

Fiscal Year Ended March 31, 2024

Financial Results Briefing

June 2024



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

Cover Photo: TAKEBISHI Stadium Kyoto (Track and Field Stadium; Ball Game Stadium / Nishi-kyogoku, Ukyo-ku, Kyoto)



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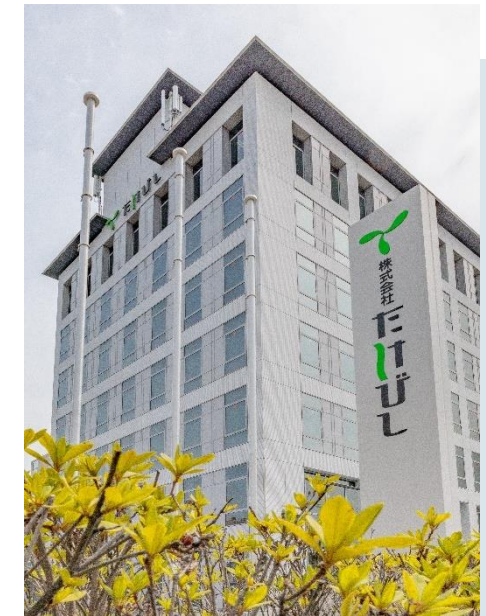
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Company Overview



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

Company Name	TAKEBISHI CORPORATION
Established	April 24, 1926
Capital	3,406 million yen
President	Hiroshi Okagaki, Representative Director & President
Head Office	29, Mameda-cho, Nishi-kyogoku, Ukyo-ku, Kyoto
Sales	101,400 million yen (Year ended March 31, 2024)
Employees (Consolidated)	892



Business Contents

We are a Mitsubishi Electric-related **technological trading company** (Mitsubishi products account for approx. 35% of sales), engaged in sales 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



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

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

1962

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

1965

[Building facilities and cooling & heating equipment business](#) grows (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

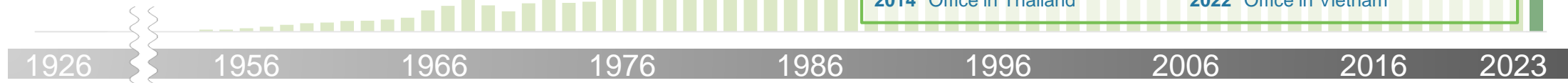
Transition to the [Prime Market of TSE](#)

Achieved net sales of **¥100.0 bn**

Changes in net sales
100.0 (Billion yen)

Progress in establishing overseas offices and M&As

- | | |
|---|---|
| 1995 First overseas office (Singapore) | 2019 M&A of First Brain |
| 1996 Office in Hong Kong | 2020 M&A of Umezawa Musen Denki |
| 1999 M&A of Fuji Telecoms | 2021 M&A of Le Champ (Trading company in Southeast Asia) |
| 2006 Office in Shanghai | 2022 Office in Vietnam |
| 2014 Office in Thailand | |





Network (Offices and Group Companies)



Strategic expansion mainly in the growing market of Southeast Asia

Overseas

5 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 (South East Asia) Pte Ltd

Takebishi Electric Sales
Shanghai Limited

Takebishi Electric Sales
Hong Kong Limited
↳ Shenzhen Office

TAKEBISHI VIETNAM CO., LTD.

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

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

[Group companies]

Fuji Telecoms Co., Ltd.

First Brain 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, Malaysia, Thailand, Indonesia,
Vietnam, the Philippines, India, China



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 boost top market shares in Japan

Coordination skills

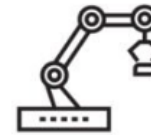
to respond to diverse needs

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

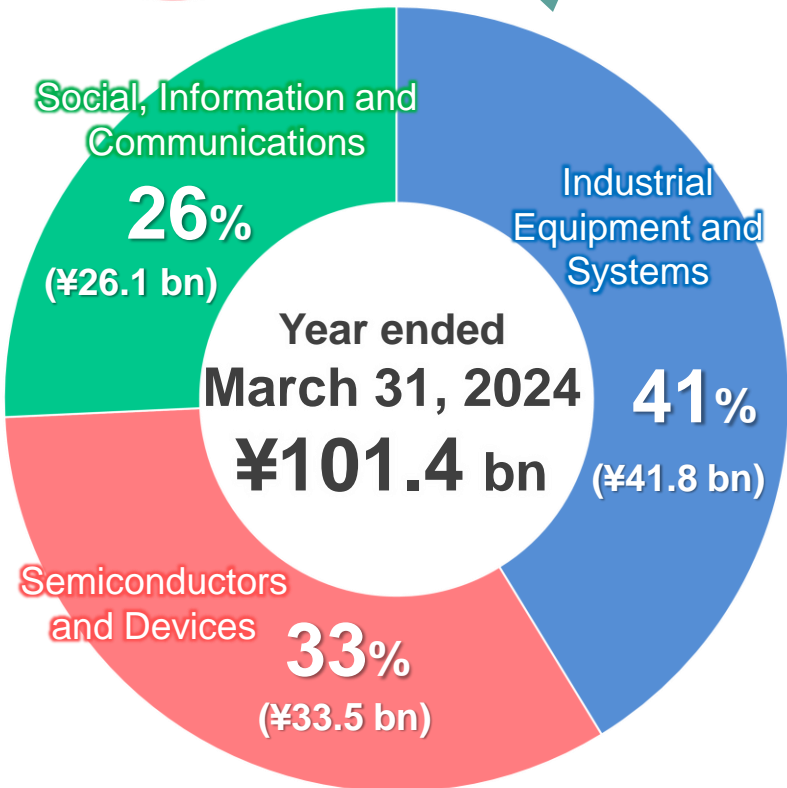
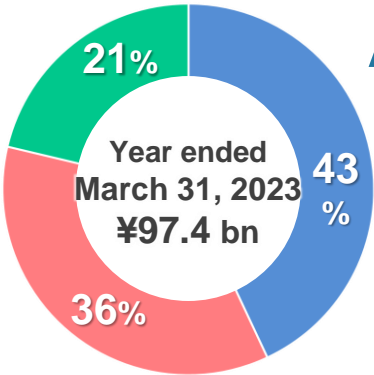


Establish a business structure in response to changes in environment and enhance governance

