

Financial Results Briefing for the Six Months Ended September 30, 2025

December 2025



Aim to be the leading total solution
trading company from Kyoto



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



- 1. Company Overview**
- 2. Financial Results Summary
for the Six Months Ended September 30, 2025**
- 3. Full-year Financial Results Forecast for FY3/2026**
- 4. Medium-term Business Plan “T-Link1369”**
- 5. Appendix**

1

Company Overview



Corporate Data

TAKEBISHI CORPORATION

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

Company Name	TAKEBISHI CORPORATION
Established	April 24, 1926 (100th anniversary in 2026)
Share Capital	3,448 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 (Fiscal year ended Mar. 31, 2025)
Employees	902 (consolidated)



Commemorative logo for our 100th anniversary

[Theme]

Celebrating 100 years of our history and infinite possibilities for the future

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.**

Approx.
1,600
suppliers



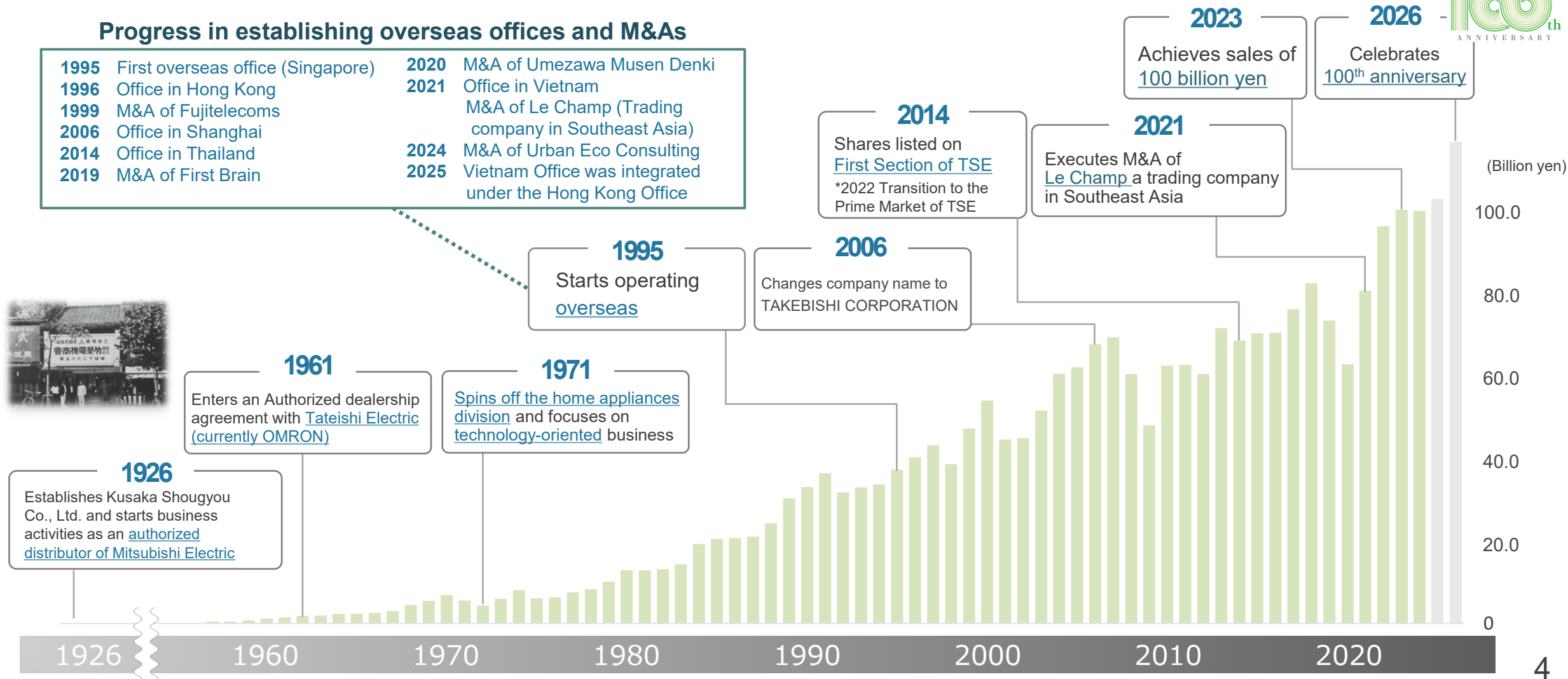
Approx.
3,500
customers



By leveraging market trends, we have grown into a company with net sales exceeding 100.0 billion yen through proactive business expansion and overseas market development

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	2024	M&A of Urban Eco Consulting
2014	Office in Thailand	2025	Vietnam Office was integrated under the Hong Kong Office
2019	M&A of First Brain		





Network (Offices and Group Companies)

TAKEBISHI CORPORATION

Domestic

7 branches, 1 sales office, 5 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

Takebishi Kosan Co., Ltd.

Business: Logistics and warehousing

TS Engineering Co., Ltd.



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



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.



Fujitelecoms Co., Ltd.

Businesses: Cell phone shop operations; System and application development

- Control of TAKEBISHI
- Group companies in Japan
- Offices



Network (Offices and Group Companies)

TAKEBISHI CORPORATION

Overseas

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

TAKEBISHI
(THAILAND)
CO., LTD.



Le Champ
(Southeast Asia) Pte. Ltd.
(16 offices in 8 countries)



