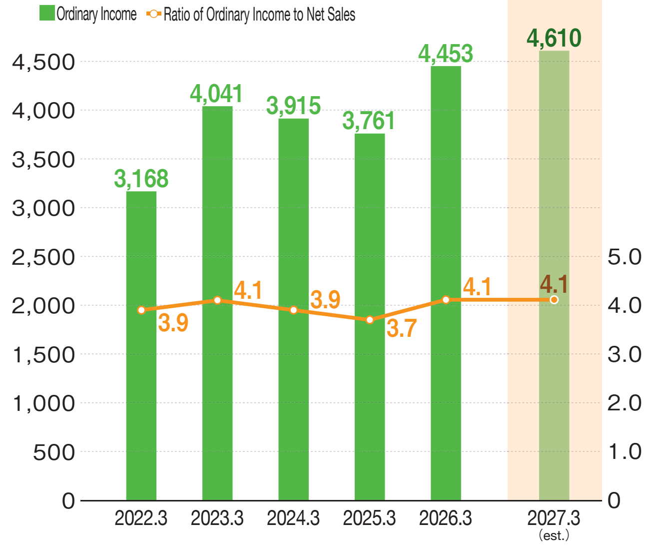
Operating Income & Ratio of Operating Income to Net Sales

¥ million/%



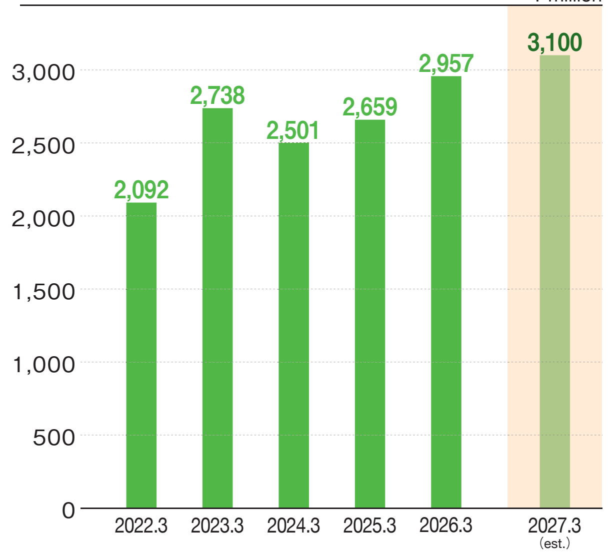
Ordinary Income & Ratio of Ordinary Income to Net Sales

