TOKYO BOEKI

Annual Report

April 1, 2025 ▶ March 31, 2026

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

TOP MESSAGE

In the fiscal year ending March 2026, the Tokyo Boeki Group secured growth in revenue while accelerating its transformation toward future growth. This progress is supported by the dedication and efforts of each and every employee, as well as by the support of our stakeholders. We extend our heartfelt appreciation.

Hideshige Tsubouchi

Representative Director
President and Tokyo Boeki Group CEO

Fiscal 2025 was marked by continued uncertainty in the global economy. Due to the impact of U.S. tariff policies, concerns over economic stagnation in Europe, and weak domestic demand in China, global economic conditions remained clouded throughout the year. In addition, heightened tensions in the Middle East affected resource prices and added to market volatility.

Meanwhile, in Japan, although some weakness was seen in external demand, personal consumption recovered on the back of improvements in employment and income conditions driven by wage increases, and, together with increased capital investment supported by the resilience of corporate earnings, the economy maintained a moderate recovery driven primarily by domestic demand.

In this environment, Tokyo Boeki Group achieved revenue growth in the second year of its Seventh Medium-Term Management Plan, but due to rising costs and increased expenses associated with implementing strategic initiatives for future growth, profitability remained under pressure. In light of this situation, we recognize the need to further accelerate the creation of new business values, rather than relying on conventional approaches, by addressing social challenges as our starting point.

To achieve this, we are advancing our efforts from both the cultural and structural aspects of the organization and promoting our transformation into a “business development Shosha group.” In addition to embedding our new Management Philosophy throughout the group and strengthening human resource development, we are building an organization that continues to evolve in response to change through deeper segment management and the advancement of our management foundation.

Through these reforms, we will strengthen the growth potential of the entire group, realize the creation of new value, and further enhance corporate value. We appreciate your continued guidance and support.

Management Philosophy • Group Brand

CORE VALUE

The Spirit of Management Participated by All

PURPOSE

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

VISION

We have embraced the trends of the times, pioneered new markets, and embarked to tackle challenges as a team from our founding.

As we head into the next stage of growth, not only will we continue to solve our clients’ problems, but aspire to explore unmet opportunities with endeavor and integrity to contribute and drive our society forward.

We are committed to nurturing ourselves, our business, and driving society, by each and every one of us coming together and transcending boundaries through the cross pollination of our unique people, resources, technology, and ideas.

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

TOKYO BOEKI

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.

ratio of sales 27.2%

Energy Infrastructure

Net sales 17,388 million yen (+10.1% YOY)

Operating income 3,315 million yen (+13.6% YOY)

Business Description

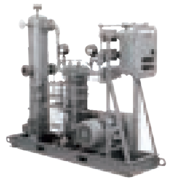
We provide equipment, systems, and solutions to ensure a safe and stable energy supply. We develop, manufacture, sell and provide maintenance services for fluid handling equipment and related devices, various gas-related devices, power generation-related devices and equipment, and environmental-related devices for the energy-related industries, including electricity, gas, oil, and petrochemicals. Our core product, fluid handling equipment, is provided to customers around the world under an integrated manufacturing and sales system and has earned us a high reputation.

Business Overview

Although there were delays in order timing in the main loading arm business, revenue and operating income exceeded the same period of the previous year due to strong performance in highly profitable repair projects in Japan and overseas, as well as new loading arm projects in Japan. As a result, this business group as a whole achieved increases in both sales and profit.

Companies under the business group

- TB Global Technologies Ltd.
- TOKYO BOEKI MECHANICS LTD.



Message of Business Group CEO

In the Energy Infrastructure Business Group, we recognize rapid response to market changes associated with the energy transition as our top priority. For the time being, we will fully enter the offshore LNG market and promote the establishment of loading arms for next-generation energy, such as ammonia and liquefied hydrogen, as the de facto standard. We will also work to build a global supply system and strengthen cost competitiveness through the operation of the new factory in Malaysia and the establishment of overseas bases. Furthermore, we will create new digital services and expand new fluid transfer-related equipment, aiming to maximize the value provided to customers and achieve sustainable growth.

Laurent Poidevin

Managing Executive Officer and CEO of Energy Infrastructure Business Group

Business targets (FY2027) Sales: 28 billion yen

ratio of sales 21.7%

Image Solution

Net sales 13,881 million yen (-1.0% YOY)

Operating income 1,324 million yen (-22.7% YOY)

Business Description

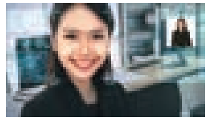
We focus on developing and improving image recognition and AI solution technologies and are deploying them in various sectors of society. Through the development, manufacture and sale of security equipment, we provide total services for security equipment, primarily surveillance cameras, from on-site inspections, system design, proposals, estimates, installation, repairs to maintenance, all under strict quality control.

