

TOKYO BOEKI GROUP PROFILE

TOKYO BOEKI GROUP

KYOBASHI EDOGRAND, 2-2-1 Kyobashi, Chuo-ku, Tokyo 104-0031 Japan

TEL. +81-3-6633-5263

<https://www.tokyo-boeki.co.jp/>



Tokyo Boeki Group moves forward toward the future by connecting people, resources, technologies and ideas.

CORE VALUE

The Spirit of Management Participated by All

PURPOSE

Move, together.
Inspire, society.
Together, to a new stage.

ACTION GUIDELINES

Pioneer

We aspire to drive growth for ourselves and for our customers, through embracing trends and challenging opportunities for the future.

Co-create

We aspire to shape new value, through co-creating beyond traditional boundaries.

Breakthrough

We aspire to achieve unprecedented success and accomplishments, through grit and acting with self-determination.

Integrity

We aspire to contribute to a more sustainable society, through building trust and by tackling challenges with integrity for our customers and society.

Open-hearted

We aspire to create an open-hearted work environment through dialogue where everyone respects each individual's values and expresses opinions.

GROUP LOGO



The design resembles a decomposition of the letters T and B of Tokyo Boeki, and represents the Tokyo Boeki Group's continued growth through the accumulation of people, knowledge, experience, technology, ideas, business, innovation and all other elements. The fact that the vertical and horizontal bars of the T and the curve and vertical bar of the B are slightly separated shows that Tokyo Boeki Group is made up of an accumulation of various elements, and that there is always room for growth.

Together, to a new stage. Looking toward the future, we will combine the power of our four business groups and push forward to solve social issues.

First of all, we would like to express our sincere appreciation for your continued support.

We, Tokyo Boeki Group, are an independent corporate group consisting of domestic and overseas operating companies with diverse characteristics under Tokyo Boeki Holdings Corporation. With the "Spirit of Management Participated by All" at its core, which fosters a sense of unity within the group, the company promotes management that brings together the collective strengths of the group while each company develops its business autonomously and thrives.

Looking back on fiscal 2024, the global economy was shrouded in even greater uncertainty. High interest rates have persisted in the United States, concerns about an economic slowdown are growing in Europe, and the Chinese economy is facing slowing domestic demand and structural challenges, making the outlook for the future difficult to predict. In addition, the worsening situation in the Middle East has had an impact on energy prices and logistics, leading to a cautious mood in corporate activity and consumer sentiment.

In Japan, while the weak yen and rising resource costs led to higher import prices, corporate profitability remained stable. Capital investment and personal consumption showed signs of recovery, and the wage increases realized during the 2024 spring labor negotiations had a positive ripple effect across society.

Amid these conditions, we launched our Seventh Medium-Term Business Management Plan in April 2024. As part of this plan, we reviewed our existing business areas and reorganized them into four strategic business groups: Energy Infrastructure, Image Solution, Material Supply, and Smart Manufacturing. By moving beyond the conventional boundaries of our operating companies, we have created a more flexible and dynamic structure that allows us to pursue business opportunities further from both market- and customer-oriented perspectives.

In October, we also established a new Management Philosophy. Through our Purpose, Vision, and Action Guidelines, we reaffirm our commitment to embracing change and continually refining our expertise to create sustainable corporate value and contribute to the advancement of society.

We live in an era of accelerating change, so we will never stand still and will always move forward with our eyes on the future. We will continue to live up to the expectations of our customers, society, and employees with the hope of "moving forward together".

We will continue to take on new challenges to ensure that Tokyo Boeki Group remains a trusted partner that consistently meets your expectations.



Representative Director
President and Tokyo Boeki Group CEO

Hideshige Tsubouchi

Overview of the group

Company Outline

(As of March 31, 2025)

Tokyo Boeki Group	Tokyo Boeki Holdings Corporation and 16 group companies 17 companies in total
Established	October 30, 1947
Capital Stock	5.0 billion yen (Shareholders' equity: 40.9 billion yen)
Employees	1,235
Head Office (Pure holding company)	Tokyo Boeki Holdings Corporation KYOBASHI EDOGRAND 2-2-1 Kyobashi, Chuo-ku, Tokyo, 104-0031 Japan

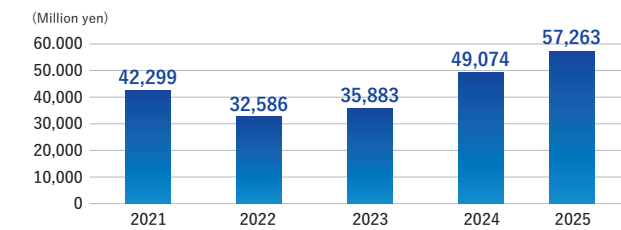
Executives of Tokyo Boeki Holdings Corporation

(As of June 25, 2025)