¥ million/%



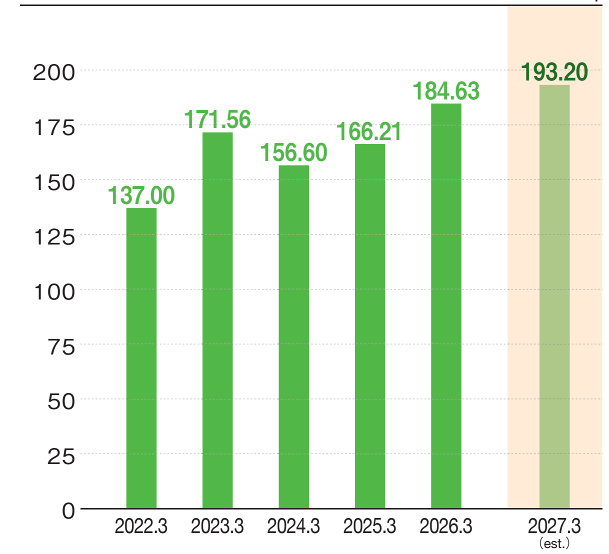
Net Income

¥ million



Net Income Per Share

¥



Business Performance

	2022.3	2023.3	2024.3	2025.3	2026.3	2027.3 (est.)
Net Sales (¥ million)	81,603	97,404	101,355	100,965	109,862	113,000
Operating Income (¥ million)	3,020	3,919	3,736	3,426	4,084	4,310
Ratio of Operating Income to Net Sales (%)	(3.7)	(4.0)	(3.7)	(3.4)	(3.7)	(3.8)
Ordinary Income (¥ million)	3,168	4,041	3,915	3,761	4,453	4,610
Ratio of Ordinary Income to Net Sales (%)	(3.9)	(4.1)	(3.9)	(3.7)	(4.1)	(4.1)
Net Income (¥ million)	2,092	2,738	2,501	2,659	2,957	3,100
Ratio of Net Income to Net Sales (%)	(2.6)	(2.8)	(2.5)	(2.6)	(2.7)	(2.7)
Net Income Per Share (Value After Split) (¥ million)	137.00	171.56	156.60	166.21	184.63	193.20
Average Number of Shares During the Term (thousand shares)	15,276	15,960	15,975	15,998	16,020	16,045

*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

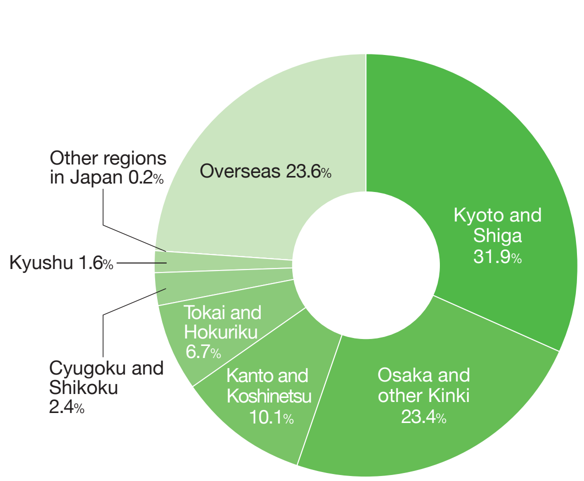
	2022.3		2023.3		2024.3		2025.3		2026.3		2027.3 (est.)	
Segment Classification	Net Sales (¥ million)	Change from Previous Year (%)	Net Sales (¥ million)	Change from Previous Year (%)	Net Sales (¥ million)	Change from Previous Year (%)	Net Sales (¥ million)	Change from Previous Year (%)	Net Sales (¥ million)	Change from Previous Year (%)	Net Sales (¥ million)	Change from Previous Year (%)
Industrial Equipment and Systems	36,649	+24.9	41,898	+14.3	41,807	△0.2	40,326	△3.5	39,578	△1.9	42,550	+7.5
Semiconductors and Devices	25,102	+66.4	34,757	+38.5	33,477	△3.7	33,427	△0.1	38,056	+13.8	38,800	+2.0
FA and Device Business	61,751	+39.0	76,655	+24.1	75,285	△1.8	73,753	△2.0	77,634	+5.3	81,350	+4.8
Social Infrastructure	12,410	+3.5	13,701	+10.4	18,034	+31.6	18,702	+3.7	22,942	+22.7	22,200	△3.2
Information and Communications Equipment	7,440	+4.1	7,047	△5.3	8,035	+14.0	8,508	+5.9	9,285	+9.1	9,450	+1.8
Social & Information and Communications Business	19,851	+3.7	20,748	+4.5	26,069	+25.6	27,211	+4.4	32,228	+18.4	31,650	△1.8
Total	81,603	+28.4	97,404	+19.4	101,355	+4.1	100,965	△0.4	109,862	+8.8	113,000	+2.9

