FY3/2026
Financial Results Briefing

June 2026

TAKEBISHI 100th ANNIVERSARY

TAKEBISHI

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

Table of Contents

Corporate Data

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

Company Name	TAKEBISHI CORPORATION
Established	April 24, 1926
Share Capital	3,448 million yen (as of March 31, 2026)
President	Hiroshi Okagaki, Representative Director & President
Head Office	29, Mameda-cho, Nishi-kyogoku, Ukyo-ku, Kyoto
Consolidated Net Sales	109.9 billion yen (Fiscal year ended March 31, 2026)
Employees	930 (consolidated; as of March 31, 2026)

Corporate Philosophy

Creating a bright future by connecting people and technology with confidence

Corporate Message

!Link

Total Solutions That Create New Excitement and Surprises.

Description of Business

We are a **technological trading company** affiliated with Mitsubishi Electric (Mitsubishi products account for approx. 30% 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**.

History

100 years of continuous transformation and evolution, driven by the progressive spirit that is intrinsic to Kyoto

1926
Establishes Kusasa Shougyou Co., Ltd. in Osaka and starts business activities as an authorized distributor of Mitsubishi Electric

1930
Moves Head Office to Kyoto

1931
Changes company name to Takebishi Denki Shokai Co., Ltd.

1943
Changes company name to Takebishi Electric Co., Ltd.

1961
Enters an Authorized distributor agreement with Tateishi Electric (currently OMRON)

1971
Spins off the home appliances division and becomes fully operational as a technological trading company

1991
Transfers Head office to the current address

1995
Starts opening overseas offices

1996
Shares listed on Second Section of Osaka Securities Exchange (currently Tokyo Stock Exchange) and Kyoto Stock Exchange

2006
Changes company name to TAKEBISHI CORPORATION

2014
Shares listed on First Section of TSE

*2022 Transition to the Prime Market of TSE

2019
Acquires the naming rights to the Kyoto Nishikyogoku Athletic Stadium (TAKEBISHI Stadium Kyoto)

2021
Executes M&A of Le Champ, a trading company in Southeast Asia

2024
Achieves sales of 100 billion yen

2026
Celebrates 100th anniversary

TAKEBISHI 100th ANNIVERSARY

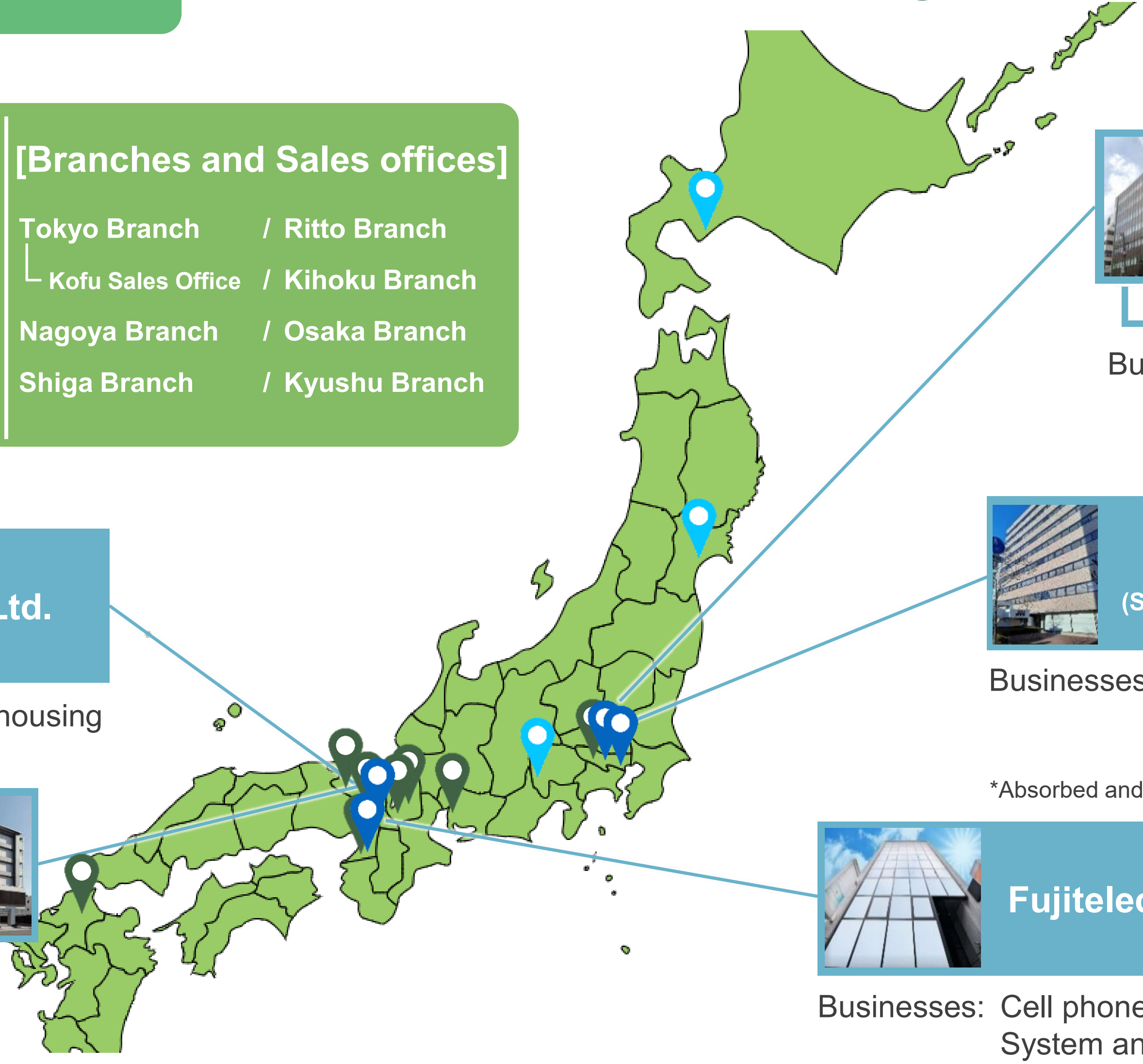
Network (Domestic)

Domestic 7 branches, 1 sales office, 5 group companies

[Kyoto Head Office]

[Branches and Sales offices]

- Tokyo Branch
  - Kofu Sales Office
- Nagoya Branch
- Shiga Branch
- Ritto Branch
- Kihoku Branch
- Osaka Branch
- Kyushu Branch



Umezawa Musen Denki Co., Ltd.

Offices: Sapporo Office, Sendai Office

Businesses: Sales of semiconductors and electronic components; Design and sales of our own products

First Brain Co., Ltd.
(Subsidiary of Fujitelecoms Co., Ltd.)

Businesses: Design and construction of disaster prevention and cell phone base stations; Analysis and inspection of asbestos

*Absorbed and merged with Urban Eco Consulting Co., Ltd. in October 2025.

Takebishi Kosan Co., Ltd.

Business: Logistics and warehousing

TS Engineering Co., Ltd.