Takebishi Electric Sales
Shanghai Limited






Takebishi Electric
Sales Hong Kong
Limited



Offices: Shenzhen Office
Vietnam Office

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

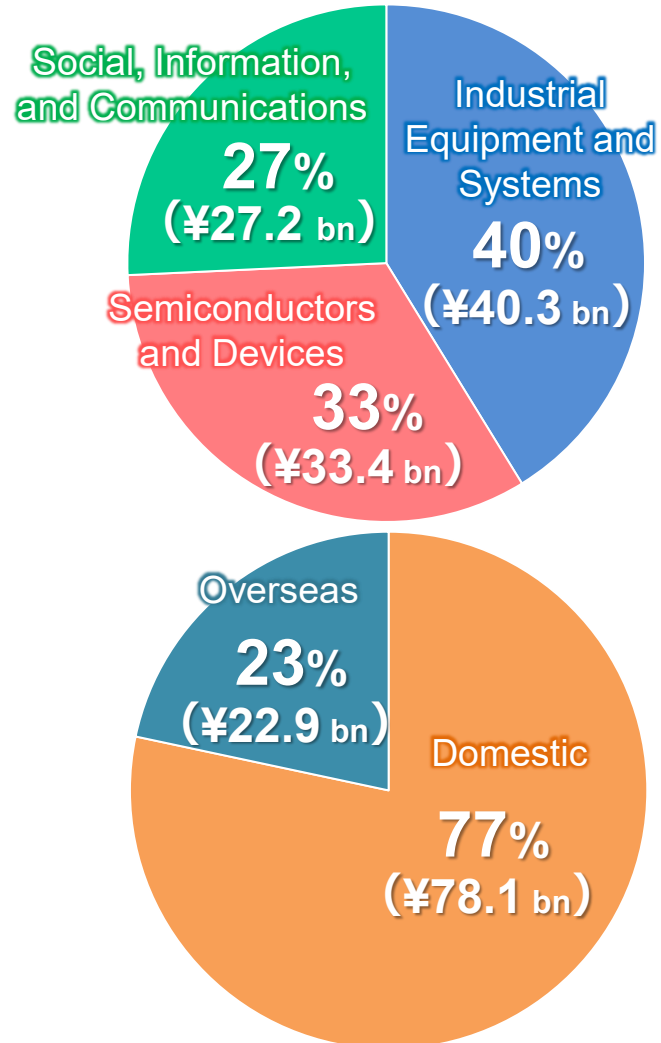
-  Group companies overseas
(direct control of TAKEBISHI)
-  Liaison offices
-  Le Champ offices

Net Sales by Segment and Main Products

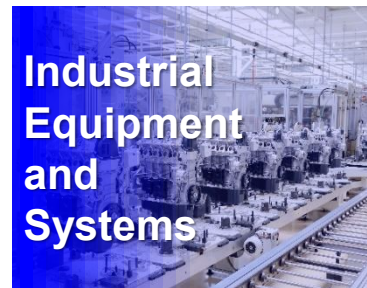
TAKEBISHI CORPORATION

Aiming for stable management based on a balanced business portfolio

[¥101.0 bn for FY3/2025]



Main Products



Programmable controllers / Servomotors



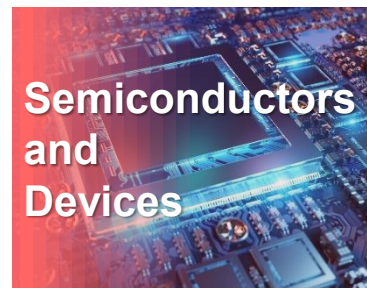
Laser processing machinery



Robots / Devices



Original products



Semiconductors



CPU boards



Display devices



ODMs



Radiation cancer therapy devices



Escalators / Elevators



Mobile devices



Original products

2

Financial Results Summary for the Six Months Ended September 30, 2025



Results of Six Months Ended September 30, 2025

TAKEBISHI CORPORATION

Net sales and income items hit record highs driven by business expansion through the growth strategies

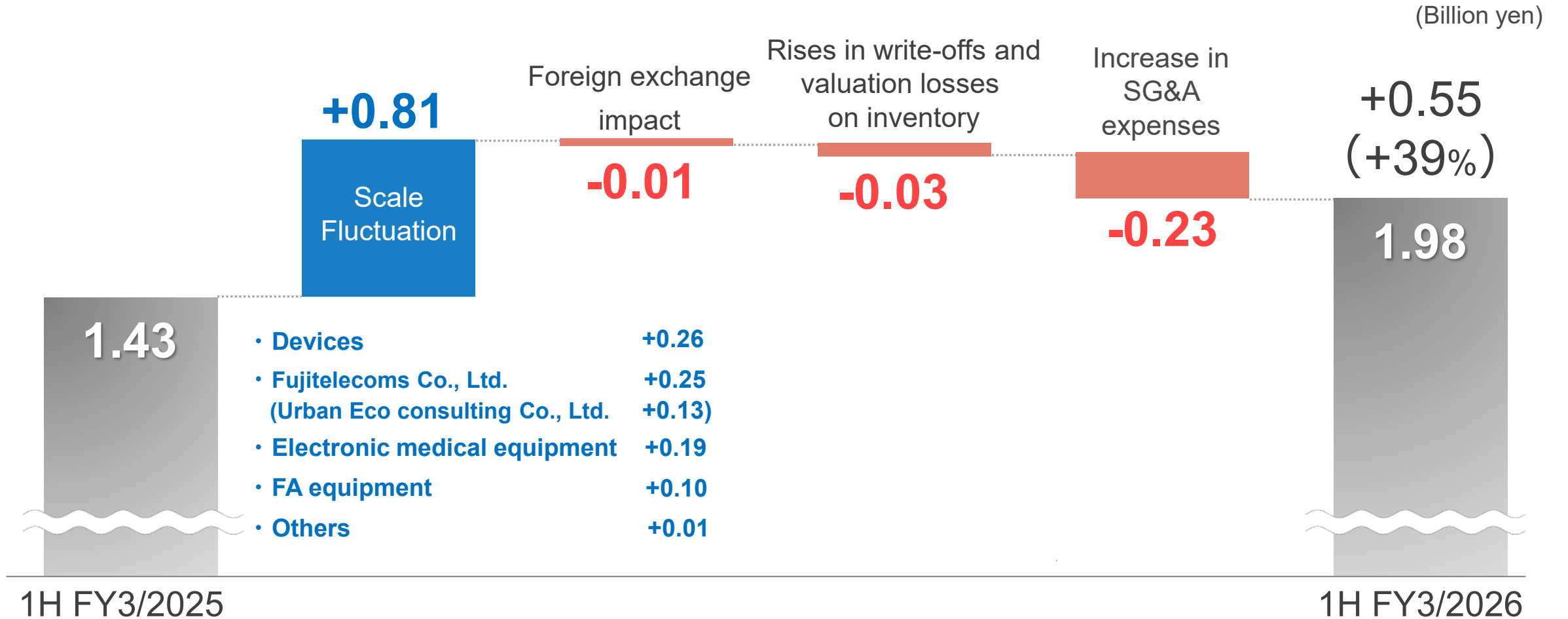
(Billion yen)	FY3/2025 1H Results	FY3/2026 1H Results	FY3/2026	
			YoY	
			Amount	%
Net sales	47.6	★ 52.2	+4.6	+10
Gross profit	6.8	★ 7.6	+0.8	+11
Operating income	1.4	★ 2.0	+0.5	+39
(Operating margin)	(3.0%)	(3.8%)	(+0.8 pts.)	
Ordinary income	1.6	★ 2.2	+0.6	+39
Net income	1.4	★ 1.5	+0.1	+9



