

FY3/2025 Financial Results Briefing

June 3, 2025



Listed on Prime Market,
Tokyo Stock Exchange;
Securities Code: 7510



Head Office (Nishi-kyogoku, Ukyo-ku, Kyoto)

!Link



Held soccer classes in collaboration with Kyoto Sanga F.C. (TAKEBISHI Stadium Kyoto)



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1

Company Overview



Total solution trading company from Kyoto with advanced connection and coordination skills

Company Name	TAKEBISHI CORPORATION
Established	April 24, 1926
Share capital	3,428 million yen
President	Hiroshi Okagaki, Representative Director & President
Head Office	29, Mameda-cho, Nishi-kyogoku, Ukyo-ku, Kyoto
Consolidated net sales	101.0 billion yen (FY3/2025)
Employees	902 (consolidated)



TAKEBISHI Stadium Kyoto (Nishi-kyogoku, Ukyo-ku, Kyoto)

Description of Business

We are a **technological trading company** affiliated with Mitsubishi Electric (Mitsubishi products account for approx. 35% of sales), engaged in sale of electric products and electronic components for industrial use, medical equipment, etc. We also offer **total solutions**, combining **our partners' products, our own products, and system development.**

Approx.
1,600
suppliers



Approx.
3,500
customers



Network (Offices and Group Companies)

TAKEBISHI CORPORATION



Strategic expansion mainly in the growing markets of Southeast Asia

Overseas

4 group companies
(a total of 21 offices in 8 countries)

Southeast Asia: 12 offices

India: 4 offices

China: 5 offices

TAKEBISHI (THAILAND) CO., LTD.

Le Champ (Southeast Asia) Pte. Ltd.

- Group companies overseas
(direct control of TAKEBISHI)
- Liaison office
- Le Champ head office
- Le Champ offices

Takebishi Electric Sales
Shanghai Limited

Takebishi Electric Sales
Hong Kong Limited
└ Shenzhen Office
└ Vietnam Office

Domestic

7 branches, 1 sales office,
6 group companies

[Kyoto Head Office]

[Branches and Sales offices]

Tokyo Branch

Ritto Branch

└ Kofu Sales Office

Kihoku Branch

Nagoya Branch

Osaka Branch

Shiga Branch

Kyushu Branch

[Group companies]

Fujitelecoms Co., Ltd.

└ First Brain Co., Ltd.

└ Urban Eco Consulting Co., Ltd.

TS Engineering Co., Ltd. Takebishi Kosan Co., Ltd.

Umezawa Musen Denki Co., Ltd.
(Tokyo, Sendai, and Sapporo)

Le Champ

(16 offices in 8 countries)

Singapore, India, Malaysia, Thailand
Indonesia, Vietnam, the Philippines, China



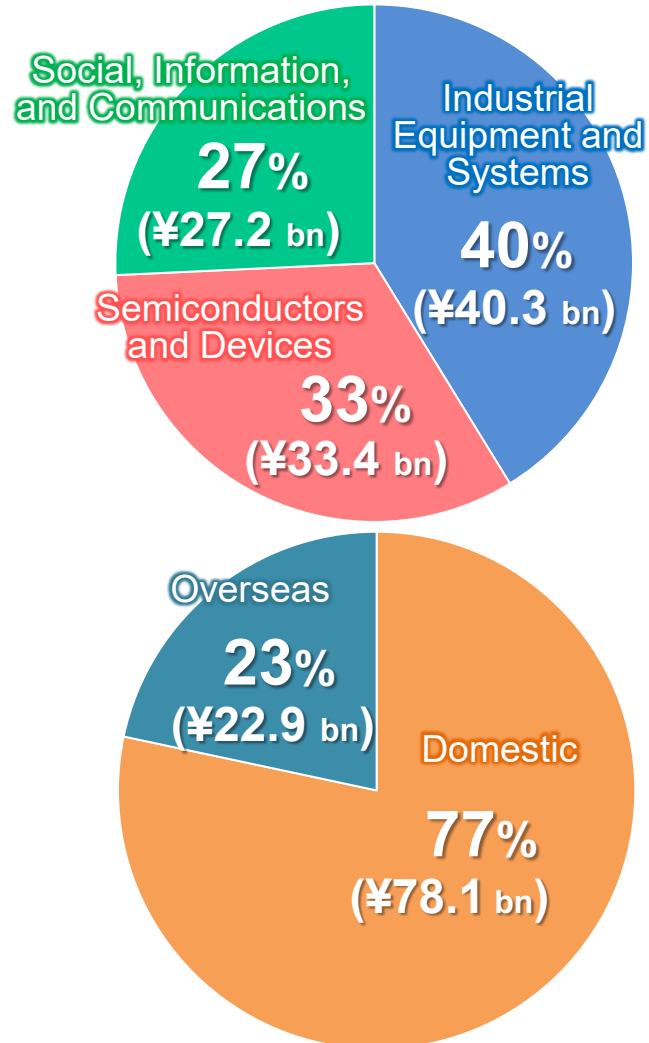
Net Sales by Segment and Main Products

TAKEBISHI CORPORATION

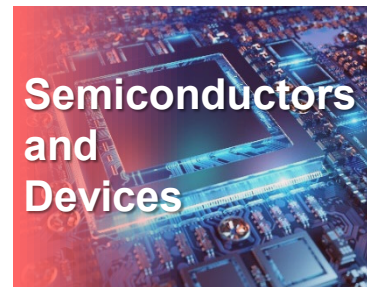


Aiming for stable management based on a balanced business portfolio

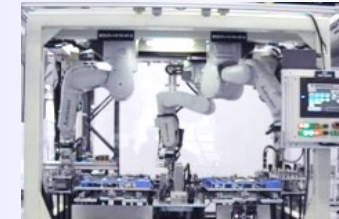
[¥101.0 bn for FY3/2025]



