

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

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for the Six Months Ended September 30, 2025**
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Company Overview



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**.

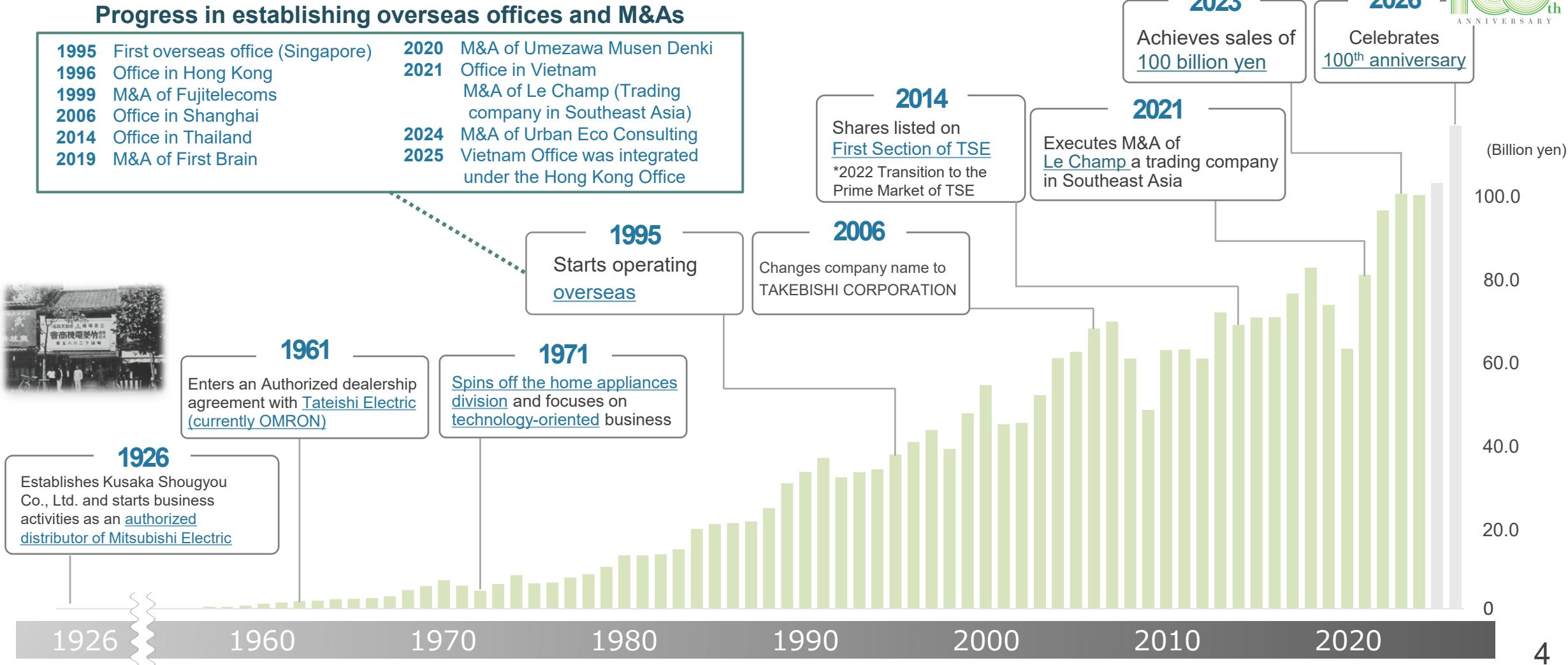
Approx.
1,600
suppliers



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





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
└ Kofu sales office
Nagoya Branch
Shiga Branch

Ritto Branch
Kihoku Branch
Osaka 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