Business: Design, sales, installation, and maintenance of air-conditioning equipment

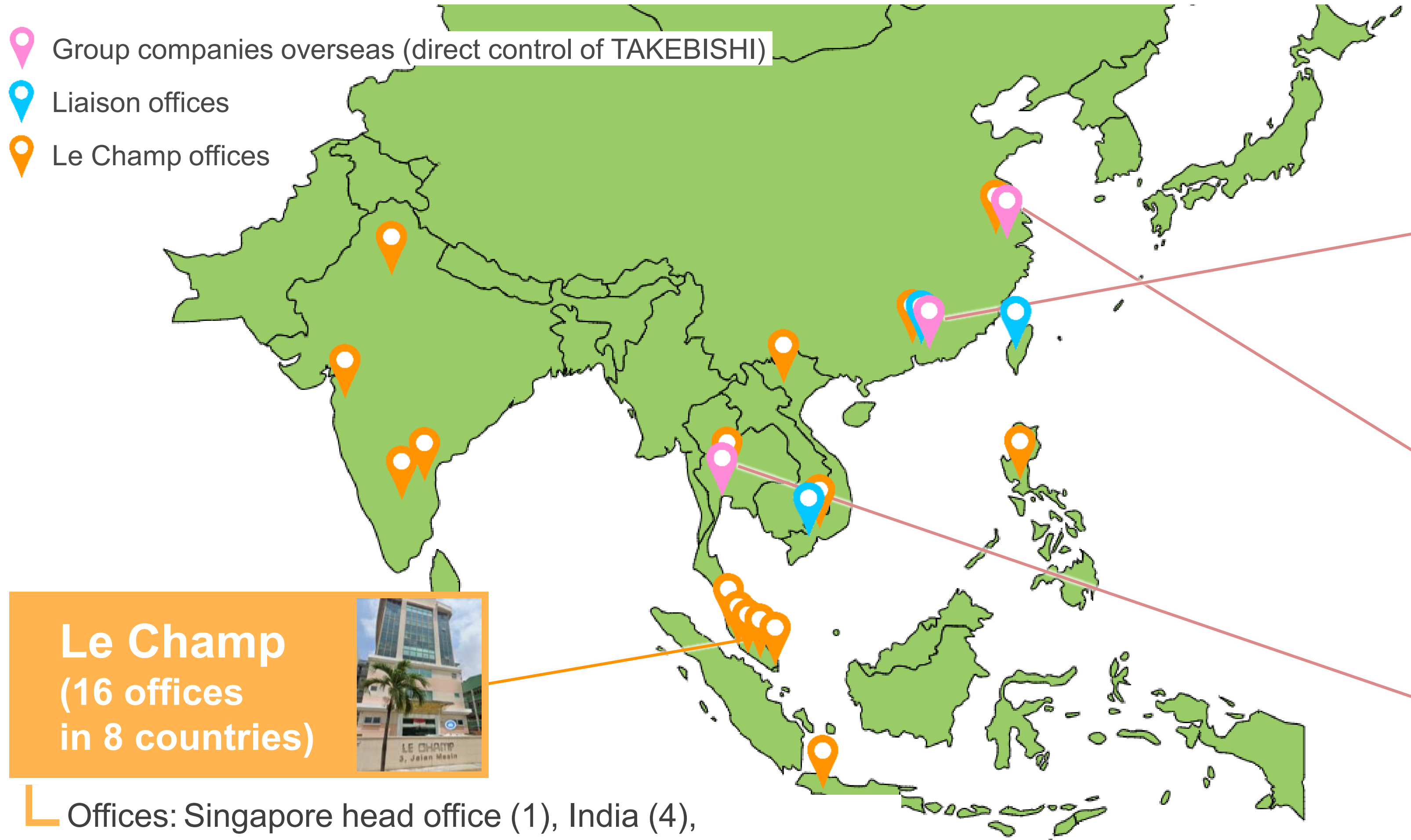
Fujitelecoms Co., Ltd.

Businesses: Cell phone shop operations; System and application development

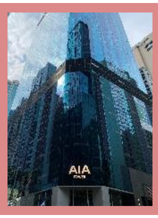
- Control of TAKEBISHI
- Group companies in Japan
- Offices

Network (Global)

Overseas **5 group companies, 23 offices in total**



TAKEBISHI ASIA PACIFIC HOLDINGS



Takebishi Electric Sales Hong Kong Limited

Offices: Shenzhen, Vietnam, Taiwan

Takebishi Electric Sales Shanghai Limited

TAKEBISHI THAILAND

Le Champ (16 offices in 8 countries)

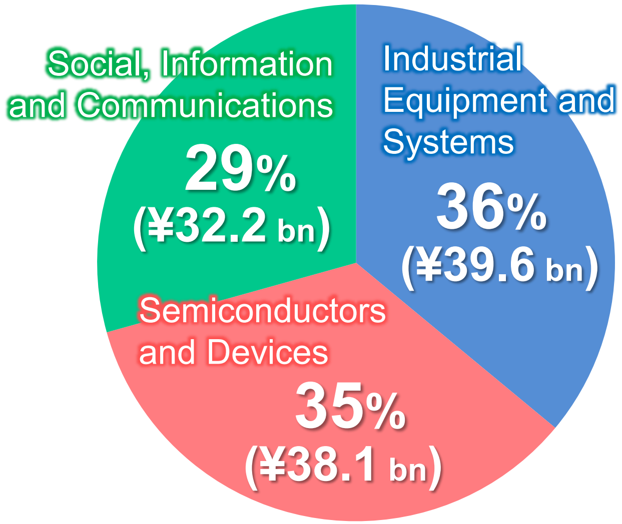
Offices: Singapore head office (1), India (4), Malaysia (3), Vietnam (2), Indonesia (2), China (2), the Philippines (1), Thailand (1)

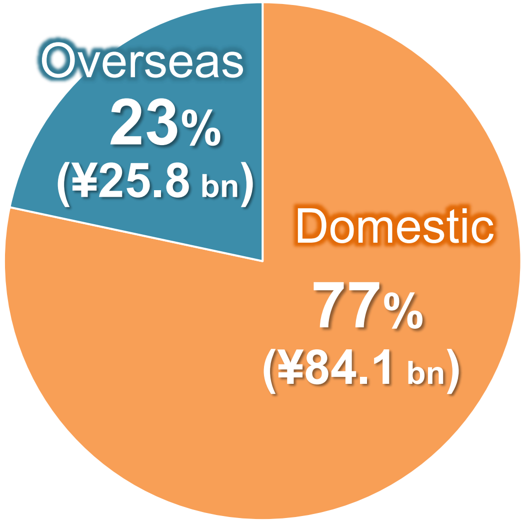
( ) indicates the number of offices

Net Sales by Segment and Main Products

Aiming for stable management based on a balanced business portfolio

[¥109.9 bn for FY3/2026]