Board of Directors	
Representative Director and President, Tokyo Boeki Group CEO	Hideshige Tsubouchi
Director and Vice President, CEO of Materials Supply Business Group	Hiroshi Shigezumi
Director and Executive Officer of Corporate Management	Shingo Nakagawa
Outside Director	Seiji Sato
Auditors	
Full-time Corporate Auditor	Noriaki Shibata
Full-time Corporate Auditor	Tsunetoshi Sakai
Outside Auditor	Miho Numata
Outside Auditor	Kenji Sakurai
Executive Officers	
Managing Executive Officer and CEO of Energy Infrastructure Business Group	Laurent Poidevin
Managing Executive Officer and CEO of Image Solution Business Group	Shokichi Ishimura
Managing Executive Officer and CEO of Smart Manufacturing Business Group	Hirohito Mizuhara
Executive Officer and General Manager of Group DX Promotion Division	Yoshifumi Masuda
Executive Officer and General Manager of Group Legal Division	Tetsuhiro Mitsui
Executive Officer and General Manager of Group Finance Division	Eiji Namba
Executive Officer and General Manager of Group HR Division	Kazunori Takahashi

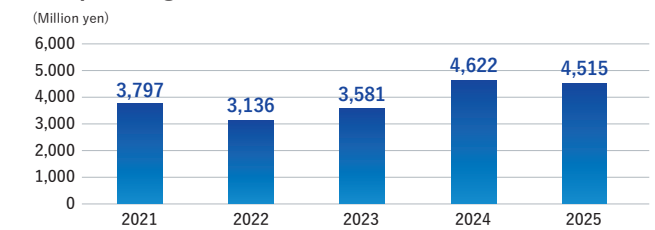
Financial Review

Net Sales

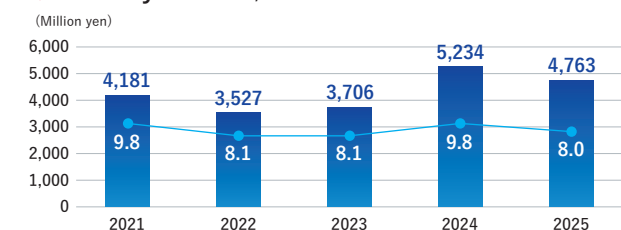


Note: Effective from the 102nd fiscal year (FY2021), we have adopted the Accounting Standard for Revenue Recognition, etc. The transaction volumes according to the previous standard are 45,317 million yen in the 102nd period, 46,095 million yen in the 103rd period, 60,745 million yen in the 104th period, and 71,014 million yen in the 105th fiscal period.

