

Financial results briefing for 3rd quarter ended on 31st Dec 2025

13th February 2026

Takasago Thermal Engineering Co., Ltd.



Agenda

- 01** Summary and highlights for Q3FY2025 results
- 02** Annual forecast and shareholder return
- 03** Progress of growth strategy
- 04** Appendix

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01 Summary and highlights for Q3FY2025 results

02 Annual forecast and shareholder return

03 Progress of growth strategy

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Summary and highlights for Q3FY2025 results

Historical high

Net sales

306,025

JPY M

YoY +15.4%

Historical high

Gross profit・Margin

69,775

22.8 %

JPY M

YoY +46.2% / +4.8Pt

Historical high

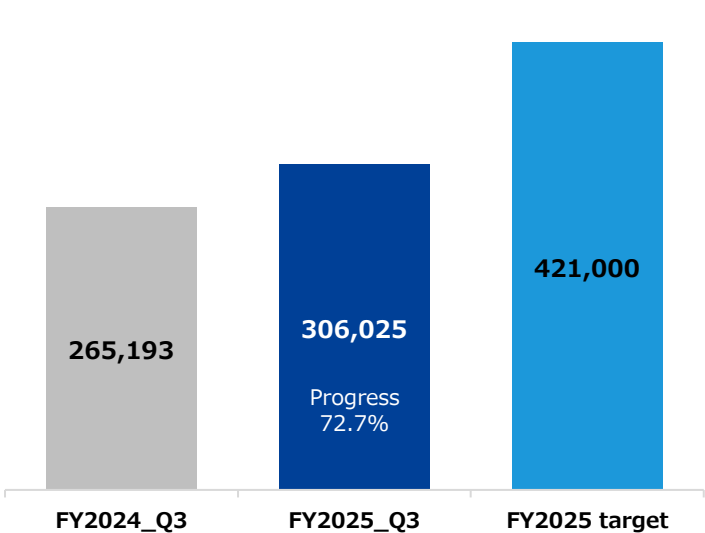
Sales order

336,757

JPY M

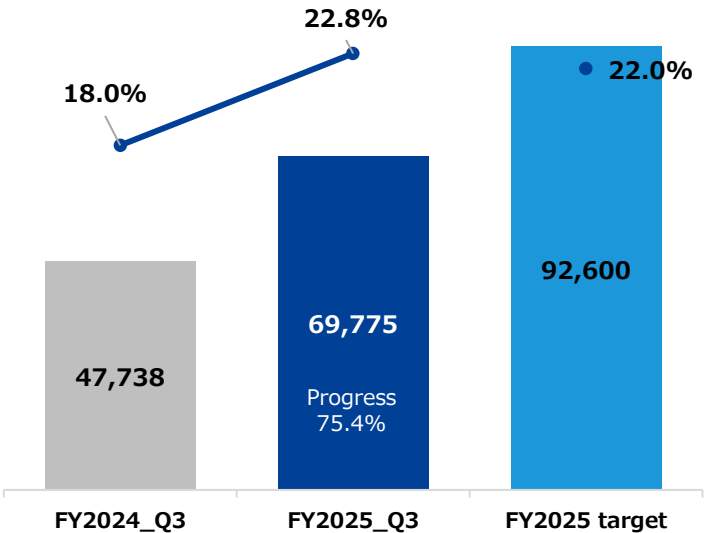
YoY +6.3%

Net sales (Unit : JPY M)



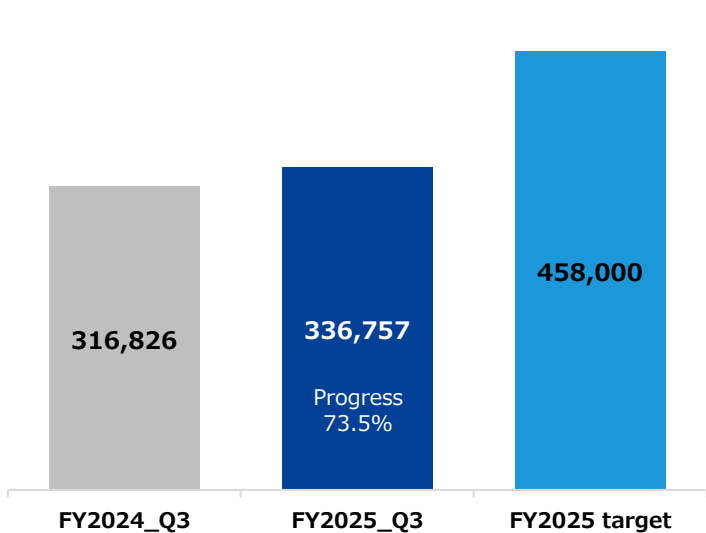
Recorded historical high due to steady progress of large scale industrial project mainly at non-consolidated.

Gross profit(%) (Unit : JPY M・%)



Recorded historical high due to efforts for enhancement of productivity and gross profit margin by utilizing accumulated know-how for design and build.

Sales order (Unit : JPY M)



Recorded historical high by establishment of flexible and highly efficient organization including off-site production, and strategic order booking for acquiring engineering expertise and know-how.

※FY2025_Q4 target is after revision announced at 13th Feb 2026

Summary and highlights for Q3FY2025 results

Non-consolidated : Recorded historical high at sales order, net sales, each profit and margin as Q3 closing.

Group companies : Int'l group performance is driven by S'pore, Thai and India. (Refer to page 9)

	Consolidated			
Unit : JPY M, %	Q3FY2024 Results	Q3FY2025 Results	Change	%
Net sales	265,193	306,025	+40,831	+15.4
Gross profit (%)	47,738 (18.0)	69,775 (22.8)	+22,037 (+4.8)	+46.2 –
Operating profit (%)	20,925 (7.9)	39,095 (12.8)	+18,169 (+4.9)	+86.8 –
Ordinary profit (%)	22,902 (8.6)	41,453 (13.5)	+18,551 (+4.9)	+81.0 –
Profit (%)	16,621 (6.3)	31,255 (10.2)	+14,633 (+3.9)	+88.0 –

Non-consolidated			Domestic subsidiaries			Int'l subsidiaries		
Q3FY2025 Results	Change	%	Q3FY2025 Results	Change	%	Q3FY2025 Results	Change	%
220,007	+28,552	+14.9	32,318	+1,772	+5.8	60,371	+11,740	+24.1
56,294 (25.6)	+18,590 (+5.9)	+49.3 –	6,495 (20.1)	+1,119 (+2.5)	+20.8 –	7,678 (12.7)	+2,699 (+2.5)	+54.2 –
34,328 (15.6)	+15,335 (+5.7)	+80.7 –	1,841 (5.7)	+724 (+2.0)	+64.9 –	3,238 (5.4)	+2,141 (+3.1)	+195.2 –
36,819 (16.7)	+15,485 (+5.6)	+72.6 –	1,880 (5.8)	+719 (+2.0)	+62.0 –	3,586 (5.9)	+2,184 (+3.0)	+155.8 –
28,447 (12.9)	+12,207 (+4.4)	+75.2 –	1,293 (4.0)	+497 (+1.4)	+62.4 –	2,692 (4.5)	+1,746 (+2.6)	+184.7 –