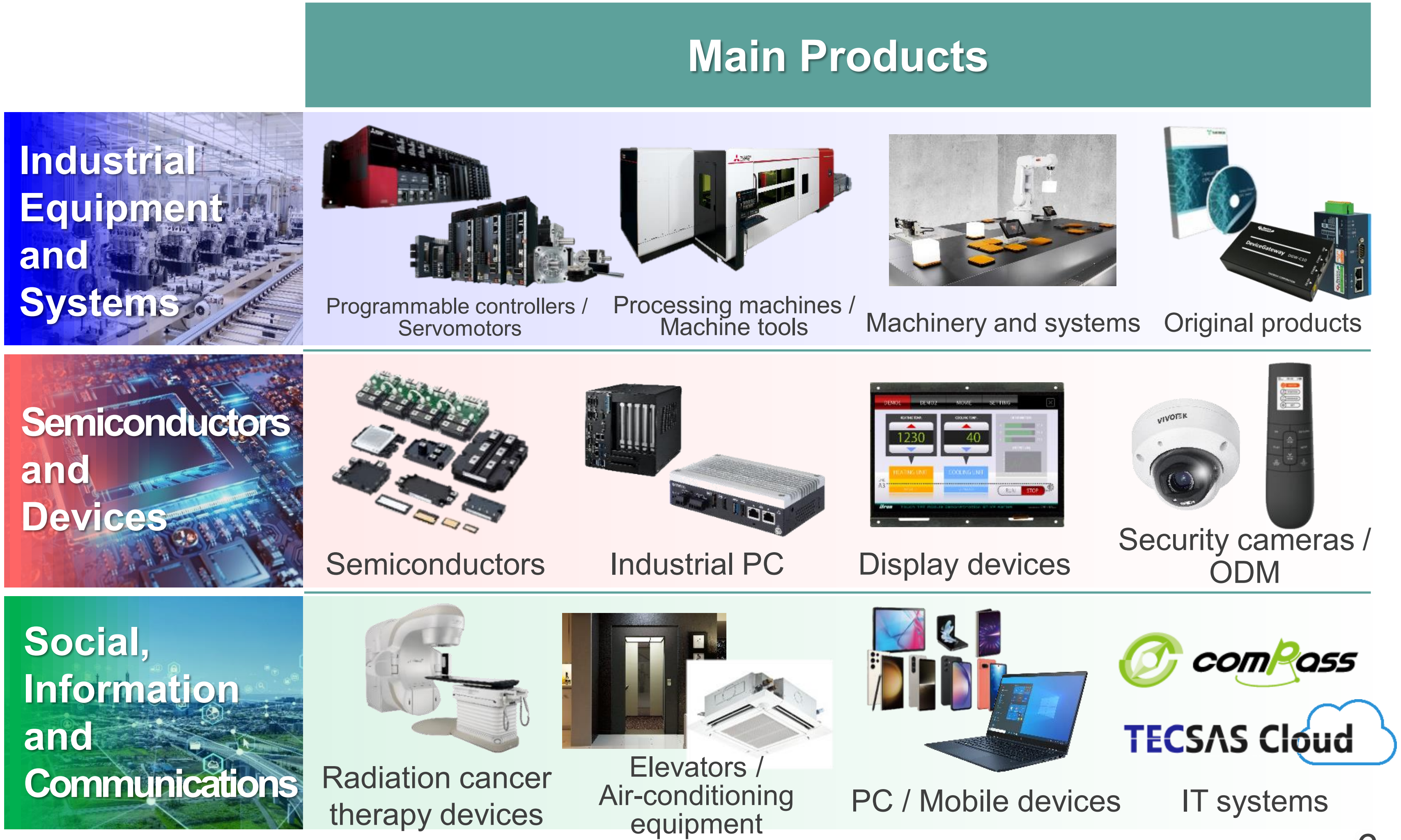


Table of Contents

Financial Results for FY3/2026

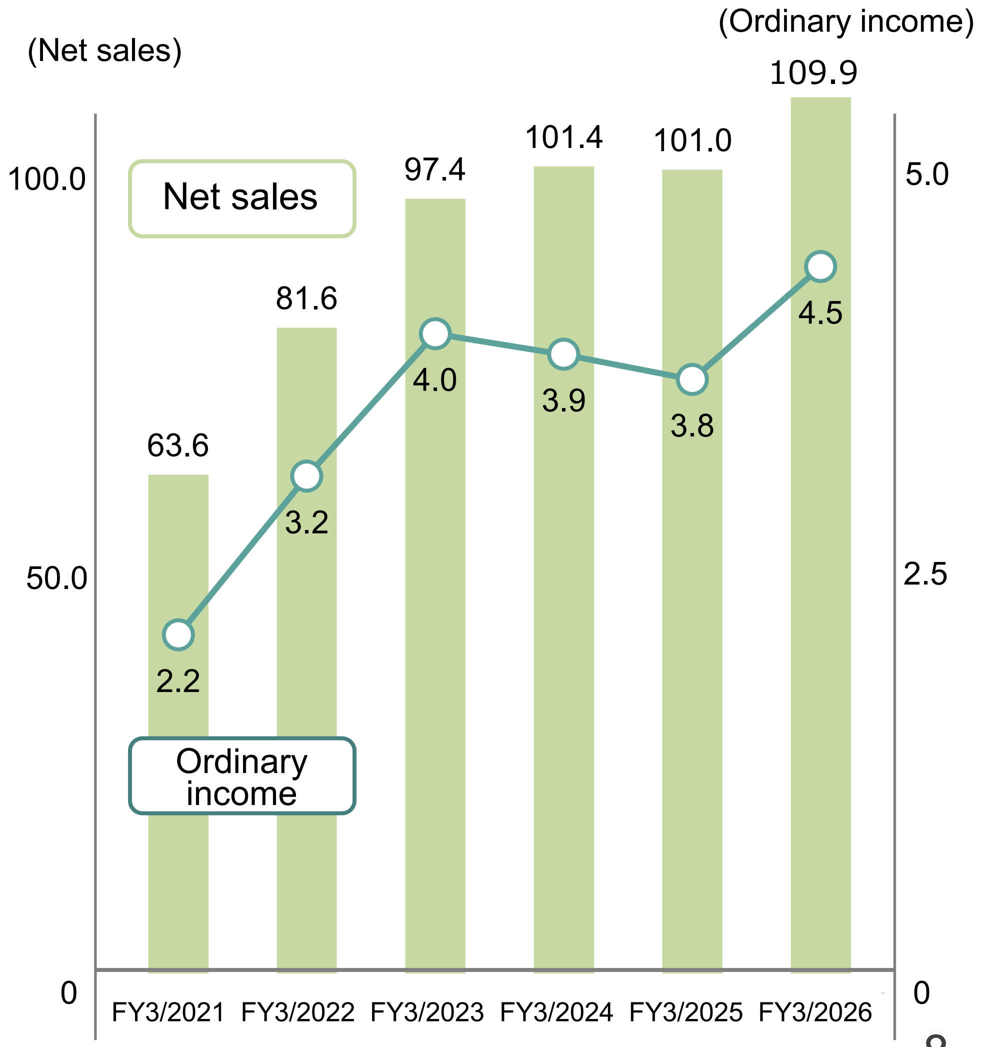
TAKEBISHI CORPORATION

Progress on growth strategies contributed steadily to financial performance, with both sales and profits increasing to record highs