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

Distribution of Sales by Region

%

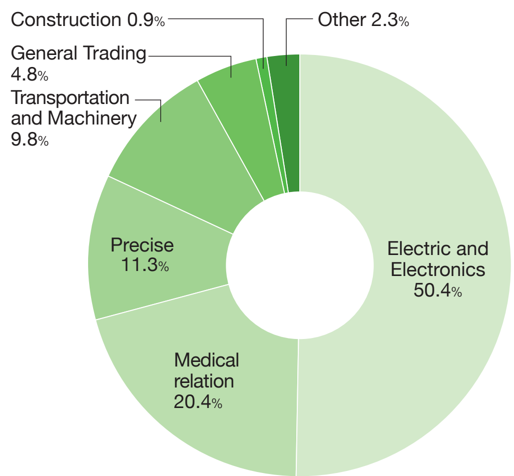
2026.3



Distribution of Industry for Top 50 Customer Companies

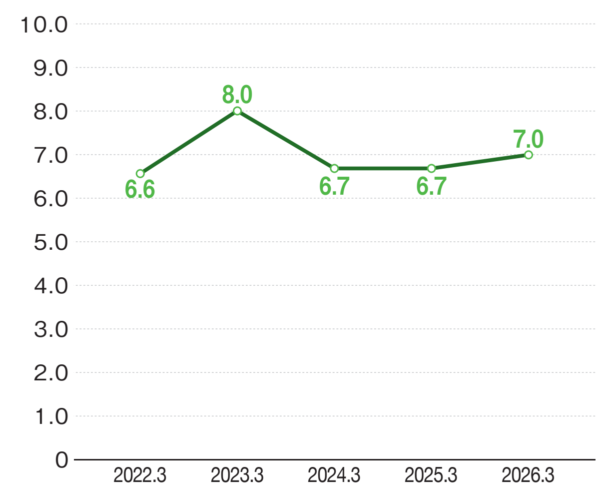
%

2026.3

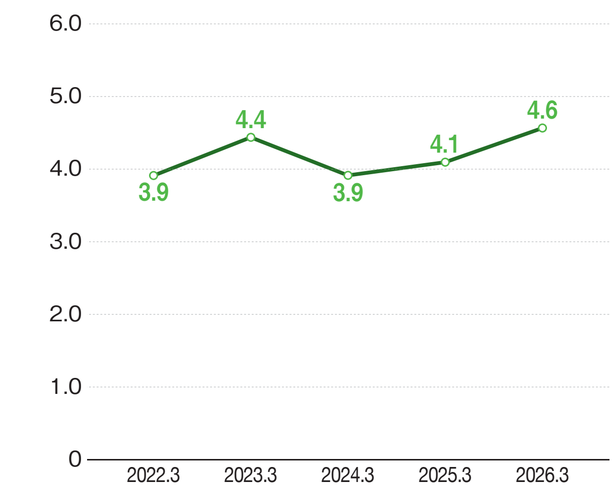


Profitability Indexes

Return on Equity (ROE) %



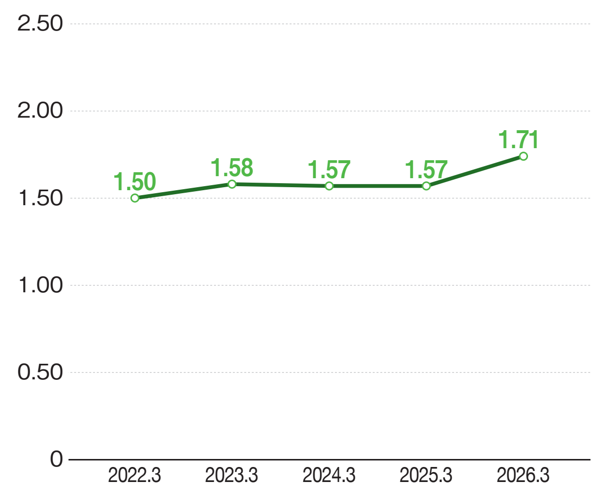
Return on Assets (ROA) %



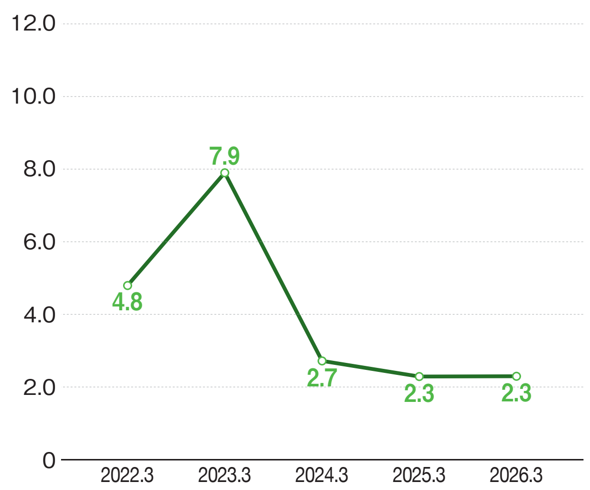
	2022.3	2023.3	2024.3	2025.3	2026.3
Return on Equity (ROE) (%)	6.6	8.0	6.7	6.7	7.0
Return on Assets (ROA) (%)	3.9	4.4	3.9	4.1	4.6