Sales order	316,826	336,757	+19,930	+6.3
Carry forward	392,587	406,172	+13,584	+3.5

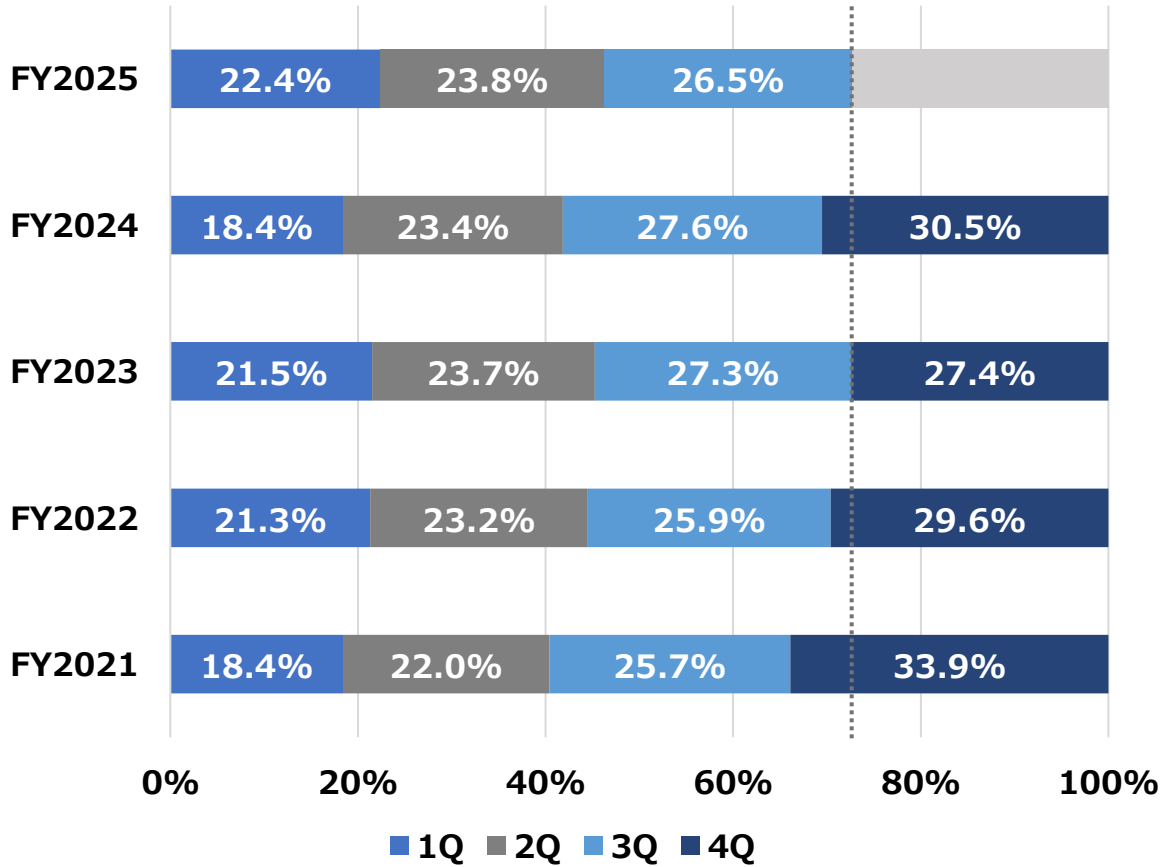
257,728	+19,123	+8.0	33,038	+479	+1.5	54,513	+4,793	+9.6
346,395	+24,271	+7.5	–	–	–	–	–	–

※ Before consolidation adjustments.

※ There are changes in scope of consolidation from Q3. (Acquisitions at 30th June 2025)

Consolidated : Progress of net sales and gross profit at each quarter

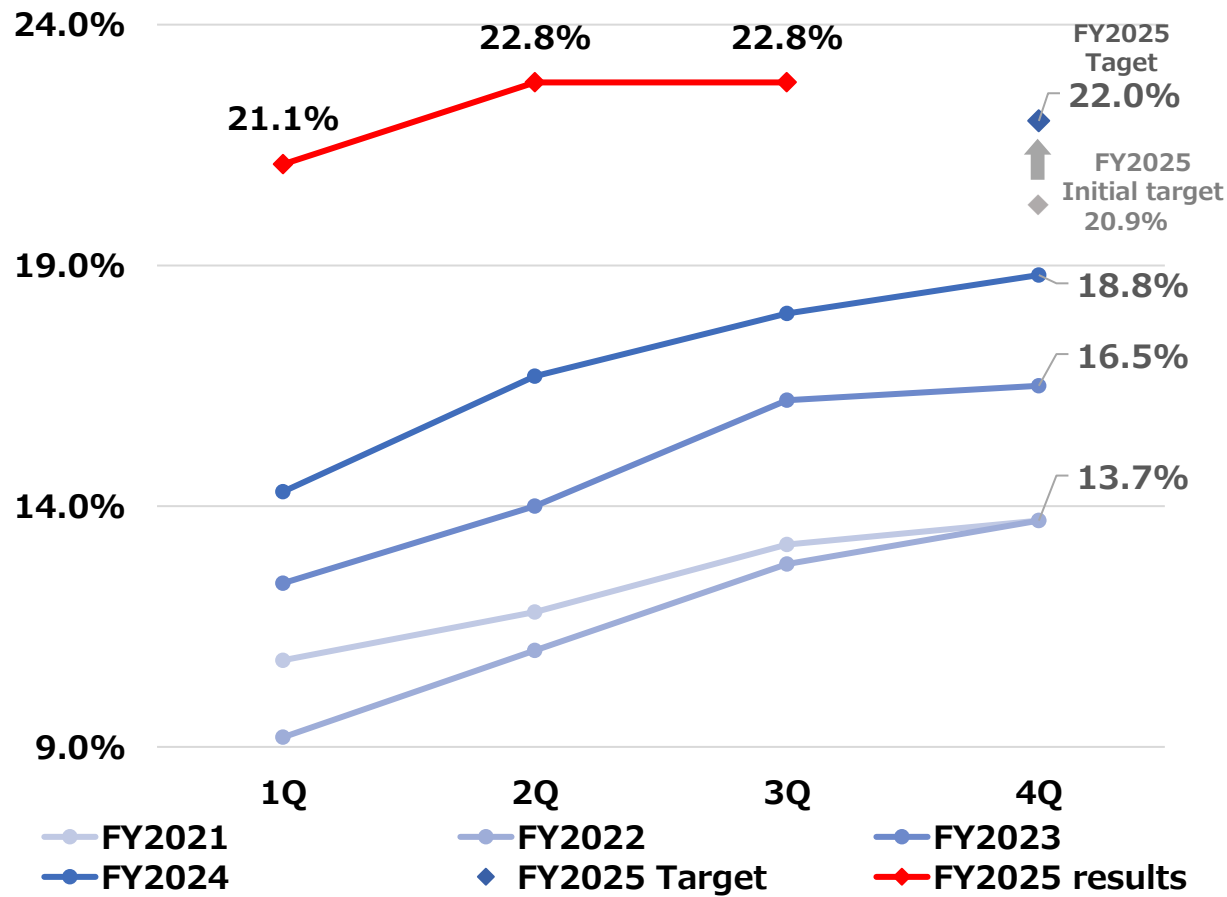
Net sales progress by quarter



72.7% of progress at end of Q3 (+3.3% compare to last FY) against to revised annual target, mainly due to steady progress at large scale industrial projects.