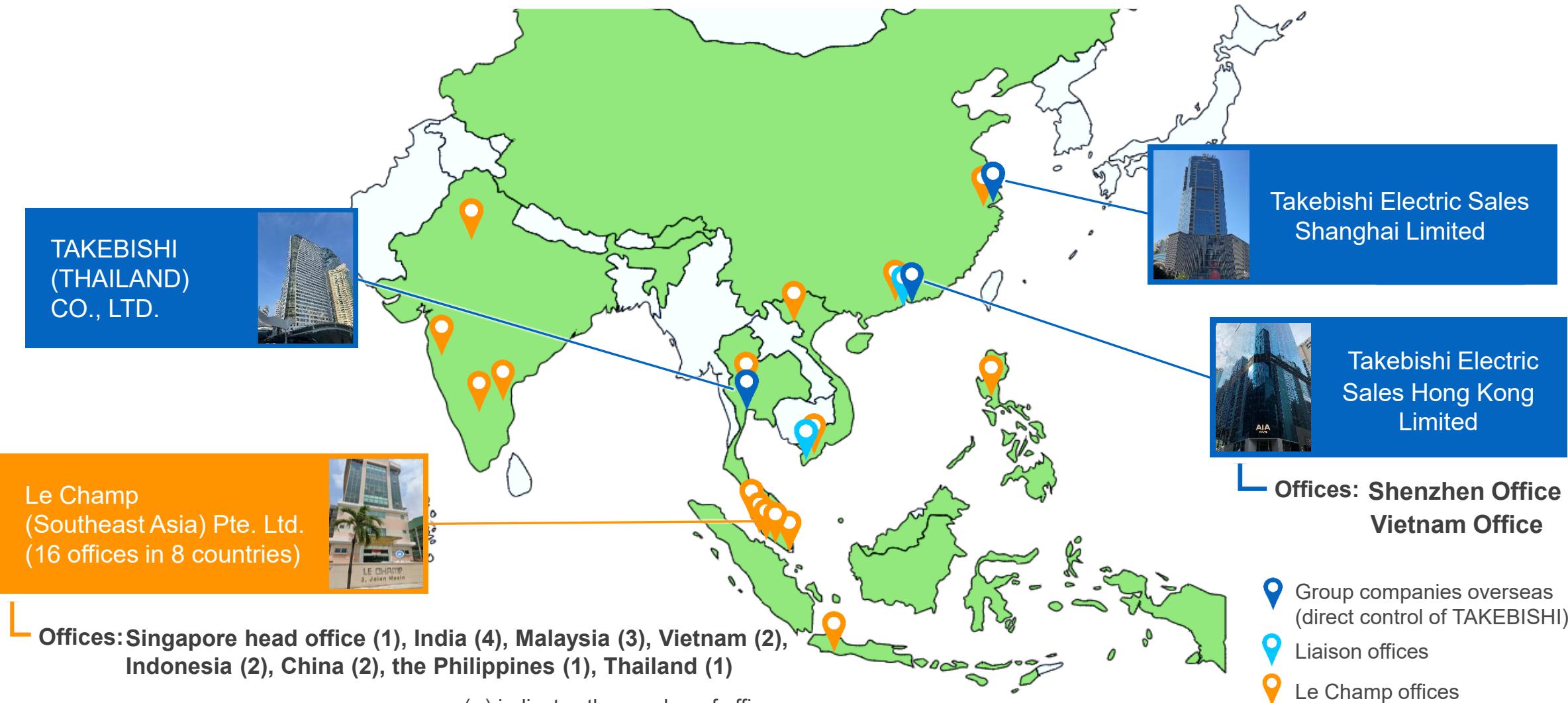


Network (Offices and Group Companies)

TAKEBISHI CORPORATION

Overseas

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



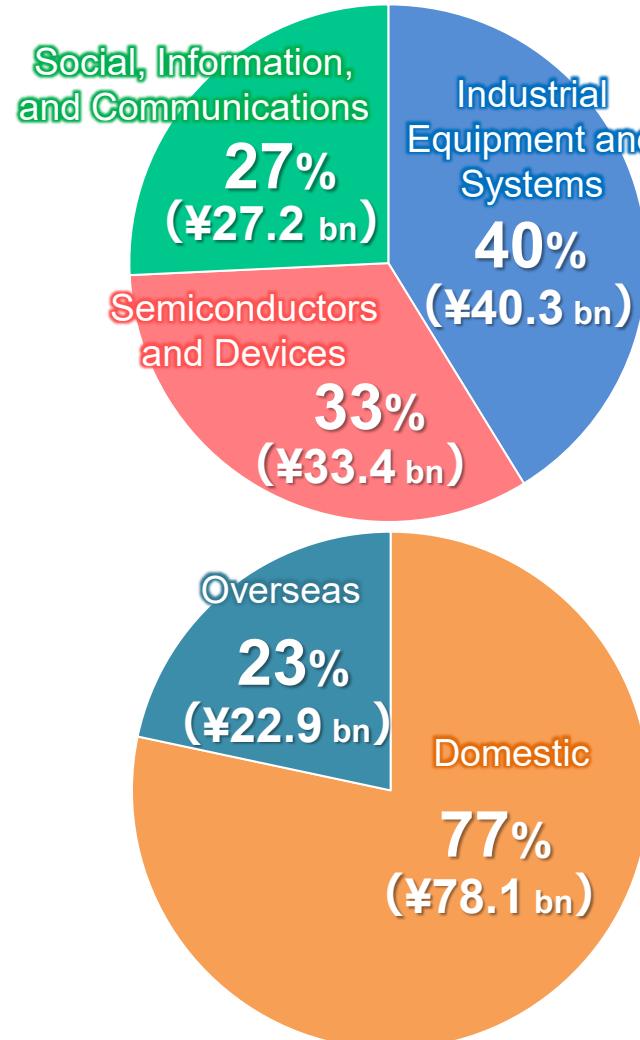


Net Sales by Segment and Main Products

TAKEBISHI CORPORATION

Aiming for stable management based on a balanced business portfolio

[¥101.0 bn for FY3/2025]



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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