Main Products



Programmable controllers / Laser processing machinery



Robots / Devices



Original products



Semiconductors



CPU boards



Display devices



ODMs



Radiation cancer therapy devices



Escalators / Elevators



Mobile devices



Original products

2

**Financial Results
for FY3/2025**



Financial Results for FY3/2025

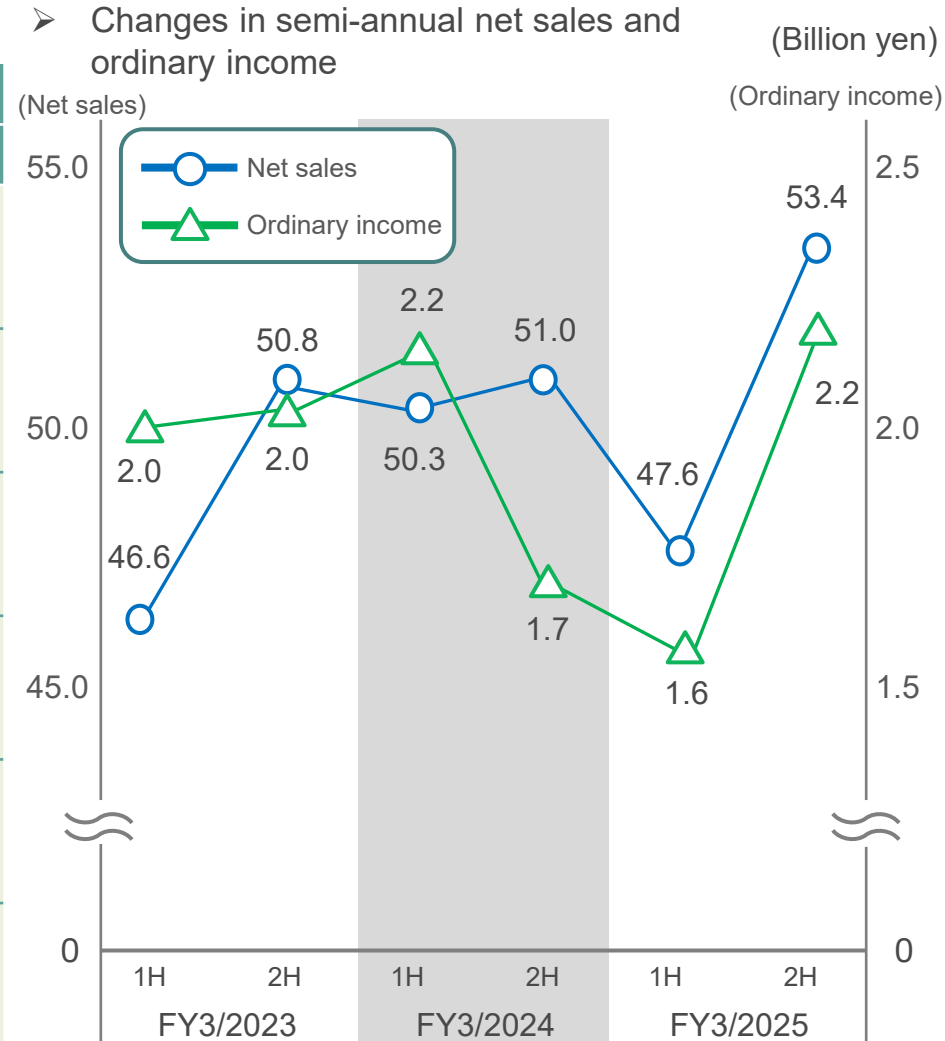
TAKEBISHI CORPORATION



1H: Posted gain on sale of certain cross-holding shares as extraordinary income

2H: Net sales and Ordinary income hit record highs

(Billion yen)	1H		2H		Full year	
		YoY		YoY		YoY
Net sales	47.6	-5%	Record high 53.4	+5%	101.0	-0%
Gross profit	6.8	-4%	7.6	+8%	14.4	+2%
Operating Income	1.4	-28%	2.0	+13%	3.4	-8%
(Operating margin)	(3.0%)	(-0.9 pts.)	(3.8%)	(+0.3 pts.)	(3.4%)	(-0.3 pts.)
Ordinary income	1.6	-28%	Record high 2.2	+26%	3.8	-4%
Net income	1.4	-3%	1.3	+18%	2.7	+6%





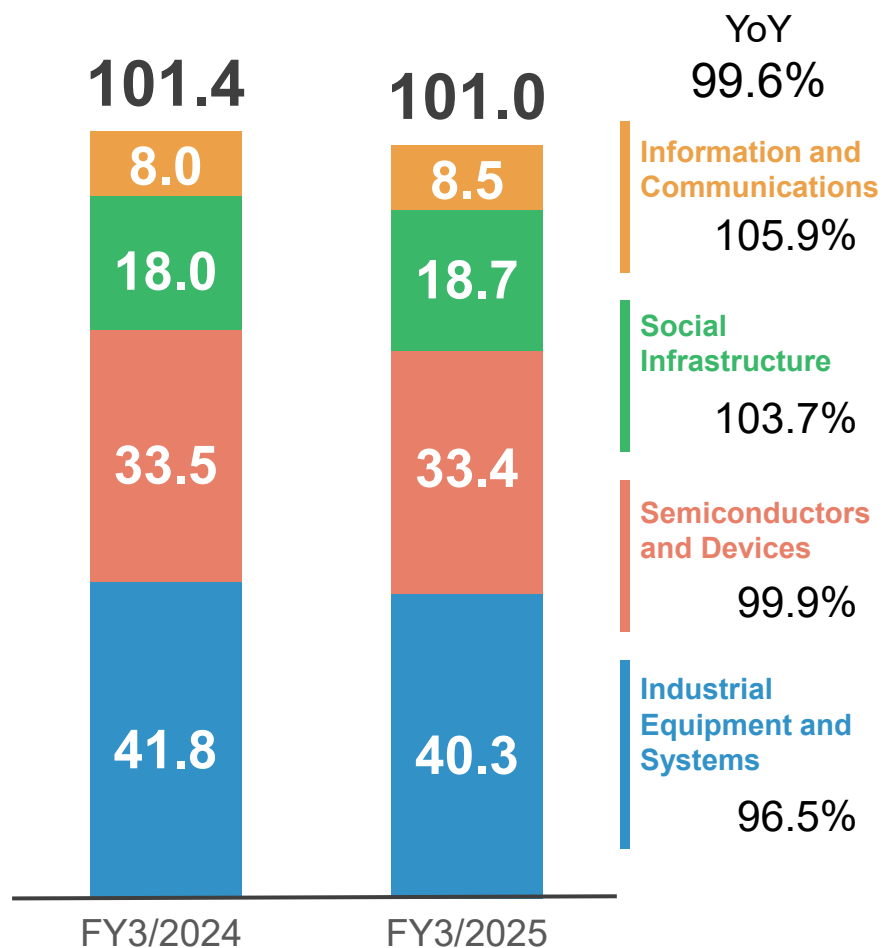
Net Sales by Segment for FY3/2025

TAKEBISHI CORPORATION



Remained unchanged YoY due to inventory adjustments by customers despite the sales of Medical and Automation grew driven by the growth strategies

Changes in net sales (Billion yen)



Increase/decrease factors by segment

	Segment	Status	Increase / decrease factors
Industrial Equipment and Systems	Industrial equipment	△	Decreased sales for semiconductors and EV-related equipment against the backdrop of prolonged inventory adjustment by customers
	Industrial machinery	△	Decreased due to the completion of major micro laser processor projects in the previous fiscal year
	Machinery and systems	◎	Increased sales in the smart factory-related business, driven by products such as those for semiconductors and industrial batteries
Semiconductors and Devices	Devices	○	Increased sales of devices for surface mounters, housing facilities, and in-vehicle-related devices for India
	Semiconductors	△	Decreased demand for market-distributed products due to the easing of supply shortage of semiconductors and electronic components, despite robust sales of semiconductors for power conditioners
Social Infrastructure	Electronic medical equipment	◎	Maintained strong sales of radiation cancer therapy devices, driven by the robust renewal demand
	Building facilities	△	Decreased sales of freight elevators due to extended construction schedules caused by labor shortages in the construction industry
Information and Communications	Mobile phones and other business	◎	Increased sales of in-house developed apps for shops as well as high-priced models. Additionally, new businesses related to environmental analysis expanded through the M&A implemented by Fujitelecoms Co., Ltd.