Efficiency and Safety Indexes

Total Asset Turnover times



Total Capital to Debt Ratio %

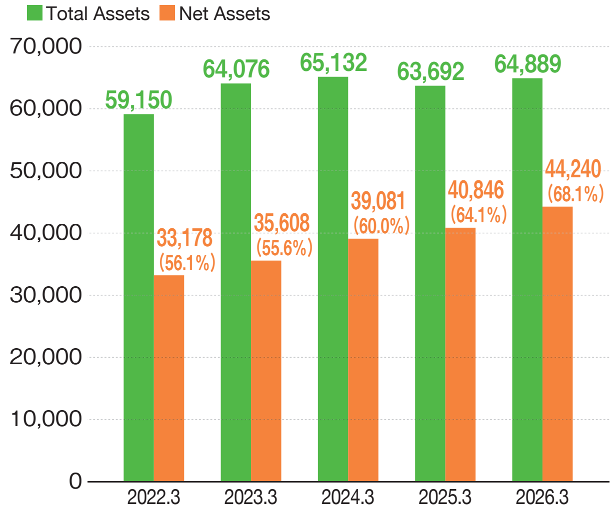


	2022.3	2023.3	2024.3	2025.3	2026.3
Total Asset Turnover (times)	1.50	1.58	1.57	1.57	1.71
Interest Bearing Debt (¥ million)	2,865	5,087	1,731	1,495	1,465
Total Capital to Debt Ratio (%)	4.8	7.9	2.7	2.3	2.3

*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 x 100)

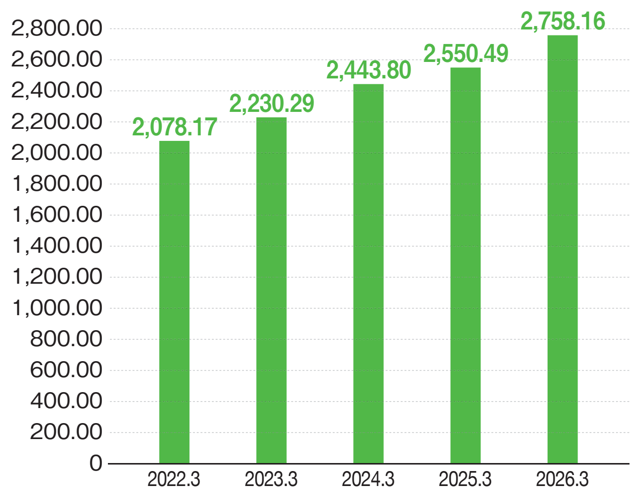
Asset Related Indexes

Total Assets & Net Assets ¥ million



Note: The equity ratio is shown in parentheses.

Net Assets Per Share ¥

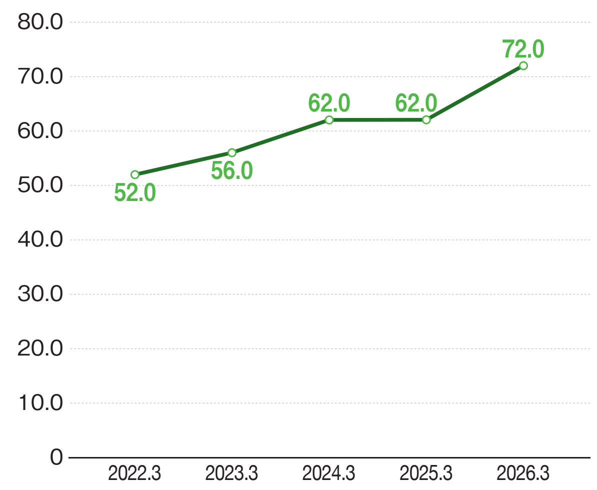


	2022.3	2023.3	2024.3	2025.3	2026.3
Total Assets (¥ million)	59,150	64,076	65,132	63,692	64,889
Net Assets (¥ million)	33,178	35,608	39,081	40,846	44,240
Capital Adequacy Ratio (%)	56.1	55.6	60.0	64.1	68.1
Net Assets Per Share (¥)	2,078.17	2,230.29	2,443.80	2,550.49	2,758.16