Business Overview

Due to a decline in shipment volumes in the core security-related business, as well as delays in large-scale projects and subsidy adoption in the Infolink business, net sales decreased compared with the previous fiscal year. Operating profit also declined, reflecting higher personnel expenses resulting from workforce expansion to support growth initiatives and continued investment in the development of advanced technologies. As a result, the business group recorded decreases in both sales and profit.

Companies under the business group

- TB-eye Ltd.



Message of Business Group CEO

In the Image Solution Business Group, we will continue to strengthen our core video security business while enhancing our solutions through cloud-connected edge devices, one of our key strengths. Through these efforts, we aim to provide services that contribute directly to our customers' business growth. Driven by ongoing labor shortages, we see labor-saving and workforce optimization as a core business domain. We will promote systems that integrate access control, IoT sensors, security robots, and other technologies with our video and audio platforms, with the goal of evolving into a solution provider that addresses customers' challenges. In addition, through the deployment of physical AI and the expansion of strategic alliances, we will pursue sustainable growth for society and our customers.

Shokichi Ishimura

Managing Executive Officer and CEO of Image Solution Business Group

Business targets (FY2027) Sales: 20 billion yen

Material Supply

ratio of sales 37.8%

Net sales 24,111 million yen (+36.5% YOY)

Operating income 1,703 million yen (+9.7% YOY)

Companies under the business group

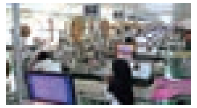
- TOKYO BOEKI MATERIALS LTD.
- TB Banshu Electric Equipment Co., Ltd.
- Japan Advanced Roll Co., Ltd.
- TOKYO BOEKI (CHINA) LTD.
- PT. BANSHU ELECTRIC INDONESIA

Business Description

We provide a wide range of differentiated products and services that support manufacturing industries and contribute to industrial development around the world. We develop, manufacture, and supply materials and components for the steel, non-ferrous metals, automotive, motorcycle, and construction machinery industries. For the steel industry, we supply refractory materials sourced from China, provide digital solutions, and offer integrated production and sales of forged rolls utilizing ESR steelmaking and advanced heat-treatment technologies. For the automotive, motorcycle, and construction machinery industries, we maintain integrated production and sales systems for wire harnesses both in Japan and overseas. In addition, we supply a variety of steel products to the automotive, natural resources, energy, infrastructure, and construction sectors across Southeast and South Asia.

Business Overview

In the forged roll business, both overseas and domestic sales of high-value-added products remained strong. In the materials business, refractory materials transactions performed steadily, while orders for large-scale contracts also contributed to earnings. In the steel business, sales of stainless steel products to India and South Korea remained robust. On the other hand, sales related to motorcycles in overseas markets declined in the wire harness business. As a result, the business group achieved increases in both revenue and profit.



Message of Business Group CEO

Hiroshi Shigezumi

Vice President and CEO of Materials Supply Business Group

The Material Supply Business Group aims to expand into new business areas by creating synergies through both the growth of each member company and stronger collaboration across the business group. A key priority is to build a stable earnings base that is resilient to market fluctuations. In our existing businesses, including the materials, the wire harness, and the forged roll business, we will steadily enhance profitability by expanding into new fields, improving cost structures, and shifting toward higher value-added products. In addition, we will accelerate business development in the rapidly growing Indian market with our steel, forged roll, and wire harness businesses. We will also actively utilize M&A and strategic investments to achieve sustainable growth in the business group.

Business targets (FY2027) Sales: 23.6 billion yen

Smart Manufacturing

ratio of sales 13.6%

Net sales 8,714 million yen (+5.2% YOY)

Operating income 601 million yen (+11.3% YOY)

Companies under the business group

- TOKYO BOEKI TECHNO-SYSTEM LTD.
- Four overseas subsidiaries

Business Description

We provide solutions that enhance manufacturing operations and contribute to solving social issues. We develop, manufacture and sell various types of 3D measuring machines. Furthermore, we propose and provide solutions to improve productivity using collected data and knowledge and know-how accumulated at manufacturing sites and other locations, utilizing related software and IoT products, thereby contributing to our customers' smart manufacturing efforts.