※FY2025 annual target has revised as announced at press release issued at 13th Feb 2026.

Gross profit progress by quarter

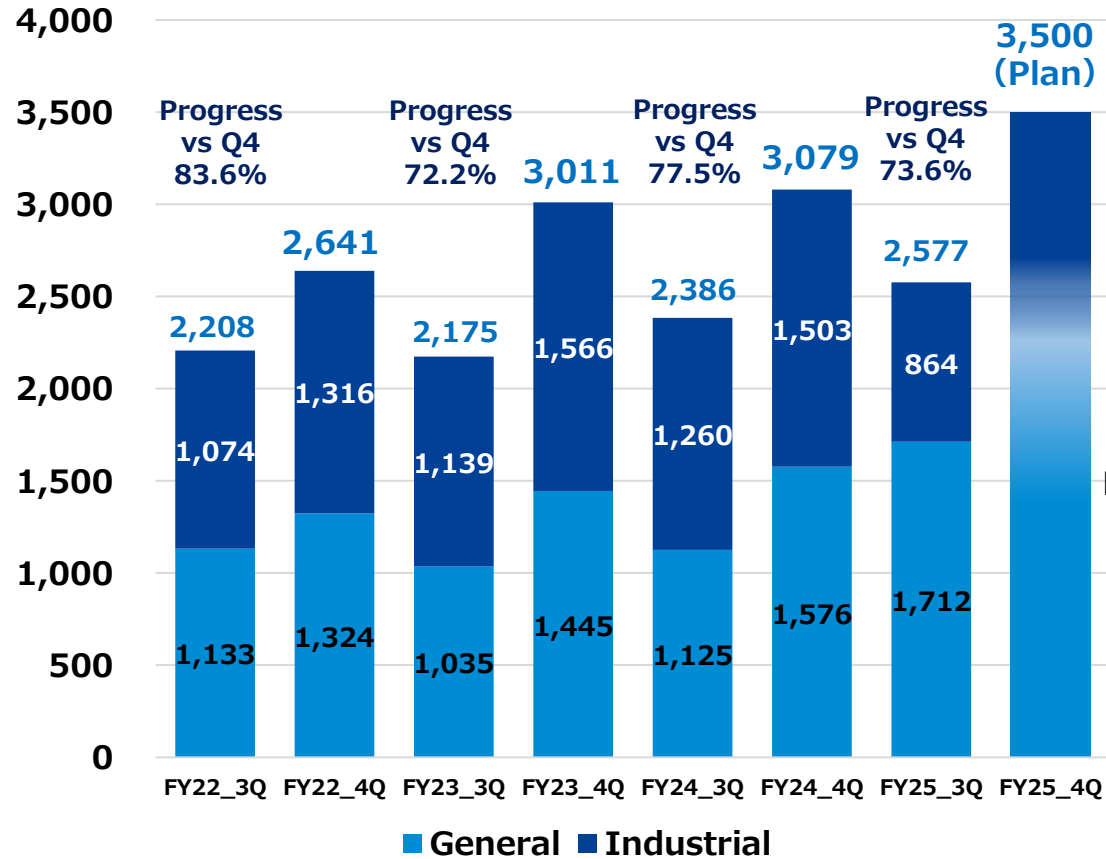


22.8% of gross profit margin (25.6% as non-consolidated) by efficient project management and steady project progress.

Non-consolidated, Sector breakdown for sales order

(Unit : JPY
100M)