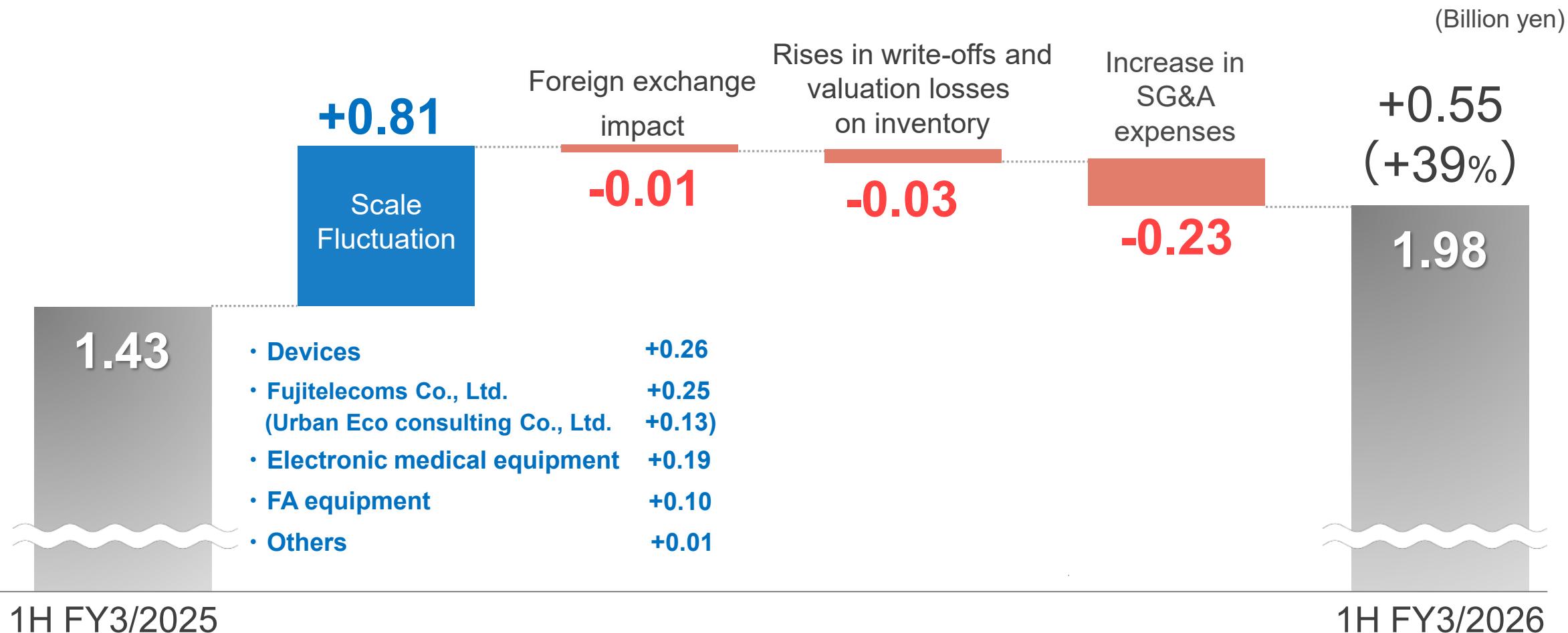
★ Record high (Billion yen)	FY3/2025		FY3/2026	
	1H Results	1H Results	YoY Amount	%
Net sales	47.6	★ 52.2	+4.6	+10
Gross profit	6.8	★ 7.6	+0.8	+11
Operating income	1.4	★ 2.0	+0.5	+39
(Operating margin)	(3.0%)	(3.8%)	(+0.8 pts.)	
Ordinary income	1.6	★ 2.2	+0.6	+39
Net income	1.4	★ 1.5	+0.1	+9



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

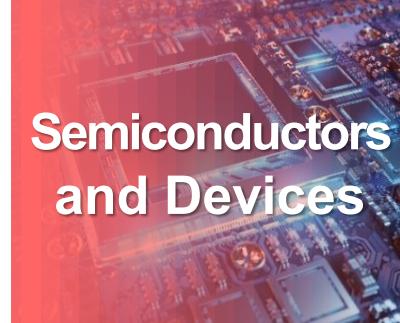
TAKEBISHI CORPORATION

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





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 	19.2 1H FY3/2025	19.1 1H FY3/2026 -0.1 (-0%)	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
	0.84 1H FY3/2025	0.94 1H FY3/2026 +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 	16.5 1H FY3/2025	18.6 1H FY3/2026 +2.1 (+13%)	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
	0.33 1H FY3/2025	0.50 1H FY3/2026 +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 	11.8 1H FY3/2025	14.5 1H FY3/2026 +2.7 (+23%)	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
	0.26 1H FY3/2025	0.54 1H FY3/2026 +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

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Full-year Forecast for FY3/2026