Business Overview

Although the business environment surrounding the automotive market remained uncertain, particularly due to tariffs and other factors, both sales and profit exceeded the previous year's level, driven by domestic sales to non-automotive industries and overseas sales, particularly in the Chinese market. As a result, the business group achieved increases in both revenue and profit.

Message of Business Group CEO

Hirohito Mizuhara

Managing Executive Officer and CEO of Smart Manufacturing Business Group

In the Smart Manufacturing Business Group demand for automation and labor-saving solutions is increasing both in Japan and overseas amid a declining manufacturing workforce. Against this backdrop, we will accelerate our full-scale entry into high-volume production businesses, particularly in assembly processes, while promoting the development and expansion of software that contributes to Cyber-Physical Systems (CPS). At the same time, we will expedite the establishment of sales and support structures for global business expansion and pursue sustainable profitability under our newly introduced business unit organizations. By leveraging automation solutions, we will drive transformation in manufacturing operations and achieve significant growth.

Business targets (FY2027) Sales: 11.9 billion yen

Domestic Group

TB Global Technologies Ltd.

70th anniversary ceremony held for the loading arm and swivel joint business

TB Global Technologies Ltd. (TBG) held a ceremony on November 21, 2025, to celebrate the 70th anniversary of its loading arm and swivel joint business. Approximately 320 participants attended the event, including employees, OB/OG alumni, and representatives from Group companies. The ceremony looked back on the history and technological evolution of the business and featured a commemorative video, "the 70-year Journey of the Loading Arm and Swivel Joint Business". Through messages from the President and guests, the event reaffirmed TBG's commitment to contributing to a sustainable society and pursuing continued growth over the next 10 and 20 years.

Domestic Group

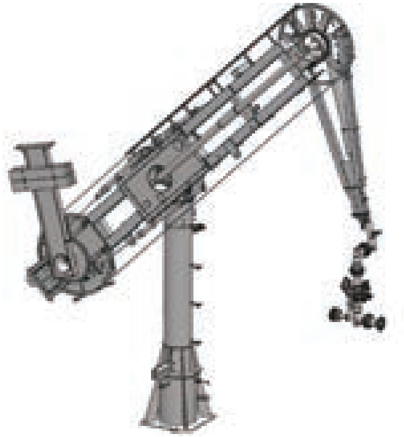
TB Global Technologies Ltd.

Received order for liquefied hydrogen loading arms for supply chain commercialization project

TB Global Technologies Ltd. (TBG) has been awarded a contract to supply liquefied hydrogen loading arms for Liquefied Hydrogen Supply Chain Commercialization Project promoted by Japan Suiso Energy, Ltd. The contract was awarded through Kawasaki Heavy Industries, Ltd. (KHI). The equipment will be installed at Kawasaki LH_2 terminal as a core facility for both the shipment and receipt of liquefied hydrogen, contributing to the commercialization of the supply chains.

Since 2014, TBG has been jointly developing liquefied hydrogen loading arms with KHI. In 2023, it successfully completed the operations using a steel-pipe loading arm for the first time in the world. Building on these achievements, TBG has advanced product development toward commercialization while improving product reliability through repeated demonstration tests and verification activities, including measures for cryogenic environments and safety.

TBG will continue contributing to the realization of a carbon-neutral society through the development of a safe and stable hydrogen supply infrastructure and the advancement of liquid hydrogen supply chains.



Liquefied hydrogen loading arm (image)

Domestic Group

TOKYO BOEKI MECHANICS LTD.

Jointly developed odor addition monitoring system for smarter urban gas safety management

TOKYO BOEKI MECHANICS LTD. (TMX) has jointly developed an odor addition monitoring system with Toho Gas Energy Engineering Co., Ltd. to remotely monitor the operating status of odor addition to urban gas. The system was launched in April 2025. Odor addition to gas is legally required to enable leak detection. Traditionally, inspections have relied primarily on periodic visual checks. However, delays and errors in detecting abnormalities remained especially at night due to low visibility. The new system provides 24-hour remote monitoring and alert notifications via cameras, helping eliminate check errors, save labor, and contribute to smarter and safer management.

TMX will contribute to the realization of a sustainable society through innovative solutions.