★ Record high

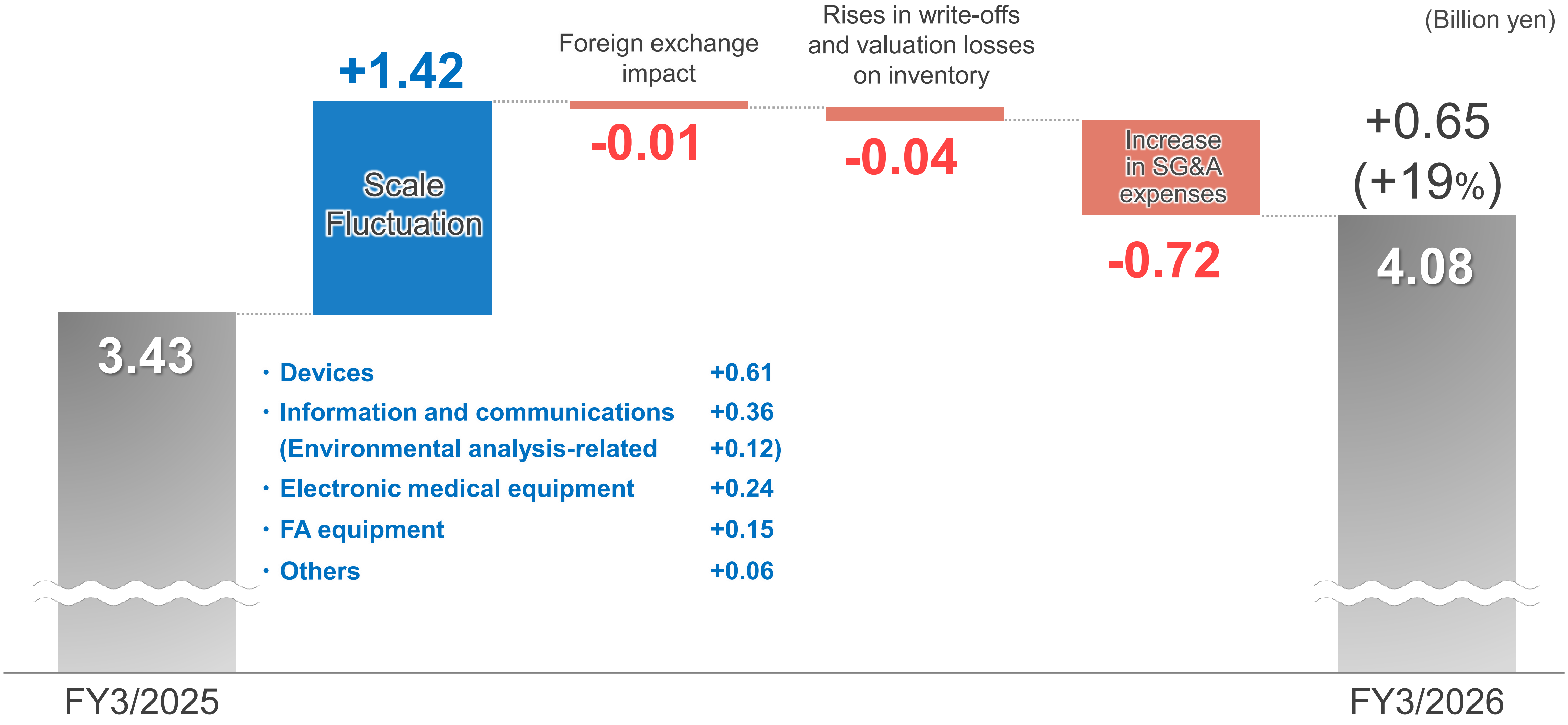
(Billion yen)

	1H	YoY	2H	YoY	Full-year	YoY
Net sales	52.2	+10%	57.6	+8%	★ 109.9	+9%
Gross profit	7.6	+11%	8.2	+8%	★ 15.7	+9%
Operating income	2.0	+39%	2.1	+5%	★ 4.1	+19%
(Operating margin)	(3.8%)	(+0.8P)	(3.7%)	(-0.1P)	(3.7%)	(+0.3P)
Ordinary income	2.2	+39%	2.3	+3%	★ 4.5	+18%
Net income	1.5	+9%	1.5	+13%	★ 3.0	+11%



Operating Income for FY3/2026 (YoY Change)

Profitability improved through strategic business expansion and the promotion of M&A, despite an increase in SG&A expenses due to growth investments



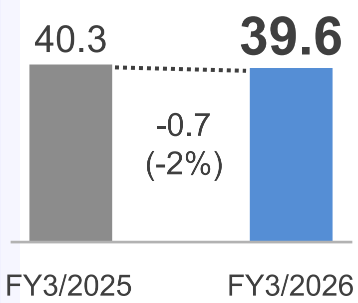
Net Sales and Operating Income by Segment for FY3/2026

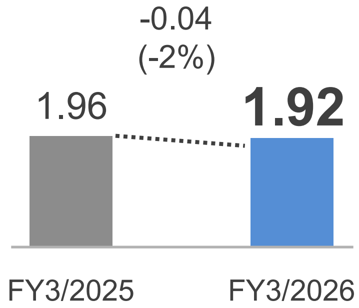
TAKEBISHI CORPORATION

Performance was driven primarily by sales of devices for the Indian market and the medical business, despite the impact of prolonged inventory adjustments by customers

Net sales | Operating income | Increase/decrease factors in net sales (Billion yen)

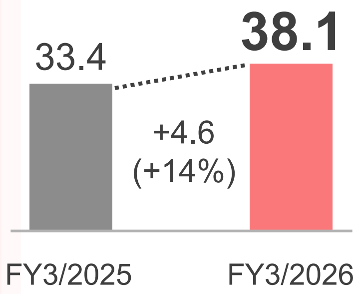
Industrial Equipment and Systems

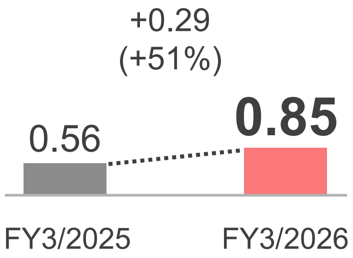




Machinery and systems	Sales in the smart factory-related business increased, driven by capital investment and automation demand in the manufacturing sector, primarily for semiconductor and LCD-related applications
FA equipment	Despite steady demand from some customers driven by AI-related needs, sales in the manufacturing sector as a whole decreased due to the impact of prolonged inventory adjustments by customers
Industrial machinery	Sales decreased primarily due to a decline in demand for industrial processing machines

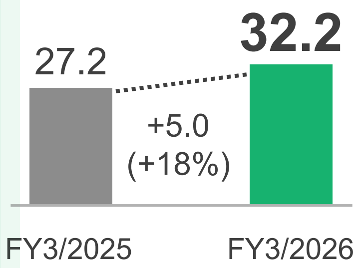
Semiconductors and Devices

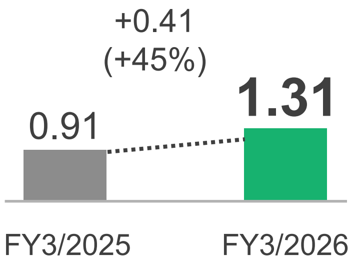




Devices	Sales increased due to steady demand for infrastructure equipment and in-vehicle-related electronic components in India, as well as the expansion of sales and the ODM business for industrial PCs and security cameras used in AI-related applications
Semi-conductors	Sales increased, driven by higher overseas demand for power semiconductors and small transformers, as well as bulk delivery arrangements in response to requests from certain customers

Social, Information and Communications





Electronic medical equipment	Sales of radiation cancer therapy devices and diagnostic equipment remained strong, driven by the expansion of market coverage into the Chugoku and Shikoku regions. Additionally, sales of non-destructive testing equipment for defense-related applications increased
Cooling & heating and housing equipment	Sales of high-efficiency air-conditioning equipment and related installation work increased, driven by demand for decarbonization
IT	Sales of OA equipment increased by capturing the demand for upgrades following the end of support for Windows 10