Full-year Forecast for FY3/2026

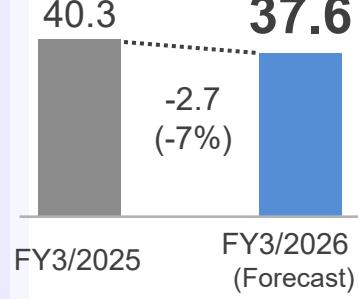
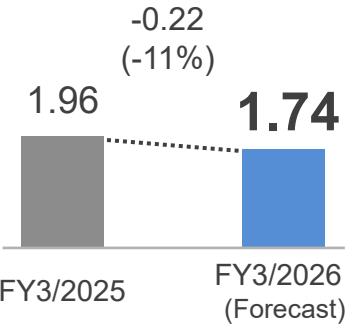
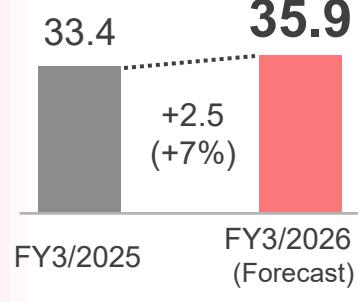
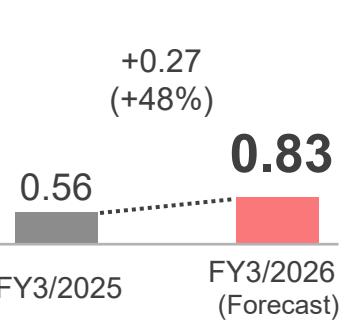
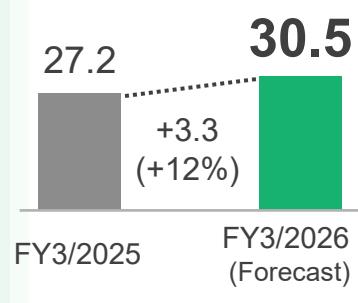
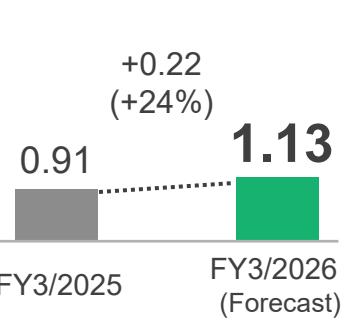
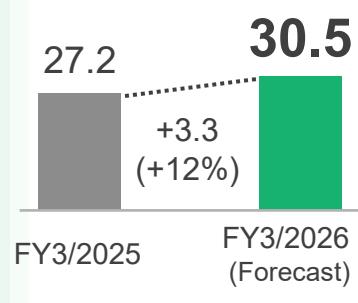
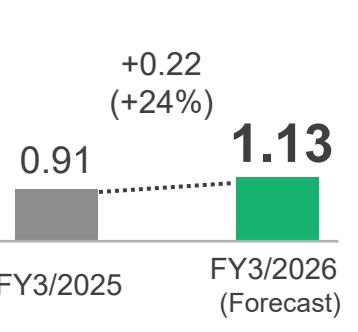
TAKEBISHI CORPORATION

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	



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 	40.3	37.6	FA equipment Machinery and systems	Anticipate risks such as prolonged customer inventory adjustments and the impact of U.S trade policies 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
	FY3/2025	 -2.7 (-7%)	FY3/2025	 -0.22 (-11%)
Semiconductors and Devices 	33.4	35.9	Devices Semiconductors	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 Sales of power semiconductors for in-vehicle-related equipment and home storage batteries are expected to increase
	FY3/2025	 +2.5 (+7%)	FY3/2025	 +0.27 (+48%)
Social and Information and Communications 	27.2	30.5	Electric medical equipment Cooling & heating and housing equipment Information systems	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 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 Adoption of mission-critical systems focused on production, sales, and accounting management is expected to increase, driven by demand for 14 corporate DX initiatives
	FY3/2025	 +3.3 (+12%)	FY3/2025	 +0.22 (+24%)
	FY3/2026 (Forecast)		FY3/2026 (Forecast)	