Odor addition equipment, Odor addition monitoring system (dashboard sample)

Domestic Group

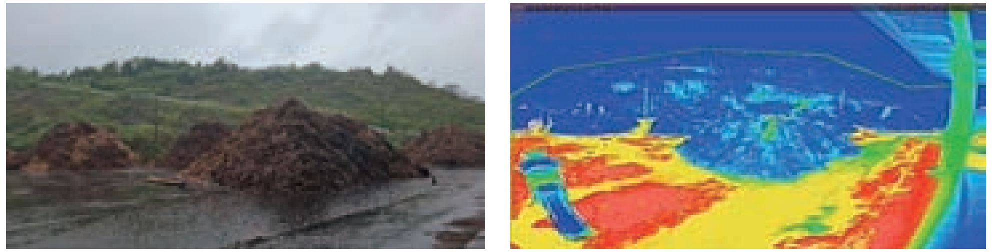
TB-eye Ltd.

AI thermal camera introduced at biomass power generation facility

TB-eye Ltd. (TBE) introduced its AI thermal camera, TNO-C3012TRA, to a biomass power generation facility in Japan. While biomass power generation is attracting attention as a sustainable energy source, the prevention of fire is the concern as raw materials ferment and generate heat and dust and static electricity gather, which leads to fire. In addition, many facilities are in remote areas, making unmanned monitoring during nighttime hours an important requirement.

TNO-C3012TRA enables real-time detection of temperature increases that are difficult to identify with the human eyes, even in environments with dust or poor visibility at night. It can also monitor an object as far as 100m by combining TBE's PTZ camera (GNP-6250R), equipped with 25x optical zoom. With advanced thermal imaging and AI technologies, TBE contributes to a safer and more secure society.

AI thermal camera, TNO-C3012TRA



Detecting abnormal heat buildup through AI thermal camera

Domestic Group

TOKYO BOEKI TECHNO-SYSTEM LTD.

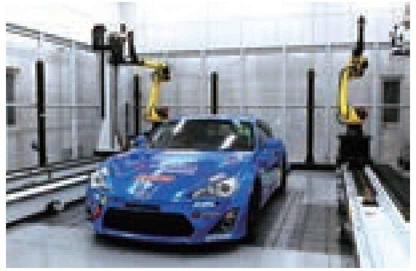
Started selling PRESTO XL modular automated measurement system and received orders for large projects

TOKYO BOEKI TECHNO-SYSTEM LTD. (TTS) has launched sales of the PRESTO XL modular automated measurement system manufactured by Hexagon and installed a demonstration unit at its Atsugi Technical Center in Kanagawa Prefecture. The installation is the second of its kind in the world, following China, and the first in Japan.

As labor shortages continue to affect the manufacturing industry worldwide, interest in automation and productivity improvement is increasing. The PRESTO XL is capable of measuring large-scale components, including automotive body parts, and significantly reduces measurement time down to ¼ compared with conventional contact-type measuring systems.

To support the product launch, TTS invited representatives from automotive manufacturers to its Automation Day on June 26 and 27, 2025 and held live demonstrations and keynote speech provided by Mr. Nicolas Lachaud of Hexagon. Through these efforts, TTS secured several projects from Japanese automotive manufacturers. TTS aims to expand these initiatives in domestic and global markets while enhancing productivity and simulation accuracy through the effective utilization of measurement data, thereby supporting smarter and more advanced manufacturing operations.

Observers watching the demonstration



"PRESTO XL" installed at TTS Atsugi Technical Center

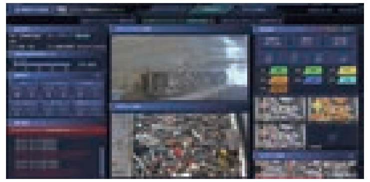
Material Supply

Domestic Group

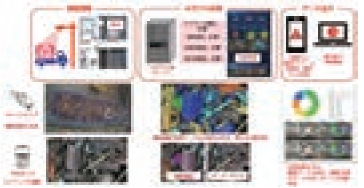
TOKYO BOEKI MATERIALS LTD.

First order from Japanese company for AI-based iron scrap metal grading system

TOKYO BOEKI MATERIALS LTD. (TML) has received its first order from a Japanese company for an AI-based iron scrap metal grading system developed by Yonyou, one of China's largest providers of enterprise software and cloud services. As Japan's steel industry advances the transition from blast furnaces to electric furnaces in pursuit of a carbon-neutral society, ensuring the quality of iron scrap metal, a key raw material, has become increasingly important. This system enables more advanced quality assessment than conventional methods that rely on visual check and experience of inspectors, and its introduction supports labor savings, improved efficiency, prevention of key-person dependency, and the transfer of technical expertise. TML will contribute to decarbonization and digital transformation in the steel industry while reducing the environmental impact and enhancing industrial competitiveness.