Operating Income for Six Months Ended September 30, 2025 (YoY Change)

TAKEBISHI CORPORATION

Profitability improved through business expansion based on growth strategies and M&A, despite an increase in SG&A expenses including investments for growth


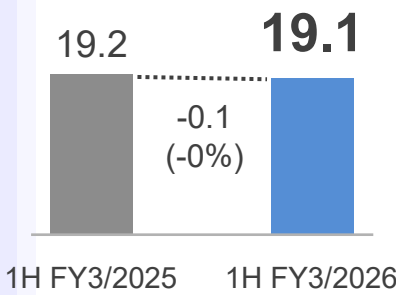
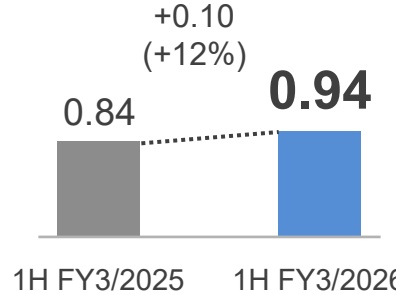
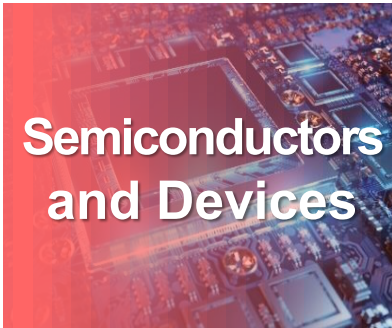
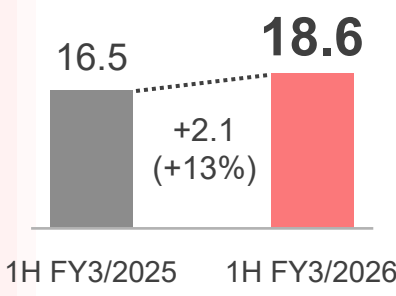
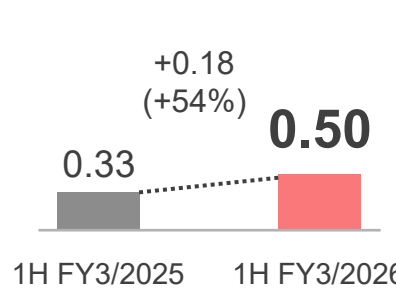

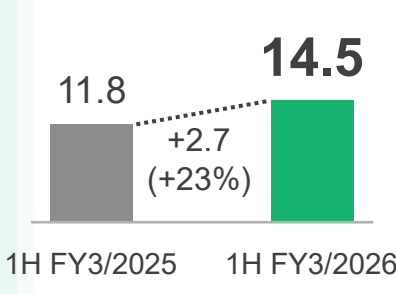
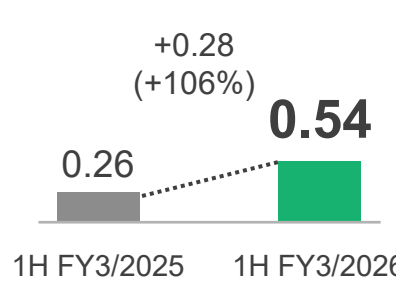




Net Sales and Operating Income by Segment for Six Months Ended September 30, 2025

TAKEBISHI CORPORATION

Performance was driven primarily by sales of devices for the Indian market and the medical business.
Profitability improved in the Social, Information and Communications segments through M&A

	Net sales	Operating income	Increase/decrease factors in Net sales		(Billion yen)												
 Industrial Equipment and Systems	 <table><tr><td>1H FY3/2025</td><td>19.2</td></tr><tr><td>1H FY3/2026</td><td>19.1</td></tr><tr><td>Change</td><td>-0.1 (-0%)</td></tr></table>	1H FY3/2025	19.2	1H FY3/2026	19.1	Change	-0.1 (-0%)	 <table><tr><td>1H FY3/2025</td><td>0.84</td></tr><tr><td>1H FY3/2026</td><td>0.94</td></tr><tr><td>Change</td><td>+0.10 (+12%)</td></tr></table>	1H FY3/2025	0.84	1H FY3/2026	0.94	Change	+0.10 (+12%)	FA equipment	Overall demand remained sluggish, mainly due to prolonged inventory adjustments, despite some steady demand for devices used in surface mounters in the semiconductor-related field	
1H FY3/2025	19.2																
1H FY3/2026	19.1																
Change	-0.1 (-0%)																
1H FY3/2025	0.84																
1H FY3/2026	0.94																
Change	+0.10 (+12%)																
			Machinery and systems	Demand increased, driven by capital investment and automation in the manufacturing sector, primarily for semiconductor-related applications													
 Semiconductors and Devices	 <table><tr><td>1H FY3/2025</td><td>16.5</td></tr><tr><td>1H FY3/2026</td><td>18.6</td></tr><tr><td>Change</td><td>+2.1 (+13%)</td></tr></table>	1H FY3/2025	16.5	1H FY3/2026	18.6	Change	+2.1 (+13%)	 <table><tr><td>1H FY3/2025</td><td>0.33</td></tr><tr><td>1H FY3/2026</td><td>0.50</td></tr><tr><td>Change</td><td>+0.18 (+54%)</td></tr></table>	1H FY3/2025	0.33	1H FY3/2026	0.50	Change	+0.18 (+54%)	Devices	Sales remained strong in the ODM business and industrial PCs for surface mounters, supported by increased demand for smart meters and in-vehicle-related electronic components in India	
1H FY3/2025	16.5																
1H FY3/2026	18.6																
Change	+2.1 (+13%)																
1H FY3/2025	0.33																
1H FY3/2026	0.50																
Change	+0.18 (+54%)																
			Semiconductors	Sales increased, driven by higher demand for in-vehicle-related power semiconductors and transformers, as well as bulk delivery arrangements in response to requests from certain customers													
 Social, Information and Communications	 <table><tr><td>1H FY3/2025</td><td>11.8</td></tr><tr><td>1H FY3/2026</td><td>14.5</td></tr><tr><td>Change</td><td>+2.7 (+23%)</td></tr></table>	1H FY3/2025	11.8	1H FY3/2026	14.5	Change	+2.7 (+23%)	 <table><tr><td>1H FY3/2025</td><td>0.26</td></tr><tr><td>1H FY3/2026</td><td>0.54</td></tr><tr><td>Change</td><td>+0.28 (+106%)</td></tr></table>	1H FY3/2025	0.26	1H FY3/2026	0.54	Change	+0.28 (+106%)	Electronic medical equipment	Sales increased, supported by steady demand for our mainstay radiation cancer therapy devices and medical diagnostic equipment, as well as higher sales of non-destructive testing equipment mainly for defense-related applications	
1H FY3/2025	11.8																
1H FY3/2026	14.5																
Change	+2.7 (+23%)																
1H FY3/2025	0.26																
1H FY3/2026	0.54																
Change	+0.28 (+106%)																
			Mobile phones	Sales of smartphones remained strong, along with steady performance of our in-house developed in-store application													
			Environmental business	Urban Eco Consulting Co., Ltd., which joined the Group in September 2024, contributed to improved performance	11												