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

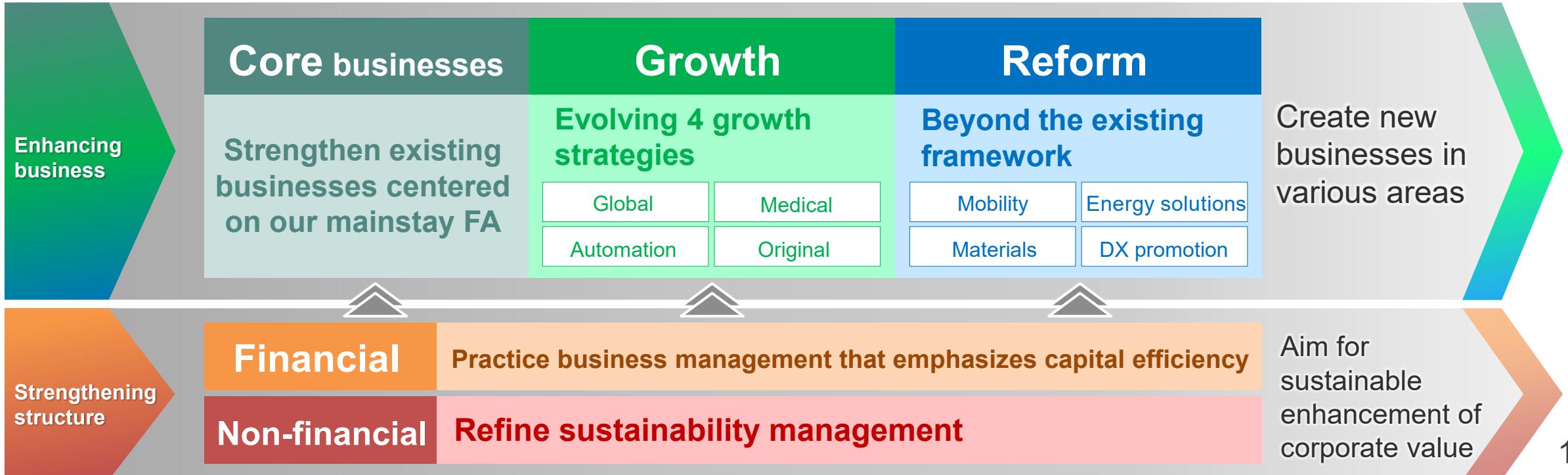
Sales from new businesses + ¥30.0 bn

Ordinary income

¥6.0 bn

ROE

9 %





Evolving 4 Growth Strategies

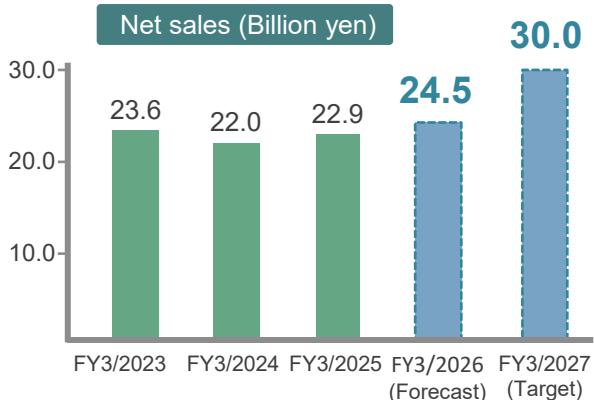
TAKEBISHI CORPORATION

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

Medical: Continue to perform steadily, driven by market expansion

Global

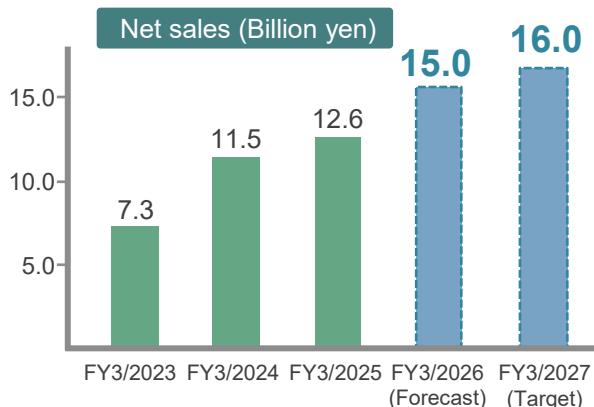
Expand the device business in growth markets, with a focus on Southeast Asia and India



- 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



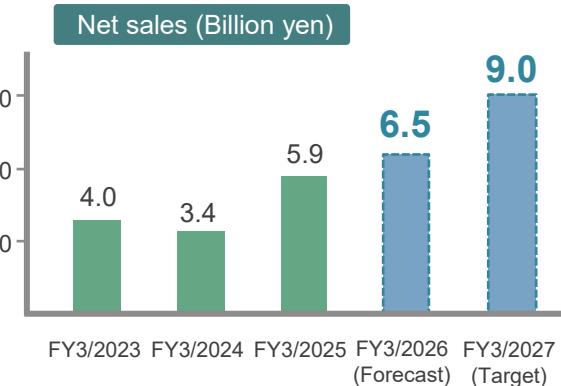
Evolving 4 Growth Strategies

TAKEBISHI CORPORATION

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

Automation

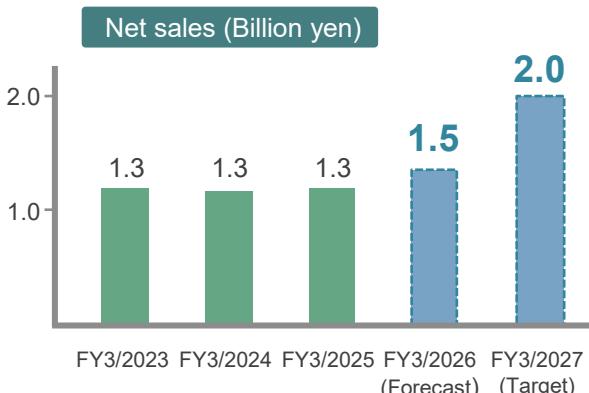
Promote automation in manufacturing operations through smart factory initiatives