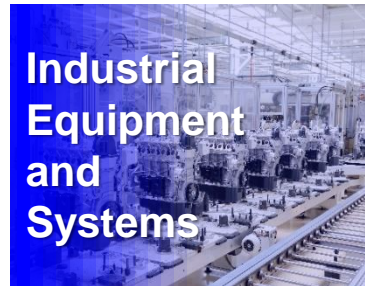
Net Sales by Segment and Main Products



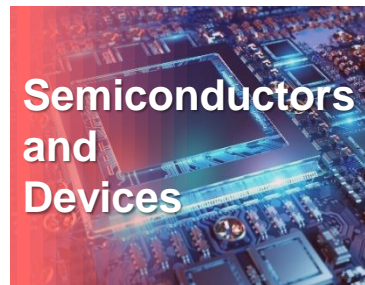
Aiming for stable management based on a balanced business portfolio



Main Products



<p>Programmable controllers / Servomotors</p>	<p>Laser processing machinery</p>	<p>Robots / Devices</p>	<p>Original products</p>
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<p>Semiconductors</p>	<p>CPU boards</p>	<p>Display devices</p>	<p>ODMs</p>
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<p>Radiation cancer therapy devices</p>	<p>Escalators / Elevators</p>	<p>Mobile devices</p>	<p>Original products</p>
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**Consolidated Financial Results for
Year Ended March 31, 2024**



Consolidated Financial Results for Year Ended March 31, 2024

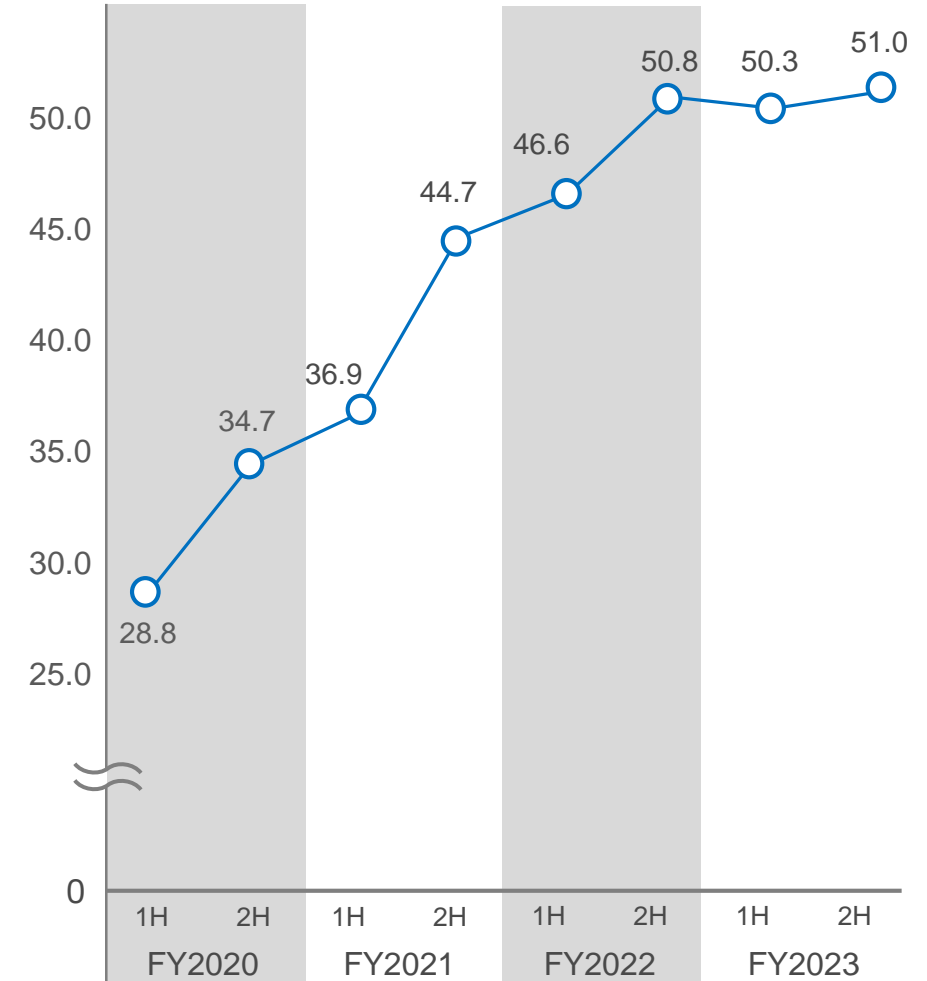
TAKEBISHI CORPORATION



Net sales topped 100.0 billion yen, while operating income declined year on year due to increases in personnel and other expenses

(Billion yen)	1H		2H		Full year	
		YoY		YoY		YoY
Net sales	50.3	+8%	51.0	+0%	101.4	+4%
Gross Profit	7.1	+6%	7.0	-1%	14.1	+2%
Operating Income	2.0	+4%	1.8	-13%	3.7	-5%
Operating Income (%)	(3.9%)	(-0.2 pts.)	(3.5%)	(-0.5 pts.)	(3.7%)	(-0.3 pts.)
Ordinary Income	2.2	+9%	1.7	-15%	3.9	-3%
Net Income	1.4	+6%	1.1	-22%	2.5	-9%

Changes in semi-annual net sales (Billion yen)