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**Full-year Forecast
for FY3/2026**



Full-year Forecast for FY3/2026

TAKEBISHI CORPORATION

While carefully assessing risks in the second half of the fiscal year and beyond, we plan to achieve higher revenue and profit for the full year, with net sales reaching a record-high level

★ Record high

(Billion yen)


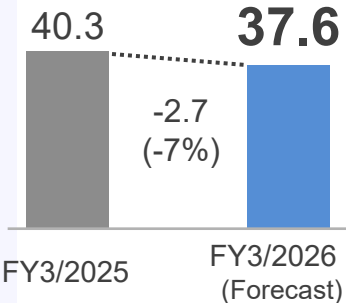
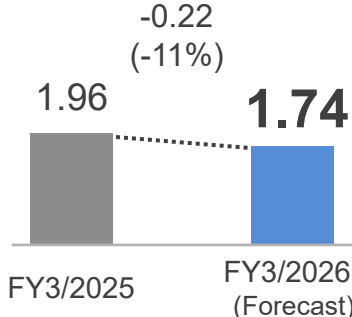

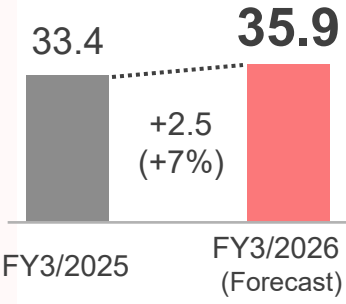
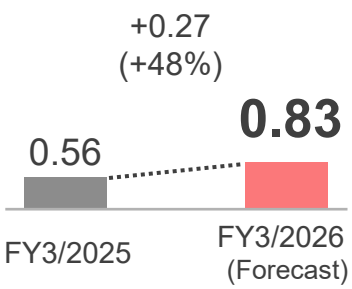

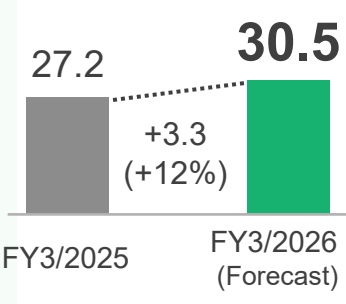
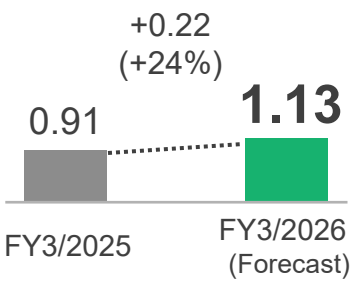
	FY3/2025 Full-year Results	FY3/2026 Full-year Forecast	FY3/2026	
			YoY	
			Amount	%
Net sales	101.0	★ 104.0	+3.0	+3
Gross profit	14.4	★ 15.0	+0.6	+4
Operating income	3.4	3.7	+0.3	+8
(Operating margin)	(3.4%)	(3.6%)	(+0.2 pts.)	
Ordinary income	3.8	4.0	+0.3	+7
Net income	2.7	2.7	+0.0	+1



Full-year Forecast of Net Sales and Operating Income by Segment for FY3/2026

TAKEBISHI CORPORATION

While continuing to carefully assess risks related to FA equipment and devices, we aim to achieve higher revenue and profit for the full fiscal year

	Net sales	Operating income	Outlook for 2H of FY2/2026		(Billion yen)												
 Industrial Equipment and Systems	 <table><tr><th>Fiscal Year</th><th>Net sales (Billion yen)</th></tr><tr><td>FY3/2025</td><td>40.3</td></tr><tr><td>FY3/2026 (Forecast)</td><td>37.6</td></tr></table>	Fiscal Year	Net sales (Billion yen)	FY3/2025	40.3	FY3/2026 (Forecast)	37.6	 <table><tr><th>Fiscal Year</th><th>Operating income (Billion yen)</th></tr><tr><td>FY3/2025</td><td>1.96</td></tr><tr><td>FY3/2026 (Forecast)</td><td>1.74</td></tr></table>	Fiscal Year	Operating income (Billion yen)	FY3/2025	1.96	FY3/2026 (Forecast)	1.74	FA equipment	Anticipate risks such as prolonged customer inventory adjustments and the impact of U.S trade policies	
Fiscal Year	Net sales (Billion yen)																
FY3/2025	40.3																
FY3/2026 (Forecast)	37.6																
Fiscal Year	Operating income (Billion yen)																
FY3/2025	1.96																
FY3/2026 (Forecast)	1.74																
		Machinery and systems	Despite an increase in the number of logistics solution projects for factories, sales are expected to decline due to a rebound from large-scale projects recorded in the previous fiscal year														
 Semiconductors and Devices	 <table><tr><th>Fiscal Year</th><th>Net sales (Billion yen)</th></tr><tr><td>FY3/2025</td><td>33.4</td></tr><tr><td>FY3/2026 (Forecast)</td><td>35.9</td></tr></table>	Fiscal Year	Net sales (Billion yen)	FY3/2025	33.4	FY3/2026 (Forecast)	35.9	 <table><tr><th>Fiscal Year</th><th>Operating income (Billion yen)</th></tr><tr><td>FY3/2025</td><td>0.56</td></tr><tr><td>FY3/2026 (Forecast)</td><td>0.83</td></tr></table>	Fiscal Year	Operating income (Billion yen)	FY3/2025	0.56	FY3/2026 (Forecast)	0.83	Devices	While overseas sales are expected to remain at the same level as the previous year due to foreign exchange fluctuation risks, the domestic security camera business is expected to grow, driven by heightened security awareness	
Fiscal Year	Net sales (Billion yen)																
FY3/2025	33.4																
FY3/2026 (Forecast)	35.9																
Fiscal Year	Operating income (Billion yen)																
FY3/2025	0.56																
FY3/2026 (Forecast)	0.83																
		Semiconductors	Sales of power semiconductors for in-vehicle-related equipment and home storage batteries are expected to increase														
 Social and Information and Communications	 <table><tr><th>Fiscal Year</th><th>Net sales (Billion yen)</th></tr><tr><td>FY3/2025</td><td>27.2</td></tr><tr><td>FY3/2026 (Forecast)</td><td>30.5</td></tr></table>	Fiscal Year	Net sales (Billion yen)	FY3/2025	27.2	FY3/2026 (Forecast)	30.5	 <table><tr><th>Fiscal Year</th><th>Operating income (Billion yen)</th></tr><tr><td>FY3/2025</td><td>0.91</td></tr><tr><td>FY3/2026 (Forecast)</td><td>1.13</td></tr></table>	Fiscal Year	Operating income (Billion yen)	FY3/2025	0.91	FY3/2026 (Forecast)	1.13	Electric medical equipment	While sales of radiation cancer therapy devices are expected to decline due to a concentration of projects in H1, the diagnostic equipment business is expected to show solid growth in the Chugoku and Shikoku regions, where market expansion has been underway	
Fiscal Year	Net sales (Billion yen)																
FY3/2025	27.2																
FY3/2026 (Forecast)	30.5																
Fiscal Year	Operating income (Billion yen)																
FY3/2025	0.91																
FY3/2026 (Forecast)	1.13																
		Cooling & heating and housing equipment	Sales of energy-saving products, such as high-efficiency air conditioners and LED lighting, are expected to increase, driven by heightened environmental awareness and bans on the manufacture and import/export of fluorescent lamps														
		Information systems	Adoption of mission-critical systems focused on production, sales, and accounting management is expected to increase, driven by demand for	14													