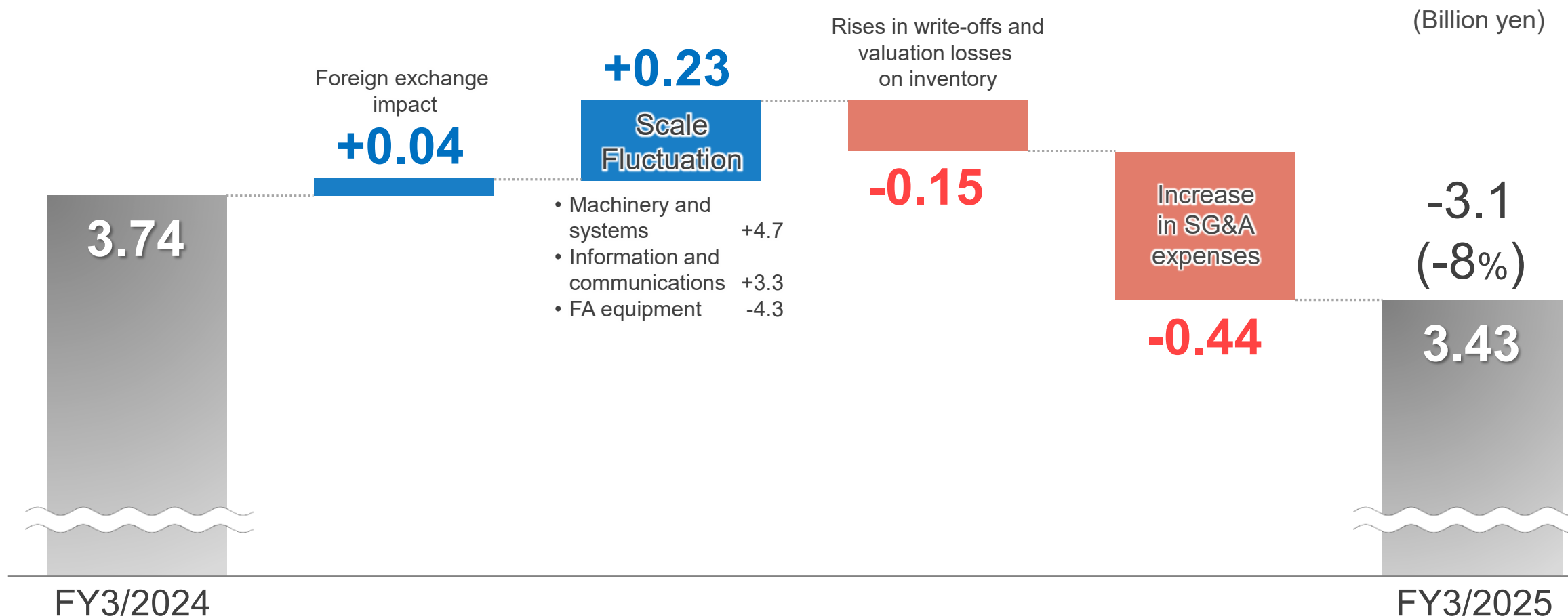


Operating Income for FY3/2025 (YoY Change)

TAKEBISHI CORPORATION



Operating income decreased YoY despite expanded gross profit, due to rises in write-offs and valuation losses on inventory, and investments in human capital and business growth for the future



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**Financial Results Forecast
for FY3/2026**



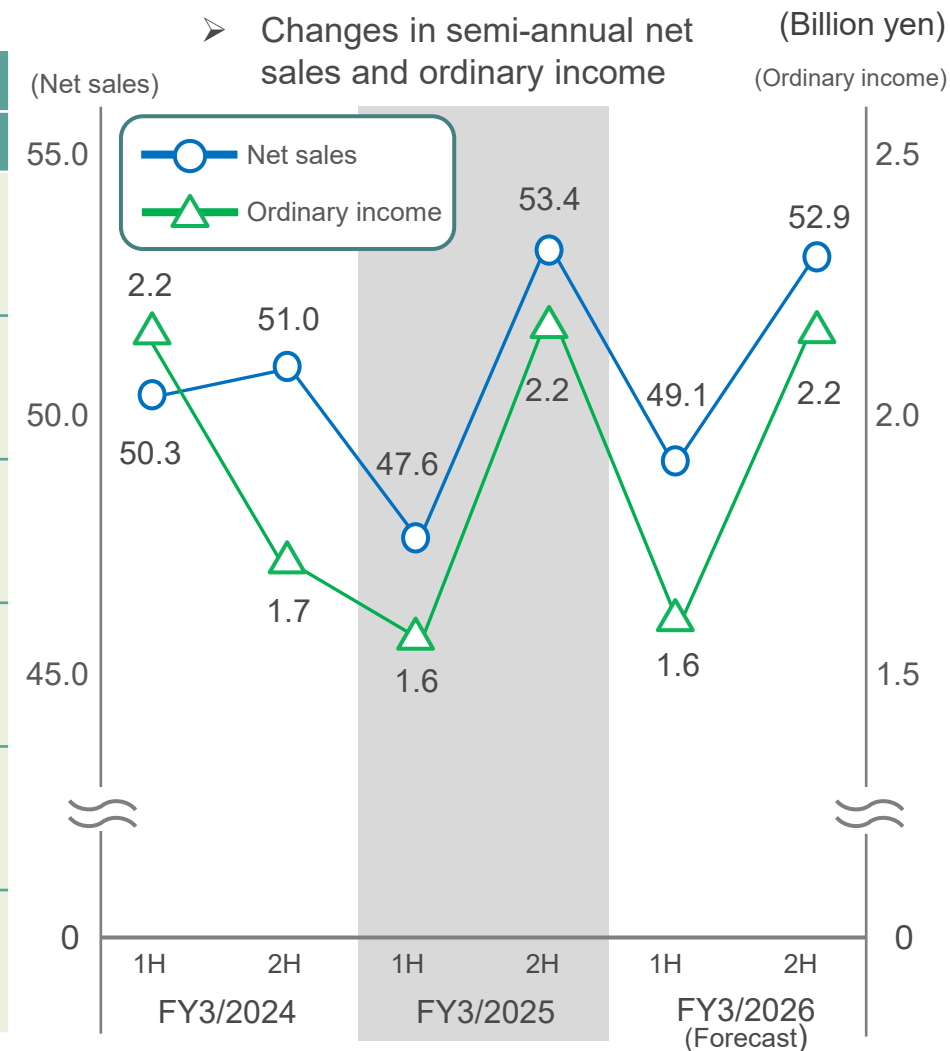
Financial Results Forecast for FY3/2026

TAKEBISHI CORPORATION



Aim to achieve record-high sales despite risks such as tariffs and exchange rates

(Billion yen)	1H		2H		Full year	
		YoY		YoY		YoY
Net sales	49.1	+3%	52.9	-1%	102.0	+1%
Gross profit	7.1	+4%	7.8	+3%	14.8	+3%
Operating income	1.5	+5%	2.1	+4%	3.6	+4%
(Operating margin)	(3.1%)	(+0.1 pts.)	(3.9%)	(+0.2 pts.)	(3.5%)	(+0.1 pts.)
Ordinary income	1.6	+2%	2.2	-1%	3.8	+1%
Net income	1.0	-27%	1.4	+9%	2.4	-10%