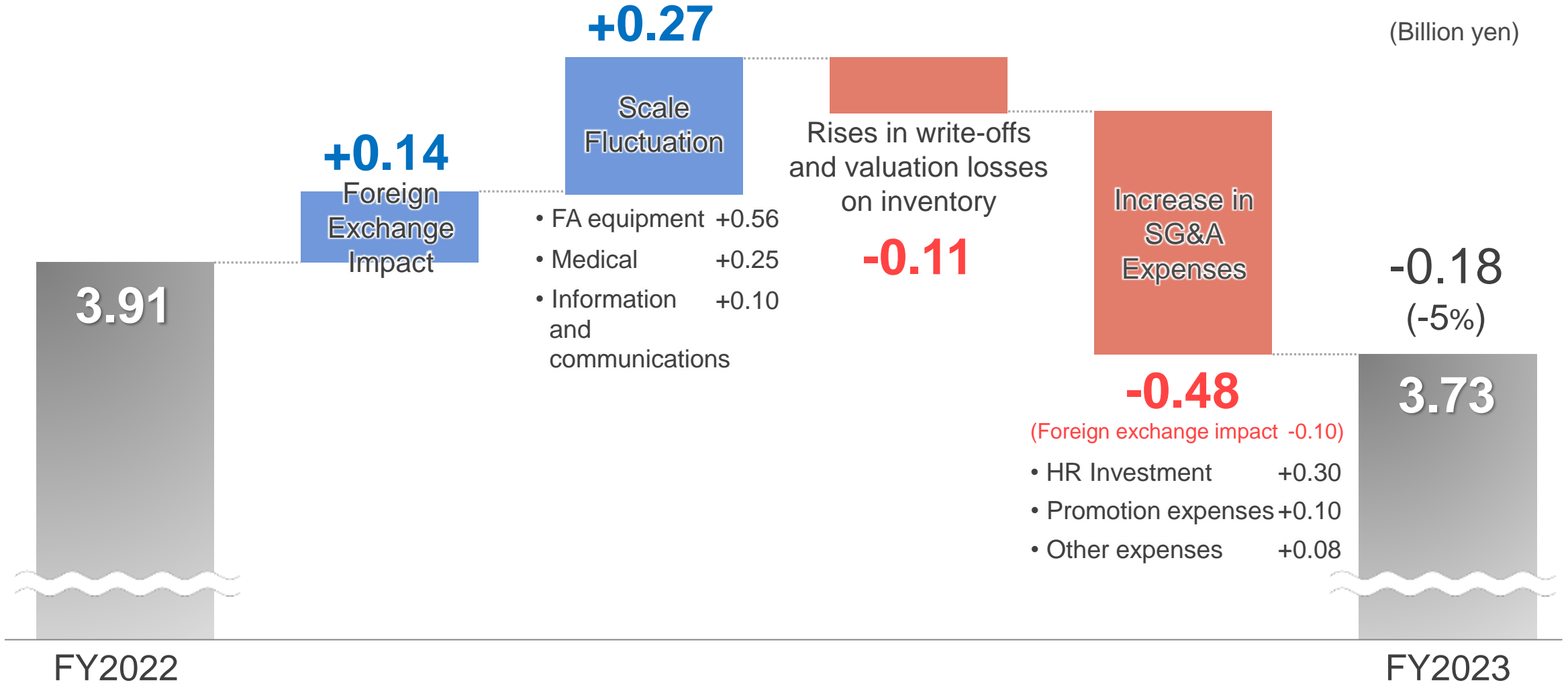


Operating Income for the Year Ended March 31, 2024 (Year-on-Year Comparison)

TAKEBISHI CORPORATION



While gross profit increased, there were also rises in write-offs and valuation losses on inventory and investments in human capital and business expansion for the future





Net Sales by Segment for the Year Ended March 31, 2024

TAKEBISHI CORPORATION



While net sales of the semiconductors and devices segment declined due to inventory adjustments, the 'Medical' growth strategy drove the results

(Billion yen)

Net sales	FY2022	FY2023		Net Sales Increase / Decrease Factors	
	Results	Results	YoY		
			Amount		Ratio
Industrial Equipment and Systems	41.9	41.8	-0.1	-0%	FA equipment : Increase due to solid sales of equipment for semiconductors and EV batteries Industrial machinery: Decrease due to the completion of major micro laser processor projects in the previous fiscal year Machinery and systems : Decrease due to the reduced capital investment in electronic components and LCD-related equipment
Semiconductors and Devices	34.8	33.5	-1.3	-4%	Devices : Decrease due to the inventory adjustment by EMS manufacturers in Southeast Asian countries, despite solid sales of devices for semiconductor manufacturing equipment Semiconductors : Decrease in net sales of overseas semiconductors for the semiconductor and food industries due to the impact of extraordinary demand in the previous fiscal year
Social Infrastructure	13.7	18.0	+4.3	+32%	Electronic medical equipment : Increased sales of diagnostic equipment (CT, MRI, etc.), in addition to those of radiation cancer therapy devices Building facilities : Increased sales of freight elevators as we captured the demand for warehouses and other infrastructure development against the backdrop of increasing flows of goods in the manufacturing industry
Information and Communications	7.0	8.0	+1.0	+14%	Mobile phones : Increase due to the solid sales of high-priced models Information systems: Increased sales of OA and other equipment due to the winning of LED vision projects for multi-purpose stores, in addition to capturing companies' demand for DX promotion
Total	97.4	101.4	+4.0	+4%	



3

**Consolidated Financial Results Forecast for
Year Ending March 31, 2025**

Consolidated Financial Results Forecast for the Year Ending March 31, 2025

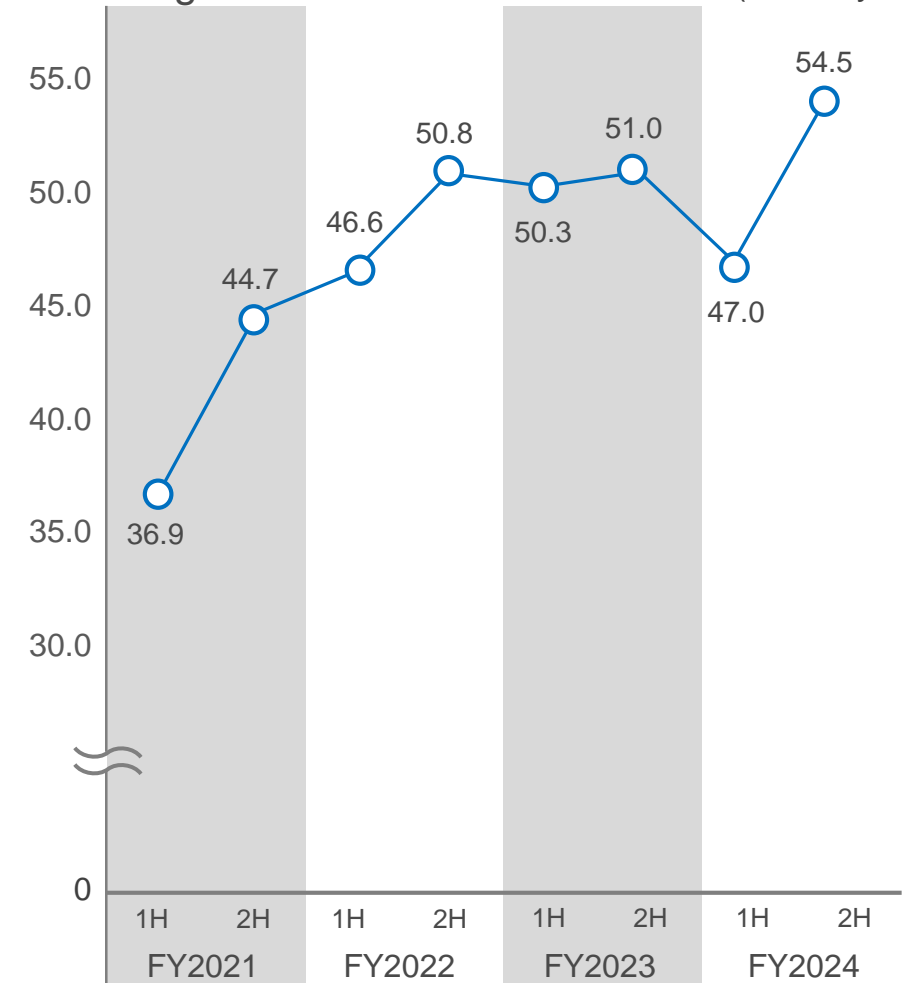
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While we expect a year-on-year increase in net sales, an increase in SG&A expenses is likely to send income lower. However, we will aim to make a recovery by strengthening our efforts to create new businesses