Table of Contents

Financial Results Forecast for FY3/2027

While factoring in risks related to the situation in the Middle East and upfront investments, we plan to achieve higher revenue and profit for the second consecutive year and set new record highs

★ Record high

(Billion yen)	1H	YoY	2H	YoY	Full-year	YoY
Net sales	55.3	+6%	57.7	+0%	★ 113.0	+3%
Gross profit	8.0	+6%	8.5	+4%	★ 16.5	+5%
Operating income	1.8	-7%	2.5	+17%	★ 4.3	+6%
(Operating margin)	(3.3%)	(-0.5P)	(4.3%)	(+0.6P)	(3.8%)	(+0.1P)
Ordinary income	2.0	-8%	2.6	+15%	★ 4.6	+4%
Net income	1.3	-12%	1.8	+23%	★ 3.1	+5%

Forecast of Net Sales and Operating Income by Segment for FY3/2027

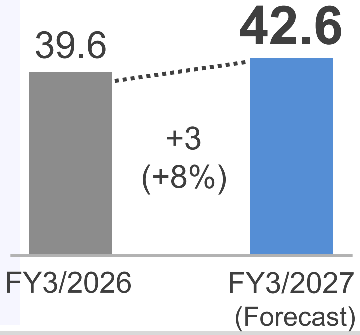
TAKEBISHI CORPORATION

Promoting growth strategies primarily in the Industrial Equipment and Systems and Semiconductors and Devices segments

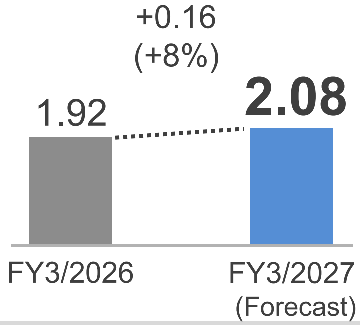
(Billion yen)

Industrial Equipment and Systems

Net sales



Operating income

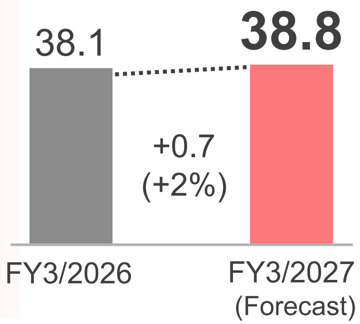


Increase/decrease factors in net sales

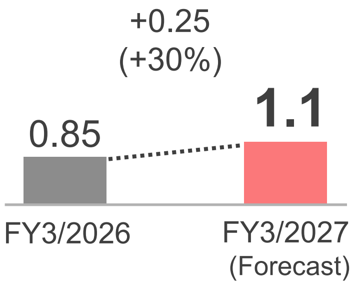
FA equipment	Demand for semiconductor-related customers is expected to increase, driven by expanding AI investment
Machinery and systems	Capital investment demand is expected to rise among customers primarily in the semiconductor, renewable energy, and food-related industries
Industrial machinery	Sales of laser processing machinery are expected to increase, driven by capital investment demand for the AI sector

Semiconductors and Devices

Net sales



Operating income

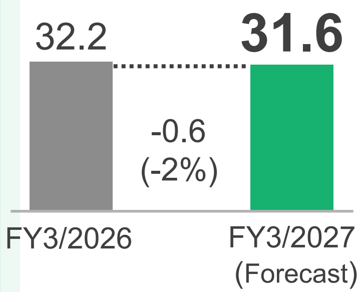


Increase/decrease factors in net sales

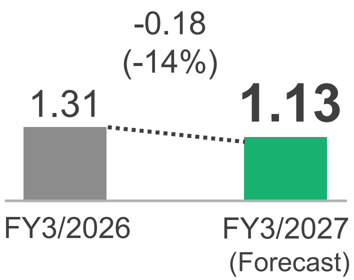
Devices	Business is expected to grow in India in the infrastructure, in-vehicle, and AI-related sectors. Domestically, sales to semiconductor-related customers are expected to expand
Semi-conductors	Sales of overseas-manufactured semiconductors and other products for solar power-related power conditioners and home storage batteries are expected to increase

Social, Information and Communications

Net sales



Operating income



Increase/decrease factors in net sales

Electronic medical equipment	Sales are expected to decrease due to a rebound from the concentration of replacement demand for mainstay radiation cancer therapy devices and diagnostic equipment such as CT and MRI systems in the previous fiscal year
Cooling & heating and housing equipment	Sales of air-conditioning equipment and LED lighting are expected to increase, driven by stricter energy-saving standards and the ban on the manufacture and import/export of fluorescent lamps
Facilities for heavy electric	Sales are expected to increase due to the acquisition of infrastructure projects, such as receiving and transforming substations for facilities

Table of Contents

Progress Summary of Medium-term Business Plan “T-Link1369”

Despite advancements in growth strategies, particularly in the global and medical sectors, overall progress faces challenges in certain areas

Medium-term Business Plan “T-Link1369”

FY3/2024 ⇒ FY3/2027
4-year plan

T-Link 1369 Road to 100th

Consolidated net sales	¥130.0 bn
Ordinary income	¥6.0 bn
ROE	9 %

(Billion yen)

		FY3/2024	FY3/2025	FY3/2026	FY3/2027
		Actual	Actual	Actual	Forecast
Consolidated net sales	Growth strategies	38.2	42.9	50.5	51.0
	Reform	0.8	1.5	2.6	4.0
	Core businesses	62.4	56.6	56.8	58.0
	Total	101.4	101.0	109.9	113.0
Ordinary income		3.9	3.8	4.5	4.6
ROE		6.7%	6.7%	7.0%	7.0%

Achievements

- **Business strategies targeting demand in growth markets such as “Medical,” “Global,” “Automation,” and “Renewable Energy” drove performance**

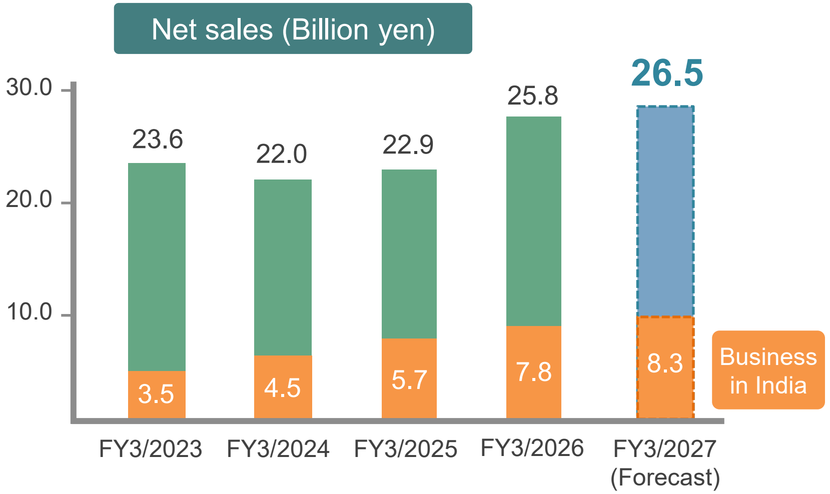
Challenges

- **Mainstay FA equipment is showing signs of a steady recovery despite the impact of prolonged inventory adjustments in the market**
- **We are carefully evaluating M&A opportunities and are continuously pursuing deals that align with our growth strategy**