- 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

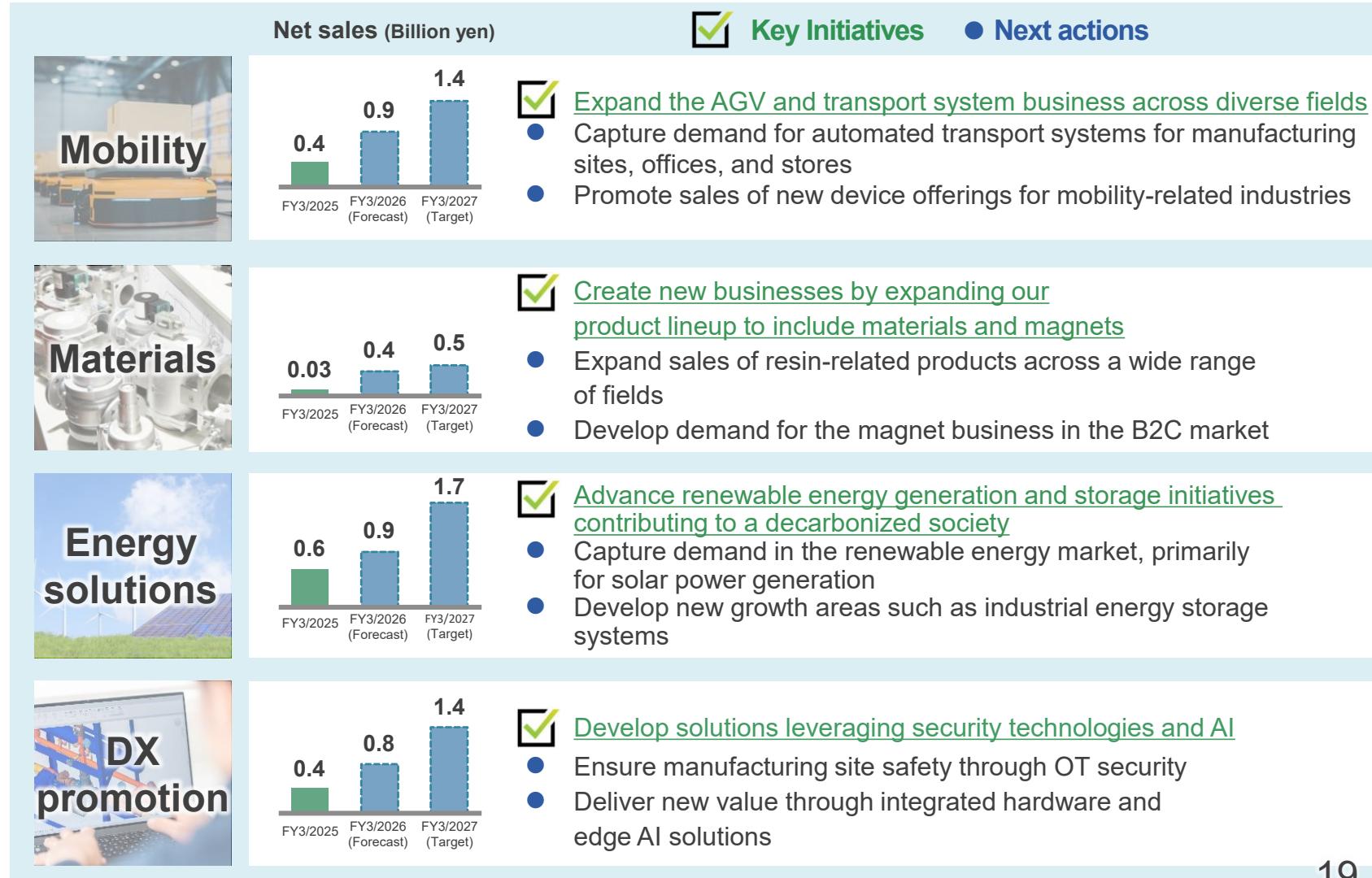
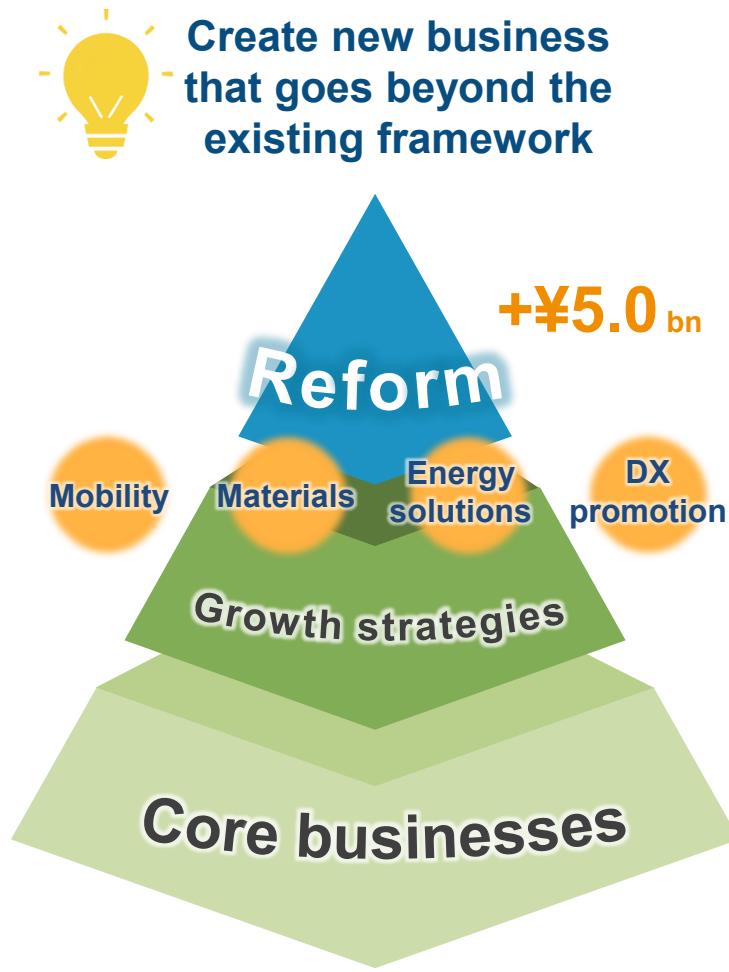
Create new solutions with our in-house developed software and applications