Sales order by General/Industrial

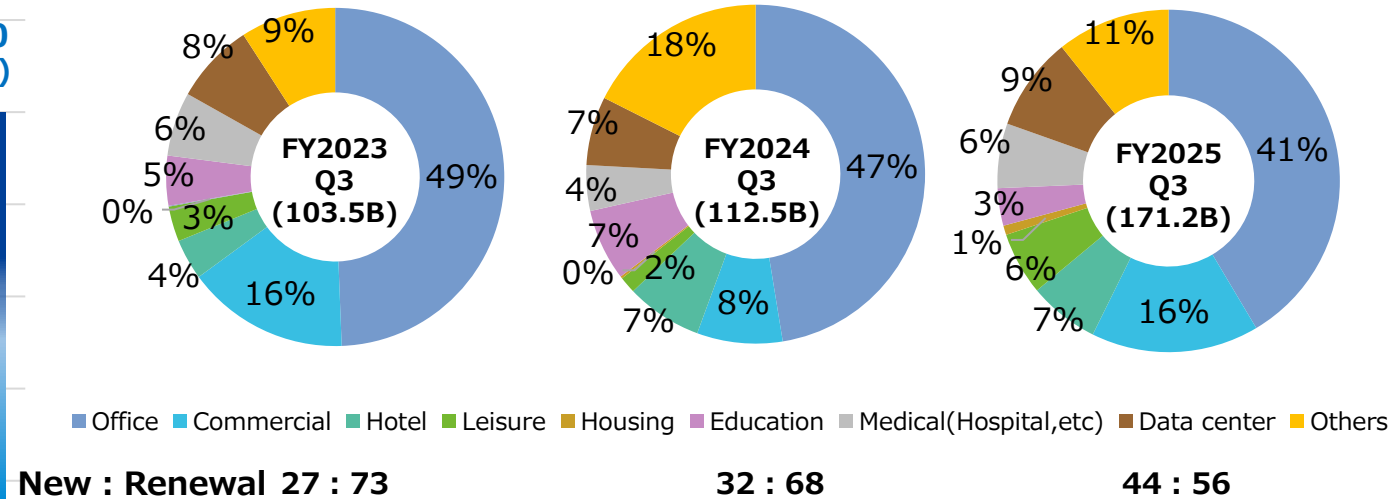


<Direct / Indirect ratio of sales orders>

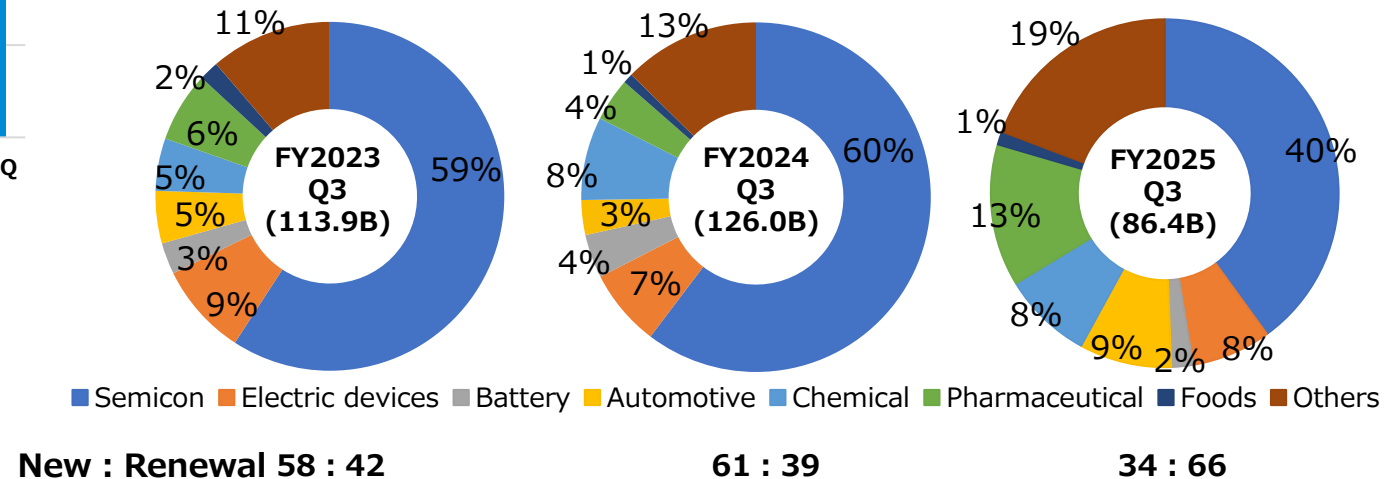
(Unit : %)

	2022	2023	2024	2025_3Q
Direct	50.3	54.8	53.4	53.3
Indirect	49.7	45.2	46.6	46.7

<General> Ratio by usage



<Industrial> Ratio by usage



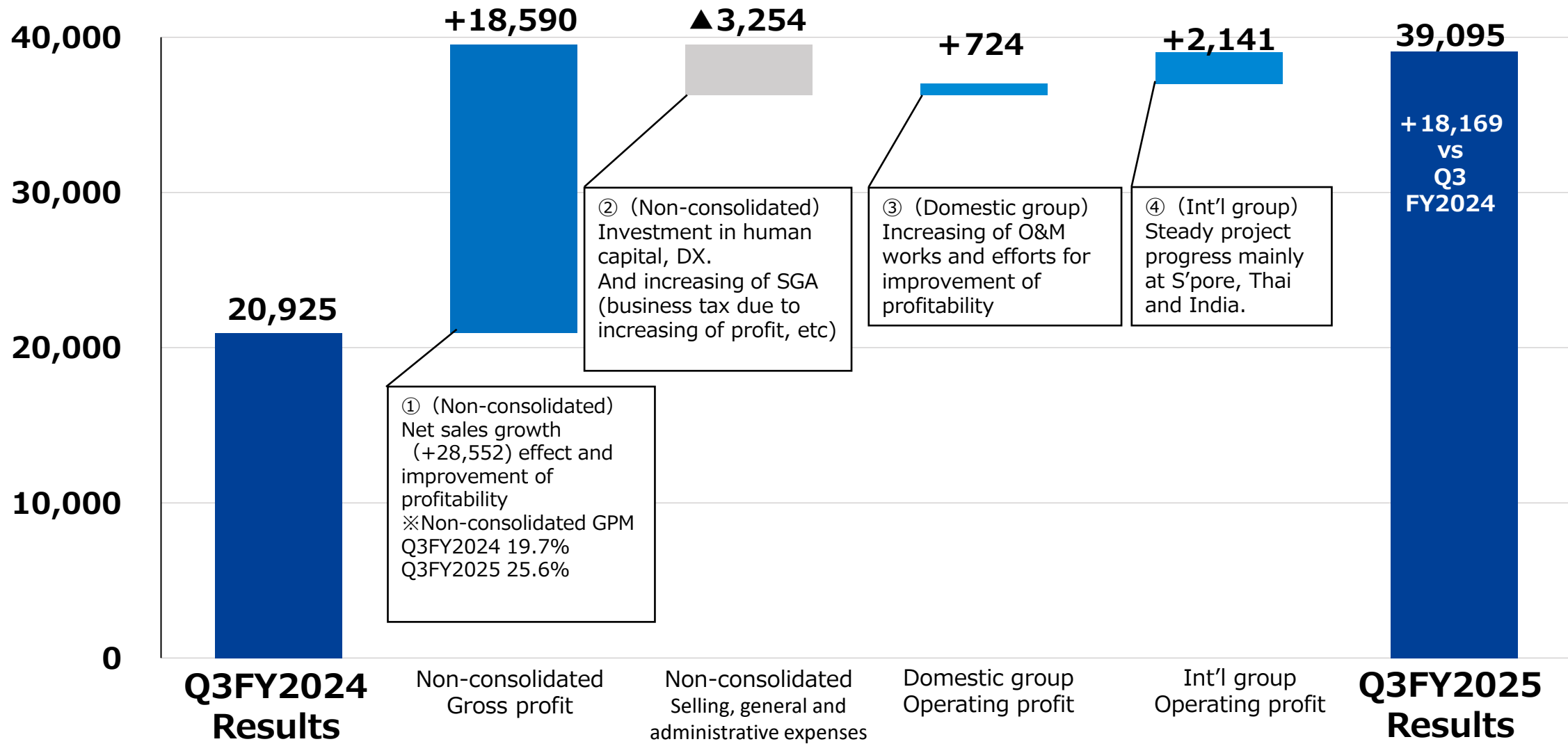
Non-consolidated, Sector breakdown for sales order and net sales

Unit : JPY M	Sales order			Net sales		
	Q3 FY2023	Q3 FY2024	Q3 FY2025	Q3 FY2023	Q3 FY2024	Q3 FY2025
Office	51,150	53,376	70,980	43,992	50,109	46,198
Commercial	16,098	9,182	27,153	10,393	10,433	9,948
Hotel	4,028	8,175	11,408	6,860	3,033	4,943
Leisure	3,489	1,795	10,171	3,122	2,294	3,001
Housing	81	236	1,509	77	137	227
Education	4,933	7,689	6,056	4,849	5,715	4,519
Pharmaceutical	6,343	4,898	10,454	4,824	3,477	3,910
Data center	7,994	7,383	15,156	7,549	9,014	7,995
Factory	113,973	126,090	86,476	106,184	97,869	126,189
Others	9,450	19,775	18,361	12,182	9,369	13,072
Total	217,545	238,604	257,728	200,036	191,454	220,007

Consolidated : Major reasons for change in operating profit

※Excluding consolidation adjustment at operating profit △32

(Unit : JPY M)