Evolving 4 Growth Strategies

Expanding device business in growth markets and executing strategic investments, primarily through M&A

Priority Measure 1 **Global**



Achievements

- Expanded business in India, particularly for EV-related and smart meter devices
- Established the regional headquarters, “TAKEBISHI ASIA PACIFIC HOLDINGS,” and a Taiwan office
  => Enhancing business operations and improving the efficiency of procurement activities through the restructuring of overseas offices

Next actions

- Aim to further strengthen business in the growing Indian market and achieve net sales of ¥10 billion in FY3/2029
- Capture new demand in the decarbonization business and expand business domains
- Continue to explore strategic M&A opportunities to maximize corporate value through the creation of synergies

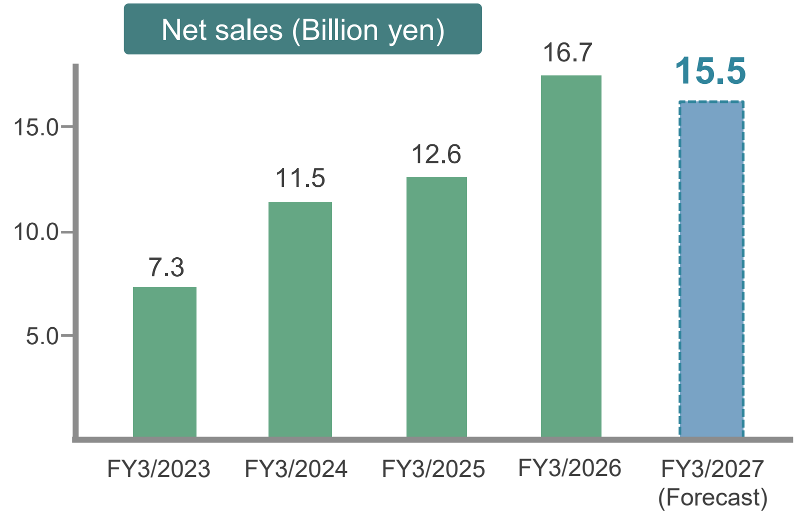
<Key Topics>

Accelerating the proposal of device products for the data center market, which is seeing increasing global demand

Evolving 4 Growth Strategies

Achieving the initial sales target of ¥13 billion ahead of schedule and aiming for sustained expansion as a further growth driver

Priority Measure 2 Medical



Achievements

- Strengthened core business by expanding the market for radiation cancer therapy devices

Markets

Kansai area: Kyoto, Osaka, Hyogo, Shiga, Nara, Wakayama

Chugoku area: Yamaguchi, **Tottori / Shimane / Hiroshima (Apr. 2021-), Okayama (Apr. 2024-)**

Shikoku area: **Ehime (Apr. 2024-), Tokushima / Kochi / Kagawa (Apr. 2025-)**

- Driven by expanded sales of radiation cancer therapy devices, the maintenance business has also grown, promoting the establishment of a solid revenue base through recurring revenue

Next actions

- Further strengthen the diagnostic equipment business through product expansion and enhanced partnerships, and accelerate business expansion to a wide range of medical institutions, from large hospitals to clinics

<Key Topics>

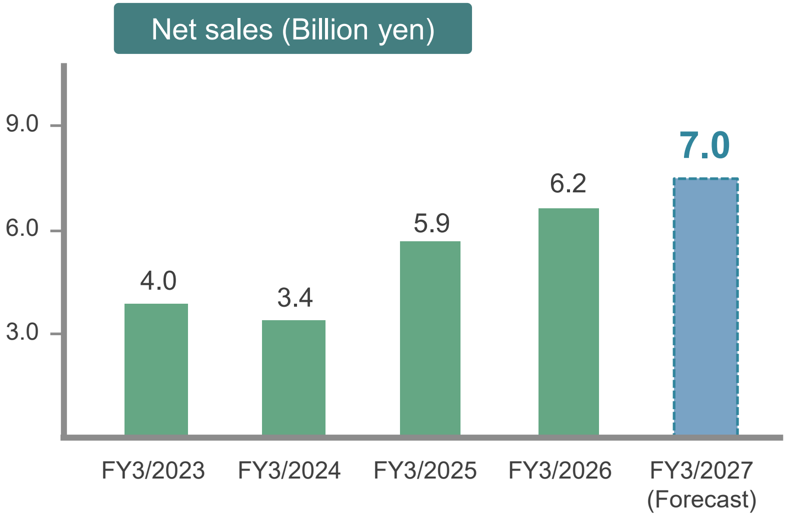
Promoting business growth in the advanced medical equipment sector by expanding into areas other than radiology (such as neurosurgery and cardiology)

Evolving 4 Growth Strategies

Creating solutions by capturing automation and labor-saving needs in growth markets

Priority Measure 3

Automation



Achievements

- The dedicated "Smart Factory Sales Promotion Department" drove the business expansion for the entire Company
- Promoted solution proposals that bridge the digital and production sites through collaboration with IT vendors
- Started handling of and strengthened proposals for next-generation linear transport systems

Next actions

- Propose automation for production equipment and inspection devices in the rapidly growing semiconductor sector

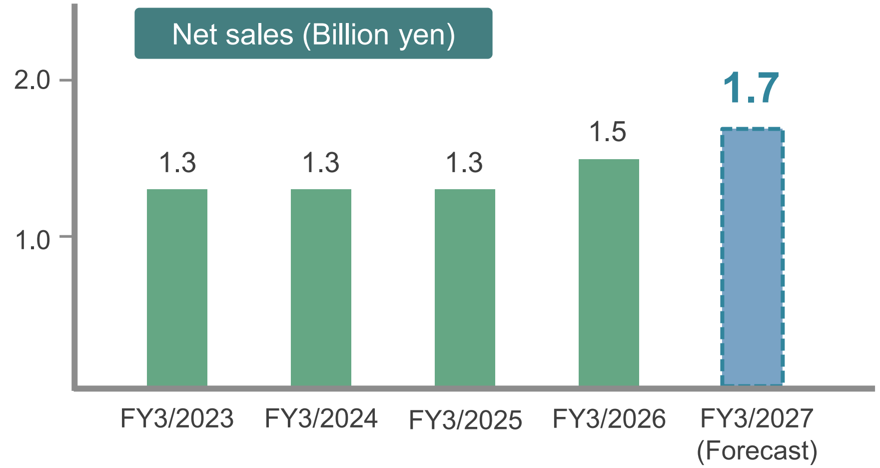
<Key Topics>

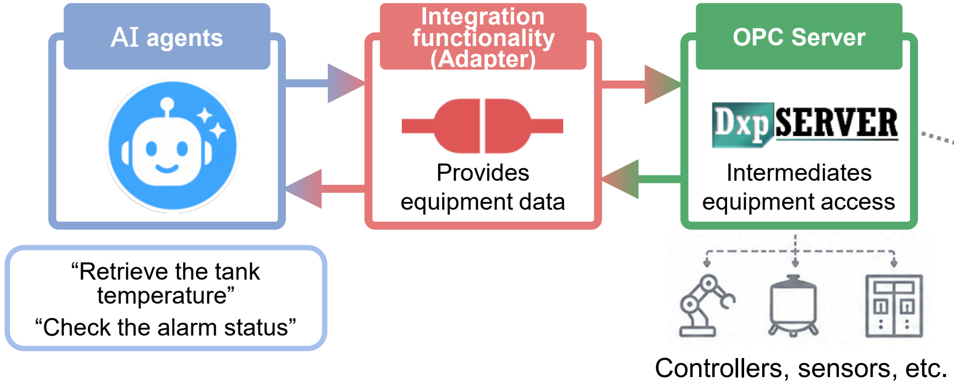
- Expanding new business into the food tech and lab automation sectors
  => Advancing food manufacturing and experimentation/research through next-generation linear transport systems
- Participating in the development of integrated solutions to achieve automation and optimization of manufacturing sites using AI, through co-creation with IBM Japan