Iron scrap metal grading system dashboard (image)



Composition of the system

Domestic Group

TB Banshu Electric Equipment Co., Ltd.

New plant opened in Noida, India, to strengthen production capacity

Elcon Banshu Wiring System Pvt. Ltd. (EBWS), an Indian joint venture of PT. Banshu Electric Indonesia (BEI), has established a new plant in Noida, India. Following a trial production period, full-scale production started in January 2026. Until now, wire harnesses have been manufactured at the company's plant in Bhiwadi. However, in response to growing orders, the Noida plant was built as a new production base. The facility has a site area of approximately 10,700 square meters and significantly enhances production capacity to meet increasing demand. The plant invited the local authorities to the opening ceremony and pledged to grow with the local community. BEI and EBWS will continue to support customers' production activities through the stable supply of high-quality wire harnesses and contribute to the development of the global manufacturing industry.

Domestic Group

Japan Advanced Roll Co., Ltd.

Employees recognized for technical excellence and talent development

At Japan Advanced Roll Co., Ltd. (JAR), two employees received distinguished awards from industry organizations in recognition of their outstanding achievements. The Steel Castings and Forgings Association of Japan honored one employee with the Distinguished Employee Award for contributions to improving the quality of forged steel rolls and for advancing the industry's technological capabilities over many years. Another employee received the Distinguished Employee Award from the SOKEIZAI CENTER in recognition of outstanding technical expertise and leadership demonstrated through more than 30 years of experience. These awards reflect JAR's long-standing commitment to fostering a culture in which employees develop their skills through hands-on experience and pass on their expertise to future generations. JAR will continue to enhance the value of manufacturing through ongoing technical training and skills development.

From left
Mr. Yuji Nemoto receiving award from SOKEIZAI CENTER
Mr. Takahiro Kashiwa awarded from Steel Castings and Forgings Association of Japan

Domestic Group

tb innovations LTD.

Research presented at the Japan Academic Society for Ventures and Entrepreneurs

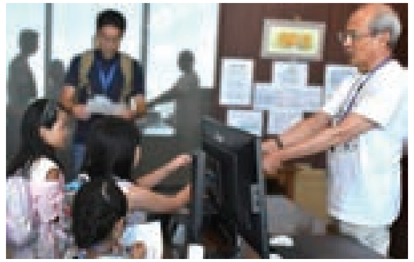
tb innovations LTD. (TIT) presented its research findings at the 2025 Annual Conference of the Japan Academic Society for Ventures and Entrepreneurs. TIT was established in 2020 as the corporate venture capital (CVC) arm of the Tokyo Boeki Group and conducted research in collaboration with the University of Tokyo on investment decision-making processes. At the conference, it presented an analysis of three investment cases based on the insights gained through these activities. TIT will leverage the findings of this research to enhance its investment strategies and promote open innovation, contributing to the creation of new businesses and the expansion of value creation opportunities.

Domestic Group

Tokyo Boeki Holdings Corporation

Family day held to strengthen connections with employees' families

Tokyo Boeki Holdings Corporation (TBH) held its first Group-wide "Tokyo Boeki Family Day" on August 30, 2025, inviting employees' family members to participate. The event was organized by first-year employees to express appreciation to employees' families and to enhance employee engagement, particularly among the younger generation. A total of 133 participants from 40 families attended the event. Through office tours, hands-on experience programs by group companies, and business introductions, participants gained a deeper understanding of the Group's businesses and work environment. The Group will continue to foster a sense of unity across the organization and create a workplace in which employees can take pride.



Handing attendance certificates to children

Domestic Group

Tokyo Boeki Holdings Corporation

Full-scale launch of the management platform

As one of the key initiatives of its Seventh Medium-Term Management Plan, Tokyo Boeki Holdings Corporation (TBH) launched its Management Platform in October 2025. The platform was established to support the Group's growth through the creation of partnership and the development of talents. Through the consolidation of corporate functions and operational expertise, TBH is advancing the business management and expediting decision making. In addition, TBH is strengthening its PDCA cycle by improving data visualization, digital infrastructure, and corporate governance, while optimizing collaboration and resource allocation across the Group.

Developing Talent to Drive the Future of Tokyo Boeki Group

Basic Policy for Strengthening Human Capital

As the business environment undergoes significant change, the importance of human capital—one of the most critical forms of non-financial capital—continues to grow. At Tokyo Boeki Group, we are committed to the vision of enabling each employee to grow and thrive as their authentic selves. To maximize the capabilities of our diverse employees, we are advancing human resource development initiatives and creating an environment in which employees can perform at their best.