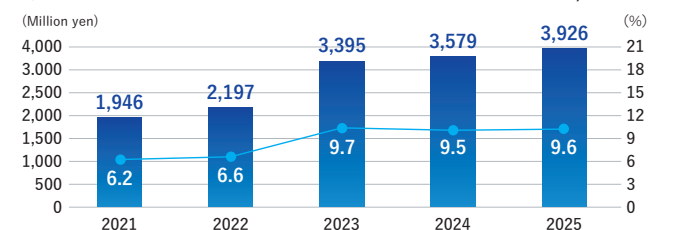
Operating Income



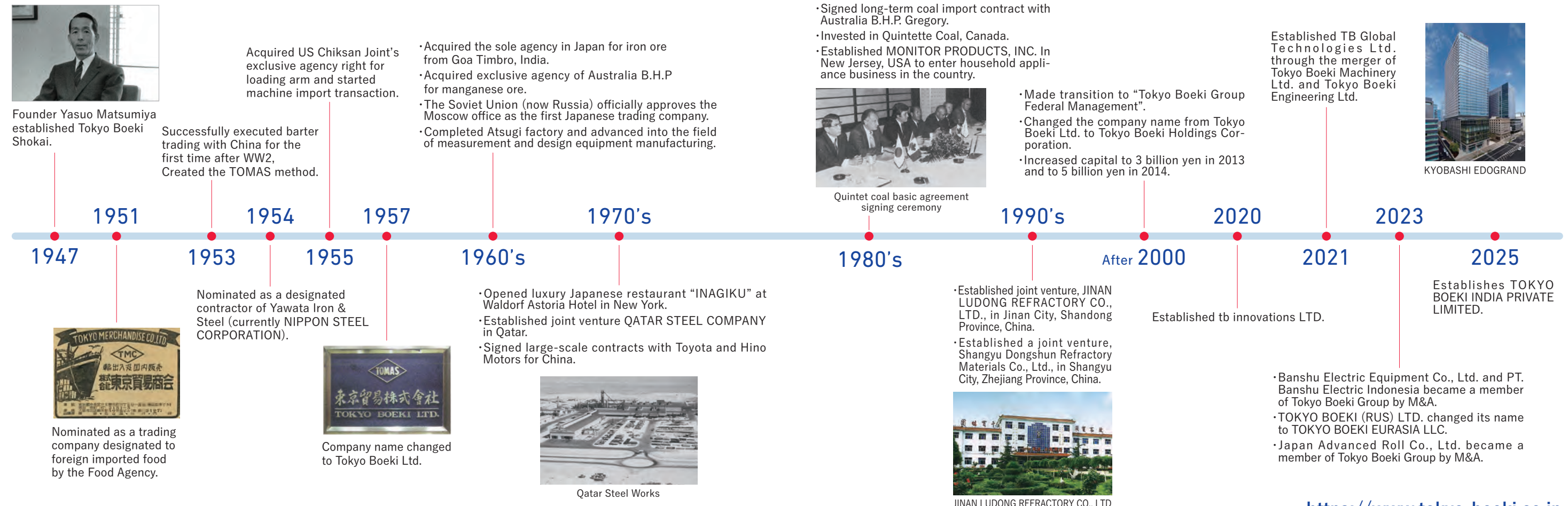
Ordinary Income / ROA



Net Income Attributable to Owners of Parent / ROE



Journey of the Tokyo Boeki Group



A business development Shosha group that develops essential infrastructure, supports the advancement of manufacturing, and contributes to the realization of a safe and secure society.

Energy Infrastructure

Provides equipment and system solutions for safe and stable energy supply.

TB Global Technologies Ltd.
TOKYO BOEKI MECHANICS LTD.



Carbon Neutral

Auto mation



Smart Manufacturing

Provides solutions to advance manufacturing operations, contributing to the solution of social issues.

TOKYO BOEKI TECHNO-SYSTEM LTD.
TOKYO BOEKI NORTH AMERICA, INC.
TTS (GUANGZHOU) CO., LTD.
TBTS (THAILAND) CO., LTD.
TOKYO BOEKI TECHNO-SYSTEM DE MEXICO, S.A. DE C.V.

Virtual Space

IoT

Productivity Improvement

holding company
TOKYO BOEKI HOLDINGS CORP.

Management of corporate venture funds
tb innova tions LTD.

TOKYO BOEKI INDIA PRIVATE LIMITED
TOKYO BOEKI EURASIA LLC

Next generation Energy

Safety and Security

Labor Saving

Image Solution

Develops and improves the technologies on image recognition and AI solutions, expanding them into various social fields.

TB-eye Ltd.



DX

A I

Efficiency



Material Supply

Supplies a wide range of differentiated commercial products and services that support manufacturing, contributing to the development of the manufacturing industry on the global stage.

TOKYO BOEKI MATERIALS LTD.
Japan Advanced Roll Co., Ltd.
TB Banshu Electric Equipment Co., Ltd.
TOKYO BOEKI (CHINA) LTD.
PT. BANSU ELECTRIC INDONESIA



TB Global Technologies Ltd. Singapore Branch

Established in 2017, the company is in charge of the sales, service, marketing research, analysis and customer development of the loading arm business in Southeast Asia.

TTS (GUANGZHOU) CO., LTD.

Established in Guangzhou in 2006 as a Chinese subsidiary of Tokyo Boeki Techno-System Ltd., the company continues to grow as a core base for the Chinese market. In recent years, it has been very active in the Chinese market while its sales of large model processing machines to Chinese automobile manufacturers have increased.

TOKYO BOEKI (CHINA) LTD.

In 2001, TOMAS Trading (Shanghai) Corp. was established and changed its name to TOKYO BOEKI (CHINA) LTD. in 2009. It handles a wide range of refractories used in the steel industry, raw materials and equipment. As the flagship company that unites the Group's China strategy, it is working to develop new businesses and strengthen business in China.

TBTS (THAILAND) CO., LTD.

Established in Bangkok, Thailand in 2005, the company continues to grow as a core base for the Southeast Asian market. It has a proven track record of selling various equipment, mainly to Japanese automobile manufacturers, and contributes to the industry as an indispensable part of their development departments.

TB Global Technologies Ltd. Qatar Free Zone Branch

Established in 2024. It is engaged in overall sales activities including maintenance of loading arms business in Middle East Area.

TOKYO BOEKI NORTH AMERICA, INC.

Established in Detroit, Michigan in 1991 as the U.S. representative office of Tokyo Boeki Techno-System Ltd. In 2011, the company relocated to Cincinnati, and has continued to grow as a core base for the U.S. market. Its customers are mainly Japanese and U.S. automakers, while aggressively working on new markets outside of the automotive industry.

TOKYO BOEKI TECHNO-SYSTEM DE MEXICO, S.A. DE C.V.

The company was founded in 2013 in Aguascalientes, Mexico, and it has been providing sales and services of measuring instruments to a automobile manufacturers and suppliers. Aiming to expand business to non-automotive fields, the company will support "Monozukuri" (manufacturing) in the Latin American market and contribute to its development.

TOKYO BOEKI EURASIA LLC

The company opened an office in Moscow in 1959 and established a local subsidiary in 2006. Today it is expanding business into the CIS Central Asian market and provides products and services in various fields such as nanotechnology, natural resources, and energy.