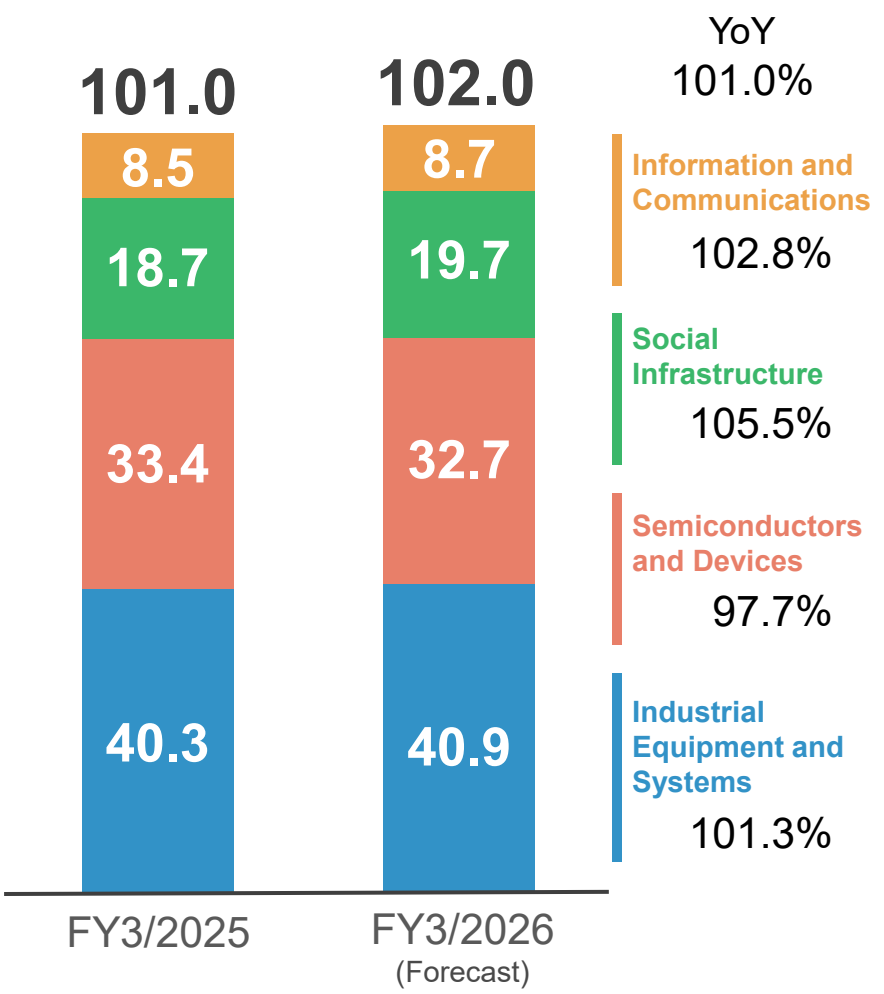
Net Sales Forecast by Segment

TAKEBISHI CORPORATION



Promote growth strategies in FA equipment and overseas business, while factoring in the risks of the devices business

■ Changes in net sales (Billion yen)



■ Increase/decrease factors by segment

	Segment	Status	Increase / decrease factors
Industrial Equipment and Systems	Industrial equipment	△	Expect sales of FA equipment to remain at the same level YoY due to prolonged inventory adjustment by customers and the impact of U.S. tariffs, despite an expected increase in sales of equipment related to renewable energy
	Machinery and systems	○	Expect sales to increase by capturing the demand for factory automation and DX amid the declining working population
Semiconductors and Devices	Devices	△	Expect sales to decline by factoring in the U.S. tariff policies and exchange rate fluctuations, despite sales of in-vehicle-related devices being expected to remain strong in India
	Semiconductors	○	Expect sales to increase, driven primarily by in-vehicle-related semiconductors for power semiconductors and transmission
Social Infrastructure	Electronic medical equipment	○	Expect the diagnostic equipment and medical DX business to increase, driven by the replacement demand for radiation cancer therapy devices and the expansion of the sales area across Chugoku and Shikoku
	Cooling & heating and housing equipment	○	Expect sales of air conditioning and related business to increase as we capture energy-saving demand in the wake of rising environmental awareness
Information and Communications	Information systems	○	Expect sales of OA equipment and core systems, etc. to increase with the end of support for Windows 10 and by capturing companies' demand for DX promotion.
	Mobile phones and other business	○	Expect Urban Eco Consulting Co., Ltd., which became our consolidated subsidiary in FY3/2025, to contribute to sales with its business related to environmental analysis.

4

Medium-term Business Plan **“T-Link1369”**



Medium-term Business Plan “T-Link1369”

TAKEBISHI CORPORATION



Targeting consolidated net sales of ¥130.0 billion in FY3/2027 (our 100th anniversary)