(Billion yen)	1H		2H		Full year	
		YoY		YoY		YoY
Net sales	47.0	-7%	54.5	+7%	101.5	+0%
Gross Profit	6.7	-5%	7.6	+8%	14.3	+2%
Operating Income	1.3	-33%	2.1	+17%	3.4	-10%
Operating Income (%)	(2.8%)	(-1.1 pts.)	(3.8%)	(+0.3 pts.)	(3.3%)	(-0.4 pts.)
Ordinary Income	1.4	-35%	2.1	+23%	3.6	-9%
Net Income	1.1	-22%	1.4	+29%	2.5	+0%

Changes in semi-annual net sales (Billion yen)



Net Sales by Segment for the Year Ending March 31, 2025



While the market environment is expected to be challenging due to inventory adjustments, business will grow, primarily in the machinery and systems and medical business

(Billion yen)

Net Sales	FY2023	FY2024			Net Sales Increase / Decrease Factors
	Results	Forecast	YoY		
			Amount	Ratio	
Industrial Equipment and Systems	41.8	42.3	+0.5	+1%	FA equipment : Though the challenging situation will continue due to inventory adjustments, recovery is expected in and after the middle of the year. Machinery and systems : The smart factory business will grow as we capture the demand of semiconductor-related customers for enhancing and automating production facilities.
Semiconductors and Devices	33.5	32.2	-1.3	-4%	Semiconductors : Net sales will decrease due to the lack of extraordinary demand for market-distributed products on which we capitalized using our trading company functions in the previous year. Devices : While sales of devices for semiconductor manufacturing equipment and electronic components will be solid in Japan, overseas sales will decrease, particularly in Southeast Asia, due to the impact of the prolonged global inventory adjustment.
Social Infrastructure	18.0	18.9	+0.9	+5%	Electronic medical equipment : Net sales will increase due to the strengthening of business expansion into the non-radiation domain, in addition to the increase in sales of radiation cancer therapy devices driven by the robust renewal demand. Cooling & heating and housing equipments : Net sales will increase as we capture the growing demand for energy-saving equipment due to the heightened environmental awareness.
Information and Communications	8.0	8.1	+0.1	+1%	Mobile phones : Net sales will increase due to the following factors: - Increased sales of smartphones and DX products for the back offices of SMEs - Accelerated rollout of in-house developed apps for shops for customer acquisition and retention
Total	101.4	101.5	+0.1	+0%	



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 FY2026 (our 100th anniversary)

Changes in the external environment

Diversifying needs of customers
Globalization

Innovation and progress in digital technologies

Growing needs for environmental investment

Decline in the working population

Our strengths

Diverse range of partner products

Unique technological development capabilities

Management centered on human resources

Our issues

Accelerate global expansion and invest in growth

- Generation of stronger synergistic effects of the Group centered on Southeast Asia
- Exploration of new business areas and promotion of M&As

Propose solutions in growing markets

- Promotion of automation to solve labor shortages
- Contribution to the advancement in the medical field

Expand new products

- Uncovering a diverse range of products beyond traditional boundaries
- Strengthening of technological capabilities and creation of in-house products that meet the needs of the times

Acquire and train human resources

- Promotion of recruitment and training to enhance solution skills

To grow further

Medium-term Business Plan “T-Link1369”

FY2023 => FY2026 Four-year Plan



Consolidated Net Sales	¥130.0 bn
New Business Sales	+¥30.0 bn
Ordinary Income	¥6.0 bn
ROE	9 %