4

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



Medium-term Business Plan “T-Link1369”

TAKEBISHI CORPORATION

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



Consolidated net sales

¥**130.0** bn

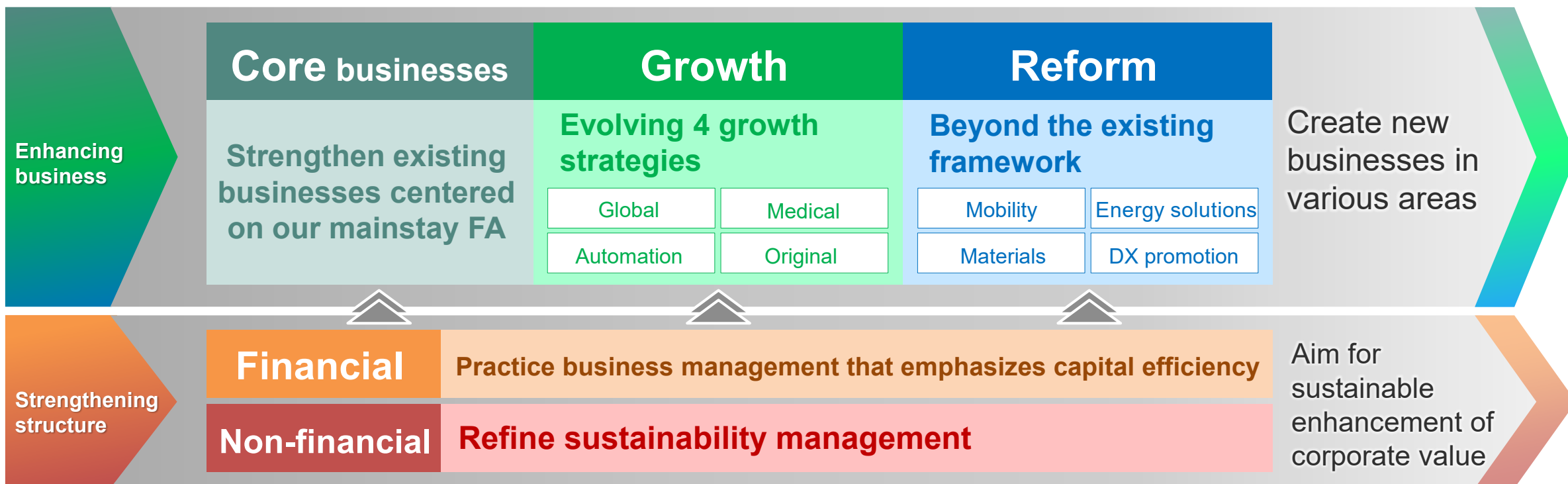
Sales from new businesses + ¥30.0 bn

Ordinary income

¥**6.0** bn

ROE

9 %





Evolving 4 Growth Strategies

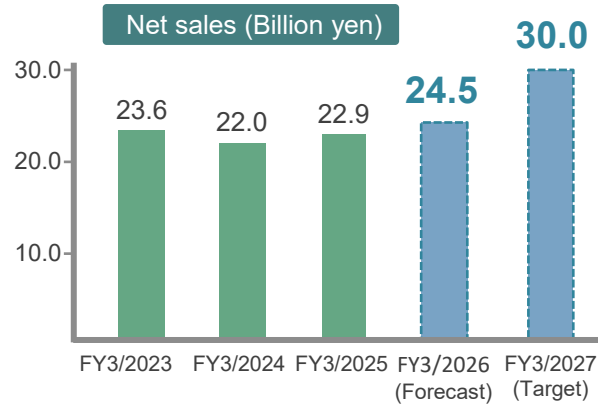
TAKEBISHI CORPORATION

Global: Focus on the Indian market and new M&A initiatives

Medical: Continue to perform steadily, driven by market expansion

Global

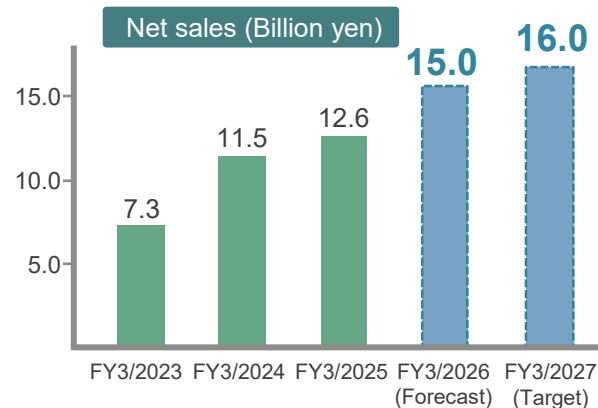
Expand the device business in growth markets, with a focus on Southeast Asia and India