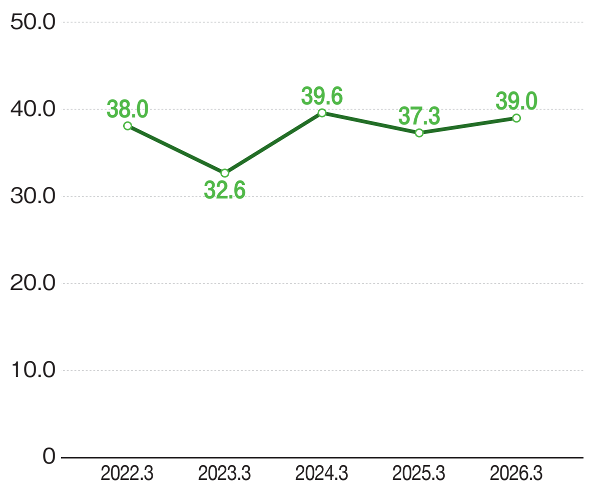
*1. The above figures have been rounded down to the nearest million yen.
*2. Net assets per share is calculated by dividing net assets by the average number of shares during the year (excluding treasury stock).

Investment Value Indexes

Dividends Per Share ¥



Dividend Payout Ratio %



	2022.3	2023.3	2024.3	2025.3	2026.3
Dividends Per Share (Value After Split) (¥)	52.0	56.0	62.0	62.0	72.0
Total Value of Dividends (¥ million)	797	893	991	992	1,153
Dividend Payout Ratio (%)	38.0	32.6	39.6	37.3	39.0
Price Book-Value Ratio (PBR) (times)	0.69	0.78	0.83	0.71	0.86
Dividend on Equity Ratio (DOE) (%)	2.7	2.8	2.9	2.8	3.1

*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

	FY2023 As of Mar. 31, 2024		FY2024 As of Mar. 31, 2025		FY2025 As of Mar. 31, 2026	
	Amount	Composition	Amount	Composition	Amount	Composition
Assets						
Current assets						
Cash and deposits	8,227		8,960		9,022	
Notes and accounts receivable - trade, and contract assets	24,898		26,225		25,177	
Electronically recorded monetary claims - operating	4,797		4,477		3,847	
Securities	–		7		700	
Merchandise	11,517		9,834		9,103	
Work in process	62		76		101	
Other	1,697		1,398		1,717	
Allowance for doubtful accounts	△172		△104		△86	
Total current assets	51,029	78.3%	50,876	79.9%	49,583	76.4%
Non-current assets						
Property, plant and equipment						
Buildings and structures, net	1,883		1,891		1,824	
Land	2,105		2,105		2,106	
Construction in progress	11		16		590	
Other, net	233		187		224	
Total property, plant and equipment	4,234	6.5%	4,200	6.6%	4,745	7.3%
Intangible assets						
Software	64		49		30	
Software in progress	–		188		524	
Goodwill	744		775		384	
Customer-related intangible assets	760		513		355	
Other	20		20		20	
Total intangible assets	1,589	2.4%	1,546	2.4%	1,314	2.0%
Investments and other assets						
Investment securities	7,156		5,666		7,746	
Deferred tax assets	201		148		157	
Retirement benefit asset	–		325		484	
Other	939		946		898	
Allowance for doubtful accounts	△16		△19		△40	
Total investments and other assets	8,279	12.7%	7,068	11.1%	9,245	14.2%
Total non-current assets	14,102	21.7%	12,816	20.1%	15,306	23.6%
Total assets	65,132	100.0%	63,692	100.0%	64,889	100.0%