Evolving 4 Growth Strategies

Expanding global sales through two pillars of enhancing product competitiveness and strengthening sales structure

Priority Measure 4 Original





Actual sales of the original products: **76** countries world-wide, **62,000** units (cumulative)

Achievements

- Upgraded "OPC Server," the industrial communications software that boasts top market shares in Japan
  Released "Information Model Support" functionality and promoted its incorporation into packaging machines and machine tools
- Established a new dedicated marketing organization to build an integrated manufacturing and sales structure and developed a sales network through initiatives such as assigning dedicated personnel overseas.

Next actions

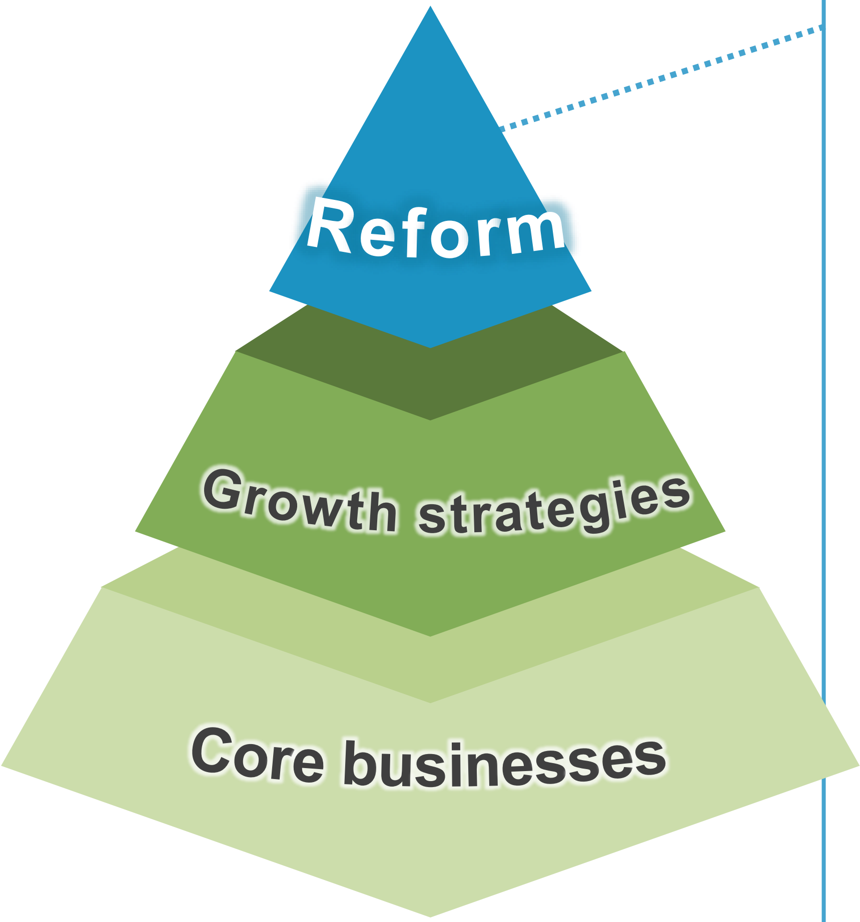
- Expand promotional initiatives, such as participation in overseas trade shows and digital marketing, to strengthen outreach to a broader customer base

<Key Topics>

Developing functionality to integrate production equipment with AI agents, contributing to the realization of autonomous monitoring and control in manufacturing sites

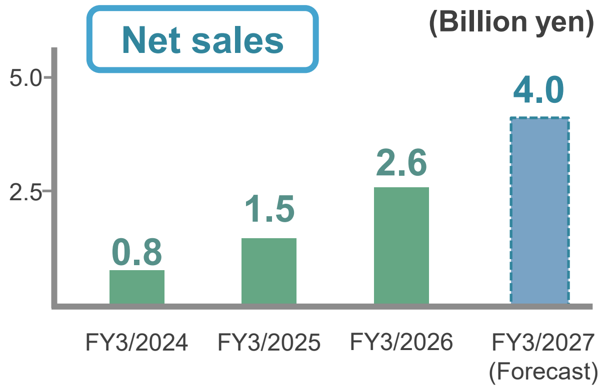
Business Transformation Beyond Existing Framework

Strengthening the creation of new businesses adapted to growth markets to further expand business domains



4 Key Initiatives

- Mobility
- Materials
- Energy solutions
- DX promotion



Topics

Energy solutions

Promoting the deployment of solutions in the renewable energy and energy-saving sectors, starting with solar power generation-related projects, to create new businesses

DX promotion

Making strategic investments in the development of next-generation electronic paper to pioneer new businesses in the digital signage market

Focus Businesses: Deploying Multi-Layered Solutions to Capture Demand in AI and Semiconductors

Components

Leveraging a broad product portfolio as a strength to enhance responsiveness to customer needs

Focus Areas
- FA equipment/devices for semiconductor manufacturing equipment-related products
- Devices for data servers

Machinery and systems

Integrated proposals using technological capabilities and system proposals for cutting-edge fields

Focus Areas
- AGV/AMR
- PCB manufacturing and inspection equipment
- Facility monitoring systems

Data Center Infrastructure

Acquiring large-scale investment projects in the expanding data center market

Focus Areas
- Extra high voltage electrical substation equipment
- UPS (uninterruptible power supply)
- Security-related

Processing machines/panels

Providing high-quality equipment to support a wide range of semiconductor-related needs

Focus Areas
- Micro-laser processing machines for PCB manufacturing
- Materials-related manufacturing equipment