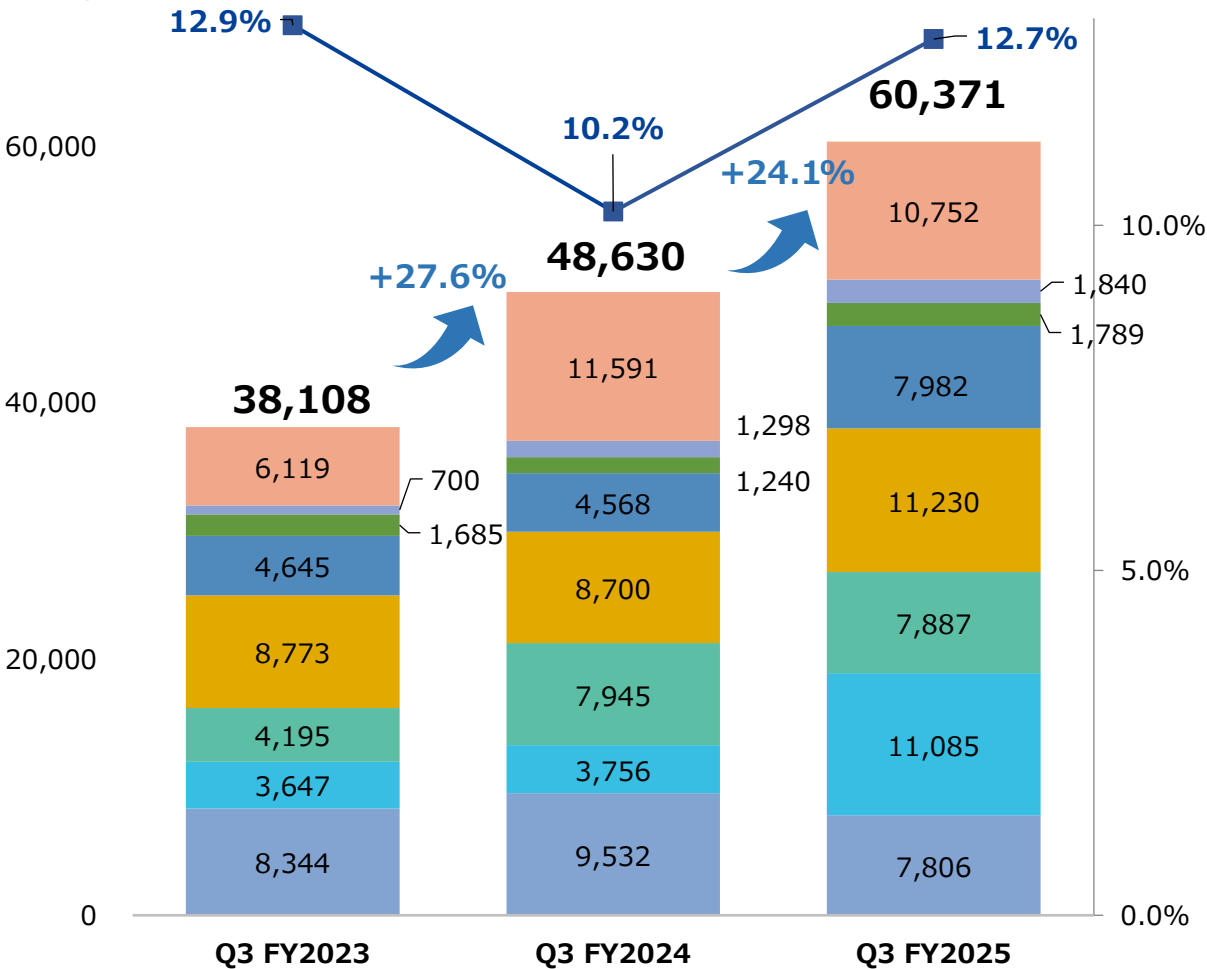


International business

※Excluding consolidation adjustment

Net sales(left side) and gross profit margin(right side)

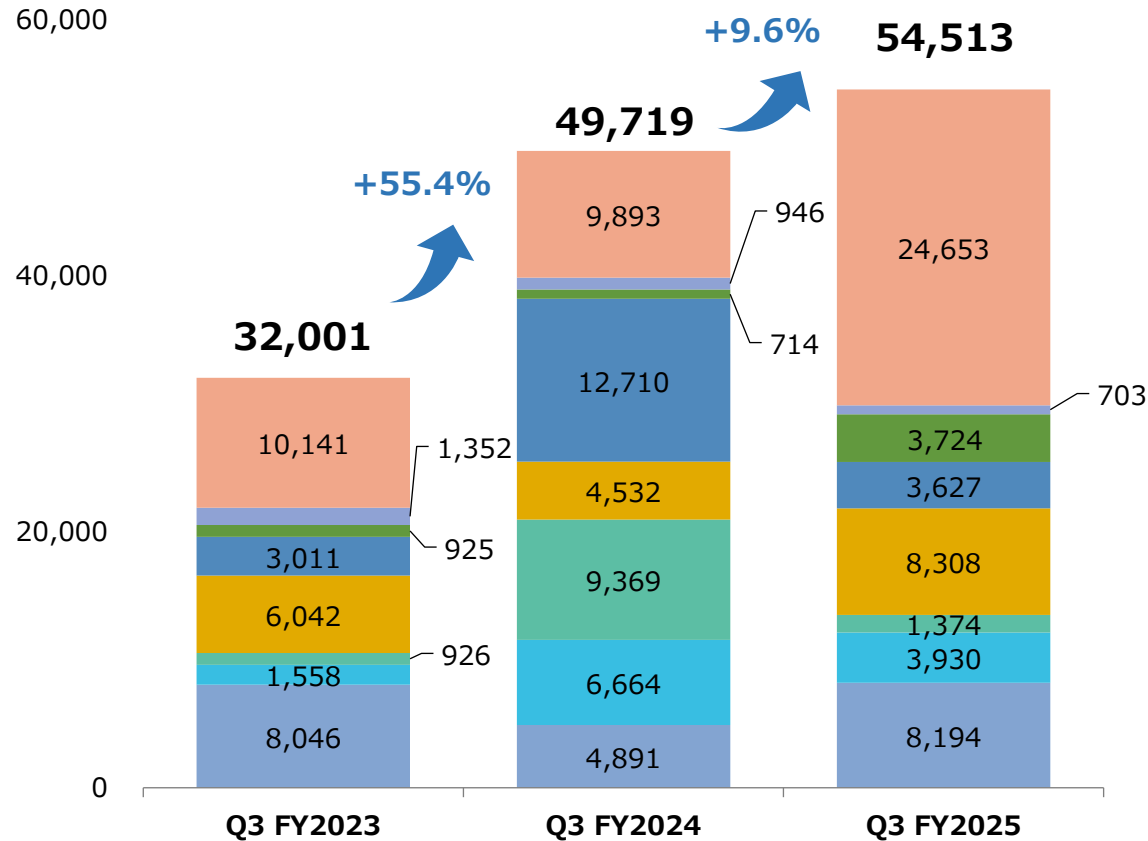
(JPY M)



Net sales : +24.1% due to steady project progress at S'pore and M'sia.
Sales order : +9.6% due to battery and pharma projects in India.
GPM : +2.5pt due to steady project progress at S'pore, Thai and India for Semi-con and electric devices projects.