PT. BANSU ELECTRIC INDONESIA

Established in 1996 as a local subsidiary of TB Banshu Electric Co., Ltd in Jakarta. Acquired ISO9001 certificate in 2003. It manufactures wire harnesses for motor bicycle and is well received in Indonesia. With its high quality, it has gained high reputation in mobility industry and its products are used widely in various fields such as construction sites and factories.

TOKYO BOEKI MATERIALS LTD. Indonesia Jakarta Office

Established in 2010. The office is responsible for developing markets and new suppliers for existing businesses, including the refractory business, as well as studying and researching new businesses.

JINAN LUDONG REFRACTORY CO., LTD.

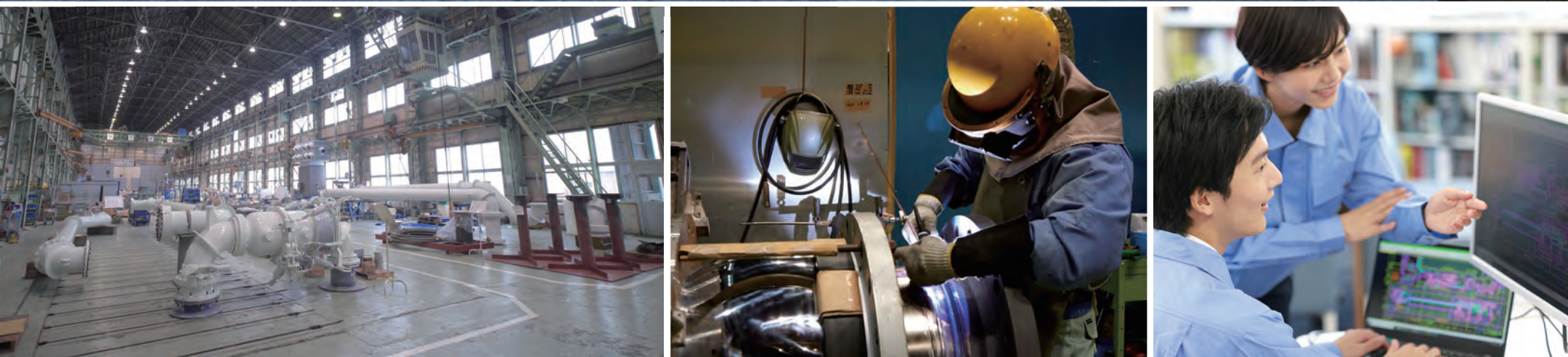
An affiliated company accounted for by the equity method. It manufactures and sells refractories.

TOKYO BOEKI INDIA PRIVATE LIMITED

Established in 2025. While handling domestic sales and import/export operations of various products and services such as industrial machinery and electronic equipment, it also serves as a common base for other group companies. The company aims to further support the promotion of our Indian business.



Imagination & Creation






TB Global Technologies Ltd.
Overcoming the turbulent energy transition period,
we contribute to the stable supply of energy worldwide

Building on 70 years of technology, we are taking on the challenge of innovation to pave the way to the future


We offer a full range of services, from development to manufacturing, sales, installation and maintenance of equipment essential for the stable supply of energy, including the marine loading arm, a device for loading and unloading fluids such as energy resources. With over 70 years of experience in the loading arm business, we have accumulated technical expertise and built the sales and after-sales service network, and now hold a 100%* share of the domestic market for LNG marine loading arms for ocean-going ships. We are also expanding overseas, and taking advantage of our outstanding technology to participate in a project to develop low-temperature loading and unloading technology for ammonia and liquefied hydrogen.

*TBG research


Main Products and Solutions



Loading Arm




Swivel Joint




Emergency Release System (ERS unit)

We are participating in a project to develop low-temperature handling technology for ammonia and liquefied hydrogen.




For supplying ammonia fuel to ships
Bunkering Boom
Developed in collaboration with Nippon Yusen Kabushiki Kaisha



Steel tube loading arm for liquefied hydrogen
Developed in collaboration with Kawasaki Heavy Industries, Ltd.
Photo courtesy of Kobe Hydrogen Base (Hy touch Kobe/HySTRA)

Quality Assurance System

Obtained international standard "ISO9001". We operate in accordance with this quality management process and continue to manufacture high-quality, reliable products.