FY3/2024 ⇒ FY3/2027

Consolidated net sales

¥130.0 bn

Sales from
new businesses

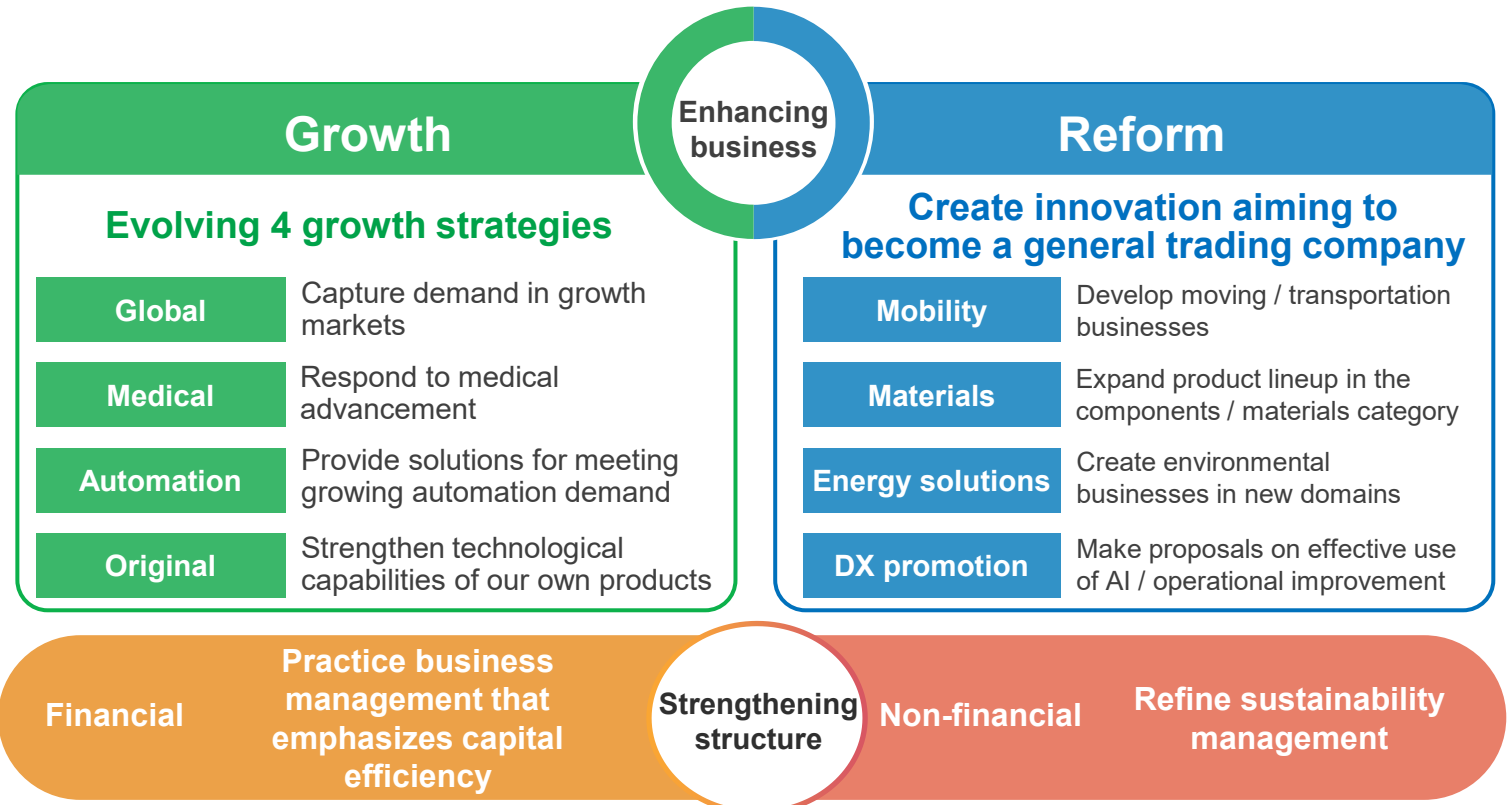
+ ¥30.0 bn

Ordinary income

¥6.0 bn

ROE

9 %





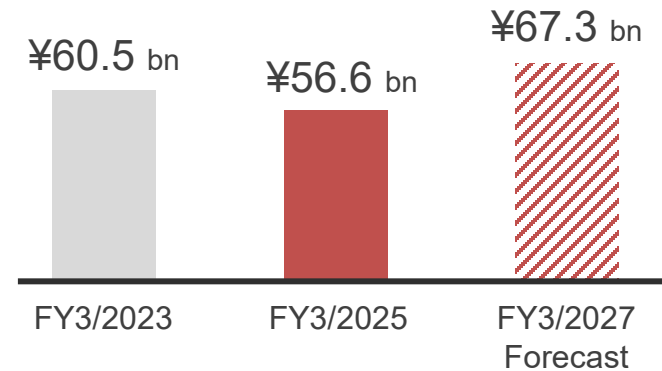
Progress on the Medium-term Business Plan

TAKEBISHI CORPORATION



**While core businesses are struggling to grow, the growth and reform expanded.
Accelerate actions toward achieving the target.**

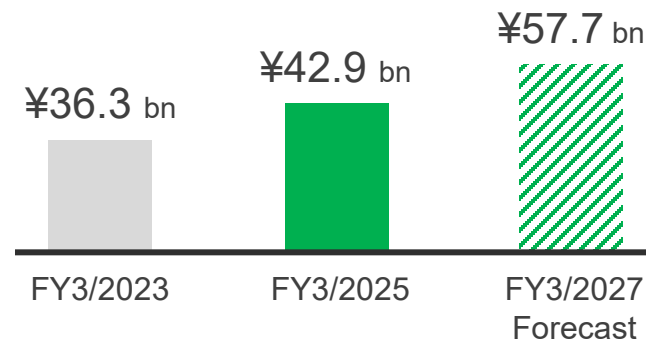
Core businesses



Decreased with the impact of inventory adjustments by customers of our mainstay FA equipment, and completion of major industrial machinery projects

- Capture demand mainly of FA equipment and devices related to AI and semiconductors
- Focus on expanding infrastructure-related business

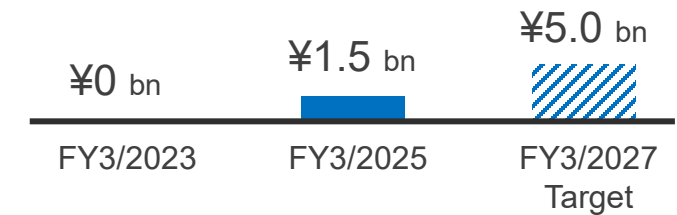
Evolution of 4 growth strategies



Medical and Automation drove business performance upward, while overseas, the Indian market remains strong but Southeast Asia and China continue to struggle.

- Focus further on growth market of India
- Enhance the corporate structure in the ASEAN market by reorganization
- Expand the sales area of medical equipment
- Conduct M&As according to growth strategies

Transformation beyond the existing framework



Created new business by proposing DX using mobility and digital technologies mainly of Autonomous Mobile Robots (AMR) / Automated Guided Vehicles (AGV).

- Accelerate expanding the lineup under the new product axis of materials and mechanical parts
- Strengthen activities for new business by capturing the demand related to decarbonization and renewable energy

**Progress
up to
FY3/2025**

**Actions for
FY3/2027**



Evolving 4 Growth Strategies

FY3/2023
¥23.6 bn

→

FY3/2027
¥27.7 bn

TAKEBISHI CORPORATION

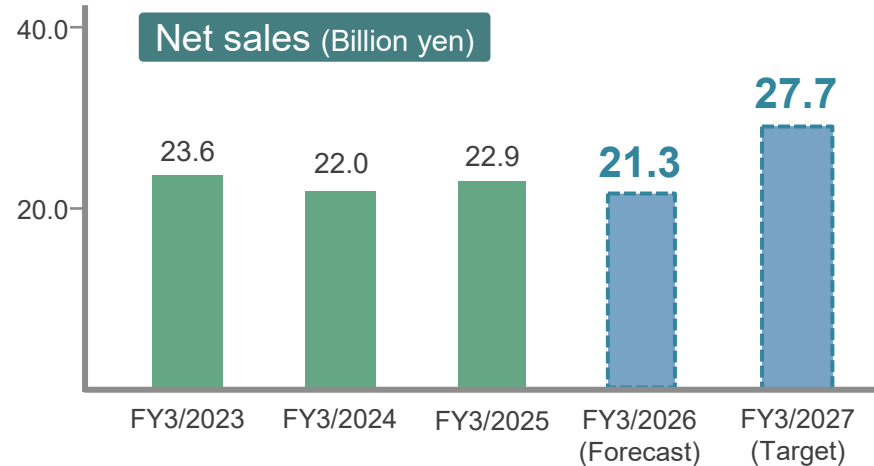


Venturing into untapped domains/areas to seize opportunities for further growth

Priority Measure

1

Global



Achievements

- ✓ Expanded the devices business in India, driven primarily by in-vehicle-related devices and smart meters
- ✓ Developed new business of Mitsubishi FA in the Malaysian market

Next actions

Strengthen collaboration among overseas offices through reorganization

- Enhance collaboration across Shanghai, Thailand, and Vietnam Offices under the supervision of Takebishi Electric Sales Hong Kong Limited and maximize responsiveness to customers in the ASEAN market

Expand business into new regions and areas to acquire new customers

- Further expand the device business for local customers in the growth market of India and uncover new demand for existing Japanese customers
- Follow up with the demand of EMS companies in shifting their production bases (China ⇒ Southeast Asia)



Evolving 4 Growth Strategies

FY3/2023
¥7.3 bn



FY3/2027
¥14.5 bn

TAKEBISHI CORPORATION

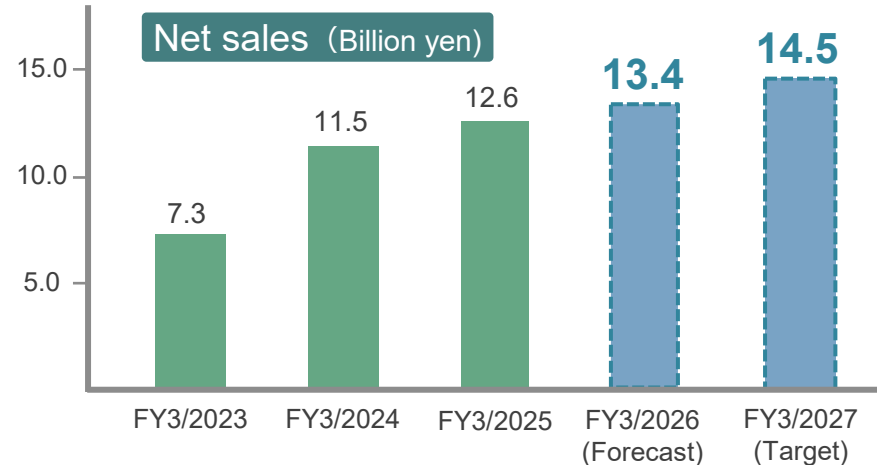


Enhance the growth engine by further expanding the medical business to a wider area