Consolidated Balance Sheets

¥ million

	FY2023 As of Mar. 31, 2024		FY2024 As of Mar. 31, 2025		FY2025 As of Mar. 31, 2026	
	Amount	Composition	Amount	Composition	Amount	Composition
Liabilities						
Current liabilities						
Notes and accounts payable - trade	15,870		13,999		10,922	
Electronically recorded obligations - operating	2,290		1,377		1,867	
Short-term borrowings	1,631		1,395		1,365	
Current portion of long-term borrowings	100		–		100	
Accounts payable-other	1,317		1,418		1,512	
Income taxes payable	963		1,109		831	
Provision for bonuses	829		933		1,186	
Other	1,316		1,067		806	
Total current liabilities	24,319	37.3%	21,300	33.4%	18,591	28.7%
Non-current liabilities						
Long-term borrowings	–		100		–	
Long-term accounts payable - other	49		27		27	
Deferred tax liabilities	1,411		962		1,568	
Deferred tax liabilities for land revaluation	5		5		5	
Provision for retirement benefits for directors (and other officers)	37		40		39	
Retirement benefit liability	66		277		292	
Asset retirement obligations	27		26		26	
Other	132		105		96	
Total non-current liabilities	1,730	2.7%	1,545	2.4%	2,057	3,2%
Total liabilities	26,050	40.0%	22,845	35.9%	20,649	31.8%
Net Assets						
Shareholders' equity						
Share capital	3,406		3,428		3,448	
Capital surplus	4,080		4,102		4,122	
Retained earnings	27,201		28,868		30,769	
Treasury shares	△0		△0		△0	
Total shareholders' equity	34,687	53.3%	36,399	57.1%	38,340	59.1%
Accumulated other comprehensive income						
Valuation difference on available-for-sale securities	3,590		2,570		3,906	
Revaluation reserve for land	△1,140		△1,140		△1,140	
Foreign currency translation adjustment	1,726		2,736		2,765	
Remeasurements of defined benefit plans	199		254		333	
Total accumulated other comprehensive income	4,376	6.7%	4,421	6.9%	5,864	9.0%
Non-controlling interests	17	0.03%	25	0.04%	35	0.05%
Total net assets	39,081	60.0%	40,846	64.1%	44,240	68.2%
Total liabilities and net assets	65,132	100.0%	63,692	100.0%	64,889	100.0%

Consolidated Statements of Income

¥ million

	FY2023 Apr. 1, 2023 - Mar. 31, 2024		FY2024 Apr. 1, 2024 - Mar. 31, 2025		FY2025 Apr. 1, 2025 - Mar. 31, 2026	
	Amount	Composition	Amount	Composition	Amount	Composition
Net sales	101,355	100.0%	100,965	100.0%	109,862	100.0%
Cost of sales	87,246	86.1%	86,600	85.8%	94,144	85.7%
Gross profit	14,108	13.9%	14,365	14.2%	15,718	14.3%
Selling, general and administrative expenses	10,371	10.2%	10,938	10.8%	11,634	10.6%
Operating profit	3,736	3.7%	3,426	3.4%	4,084	3.7%
Total non-operating income	401	0.4%	414	0.4%	415	0.4%
Interest income	12		40		59	
Dividend income	139		147		172	
Purchase discounts	14		24		59	
Rent income	52		55		56	
Surrender value of insurance policies	88		–		–	
Insurance claim income	–		55		–	
Reversal of allowance for doubtful accounts	–		57		–	
Foreign exchange gains	–		–		22	
Other	93		32		44	
Total non-operating expenses	222	0.2%	80	0.1%	46	0.04%
Interest expenses	84		19		16	
Rental costs	24		22		24	
Provision of allowance for doubtful accounts	105		–		–	
Foreign exchange losses	–		33		–	
Other	7		5		5	
Ordinary profit	3,915	3.9%	3,761	3.7%	4,453	4.1%
Total extraordinary income	12	0.01%	592	0.6%	–	–
Gain on sale of non-current assets	8		0		–	
Gain on sale of investment securities	3		592		–	
Total extraordinary losses	42		84		5	
Loss on sale and retirement of non-current assets	15		12		5	
Impairment losses	27		71		–	
Profit before income taxes	3,886	3.8%	4,269	4.2%	4,448	4.0%
Income taxes-current	1,498		1,641		1,530	
Income taxes-deferred	△119		△39		△50	
Total income taxes	1,379	1.4%	1,602	1.6%	1,480	1.3%
Profit	2,506		2,666		2,967	
Profit attributable to non-controlling interests	4		7		9	
Profit attributable to owners of parent	2,501	2.5%	2,659	2.6%	2,957	2.7%

Note: Total valuation and translation was ¥ 4,356 million in fiscal 2023, ¥ 2,711 million in fiscal 2024, and ¥ 4,41 million in fiscal 2025.