- Strengthen the business foundation by incorporating existing branches in India into local subsidiaries, and capture new demand in decarbonization-related businesses
- Begin restructuring Asian offices, including those in Hong Kong and Taiwan, to streamline management and accelerate decision-making, thereby expanding existing businesses and growing new ones
- Expand business areas in growth markets, primarily through overseas M&A

Medical

Expand the medical business focused on radiation cancer therapy and diagnostic devices



- Strengthen the radiology business by expanding market coverage and enhancing the lineup of high-value-added products
 - <Markets for radiation cancer therapy devices>
 - Kansai area: Kyoto, Osaka, Hyogo, Shiga, Nara, Wakayama
 - Chugoku area: Yamaguchi, **(Apr. 2021-) Tottori, Shimane, Hiroshima, (Apr. 2024-) Okayama**
 - Shikoku area: **(Apr. 2024-) Ehime, (Apr. 2025-) Tokushima, Kochi, Kagawa**
- Capture demand for advanced medical equipment, such as angiography systems for neurosurgery and cardiology
- Promote sales of advanced medical support products, including 3D monitor glasses



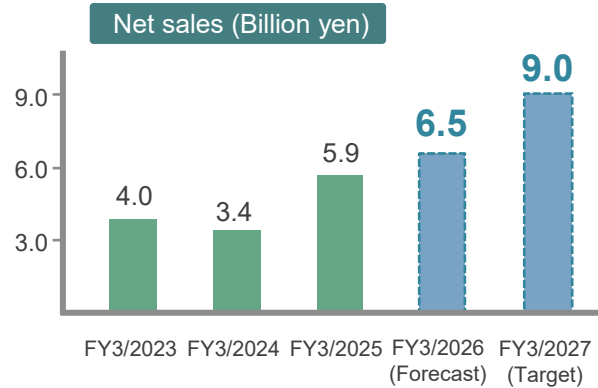
Evolving 4 Growth Strategies

TAKEBISHI CORPORATION

Automation: Capture demand through diverse partnerships
Original: Strengthen marketing capabilities

Automation

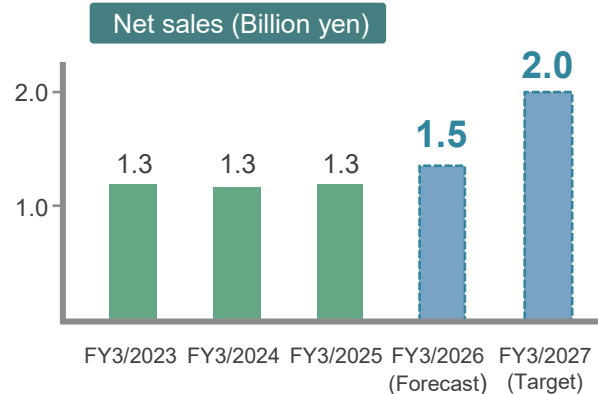
Promote automation in manufacturing operations through smart factory initiatives



- Capture capital investment demand in the semiconductor and renewable energy-related markets
- Enable customers' smart factory initiatives through collaboration with IT vendors
- Support flexible production by using linear transport systems
- Streamline production through automation proposals for the food industry

Original

Create new solutions with our in-house developed software and applications



- Enhance usability through the development of integration functions with generative AI agents
- Establish a team designated for product marketing (focusing on India and North America) Strengthen overseas promotion, including participation in exhibitions and trade shows, to enhance our presence
- Develop new packaged services, such as safety confirmation, daily work reports, and customer management, leveraging technologies cultivated through the development of "compass," a customer retention app for retail stores



Business Model Reform

Aiming to Become a Total Solution Trading Company

TAKEBISHI CORPORATION

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



Create new business that goes beyond the existing framework

+¥5.0 bn

Reform

Mobility

Materials

Energy solutions

DX promotion

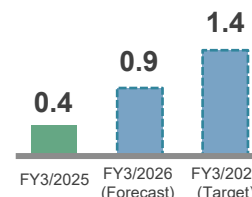
Growth strategies

Core businesses



Mobility

Net sales (Billion yen)



Key Initiatives

Next actions

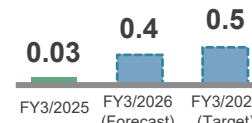


Expand the AGV and transport system business across diverse fields

- Capture demand for automated transport systems for manufacturing sites, offices, and stores
- Promote sales of new device offerings for mobility-related industries



Materials

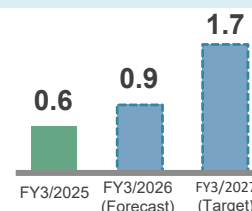


Create new businesses by expanding our product lineup to include materials and magnets

- Expand sales of resin-related products across a wide range of fields
- Develop demand for the magnet business in the B2C market



Energy solutions

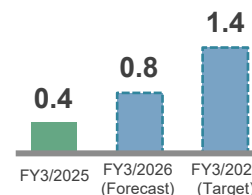


Advance renewable energy generation and storage initiatives contributing to a decarbonized society

- Capture demand in the renewable energy market, primarily for solar power generation
- Develop new growth areas such as industrial energy storage systems



DX promotion



Develop solutions leveraging security technologies and AI

- Ensure manufacturing site safety through OT security
- Deliver new value through integrated hardware and edge AI solutions



Strengthen the management base by linking growth investments aligned with the Medium-Term Management Plan for improved profitability

Business investment

Expand market coverage and business scope

- Completed M&A transactions involving a total of three companies over the past five years
- Promote strategic M&A in global markets, including the high-growth ASEAN region

Human capital investment

Aim to become a diverse company by developing global human capital and promoting women's advancement

- Launch a long-term overseas training program for young employees
- Identify and recruit industry-ready talent
- Continue proactive hiring of women for management-track positions
- Implement a selective next-generation leadership development program



Environmental investment

Strengthen environmental initiatives to contribute to society

- Introduce a power self-consignment system and install solar carports at sites
- Expand charging infrastructure to accelerate the shift to electric vehicles

Infrastructure investment

Build a robust management foundation to become a sustainable company beyond its 100th anniversary

- Streamline operations by introducing internal generative AI
- Update to next-generation mission-critical systems
- Promote logistics DX through new warehouse construction
- Enhance IT security measures