Comment of Kazunori Takahashi, General Manager, Group HR Division

Building a Human Resource Development Foundation to Support Group Management

As we continue our transition from Federation Management to Group Management, our approach to talent development is also undergoing a major transformation. In fiscal 2025, we reviewed the training programs that had previously been operated independently by each group company and launched the Tokyo Boeki Group Academy. In addition to centralizing the planning and operation of training programs, the Academy is establishing a Group-wide framework that promotes learning aligned with business strategies. In an era of rapid change, it is essential that every employee continues to learn, takes on challenges, and grows. We believe that fostering a culture in which employees proactively embrace challenges and pursue growth will strengthen the foundation that supports both people and the organization. Through these efforts, we aim to enhance our corporate value and achieve sustainable growth.

Kazunori Takahashi
Executive Officer and General Manager of Group HR Division

Specific Initiatives

<table>
<tr><th></th><th>Programs by Career Level</th><th>DX</th><th>Selective Programs</th><th>Self-Learning Support</th></tr>
<tr><td>Management</td><td>Director and Executive Officer Training
Evaluator Training
Managers Training</td><td rowspan="4">MDLP Training Programs</td><td rowspan="4">Overseas Business Training
Mid-Career Employee Training
Career Design Training
MBA Sponsorship Program
M&A and New Business Development Training</td><td rowspan="4">Self-Learning Support Program
Professional Certification Support
Various Seminars (Compliance, Open Innovation, Guest Lectures, etc.)</td></tr>
<tr><td>Leader</td><td>OJT Training</td></tr>
<tr><td>Mid-Career</td><td>Fifth-Year Training
Follow-up Training for Mid-Career Hires</td></tr>
<tr><td>Early-Career</td><td>Career Stage Follow-up Training
New Employee Training</td></tr>
</table>

CONSOLIDATED COMPANIES

As of June 26th 2026

Domestic Group Companies

TB-eye Ltd.
Representative Director, President and CEO: Hideo Miyamaki
Business Description: Import, development, manufacturing, sales, design, installation, and after-sales service of security equipment
Development and sales of various solutions utilizing AI and image analysis technologies
Development, manufacturing, and sales of various communication devices including intercoms

TB Global Technologies Ltd.
Representative Director, President and CEO: Masaki Takahashi
Business Description: Development, design, manufacturing, sales, and after-sales service of energy-related equipment and machinery, including loading arm.
Development of new energy-related businesses
Export and import of scientific and industrial equipment, etc.

TOKYO BOEKI TECHNO-SYSTEM LTD.
Representative Director, President and CEO: Takeshi Kobayashi
Business Description: Design, development, manufacturing, sales, import/export, and services of coordinate measuring equipment (including CNC automatic measuring machines, non-contact measuring machines, measuring robots, etc.),specialized machines for model processing, and related software (design, inspection, analysis, data processing), etc.

TOKYO BOEKI MATERIALS LTD.
Representative Director, President and CEO: Shin Itaba
Business Description: Materials business (development, procurement, sales and after-sales service of refractory materials)
Steel business (procurement and sales of thin&thick steel sheets, stainless steel, wire rods, etc.)
Digital solution business (problem solving mainly for steel manufacturers)

TOKYO BOEKI MECHANICS LTD.
Representative Director, President and CEO: Mitsutaka Yamahiro
Business Description: Design, development, manufacturing, sales and after-service (maintenance) of gas related equipment

tb innovations LTD.
Representative Director, President and CEO: Shingo Nakagawa
Business Description: Strategic investment (corporate venture capital), consulting and new business development

TB Banshu Electric Equipment Co., Ltd.
Representative Director, President and CEO: Yoichiro Tanaka
Business Description: Manufacturing and sales of wire harnesses of various types

Japan Advanced Roll Co., Ltd.
Representative Director, President and CEO: Hideki Nagano
Business Description: Design, development, manufacture, sales and maintenance of work rolls for cold and hot rolling, intermediate rolls, backup rolls, rolls for cluster type & Sendzimir mills and other forged rolls.