Consolidated Statements of Cash Flows

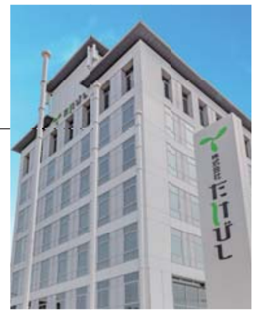
¥ million

	FY2023 Apr. 1, 2023 - Mar. 31, 2024	FY2024 Apr. 1, 2024 - Mar. 31, 2025	FY2025 Apr. 1, 2025 - Mar. 31, 2026
	Amount	Amount	Amount
Cash flows from operating activities			
Profit before income taxes	3,886	4,269	4,448
Depreciation	473	510	484
Impairment losses	27	71	–
Amortization of goodwill	361	408	390
Increase (decrease) in provision for retirement benefits for directors (and other officers)	△3	3	△1
Increase (decrease) in provision for bonuses	△14	100	252
Increase (decrease) in allowance for doubtful accounts	69	△65	3
Increase (decrease) in retirement benefit liability	△5	△32	△29
Interest and dividend income	△152	△188	△231
Interest expenses	84	19	16
Loss (gain) on sale of investment securities	△3	△592	1
Loss (gain) on sale and retirement of non-current assets	6	12	5
Decrease (increase) in trade receivables	△743	△339	1,676
Decrease (increase) in inventories	2,295	1,948	681
Increase (decrease) in trade payables	△299	△3,049	△2,590
Increase (decrease) in accounts payable - other	76	83	69
Increase (decrease) in accrued consumption taxes	679	△557	△26
Other, net	758	577	△579
Subtotal	7,497	3,180	4,571
Interest and dividends received	152	185	231
Interest paid	△83	△20	△17
Income taxes paid	△1,482	△1,525	△1,804
Net cash provided by (used in) operating activities	6,083	1,819	2,981
Cash flows from investing activities			
Purchase of securities	–	–	△700
Proceeds from redemption of securities	–	–	7
Purchase of property, plant and equipment	△109	△101	△671
Proceeds from sale of property, plant and equipment	60	0	–
Purchase of intangible assets	△7	△173	△336
Purchase of investment securities	△24	△28	△130
Proceeds from sale of investment securities	6	687	–
Purchase of shares of subsidiaries resulting in change in scope of consolidation	–	△480	–
Other, net	△9	0	25
Net cash provided by (used in) investing activities	△84	△95	△1,804
Cash flows from financing activities			
Net increase (decrease) in short-term borrowings	△3,298	△246	△30
Proceeds from long-term borrowings	–	100	–
Repayments of long-term borrowings	△150	△100	–
Dividends paid	△926	△991	△1,057
Other, net	△48	△72	△71
Net cash provided by (used in) financing activities	△4,422	△1,310	△1,158
Effect of exchange rate change on cash and cash equivalents	137	292	70
Net increase (decrease) in cash and cash equivalents	1,713	706	88
Cash and cash equivalents at beginning of period	6,342	8,055	8,762
Cash and cash equivalents at end of period	8,055	8,762	8,850

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.).
Oct. 2025	Merges Urban Eco Consulting Co., Ltd. into First Brain Co., Ltd. (currently a consolidated subsidiary; wholly-owned by Fujitelecoms Co., Ltd.).
Apr. 2026	Establishes TAKEBISHI ASIA PACIFIC HOLDINGS LTD. in Hong Kong (a wholly-owned consolidated subsidiary). Establishes Takebishi Electric Sales Hong Kong Limited, Taiwan Office in Taiwan.