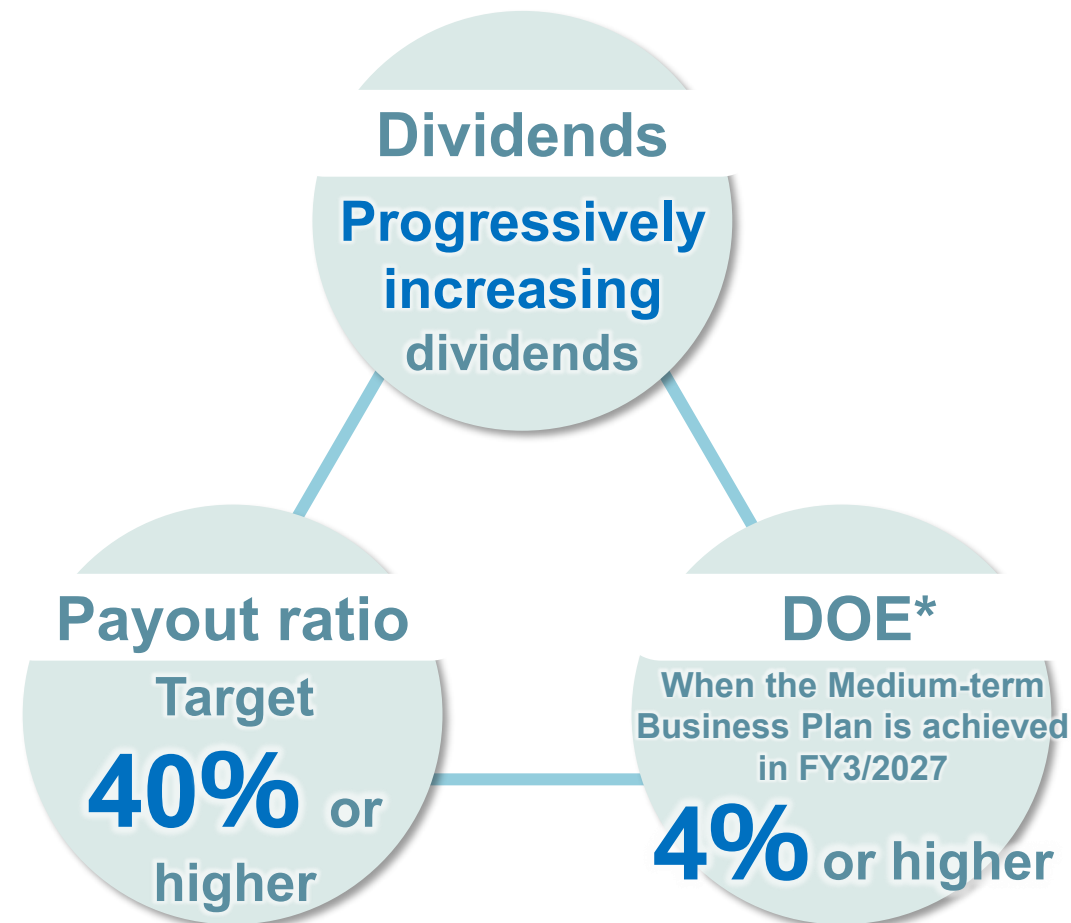
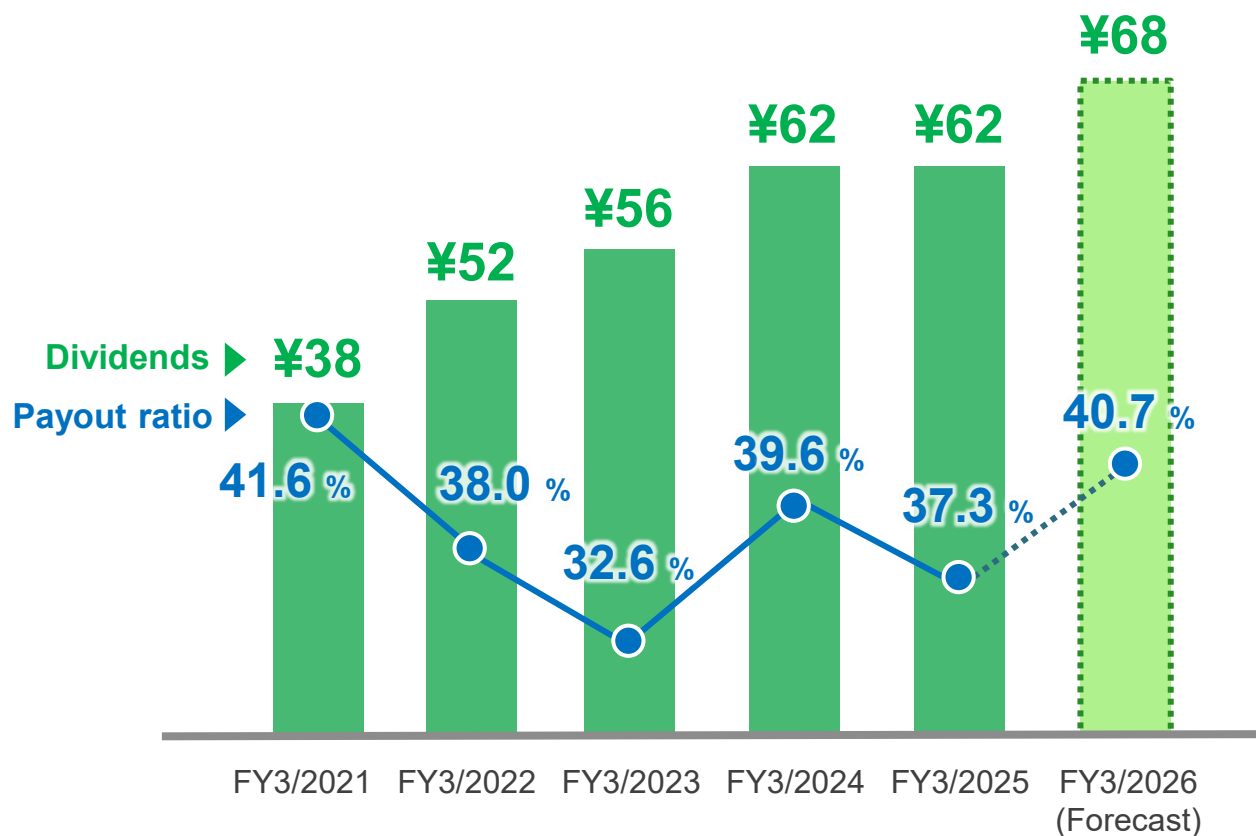