Overseas Group Companies

USA
TOKYO BOEKI NORTH AMERICA, INC. (Kentucky)
President: Kei Takigawa
Business Description: Sales and service of coordinate measuring machine and related software

CHINA
TOKYO BOEKI (CHINA) LTD. (Shanghai)
President: Tomoharu Yamada
Business Description: Materials, resources, steel business and new business development in China

TTS (GUANGZHOU) CO., LTD. (Guangzhou)
President: Dan Liu
Business Description: Sales and service of coordinate measuring machine and related software

INDIA
TOKYO BOEKI INDIA PRIVATE LIMITED (Gurugram)
President: Keiji Takigawa
Business Description: Sales and import/export operations of industrial machinery, electronic equipment, and other products and services

THAILAND
TBTS (THAILAND) CO.,LTD. (Bangkok)
President: Ekachai Sripanyanuch
Business Description: Sales and service of coordinate measuring machine and related software

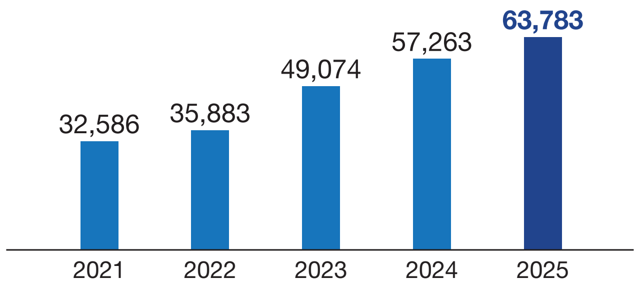
CIS
TOKYO BOEKI EURASIA LLC (Moscow)
President: Keiji Takigawa
Business Description: Sales of industrial and scientific equipment to CIS nations

INDONESIA
PT. BANSHU ELECTRIC INDONESIA (Jakarta)
President: Yoichiro Tanaka
Business Description: Manufacturing and sales of wire harnesses of various types

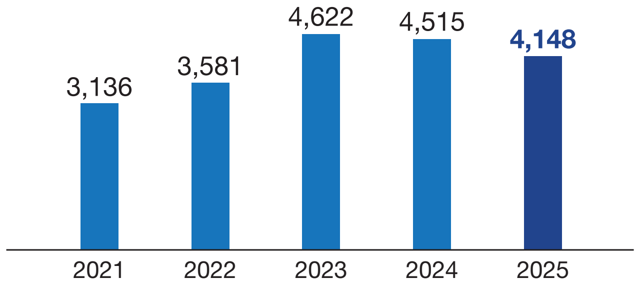
MEXICO
TOKYO BOEKI TECHNO-SYSTEM DE MEXICO, S.A. DE C.V. (Aguascalientes)
President: Oscar Ceballos
Business Description: Sales and service of coordinate measuring machine and related software

Financial Highlights

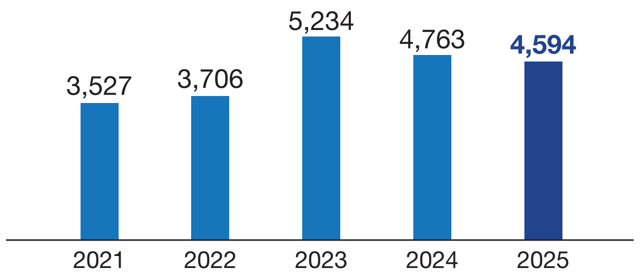
Net Sales
(Million yen)



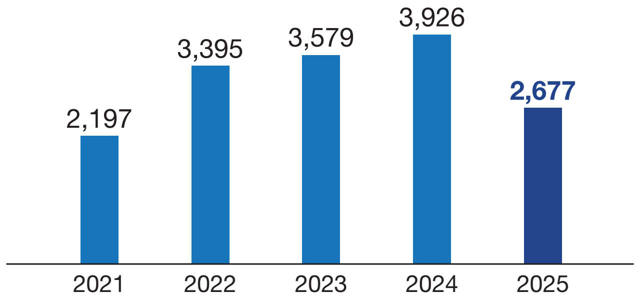
Operating Income
(Million yen)



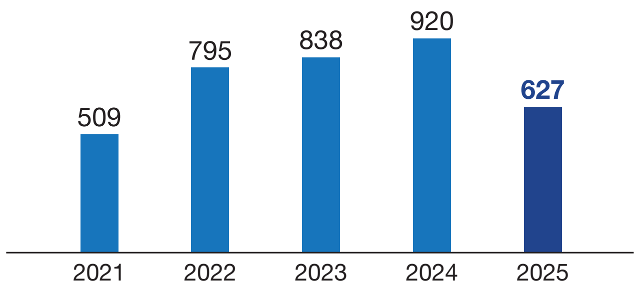
Ordinary Income
(Million yen)