Growth

Evolving 4 growth strategies

Financial

Business management that emphasizes capital efficiency

Priority Measures

Reform

Creating innovation aiming to be a general trading company

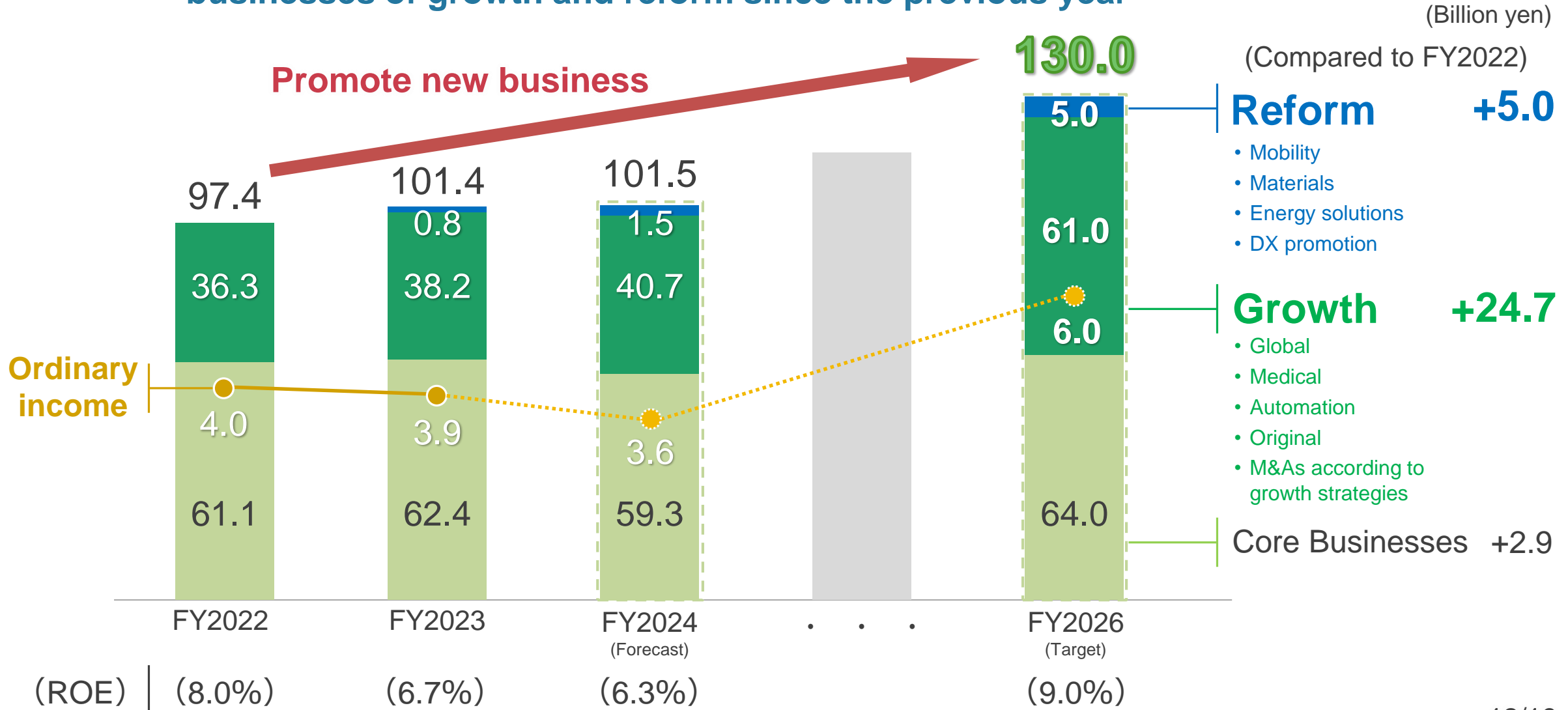
Non-financial

Refining sustainability management

Progress on the Medium-term Business Plan



While core businesses will struggle to grow in FY2024, we have strengthened businesses of growth and reform since the previous year





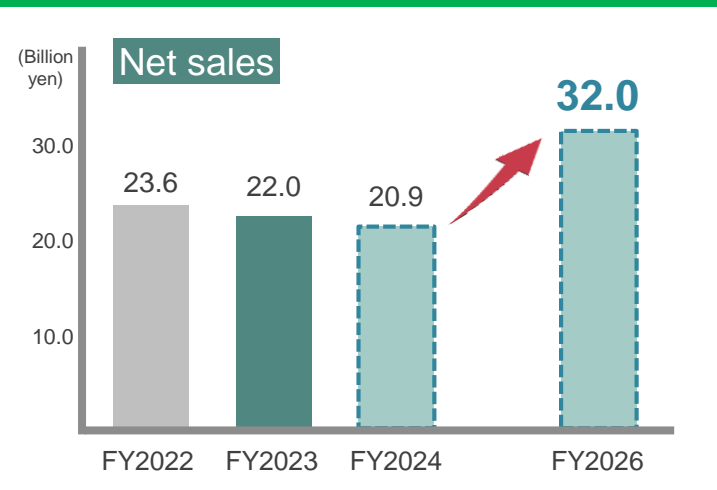
The global business is currently stagnant, but we will strive to expand the business primarily in India. The medical business is performing strongly

1
Global

- Further increase sales in the growing Indian market
- ✓ Expand the device business for automobiles and two-wheeled EVs
 - ✓ Capture the demand for power infrastructure development promoted by the Indian government
 - ✓ Acquire device business for next-generation energy that promotes decarbonization
- Expand the scope and the area of business through overseas M&As
- ✓ Further expand areas including business sites in Southeast Asia and generate stronger synergistic effects

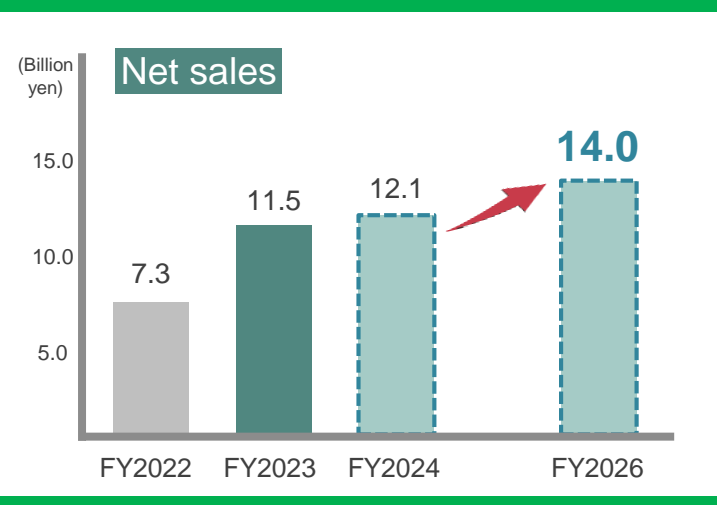


Our Group exhibited at Electronica India 2023, a trade fair in India



2
Medical

- Strengthen the sales of medical devices and peripherals for diverse areas
- ✓ Acquire demand for diagnostic equipment in new areas (such as surgery and brain surgery)
 - ✓ Promote medical DX in advanced fields, including medical support systems using AI
- Expand trade areas for radiation cancer therapy devices
- ✓ Win business in the Chugoku and Shikoku areas (Current areas: Yamaguchi, Tottori, Shimane, and Hiroshima; New areas: Okayama and Ehime)





Evolving 4 Growth Strategies (Automation and Original)



We will capture automation demand against the backdrop of the decline in the working population, and promote the development of new original products