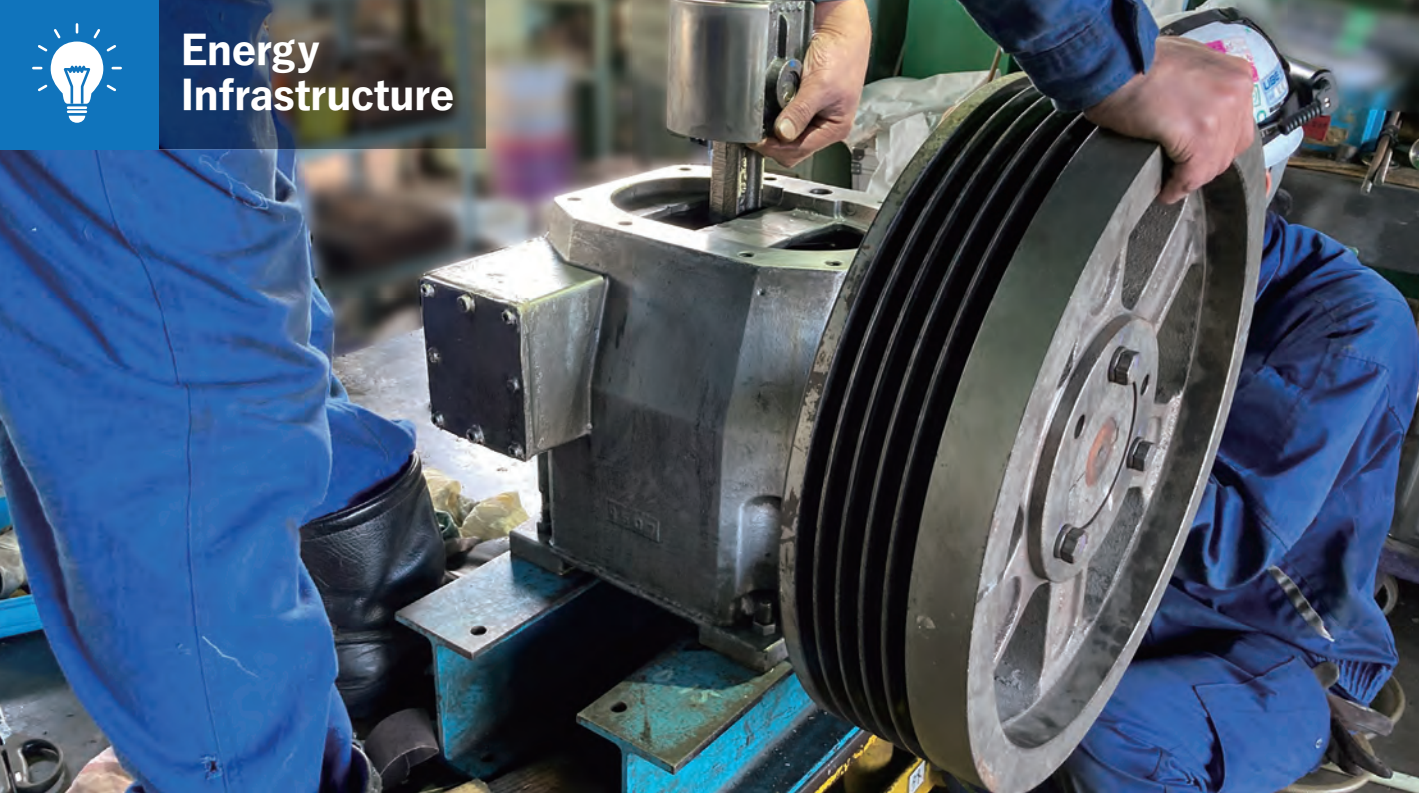
Major Customers

Energy-related industries such as electricity, gas, oil, and petrochemicals

- IHI Group
- JERA Co., Inc.
- ENEOS Holdings, Inc.
- Tokyo Gas Group, etc.

10

11



Provide the Safe
and Secure High-Pressure Gas

TMEX TOKYO BOEKI MECHANICS LTD.

We continue to support daily lives by delivering safe
and secure high-pressure gas

Aiming to be a total service provider

We handle a wide range of products related to high pressure gas equipment, and from among the many products available, we will propose products that meet your needs, procure them, customize them to suit your facilities, and even provide total support including after-sales maintenance. Together with our customers who are striving to make better use of gas and energy, we will continue to provide the harmony of safety, security, and the environment with society.

Delivering safety and security with four strengths

Quick and Flexible Response



We respond to customer needs quickly and flexibly using our many years of maintenance experience and accumulated unique know-how.

Technical Capability



Maintenance is carried out by nationally qualified personnel in specialized fields using the most appropriate techniques. We use measuring equipment and special fixtures to perform preventive maintenance on equipment using our unique technical capabilities.

Proposal Ability



We make suggestions to enable our customers to use their equipment for a long time with peace of mind, and strive to prevent problems from occurring at an early stage. We work closely with our customers to resolve issues.

Service Network



We have sales offices and partner companies throughout the country, enabling us to provide prompt service from Hokkaido to Okinawa. Maintenance can also be performed overseas.

Main Products and Solutions

We were one of the first to introduce compressors and pumps made by Corken Inc., of the United States to the Japanese LPG industry, and for over 50 years our customers have been using them with confidence at filling stations across the country.