AI/Semiconductor-related Markets

Forecast for FY3/2027

¥20 bn in Net Sales

Growth target for FY3/2031

¥30 bn in Net Sales in total

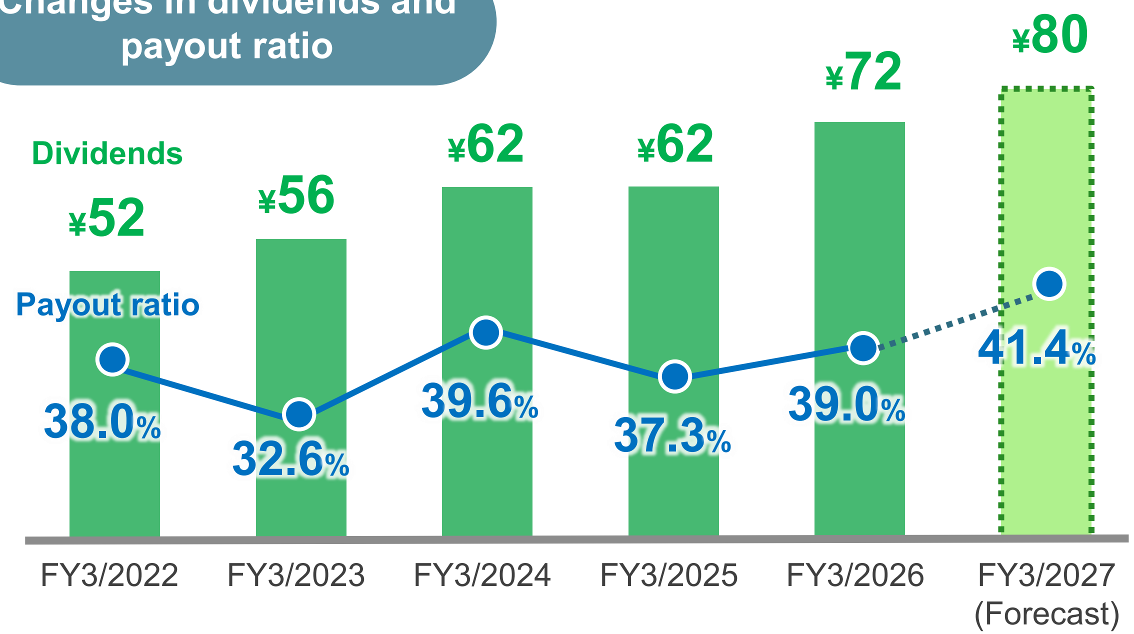
Financial: Capital-Efficient Management

Aim to enhance sustainable corporate value through stable shareholder returns

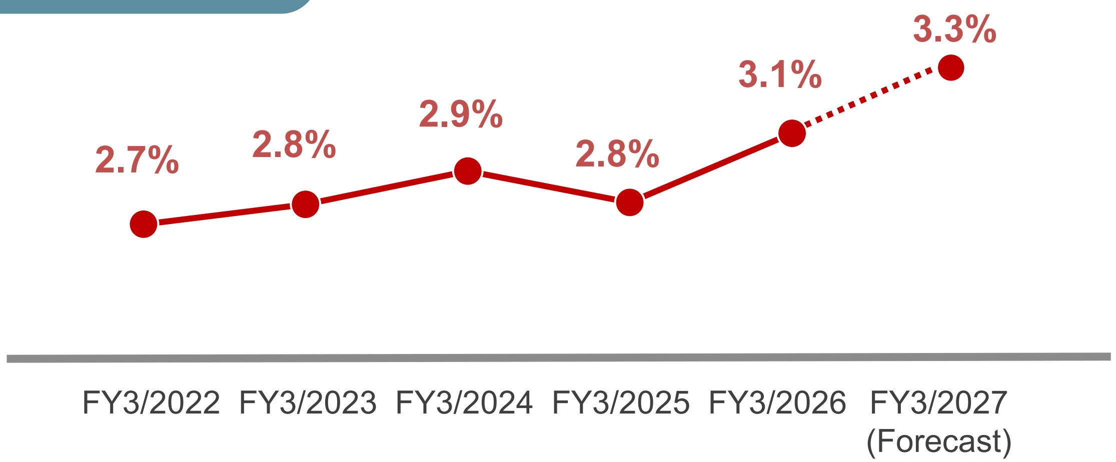
Dividends	Payout ratio	DOE *
Progressively increasing dividends	Target **40%** or higher	When the Medium-term Business Plan is achieved in FY3/2027 **4%** or higher

*DOE (Dividends on Equity) = total dividends / shareholders' equity

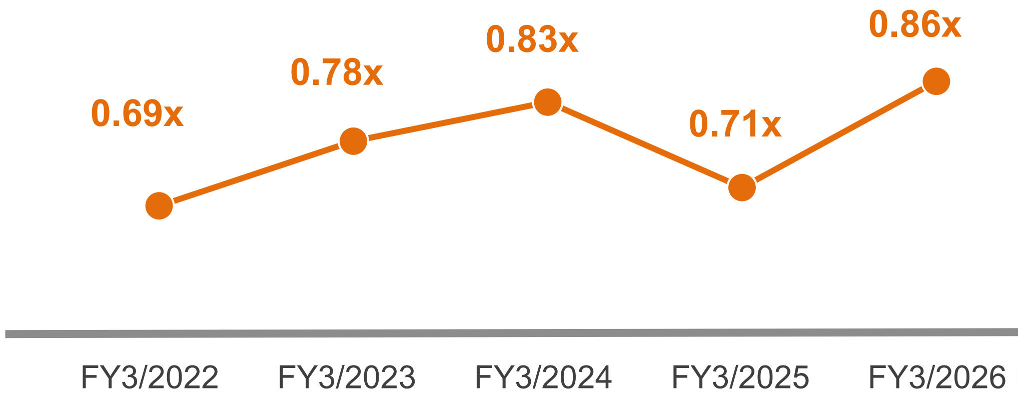
Changes in dividends and payout ratio



Changes in DOE



Changes in PBR



Non-financial: Enhance Sustainability Management

Contribute to creating a sustainable society through diverse initiatives

Environment

- Operated the power self-consignment system and solar carports, and rolled them out to customers
- Received a B score for CDP2025 climate change category
- Joined the Japan Climate Initiative (JCI)
- Strengthened sales initiatives for environmental solution products

Power self-consignment system (Takashima City, Shiga Prefecture)

CDP2025

Social

- Certified as a KENKO Investment for Health Outstanding Organization for four consecutive years
- Promoted hiring of persons with disabilities
- Sponsored sports teams and events in Kyoto
- Utilized TAKEBISHI Stadium (soccer class for elementary school students, etc.)
- Strengthened branding for the future beyond our 100th anniversary (commemorative ceremonies, commemorative advertisements, production of a company history, etc.)

KENKO Investment for Health Outstanding Organization

Newspaper ad commemorating the 100th anniversary

Governance

- Strengthened internal compliance framework
  - Established a new division for global governance
  - Established a global compliance framework aligned with the expansion of overseas business
- Enhanced the effectiveness of the Sustainability Control Committee

Soccer class for elementary school students (TAKEBISHI Stadium Kyoto)

Information on Exhibitions

Aiming to enhance the Company's presence by exhibiting at a variety of trade shows both in Japan and abroad

TAKEBISHI Solution Fair 2026

Our own general exhibition, which has continued for 19 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 16 to Friday, July 17, 2026
Venue	TAKEBISHI’s Head Office (Kyoto)

FOOMA JAPAN 2026

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

Date	Tuesday, June 2 to Friday, June 5, 2026
Venue	Tokyo Big Sight

JIMTOF 2026
(Japan International Machine Tool Fair)

We will exhibit solutions for the machine tool industry utilizing our original products at one of the world's four major machine tool fairs.

Date	Monday, October 26 to Saturday, October 31, 2026
Venue	Tokyo Big Sight

Other trade shows where we plan to exhibit

- Industrial Open Networks Fair (July in Osaka, September in Tokyo)
- electronica India (September in Bengaluru, India)
- China International Industry Fair (October in China)

etc.

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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TAKEBISHI CORPORATION

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