3

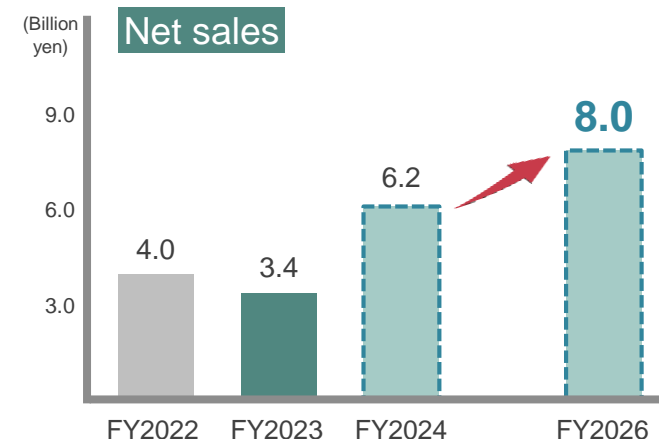
Automation

Roll out solutions drawing on the technological capabilities of our group and numerous partners

- ✓ Promote factory DX based on the smart factory concept, including automated warehouses
- ✓ Promote automation for the electronic components and semiconductors industries

Propose advanced automation solutions using next-generation technologies

- ✓ Secure new business negotiations (for the agriculture and food fields) through venture and industry-academia-government collaboration
- ✓ Strengthen the sales of next-generation linear transport systems for the electrical machinery, electronics, and semiconductors industries



4

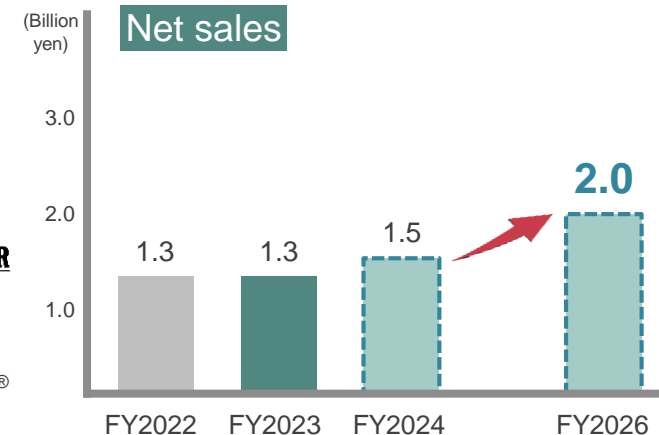
Original

Strengthen sales for new fields and different industries

- ✓ Capture demand for DX for infrastructure fields (water systems, railways, etc.)
- ✓ Promote business of SaaS for different industries, including the automobile industry, using smartphone apps

Expand into new areas using our connection skills

- ✓ Create new original products in the AMR field (centralized management of multiple manufacturers)
- ✓ Grow overseas market shares through differentiation by developing new functions and strengthening of sales channels





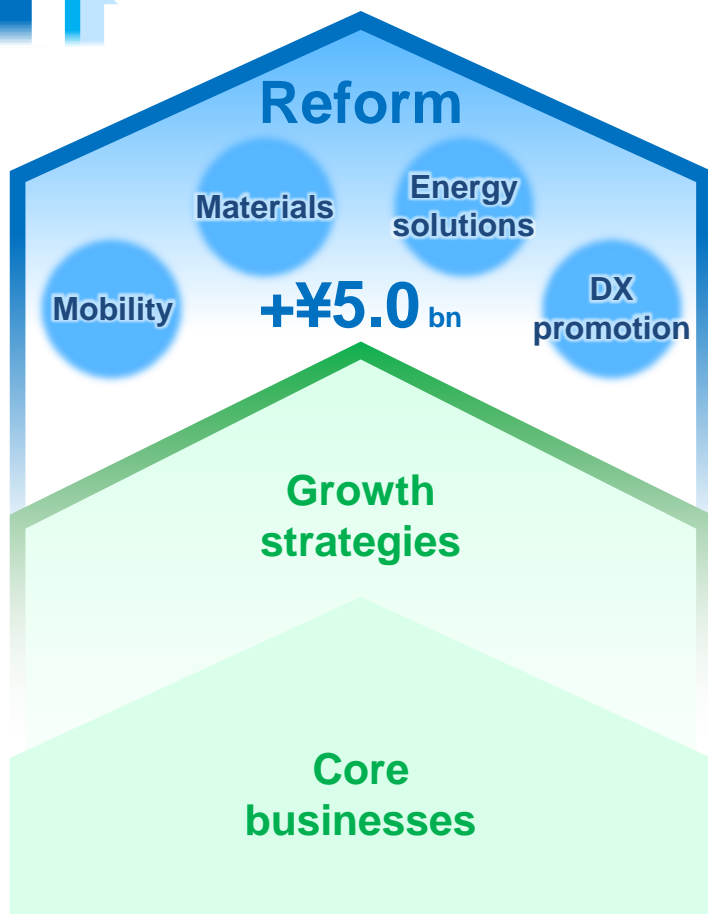
Creating Innovation Aiming to Be a General Trading Company



Strengthen our integrated proposal capability to meet the diversifying needs of customers and aim to create new value



Create new business that goes beyond the existing framework



Mobility

- ✓ Develop and propose solutions for automated transport of materials for the manufacturing industry
- ✓ Jointly develop AGVs for transport for construction sites
- ✓ Propose AMRs for automated transport of raw materials for the food industry



Materials

- ✓ Enhance trading company functions through proposals of mechanical parts for the manufacturing industry
- ✓ Strengthen the out-in business for processed products manufactured overseas
- ✓ Expand business areas by enhancing product lineup such as construction materials, magnets and resin



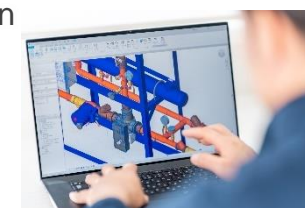
Energy solutions

- ✓ Make one-stop proposals of wind and solar power generation facilities
- ✓ Create new business by enhancing the lineup of products related to energy generation / storage
- ✓ Strengthen efforts in public hydropower generation in the social infrastructure business



DX promotion

- ✓ Propose predictive maintenance through monitoring the condition of network equipment
- ✓ Expand sales of virtual training systems for education at manufacturing sites
- ✓ Improve our internal operations using AI => Propose and sell to customers