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: ¥3,448 million

Shares: Number of shares authorized: 28,280,000 shares
Number of shares issued : 16,028,000 shares

Fiscal Year End: March 31 (once a year)

Employees: Employees Consolidated: 858 Non-consolidated: 449
Total workforce Consolidated: 930 Non-consolidated: 479
*Total workforce includes temporary staff.(as of March 31, 2026)

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:

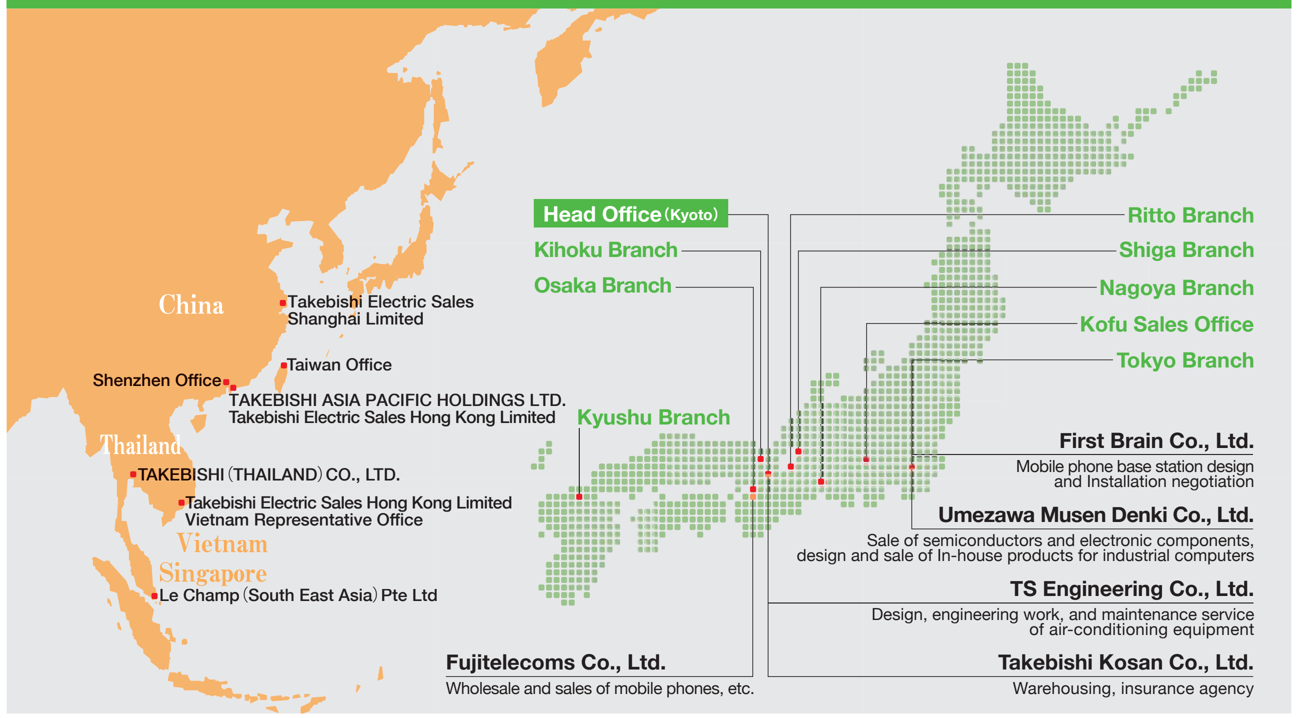
Director & Chairman	Isamu Ogura
Representative Director & President	Hiroshi Okagaki
Director & Senior Managing Executive Officer	Kazuhiko Sakaguchi
Director & Managing Executive Officer	Takeshi Ohi
Director (Outside)	Sou Ikeda
Director (Outside)	Hiromi Uemura
Director (Outside)	Morio Kimura
Director & 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
Senior Executive Officer	Hiroaki Tamura
Executive Officer	Kazuta Kohmura
Executive Officer	Norihiro Takemoto
Executive Officer	Kunimori Iwata
Executive Officer	Yasuhito Matsumoto

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

Offices and Subsidiaries



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

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July 2026