Sales order by countries

(JPY M)



China Singapore HongKong Thailand Malaysia Vietnam Mexico India

Consolidated balance sheet

(Unit : JPY M)		Mar 2025	Dec 2025	Change
Current assets		245,138	267,813	+22,675
	Cash and deposits, etc	47,647	40,836	▲6,811
	Trade receivables	186,192	199,357	+13,165
	Others	11,299	27,620	+16,321
Non current assets		33,547	33,845	+298
Investments and other assets		56,262	76,972	+20,710
Total assets		334,949	378,631	+43,682

Major reasons for changes

- ◆Current asset : Increased Trade receivables and suspense consumption tax paid
- ◆Current liability : Increased as issuance of short term bond
- ◆Net assets : Increased due to profit for current FY after dividends paid out and share buy back

(Unit : JPY M)		Mar 2025	Dec 2025	Change
Current liabilities		130,040	155,471	+25,431
	Trade payables	49,713	46,933	▲2,780
	Provisions for loss on construction contracts	489	654	+165
	Short term borrowings	17,737	4,181	▲13,556
	Short-term bonds payable	—	37,000	+37,000
	Advance received on construction contracts	20,978	17,929	▲3,049
	Others	41,123	48,774	+7,651
Non current liabilities		20,625	19,181	▲1,444
	Bonds payables	15,000	10,000	▲5,000
	Others	5,625	9,181	+3,556
Net assets		184,283	203,978	+19,695
Total liabilities and net assets		334,949	378,631	+43,682
Shareholder's equity		180,667	199,413	+18,746
Equity ratio		53.9%	52.7%	▲1.2%

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FY2025 annual forecast ※Revised upward on 13th Feb 2026

Each profits are expected to exceed previously announced forecast, due to improvements in profitability mainly at non-consolidated, as the results of highly efficient project management and cost reduction efforts. And the trend of domestic and international group company’s performance is also strong.

	FY2025		Change	
	①Before revision	②After revision	②-① Changes	%
Net sales	421,000	421,000	—	—
Gross profit (%)	88,100 (20.9)	92,600 (22.0)	+4,500 (+1.1)	+5.1
Operating profit (%)	43,300 (10.3)	47,100 (11.2)	+3,800 (+0.9)	+8.8
Ordinary profit (%)	46,000 (10.9)	50,000 (11.9)	+4,000 (+1.0)	+8.7
Profit (%)	34,300 (8.1)	36,500 (8.7)	+2,200 (+0.6)	+6.4
ROE	Approx. 18.0	Approx. 18.0	—	—
Sales order	458,000	458,000	—	—

Ref.) Non-consolidated

	FY2025		Change	
	①Before revision	②After revision	②-① Changes	%
Net sales	295,000	295,000	—	—
Gross profit (%)	—	—	—	—
Operating profit (%)	38,400 (13.0)	41,500 (14.1)	+3,100 (+1.1)	+8.1
Ordinary profit (%)	41,700 (14.1)	44,900 (15.2)	+3,200 (+1.1)	+7.7
Profit (%)	32,100 (10.9)	34,000 (11.5)	+1,900 (+0.6)	+5.9
ROE	—	—	—	—
Sales order	350,000	350,000	—	—

Shareholder return

Upward revision of forecast of dividend

Forecast has revised as announced on 13th Feb 2026.

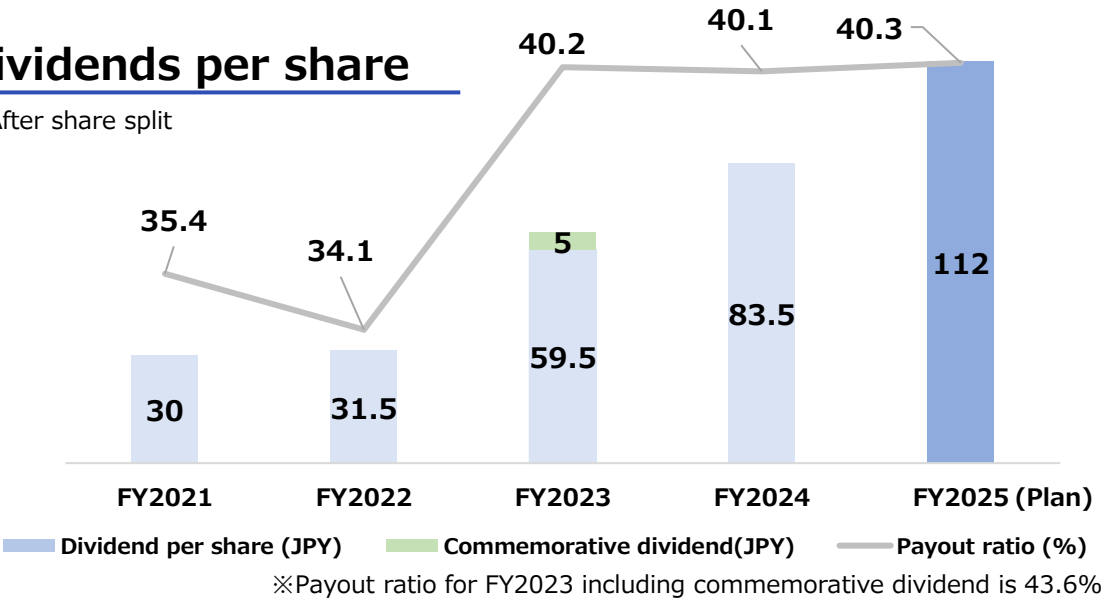
As share split has conducted with effective on 1st Oct 2025, the related information, including past period, in this slide such as dividends per share or EPS are calculated after this share split.

	FY2023	FY2024	FY2025	FY2025
	Results	Results	Before revision	After revision
Annual dividend per share	¥64.5 ※Including Commemorative ¥5	¥83.5	¥105 (Interim ¥43) (Year end ¥62)	¥112 (Interim ¥43) (Year end ¥69)
EPS	¥147.84	¥208.08	¥261.08	¥278.15
Payout ratio	40.2% ※Including Commemorative 43.6%	40.1%	40.2%	40.3%