Realization of Business Management that is Conscious of Capital Cost and Stock Prices

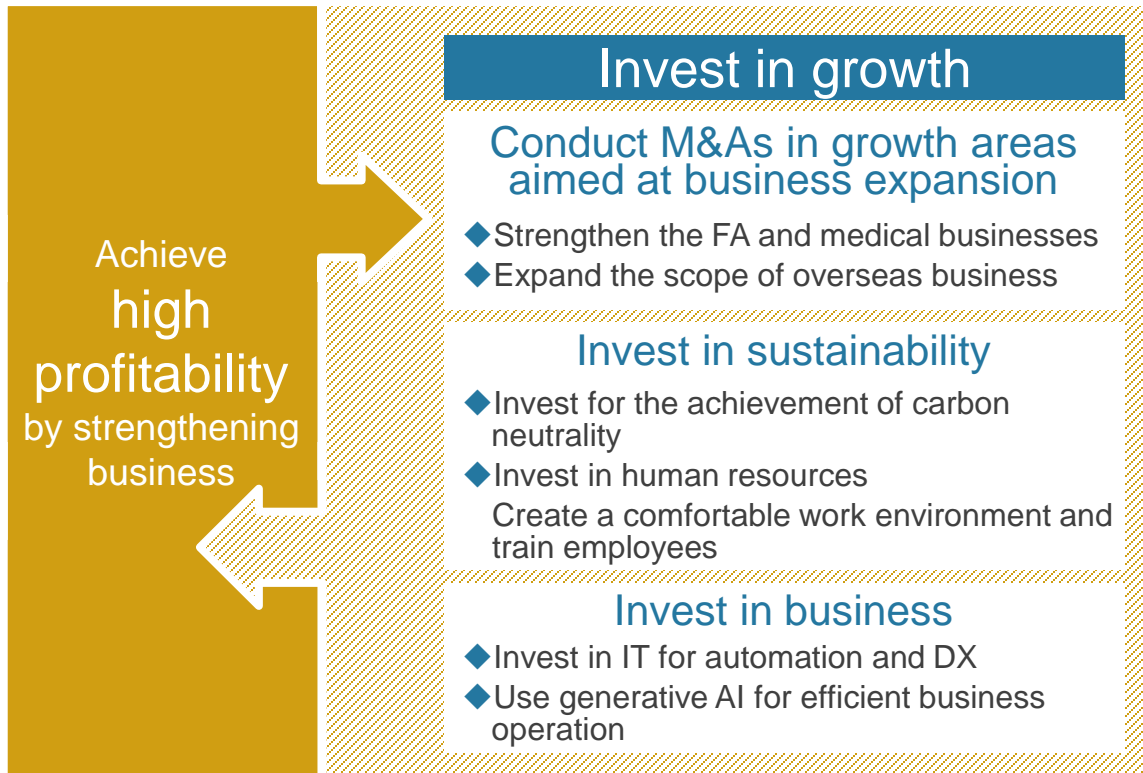
TAKEBISHI CORPORATION



Aim to achieve sustainable enhancement of corporate value through the fulfillment of the Medium-term Business Plan in FY2026

Effort
1

Steadily execute growth strategies and invest in growth



Effort
2

Strengthen shareholders return

FY2023 results

ROE	Dividend Payout Ratio	DOE Ratio*
6.7%	39.6%	2.9%
Target 9% or higher	Target 40% or higher	FY2026, when we achieve the Medium-term Business Plan 4% or higher

Effort
3

Promote proactive IR activities
Strengthen the engagement with shareholders

- ◆ Further enhance IR materials, the website, etc.
- ◆ Have constructive dialogue with institutional investors
- ◆ Invest in sustainability and communicate information to continuously improve corporate value

* DOE Ratio: Dividend on Equity Ratio
= Total dividends / Shareholders' equity



Returns to Shareholders

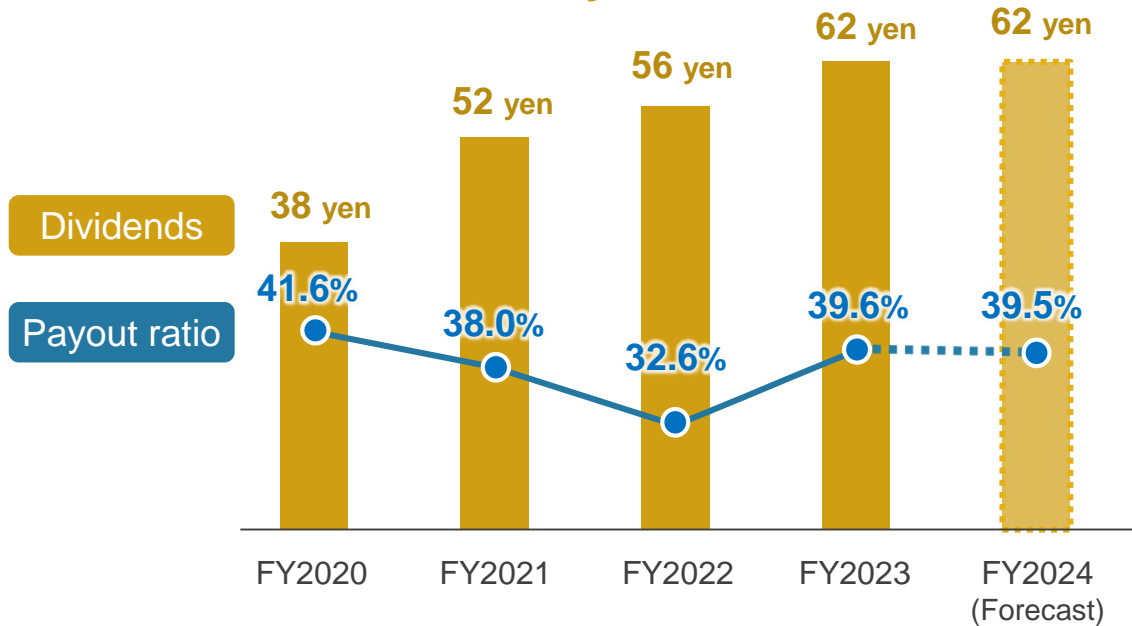


Vigorously strive for the enhancement of financial results and returns to shareholders and aim for increases in the stock price of the Company