Financial: Capital-Efficient Management (Enhanced Shareholder Returns)

TAKEBISHI CORPORATION

Aim to enhance sustainable corporate value through stable shareholder returns

Changes in dividends and payout ratio



*DOE (Dividends on Equity) = total dividends / shareholders' equity 21



Non-financial: Enhance Sustainability Management

TAKEBISHI CORPORATION



Contribute to creating a sustainable society through diverse initiatives



Environmental initiatives

- Commenced operation of a **power self-consignment system** and solar carports, and expanded sales to customers
- Received a B score for CDP2024 climate change category
- Joined the Japan Climate Initiative (JCI)
- Strengthened sales initiatives for environmental solution products

Self-consignment power plant
(Takashima-City, Shiga Prefecture)



Corporate governance

- Strengthened internal compliance framework
 - Established the Legal & Compliance Department
 - Established a global compliance framework aligned with the expansion of overseas business
 - Strengthened employee training
- Enhanced the effectiveness of the Sustainability Control Committee



Higher employee engagement

- Certified as a **KENKO Investment for Health Outstanding Organization** for three consecutive years
- Promoted hiring of persons with disabilities
- Sponsored **soccer classes for elementary school children** and sports events
- Enhanced internal communication by supporting club activities
- Held in-house events such as a summer festival and a Christmas party
- Published commemorative advertisements for **our 100th anniversary**



Shinkansen platform ad
at Kyoto station



Soccer class
(Held at TAKEBISHI Stadium KYOTO)



Topics: New Initiatives Aiming for Sustainable Growth

TAKEBISHI CORPORATION

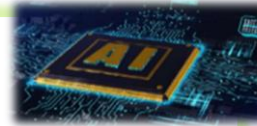
Contribute to the sustainable development of society through initiatives focused on future-oriented new businesses

Physical AI robot

Start in-house demonstration experiments of humanoid and canine robots, with the aim of establishing an AI robot business to address labor shortages

Edge AI

The domestic edge AI market is steadily growing
(2024: ¥1.5T -> 2027: ¥2.3T)
Through collaboration with partner companies, we are promoting bundled solutions combining edge AI with devices such as industrial PCs



Wireless connections at manufacturing site

Promote collaboration with partners with cutting-edge technologies. Aim to expand business opportunities for the development of next-generation manufacturing infrastructure leveraging wireless communication and wireless power transfer

Next-generation infrastructure

Capture demand for large-scale investments, such as data centers, by promoting businesses targeting the rapidly growing digital infrastructure market

Defense sector

Capture demand in the defense sector by providing high-precision inspection solutions, primarily centered on non-destructive testing devices

New initiatives

Core businesses



5

Appendix



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



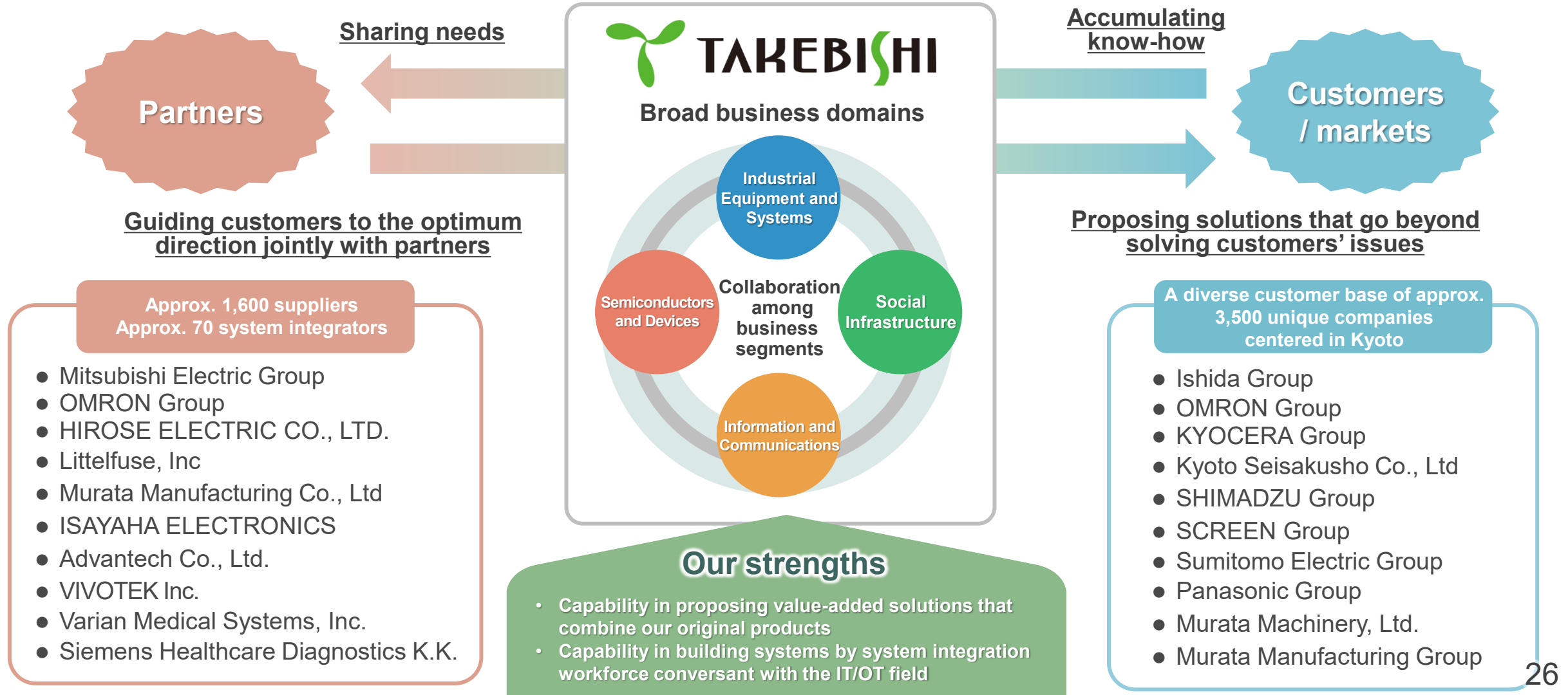
Establish a business structure in response to changes in environment and enhance governance



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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