Compressor



Pump



Portable Tank
Odor device

Portable tanks are hazardous material containers that combine high airtightness and ease of use, making them ideal for transporting and filling odorants used in odorization equipment. The odorizer is a device that adds an odor to the colorless and odorless manufactured gas.



Challenge to Create the Safe and Secure Society

TB-eye LTD.

With security business at its core, we contribute to the realization of a safe, secure and prosperous society by providing innovative products and services

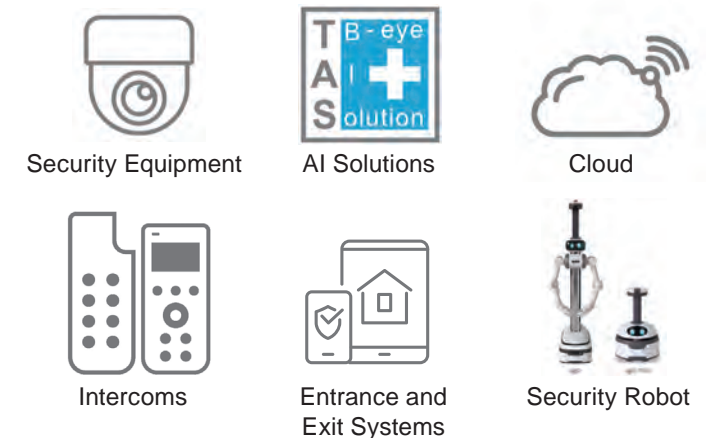


Pursuing safety and security for customers by expanding our total service network

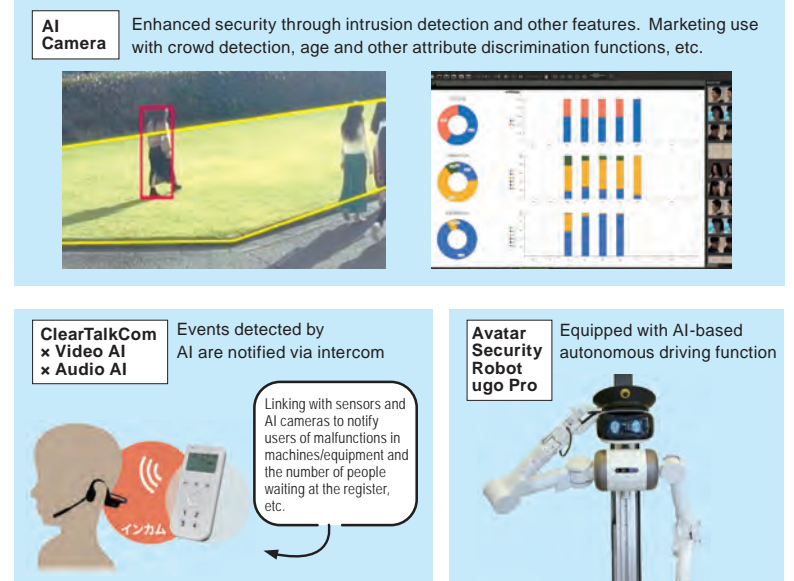
We do not just sell TB-EYE brand equipment, but also provide a comprehensive range of services from development, design, installation and maintenance, with a focus on the local community. We have 26 bases nationwide, from Sapporo to Naha. We are expanding our attentive service system throughout Japan to give customers peace of mind not only at the time of installation, but also before and after installation.

Main Products and Solutions

Developing a variety of products and services with security as the core business



Providing various solutions that utilize AI technology



Aiming to provide solid results and new value

The number of security cameras we sold in 2024 is expected to be approximately 100,000, and the number of properties in which the equipment is installed will be approximately 32,000. In addition to our existing security business, we will go beyond the realm of "crime prevention" to realize "efficiency for people" and "labor savings for the future" through our authentication platform and data science that makes full use of AI technology.



Future Digital System Integrator



TOKYO BOEKI TECHNO-SYSTEM LTD.

Utilizing measurement data,
we contribute to smart manufacturing

CPS solutions that open up the future
and a global support system

We are a system integrator that has strengths in both data utilization (Cyber) and data acquisition (Physical), and can provide solutions that meet the needs of all our customers. We provide 3D measurement solutions that resolve issues in each process of prototyping, testing, production preparation, and mass production in a wide range of industries, including the automotive industry, heavy industry, construction machinery, building and construction, home appliances, and plants. In addition, by utilizing measurement data, we contribute to improving productivity and international competitiveness and realizing sustainable development and production. We are able to provide solutions to our customers' ever-changing problems globally, not just in markets such as manufacturing and construction.

Beyond Japan, we have bases in six other countries: the United States, Thailand, China, Mexico, the United Kingdom, and India, and have established support systems.