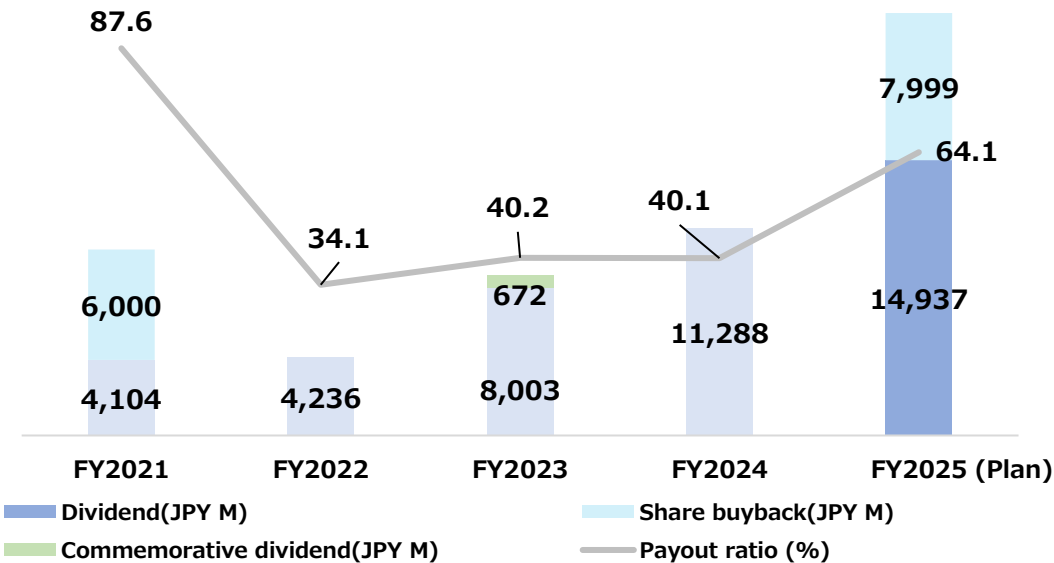
Basic policy for distributions to shareholders
The basic policy is to use dividends to distribute earnings to shareholders while maintaining the proper balance with funds needed for maintaining financial soundness and making investments for growth. The dividend is to increase with sustained growth of earnings while using a payout ratio of 40% as the guideline. Stock repurchases will be used for the medium to long-term growth of shareholder value. Repurchases will be conducted at suitable times while taking into account financial soundness, the efficient use of capital, current market conditions, the amount of equity, opportunities for business investments and other considerations.

Dividends per share

※After share split



Total shareholder return and payout ratio



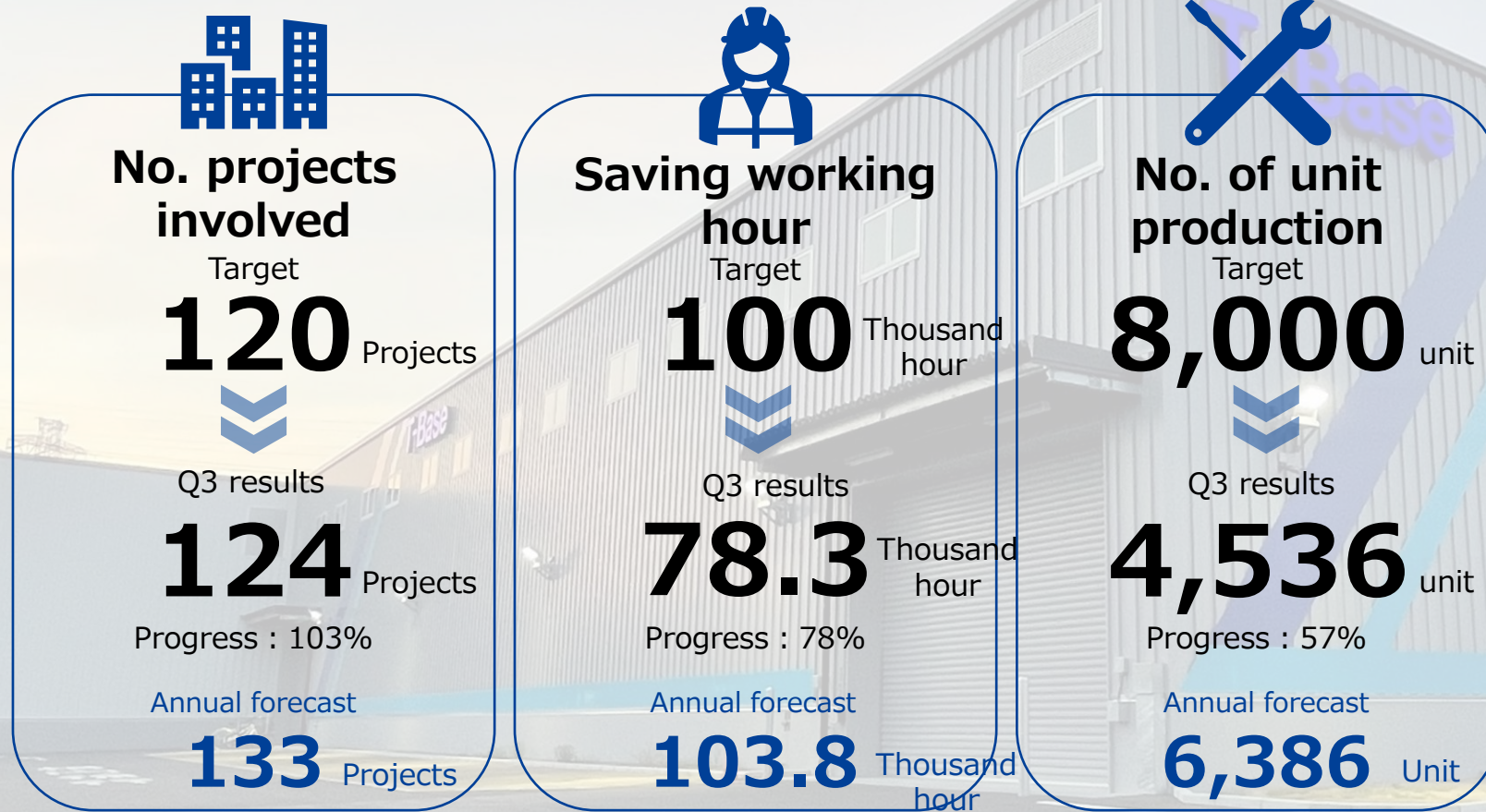
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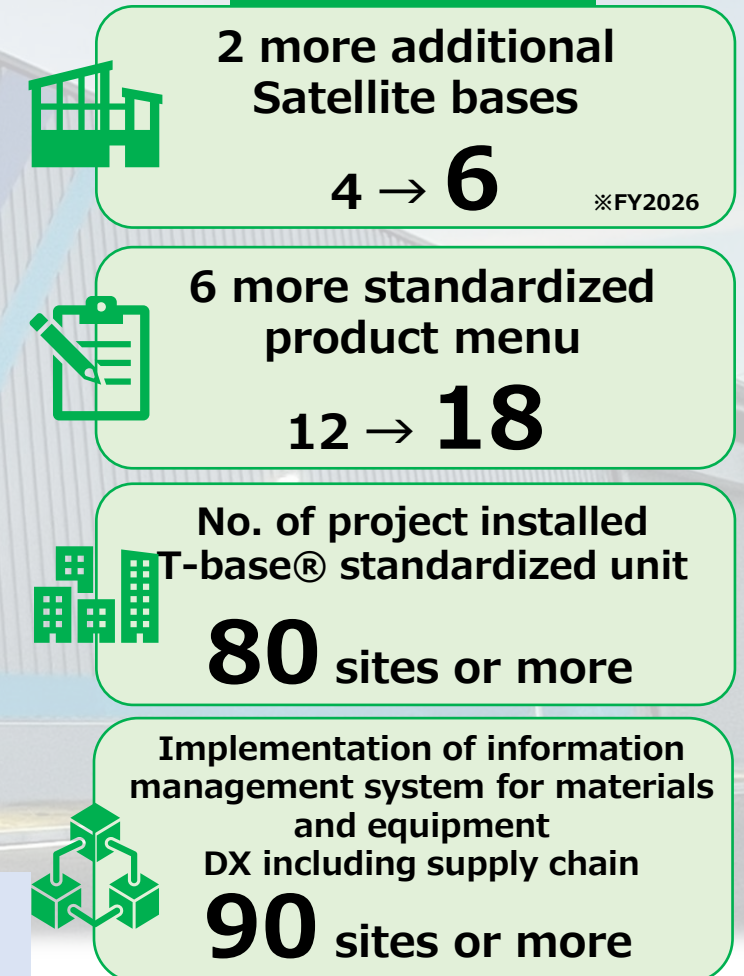
Topics of growth strategy