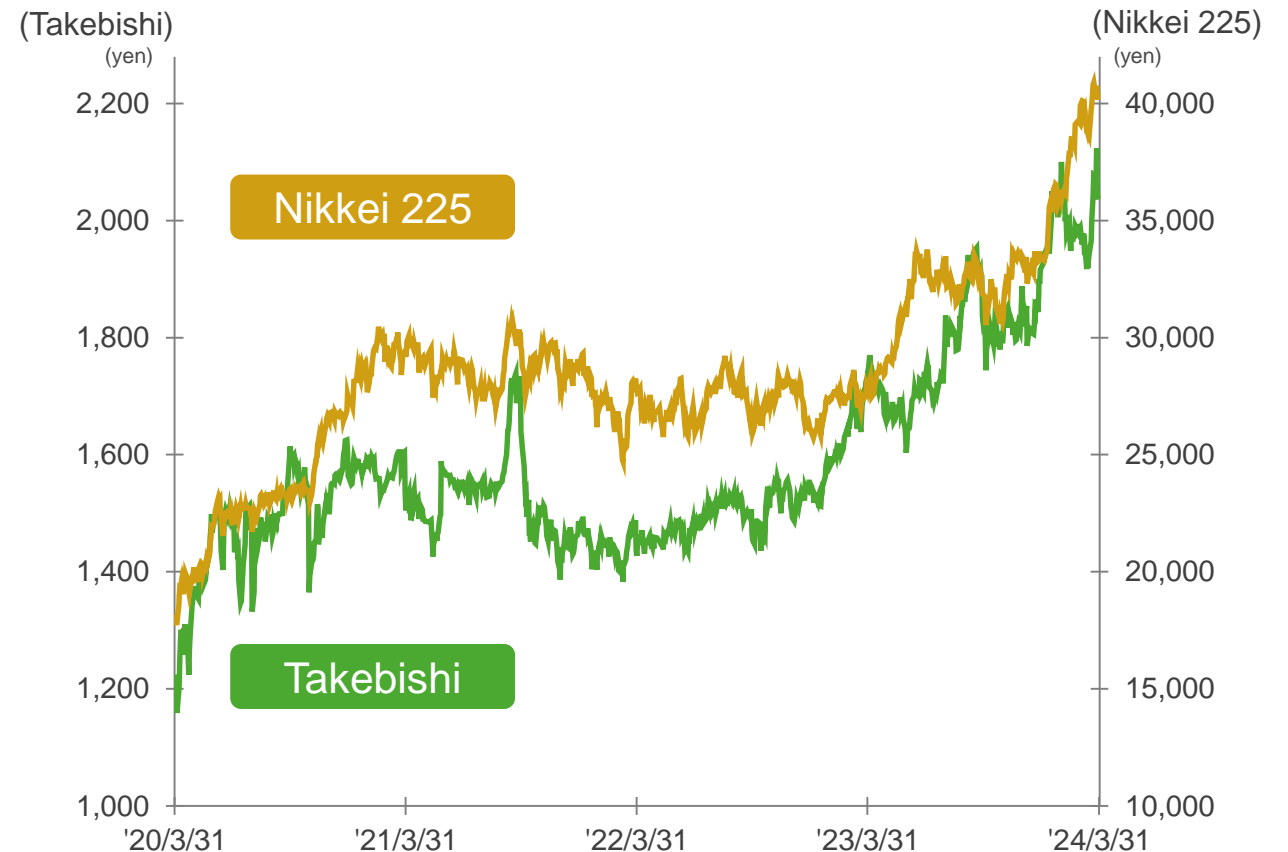
Basic Policies

- Dividend payout ratio: Target **40%** or higher
- Progressively increasing dividends

Changes in Dividends and Their Payout Ratio



Changes in Stock Prices





Promote the recruitment, development, and job satisfaction of diverse human resources to achieve the Medium-term Business Plan

Strengthen competitiveness in recruitment and increase retention rates

- ◆ Ensure the acquisition of human resources through a rigorous selection process and dialogue
- ◆ Promote post-entry retention by introducing a referral recruitment system (hiring with employee referral)

	FY2021	FY2022	FY2023
Annual average rate of employees who voluntarily terminated employment for the last three years (%)	1.7	1.7	1.5
Retention rate of new graduates for three years (%)	92	96	100

Promote health and productivity management

Develop a strategic map and framework to support employees, work to improve the internal environment, and take various measures

- Actively promote sports events
- Enhance health-related welfare benefits
- Reform work styles (address the issue of working long hours)
- Utilize stress checks and establish consultation desks



Certified as Health & Productivity Management Outstanding Organization (Large enterprise category)



Promote active communication

Mechanisms to promote the employee camaraderie, including a Christmas party where all employees and their families get together and club activities



Club activities (Soccer Club)

Promote the improvement of work engagement through non-work-related and informal interactions

Provide of diverse educational systems

Promote training programs that enable employees to proactively work on their careers, skills, and tasks

- Enhance educational programs tailored for various levels
- Introduce overseas training programs in response to globalization
- Hold a Business Improvement Contest for employees' active participation



Snapshot from group training for new employee

Promotion of diversity

While the Company's childcare leave utilization rate and return-to-work rate for women is 100%, the appointment of female executives and managers remains an issue.

- Introduced a career-track system with positions that do not require relocation (April 2024)
- Elected a female candidate as an Outside Director for the first time (June 2024)



We plan to exhibit at many trade shows in Japan and abroad with the aim of raising recognition and securing business negotiations

TAKEBISHI Solutions Fair 2024

Our own general exhibition, which has continued for 17 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 11 to Friday, July 12, 2024

Venue

TAKEBISHI's Head Office (Kyoto)



Special Area Transport



Solutions for Design, production and management

Solutions for Decarbonation



Solutions for Operational improvement



FOOMA JAPAN 2024

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

Date

Tuesday, June 4 to Friday, June 7, 2024

Venue

8D-15, East 8 Hall Tokyo Big Sight



Manufacturing Expo 2024

ASEAN's largest specialized trade fair for machinery and technologies for the manufacturing industry (Thailand)

Date

Wednesday, June 19 to Saturday, June 22, 2024

Venue

Bangkok International Trade & Exhibition Centre (BITEC)





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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