A system integrator
that solves
customer problems



Providing IoT/
DX solutions



AI/
Metaverse Utilization



Automation System
Proposal



Global Network



Comprehensive
Technical Support

Main Products and Solutions



3D Measurement
of Hot Forged Products



High-precision CAE,
Virtual Inspection Tools,
Virtual Assembly



3D Automatic
Measurement



Ultra-high Speed Model
Processing Machine

Major Customers

AISIN CORPORATION
 IHI
 ISUZU MOTORS LIMITED
 OGIHARA CORPORATION
 Olympus Corporation
 Kawasaki Heavy Industries, Ltd.
 Canon Inc.
 KUBOTA Corporation
 KOBE STEEL, LTD.
 SANGO Co., Ltd.
 JFE Engineering Corporation
 SHARP CORPORATION

Suzuki Motor Corporation
 SUBARU CORPORATION
 DAIHATSU MOTOR CO., LTD.
 DENSO CORPORATION
 TOTO LTD.
 TOYODA GOSEI Co., Ltd.
 TOYOTA MOTOR CORPORATION
 Toyota Industries Corporation
 NIKON CORPORATION
 Nissan Motor Co., Ltd.
 NIPPON STEEL CORPORATION
 Panasonic Corporation

FUTABA INDUSTRIAL CO., LTD.
 Bridgestone Corporation
 Honda Motor Co., Ltd.
 Honda R&D Co., Ltd.
 Mazda Motor Corporation
 MITSUBISHI MOTORS CORPORATION
 MITSUBISHI HEAVY INDUSTRIES, LTD.
 Yamaha Motor Co., Ltd.
 UNIPRES CORPORATION
 And national universities, etc.



Global Solution Provider for Steel Industry



TOKYO BOEKI MATERIALS LTD.

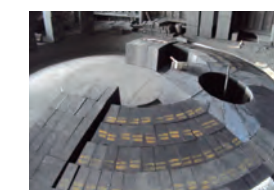
As a comprehensive material provider in the steel industry
we contribute to the realization of a sustainable
and growing society



We support the evolution of manufacturing around the world through our three businesses: materials, steel, and digital

Our "Materials Business" provides a stable supply of high-quality, low-cost refractories, insulation products, wear-resistant ceramics, forged rolls and other materials and equipment to the steel industry, and offers total solutions including after-sales services. Our "Steel Business" supplies high-quality steel from major Japanese steel manufacturers to the global market. We also operate a "Digital Solutions Business" that supports the steel industry for solving issues and transforming businesses, such as carbon neutrality and the promotion of digital transformation. In all of our businesses, we will continue to develop optimal products and solutions to support the evolution of manufacturing sites and contribute to a sustainable society.

Main products Equipment and Steel Products



Refractory Products



Wear-resistant
Ceramics



Forged Rolls



Coils

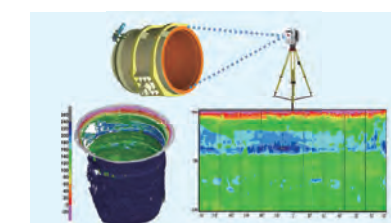


Steel Plates



Wire Rods

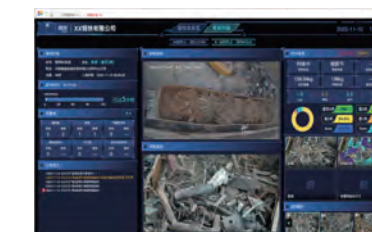
Solution Decarbonization, Labor Saving, and DX promotion



Refractory Remaining Thickness
Measurement System



Automatic Hot Measurement
System



AI Grading System for Iron Scrap

Major Customers

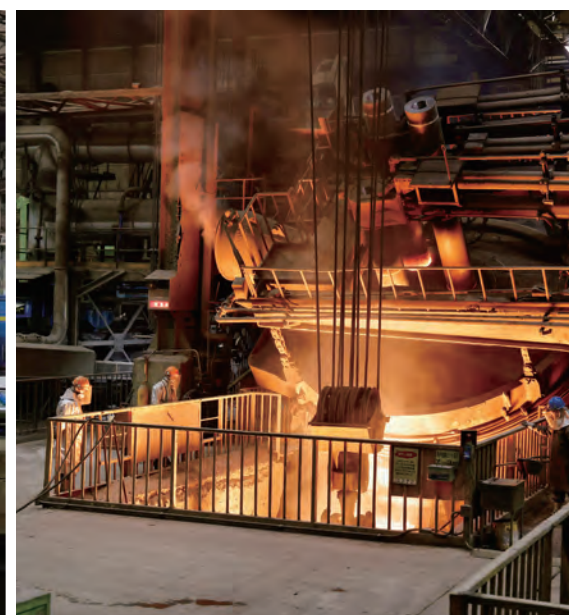
Manufacturers of industries such as steel (blast furnaces and electric furnaces), non-ferrous metals, and cement

Overseas expansion

Through our joint venture in China, our business base in Indonesia, and the overseas network of the Tokyo Boeki Group, we are expanding our business to countries around the world, including China, Asia, Oceania, and India.