- 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



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





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

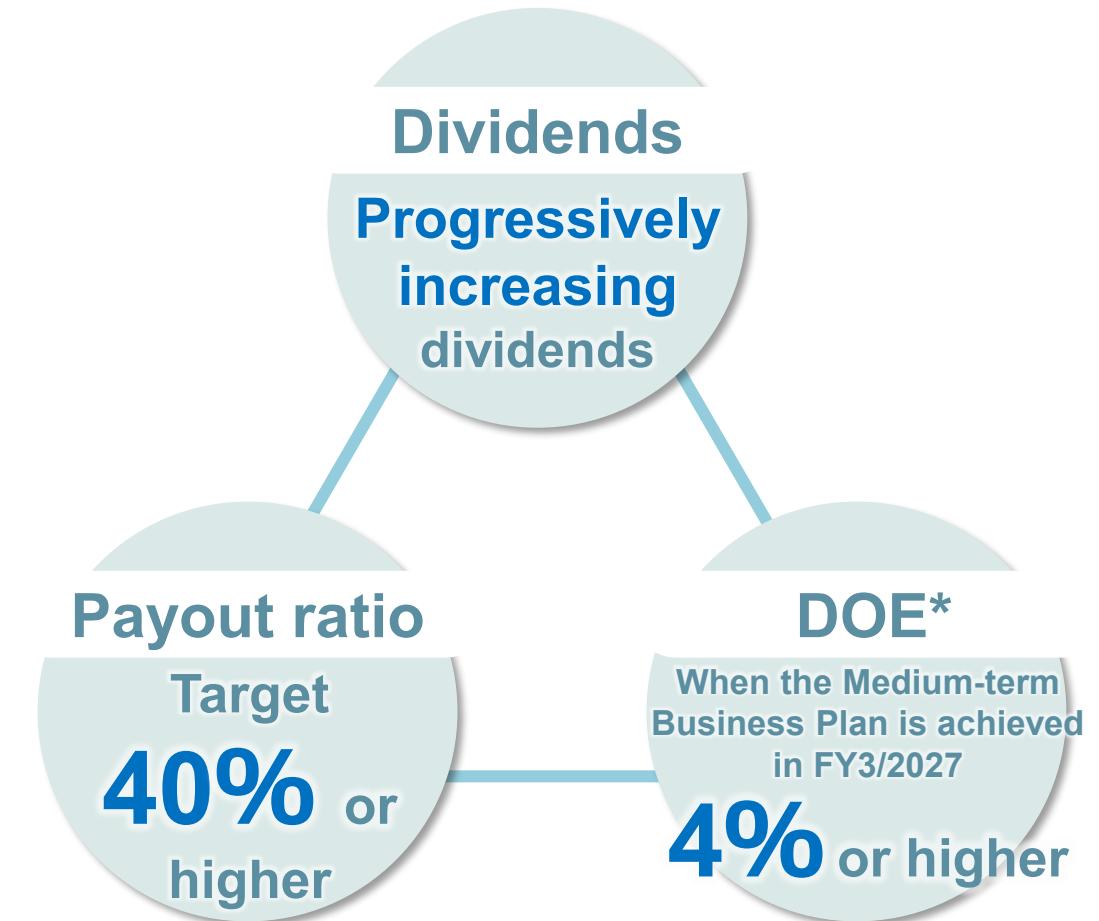
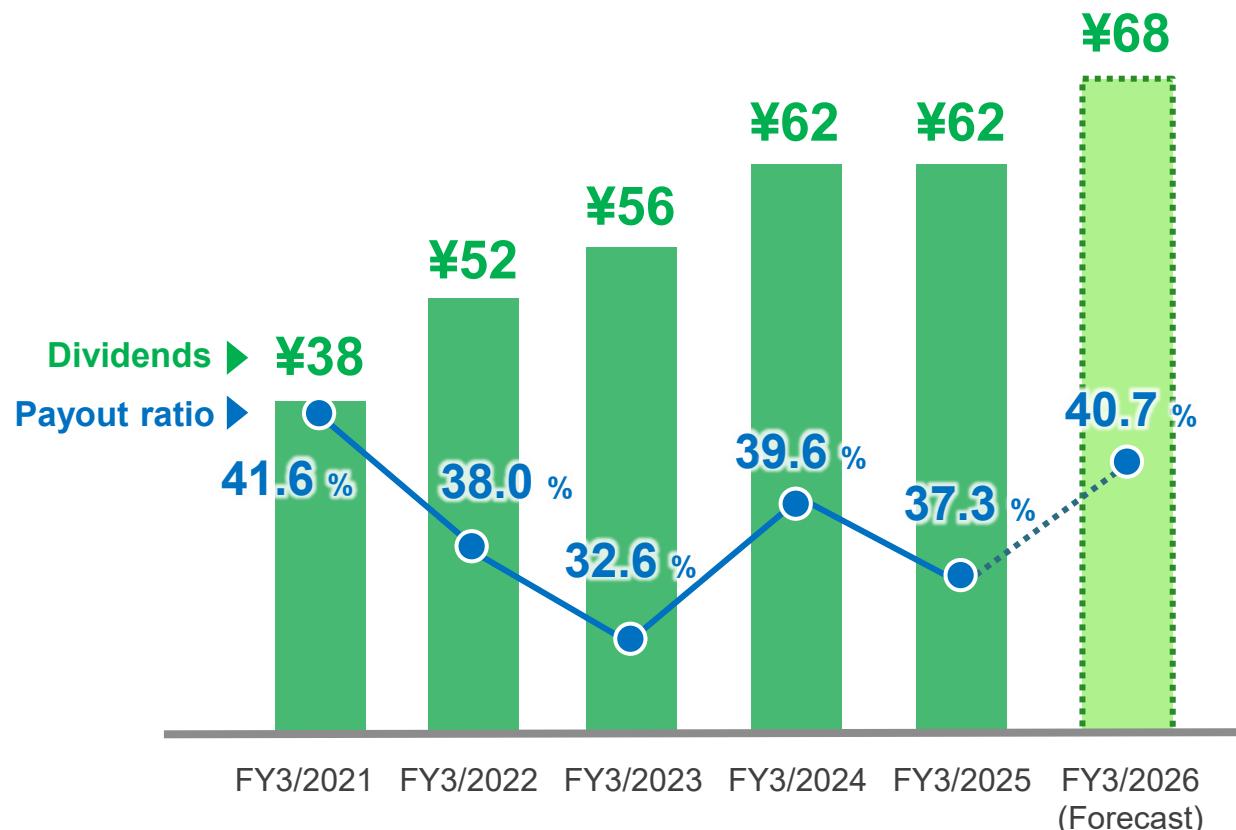
Build a robust management foundation to become a sustainable company beyond its 100th anniversary