Priority
Measure

2

Medical



Achievements

- ✓ Expanded trade areas for radiation cancer therapy devices in the Chugoku and Shikoku areas (From April 2024 onward: Okayama, Ehime; April 2025 onward: Tokushima, Kagawa, Kochi)
- ✓ Strengthened sales of medical devices and peripherals for the areas other than the department of radiology

Next actions

Expand trade areas for radiation cancer therapy devices

- Accelerate expanding the medical business to a wider area, mainly in Western Japan
- Promote expansion of the diagnostic equipment business upon acquiring new trade areas

Capture demand for medical equipment and DX / ICT for diverse domains

- Capture demand for advanced medical equipment for domains such as surgery and brain surgery
- Promote diverse medical solutions by strengthening sales of radiation information systems and medical support systems using AI



Evolving 4 Growth Strategies

FY3/2023
¥4.0 bn



FY3/2027
¥8.7 bn

TAKEBISHI CORPORATION

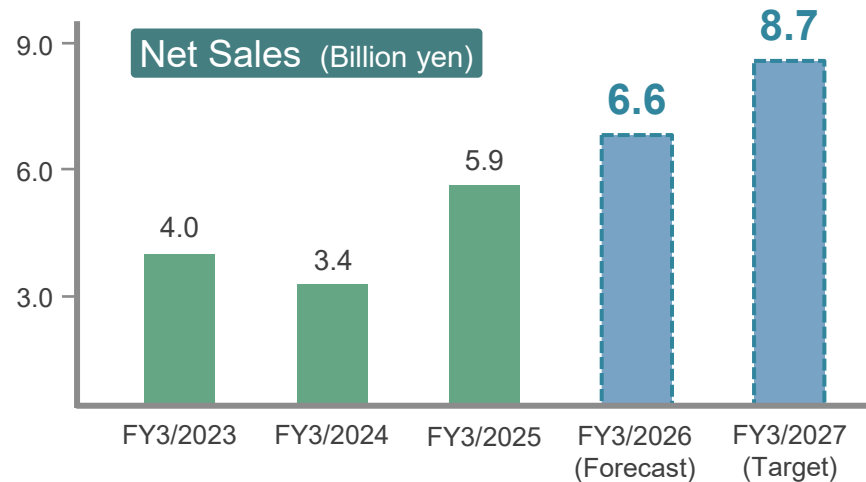


Pursue production efficiency and achieve technological innovation to resolve the serious labor shortage

Priority Measure

3

Automation



Achievements

- ✓ A team designated for smart factory business drove the business expansion for the entire Company
- ✓ Entered into a value provider contract with B&R Industrial Automation GmbH and started handling next-generation linear transport systems

Next actions

Expand business by capturing automation and labor-saving needs in growth markets

- Capture demand for capital investments primarily of customers related with semiconductors and decarbonization
- Expand business for non-manufacturing industries (food, retail, and social infrastructure)

Promote new business using new technologies

- Achieve flexible production by using linear transport systems and non-contact power feeding
- Propose factory-wide automation by collaborating with various system integrators and IT vendors



Evolving 4 Growth Strategies

FY3/2023 **¥1.3** bn → FY3/2027 **¥2.0** bn

TAKEBISHI CORPORATION

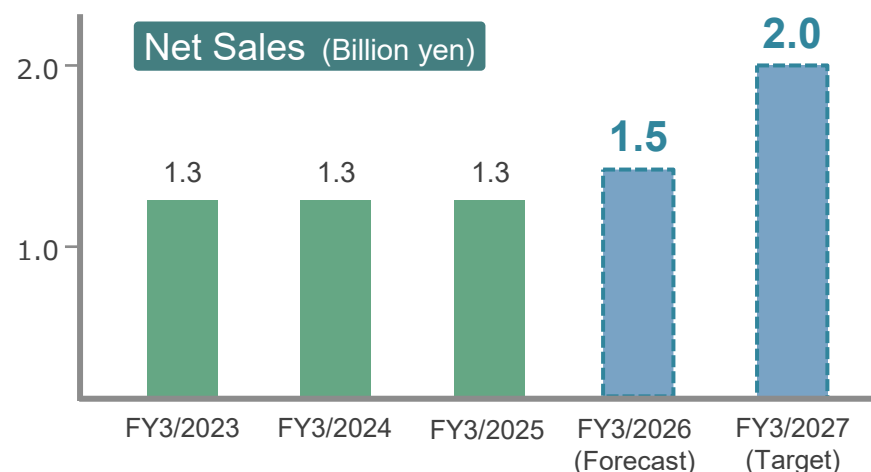


Expand sales areas through business partnerships in addition to enhanced overseas marketing

Priority Measure

4

Original



DxpSERVER



COMPASS



Achievements

Actual sales of the original products **72** countries world-wide
57,000 units (cumulative)

- ✓ Strengthened overseas marketing of OPC products and enhanced connectivity with equipment
- ✓ Sold “COMPASS,” an app for mobile phone shops, to other industries (e.g. the automotive industry)

Next actions

Expand sales areas through business partnerships

- Make a foray into ASEAN countries and India, while strengthening collaboration with Le Champ
- Promote device integration and industry standards to expand the scope of application

Promote product development tailored to customer needs and solution creation

- Enhance functions of OPC-compatible communication software which has the top share in Japan
- Create solutions using Edge AI and solve issues in manufacturing sites



Business Model Reform Aiming to Become a General Trading Company

TAKEBISHI CORPORATION



Strengthening the creation of new businesses adapted to growth markets to achieve T-Link1369



Create new business that goes beyond the existing framework

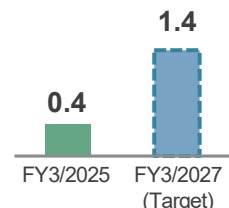


Net sales (Billion yen)

✓ **Achievements** ● **Next actions**



Mobility

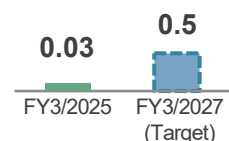


Expanded business by capturing the demand for Autonomous Mobile Robots (AMR)/Automated Guided Vehicles (AGV)

- Acquire demand for automatic transport for factories, offices and stores
- Propose new device materials for mobility-related manufacturers



Materials

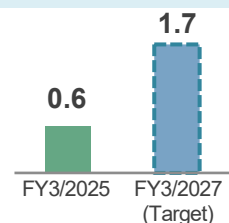


Expanded business domains by launching a business of magnets and mechanical parts

- Uncover demand for the magnet business focused on B2C products
- Strengthen the out-in business for processed products manufactured overseas



Energy solutions

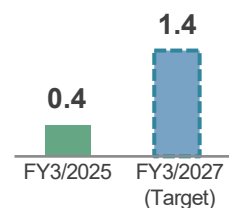


Accelerated renewable energy business by uncovering chances for PV-related sales negotiations