Hone our Skills
and Create the Future

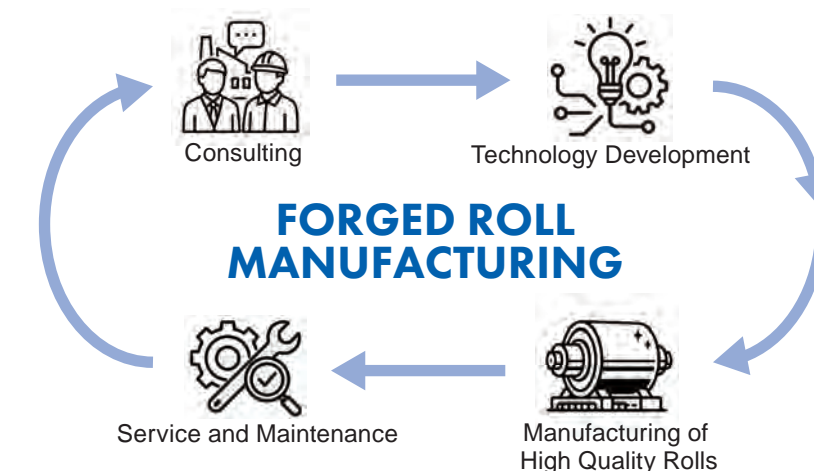


Japan Advanced Roll Co., Ltd.

Creating innovation through individual and team efforts,
we continue to hone our technology and boldly take on
challenges of changing society and our customers

A leading forged rolls manufacturer with strengths in
high quality and technical capabilities

We live our social lives supported by many things. Forged rolls
technology supports an important part of equipment that forms the wide
variety of materials that are the foundation of manufacturing into
easy-to-use shapes. As a specialized forged roll manufacturer, we are
engaged in the design, development, manufacturing, sales and
maintenance of various forged rolls, mainly for steel manufacturers. As a
leading forged rolls manufacturer with strengths in high quality and
technical capabilities, we have a wide trading base with customers not
only in Japan but also overseas, mainly in the Asia-Oceania region.



Main Products

Work Rolls, Intermediate and Backup Rolls for Cold and Hot Rolling
(steel, copper, aluminum), Work Rolls and Backup Rolls
for Electromagnetic Steel Sheets



Work Rolls for Electric Steel Sheet
Rolling Mill



Back Up Rolls for Hot Strip Mill

Main equipment



6,000 ton water-pressured
forging press



2,000 ton hydraulic forging press



Envision the Advanced Mobility Society

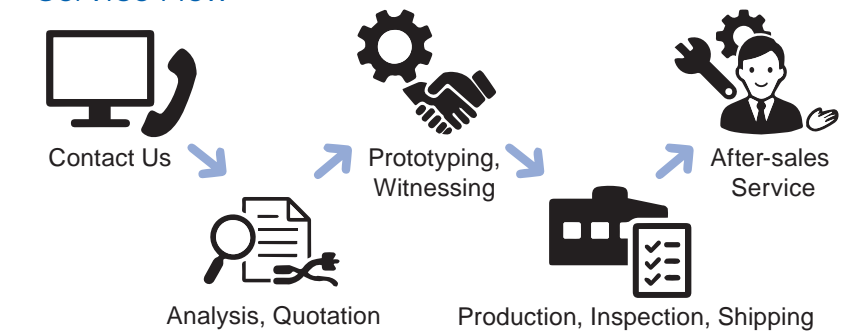


TB Banshu Electric Equipment Co., Ltd.
We contribute to the creation of the future with connecting technologies and drive the next-generation society

Passion and Ideas, Trust and Quality
We've got you covered

Since our founding in 1965, we have built a flexible production system that can meet diverse needs and have worked to improve our quality and technology. We respond sincerely to issues such as large and small lot sizes, short delivery times, and a wide variety of products, and are steadily building relationships of trust with our customers. In addition, we have manufacturing bases in India and Indonesia, and boast a top-class share in the Indonesian motorcycle wire harness market. Through expansion into the Asian market and accumulation of technology, we will grow together with our employees and provide our customers with safe, high-quality, innovative products and services.

Service Flow



We sincerely listen to our customers' requests and provide consistent services from design to after-sales service. Our global manufacturing system, which brings together Japan and Indonesia, and our IT management that enables traceability down to each individual wire, support high-quality, highly efficient, and highly reliable manufacturing.

Main Products and Solutions



We manufacture wire harnesses for motorcycles and construction machinery. With our strict quality control processes, they are highly durable and suitable for a wide range of uses.

Initiatives for the future For Sustainable Society

By centralizing and opening up information between factories, we are building a borderless organizational operation that transcends the barriers of race, culture, language, and distance. Additionally, in Indonesia, we are building partnerships with local communities and working towards sustainable development by providing local employment opportunities, supporting education, and developing regional infrastructure.



Mosque



Inside the mosque



Primary school