- 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



Aim to enhance sustainable corporate value through stable shareholder returns

Changes in dividends and payout ratio



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



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



**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

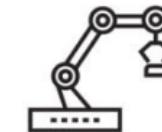
to respond to diverse needs

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”

Sharing needs

Partners

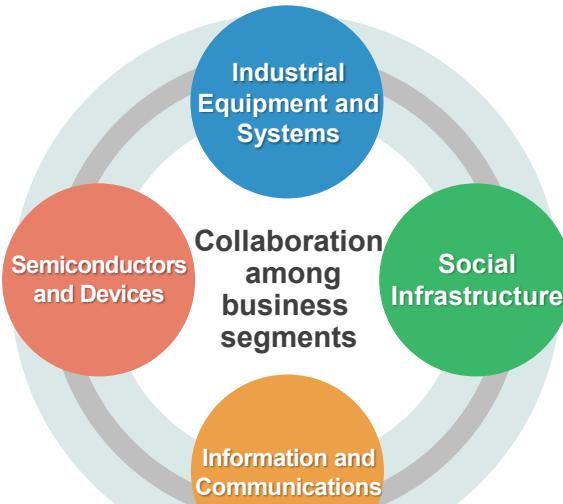
Guiding customers to the optimum
direction jointly with partners

Approx. 1,600 suppliers
Approx. 70 system integrators

- Mitsubishi Electric Group
- OMRON Group
- HIROSE ELECTRIC CO., LTD.
- Littelfuse, Inc
- Murata Manufacturing Co., Ltd
- ISAYAHA ELECTRONICS
- Advantech Co., Ltd.
- VIVOTEK Inc.
- Varian Medical Systems, Inc.
- Siemens Healthcare Diagnostics K.K.



Broad business domains



Accumulating
know-how

Customers
/ markets

Proposing solutions that go beyond
solving customers' issues

A diverse customer base of approx.
3,500 unique companies
centered in Kyoto

- Ishida Group
- OMRON Group
- KYOCERA Group
- Kyoto Seisakusho Co., Ltd
- SHIMADZU Group
- SCREEN Group
- Sumitomo Electric Group
- Panasonic Group
- Murata Machinery, Ltd.
- Murata Manufacturing Group

Our strengths

- Capability in proposing value-added solutions that combine our original products
- Capability in building systems by system integration workforce conversant with the IT/OT field



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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<Inquiry Form>

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