- Implement power self-consignment and install EV chargers
- Expand decarbonization business and propose new materials



DX promotion



Proposed virtual simulation by using digital twin technology

- Provide DX solutions for infrastructure development (water supply and sewage, etc.)
- Strengthen Information and Communications business by utilizing cloud and AI



Financial: Practice Business Management that Emphasizes Capital Efficiency

TAKEBISHI CORPORATION



Aim to achieve sustainable enhancement of corporate value through the fulfillment of the Medium-term Business Plan in FY3/2027

Initiative

1

Invest for growth

Strengthen business and achieve higher margins



Invest in business for growth, including M&A

	Goals	Actions
Strengthening business	<ul style="list-style-type: none">Invest in business toward achieving the Medium-term Business PlanNurture organization and culture to generate business and reform operations	<ul style="list-style-type: none">Conduct M&As in accordance with growth strategiesHold an internal contest for smart work promotion
Human capital investment	<ul style="list-style-type: none">Strengthen global human resourcesDevelop next-generation managers	<ul style="list-style-type: none">Build an overseas trainee systemImplement selective training programs
Environmental investment	<ul style="list-style-type: none">Promote decarbonization initiatives	<ul style="list-style-type: none">Build next-generation mission critical systemsDeploy power self-consignment
Infrastructure enhancement looking beyond the 100th anniversary	<ul style="list-style-type: none">DX promotion aimed at improving operational efficiencyStrengthen logistics	<ul style="list-style-type: none">Introduce next-generation mission critical systems and generative AIEnhance functions by warehouse reconstruction

Initiative

2

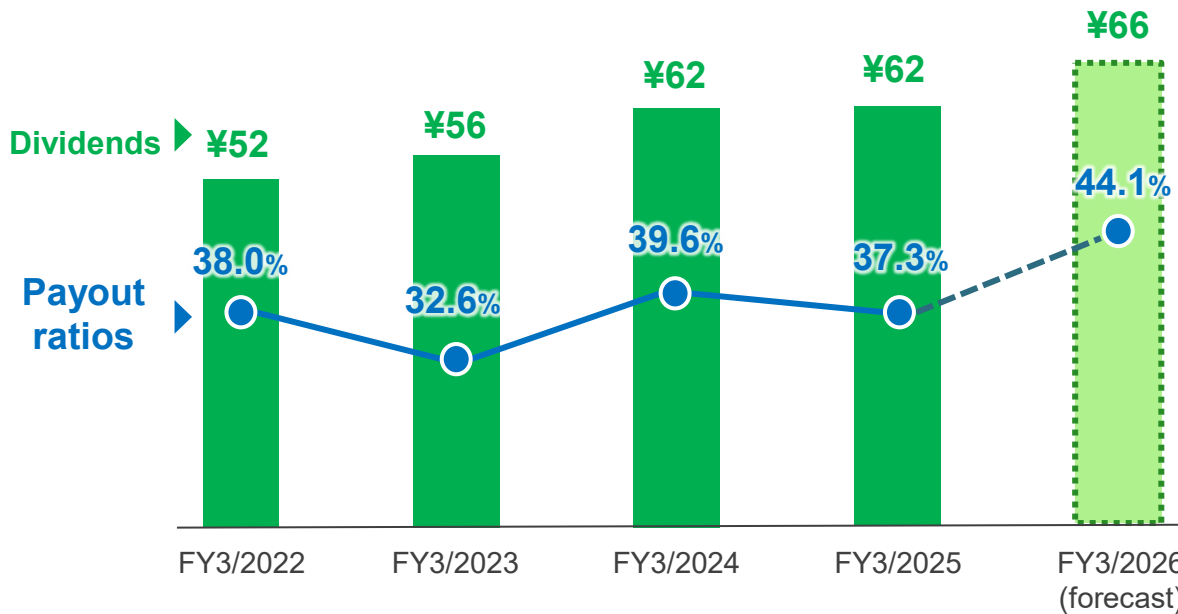
Strengthen shareholders return

Dividends

Progressively increasing dividends

Payout ratio

Target 40% or higher





Contribute to creating a sustainable society through various initiatives

Environmental initiatives

- Introduced an initiative to reduce CO2 emissions (Scope1, 2) for the entire group
- Promoted active use of **solar power generation facilities** and the construction of a **self-consignment** structure
- Strengthened initiatives to sell environmental solution products
- Obtained **B score** for CDP's climate change category



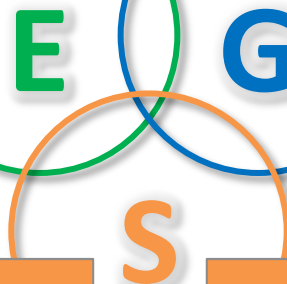
Solar car port



Obtained B score in CDP's assessment

Corporate Governance

- Established the **Sustainability Control Committee** by enhancing the organizational structure of the Internal Control Supervisory Committee
- Established the **Environmental Management Promotion Committee** in addition to strengthening the compliance monitoring system
- Work to establish company-wide Global Compliance Guidelines



Certified KENKO Investment for Health Outstanding Organization



Soccer classes

Promoting human capital-oriented management and employee engagement

- Certified as a **KENKO Investment for Health Outstanding Organization** (large enterprise category) for three years in a row
- **The ratio of paid leave** taken by employees improved (FY3/2025: 11.9 days on average)
- **The ratio of childcare leave** taken by male employees increased (FY3/2025: 52.9%)
- Held several **in-house events** such as a summer festival and a Christmas party
- Enhanced employee communication by supporting **club activities**

Social Contribution

- Promoted employment of people with disabilities by introducing a coffee roasting business
- **Promoted sports** by sponsoring sports teams and events
 - Kyoto Ladies Open (golf) / Kyoto Sanga F.C. (soccer)
 - KYOTO HANNARYZ (basketball) / KYOTO MARATHON, etc.
- **Contributed to the local community** using TAKEBISHI Stadium (soccer classes)



We plan to exhibit at many trade shows in Japan and abroad to instill our brand values

TAKEBISHI Solution Fair 2025

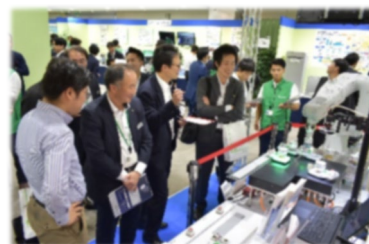
Our own general exhibition, which has continued for 18 years, with a special venue set up at our Kyoto Head Office. We will propose our total solutions in an easy-to-understand way.

Date

Thursday, July 17 to
Friday, July 18, 2025

Venue

TAKEBISHI's Head Office (Kyoto)



<Exhibition details>

Factory zone

- Manufacturing and automation
- Takebishi integrated platform
- Design and development
- Test and analysis
- Operation and maintenance



Global Device zone

- Devices
- AI/IoT
- Security



Smart City zone

- Smart office
- Construction DX
- Disaster prevention



FOOMA JAPAN 2025

We exhibited numerous next-generation food tech solutions to meet the diversifying needs of the food industry.