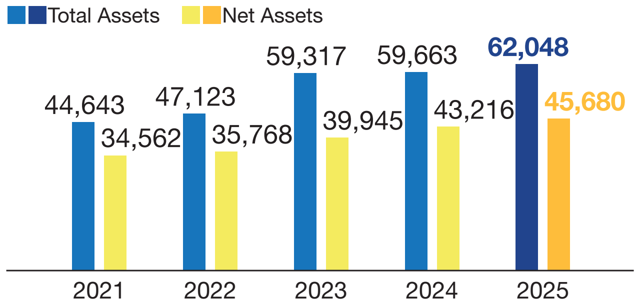
Net Income Attributable to Owners of Parent
(Million yen)



Earnings Per Share
(Yen)



Total Assets / Net Assets
(Million yen)



Consolidated Financial Statements

Consolidated Balance Sheets
(Million yen)

Account Item	2025 As of March 31, 2026	2024 As of March 31, 2025
Assets		
Current assets	46,781	44,703
Non-current assets	15,267	14,959
Property, plant and equipment	4,919	5,141
Intangible assets	1,678	1,858
Investments and other assets	8,669	7,959
Total assets	62,048	59,663
Liabilities		
Current liabilities	15,555	14,962
Non-current liabilities	811	1,484
Total liabilities	16,367	16,446
Net assets		
Shareholders' equity	43,041	40,920
Capital stock	5,000	5,000
Capital surplus	55	55
Retained earnings	38,550	36,429
Treasury stock	△564	△564
Accumulated other comprehensive income	1,975	1,663
Non-controlling interests	663	633
Total net assets	45,680	43,216
Total liabilities and net assets	62,048	59,663

Consolidated Statements of Income
(Million yen)

Account Item	2025 April 1, 2025 – March 31, 2026	2024 April 1, 2024 – March 31, 2025
Net sales	63,783	57,263
Cost of sales	42,705	36,380
Gross profit	21,078	20,883
Selling, general & administrative expenses	16,930	16,367
Operating income	4,148	4,515
Non-operating income	886	461
Non-operating expenses	440	212
Ordinary income	4,594	4,763
Extraordinary income	—	1,097
Extraordinary loss	271	111
Income before income taxes	4,322	5,749
Income taxes	1,561	1,725
Net income	2,761	4,024
Net income attributable to non-controlling interests	83	98
Net income attributable to owners of parent	2,677	3,926

(Note) Amounts have been rounded down to the nearest whole unit.

COMPANY OUTLINE / STOCK INFORMATION

Company Outline (As of March 31, 2026)

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: 43.0 billion yen)
Employees	1,264
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 26, 2026)

Board of Directors

President and Representative Director	Hideshige Tsubouchi
Vice President and Director	Hiroshi Shigezumi
Director and Managing Executive Officer	Shingo Nakagawa
Outside Director	Seiji Sato

Auditors

Full-time Corporate Auditor	Tsunetoshi Sakai
Full-time Corporate Auditor	Masaru Matsuda
Outside Corporate Auditor	Miho Numata
Outside Corporate Auditor	Kenji Sakurai

Stock Information (As of March 31, 2026)

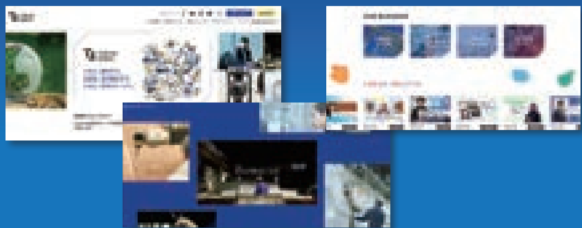
Total Number of Authorized Shares	36,819,920 shares
Total Number of Stocks Issued	Common Stock 4,281,140 shares (excluding 1,938,780 shares of treasury stock)
Number of Shareholders	122

Name of Shareholder	Numbers of Stocks Held	Ratio of Shareholding
Tokyo Boeki Employee Share Holding Commission	791,000 shares	18.49%
Tokio Marine & Nichido Fire Insurance Co., Ltd.	423,000 shares	9.88%
The Toa Reinsurance Company, Limited	408,000 shares	9.53%
MUFG Bank, Ltd.	175,000 shares	4.10%
Nippon Life Insurance Company	120,000 shares	2.80%
Resona Bank, Limited	102,000 shares	2.38%

Our Group Website

A variety of contents are available on the website, including the latest news of the Group and an introduction to our business.

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



Check here to watch the Group PR movies.

TOKYO BOEKI GROUP

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