Date

Tuesday, June 10 to
Friday, June 13, 2025

Venue

7F-24, East 7 Hall
Tokyo Big Sight



electronica India 2025

Le Champ will participate in the largest trade fair for the electronic industry in Southeast Asia and accelerate the business for India for the entire Group

Date

Wednesday, September 17 to
Friday, September 19, 2025

Venue

Bangalore International
Exhibition Centre



Appendix



We have grown into a company with net sales of 100.0 billion yen by leveraging trends and proactively expanding business

Start-up phase

1926

Establishes Kusasa Shougyou Co., Ltd. in Osaka and starts business activities as an [authorized dealer of Mitsubishi Electric](#)

1930

Moves Head Office to Kyoto

1931

Changes company name to Takebishi Denki Shokai Co., Ltd.



Business expansion

1961

Enters an Authorized dealership agreement with [Tateishi Electric \(currently OMRON\)](#)

1962

Expands business in the [field of industrial equipment](#) to align with Mitsubishi Electric's policy

1965

Grows the [building facilities and cooling & heating equipment business](#) (elevators and air conditioning for the construction industry)

1991

Ventures into [medical business](#)

Progress toward a technological trading company

1971

[Spins off the home appliances division](#) and focuses on [technology-oriented](#) business in the industrial electric equipment and facilities-related fields

Ventures into [computer \(OA\) business](#)
Hires engineers

1979

Starts focusing on the [FA field](#)

1997

Develops industrial communications software "OPC Server" ([TAKEBISHI's original product](#))

Toward a trading company that offers total solutions

1995

Starts opening overseas offices

1996

Shares listed on Second Section of Osaka Securities Exchange (currently Tokyo Stock Exchange (TSE))

2006

Changes company name to TAKEBISHI CORPORATION

2007

Held the First TAKEBISHI Fair (TAKEBISHI's general trade show)

2014

Shares listed on [First Section of TSE](#)

2022

Transition to the [Prime Market of TSE](#)

Projected to achieve net sales of **¥102.0 bn**

Growth of net sales

100.0 (Billion yen)

80.0

60.0

40.0

20.0

0

Progress in establishing overseas offices and M&As

1995	First overseas office (Singapore)	2020	M&A of Umezawa Musen Denki
1996	Office in Hong Kong	2021	Office in Vietnam
1999	M&A of Fujitelecoms		M&A of Le Champ (Trading company in Southeast Asia)
2006	Office in Shanghai		M&A of Urban Eco Consulting
2014	Office in Thailand	2024	Vietnam Office was integrated under the Hong Kong Office
2019	M&A of First Brain	2025	

1926

1956

1966

1976

1986

1996

2006

2016

2025



TAKEBISHI's Raison D'etre and Key Issues

TAKEBISHI CORPORATION



**Solve diverse issues with technical skills, coordination, and solutions
and achieve sustainable growth**

Corporate Philosophy

Creating a bright future by connecting
people and technology with confidence

Corporate Message



Continue creating new "LINK" with customers
and partners with our people and technology



TAKEBISHI's Strengths

Technical skills

to produce our own products that boast
top market shares in Japan

Coordination skills

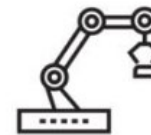
to respond to diverse needs

Solution skills

to adapt to changes in society and solve
issues

Key issues for sustainable growth

Solve social issues through business



Establish industries and
societies with our
advanced connection
skill toward building a
digital society



Explore diverse products
both in Japan and abroad
and increase the value of
manufacturing



Establish a comfortable
social environment that
supports a rich and safe
life for people

Solve social issues through corporate activities



Contribute to a
decarbonized society
by utilizing renewable
energy



Create a corporate culture
that enables various
talents to actively work
and engage in co-creation
with local communities



Establish a business
structure in response to
changes in environment
and enhance governance

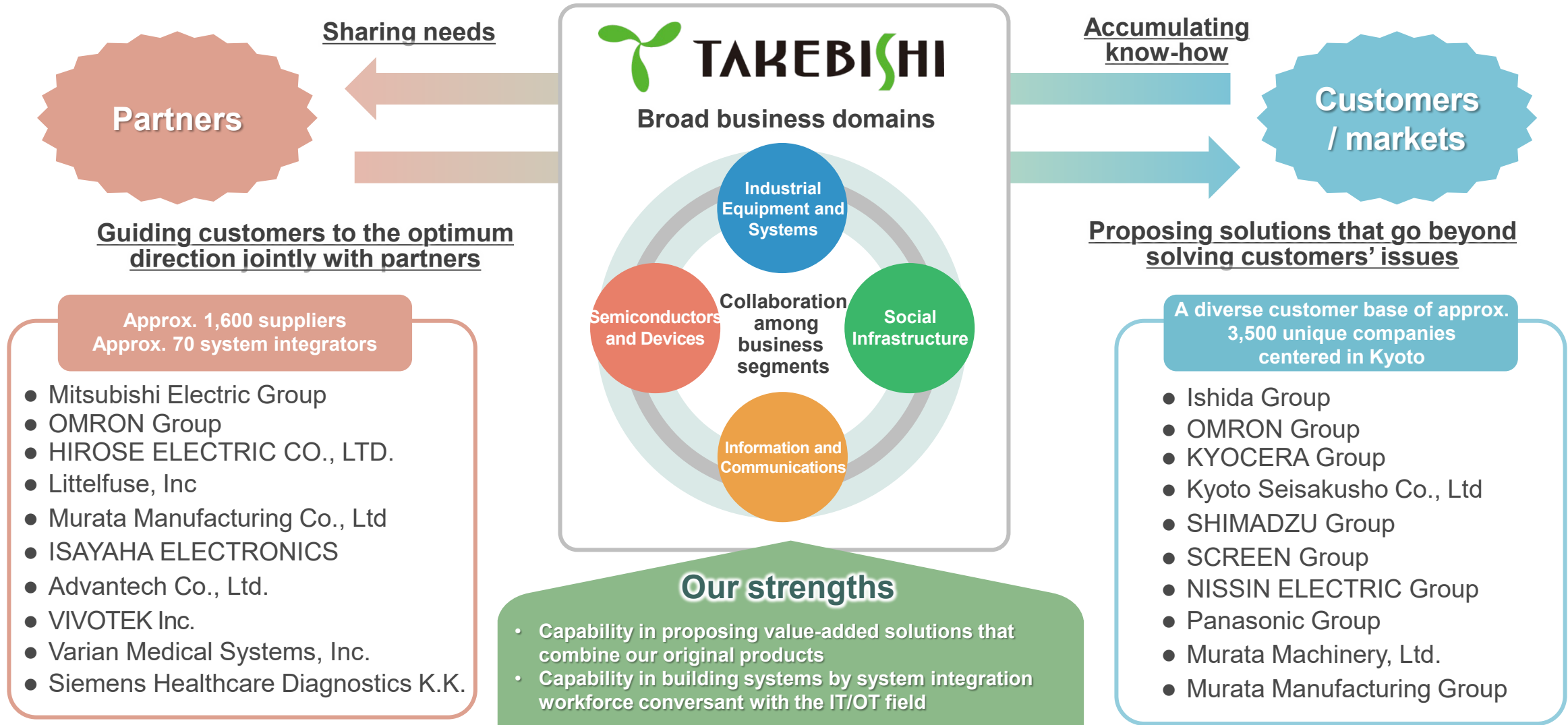


Our Business Model

TAKEBISHI CORPORATION



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





The outlook for financial results and other forward-looking statements presented in this document are based on information currently available to the Company and certain assumptions that are judged to be reasonable. Please be aware that actual results may differ from the initial outlook due to economic environment and other various factors.

Please direct IR-related inquiries to:

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