T-Base®Project, aims for transformation of “Construction business process”

KPI for FY2025 and Q3 results



Prioritized programs



Contribute to capacity through manpower saving and improving productivity
Target 10B of net sales (Q3 progress : 7.8B)

Topics of growth strategy

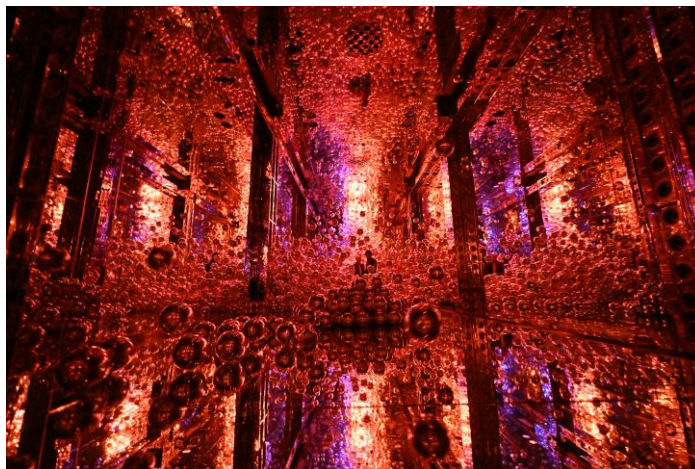
Signed partnership agreement with teamLab

Aiming to integrate our environmental technology and art by leveraging the technology and knowledge cultivated till today, established a partnership with teamLab as an "Environmental Creator® Partner". To expanding place of our activities.

▼Signing ceremony



▼《Morphing Continuum》©teamLab



For introduction of works of teamLab [<https://www.teamlab.art/jp/ew/morphingcontinuum-kyoto/kyoto/>]

【Outline of partnership】

- Our technology is utilized to enhance the value of work, the spaces and environments created by teamLab. The first work, 《Morphing Continuum》, will be exhibited at teamLab BioVortex Kyoto.
- We also took part in optimization of air-conditioning and energy conservation in the server room at the art museum run by teamLab
- Sponsored the museum permanent exhibition "TeamLab Biovortex Kyoto"

For more detail of topics, press releases can be found at our website. [<https://www.tte-net.com/newsrelease/index.html>]

Selected on the CDP's "A List", the highest ranking in the climate change category for second consecutive year

We think climate change as a topic directly related to our business. We have set a target for greenhouse gas reduction, and are committed to supporting the TCFD recommendations and disclosing information in accordance with those recommendations.

We will strive to contribute to the realization of a carbon-neutral society as "Environmental Creators®" with our group purpose "With our revolutionary environmental innovation, we activate the Earth's future", creating environment needed by Earth and peoples.



Taking over all of the advertising of the square in front of Kamiyacho Station, with featuring actress Rikako Yagi

As a part of strengthening of branding for enhancing engagement with stakeholders, from February 2nd to February 8th, 2026, our advertisement with featuring actress Rikako Yagi, who appears in our TV CM, was placed at Kamiyacho Station Square, located at the entrance to Azabudai Hills.



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Sales order and Net sales (Non-consolidated, domestic and Int'l subsidiaries)

(Unit : JPY M, %)

		Q3 FY2023	Q3 FY2024	Q3 FY2025	
		Results	Results	Results	Change (%)
Sales order	Non-consolidated	217,545	238,604	257,728	+8.0
	Domestic Subsidiaries	35,352	32,558	33,038	+1.5
	International Subsidiaries	32,001	49,719	54,513	+9.6
	Adjustment	▲1,041	▲4,056	▲8,522	—
	Total	283,857	316,826	336,757	+6.3
Net sales	Non-consolidated	200,036	191,454	220,007	+14.9
	Domestic Subsidiaries	31,915	30,545	32,318	+5.8
	International Subsidiaries	38,108	48,630	60,371	+24.1
	Adjustment	▲6,329	▲5,437	▲6,671	—
	Total	263,732	265,193	306,025	+15.4
Consolidated/non-consolidated ratio of net sales		1.32 times	1.39 times	1.39 times	

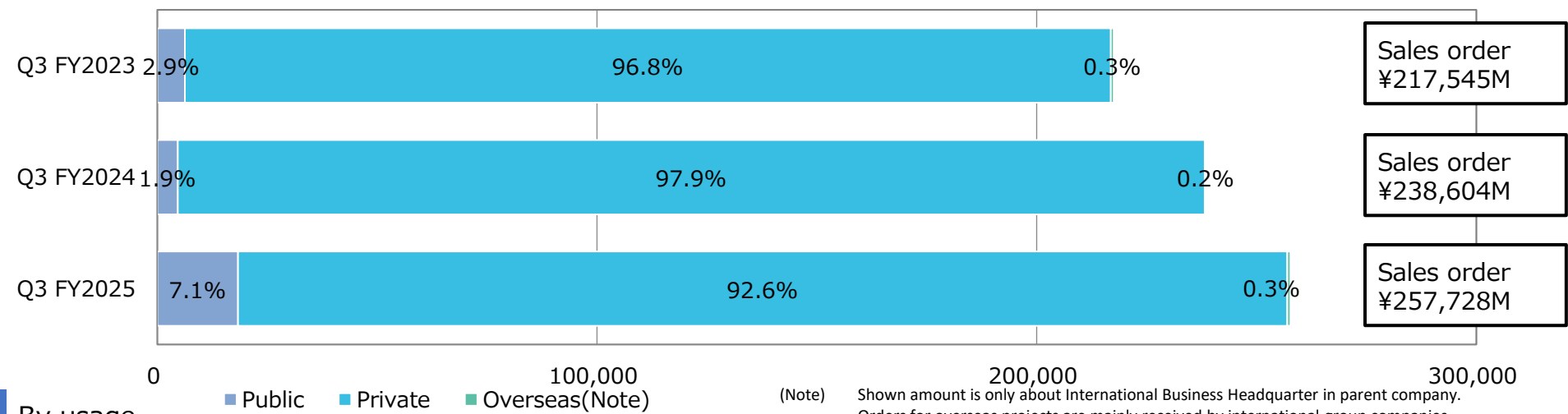
Financial performance summary (Non-consolidated)

(Unit : JPY M, %)

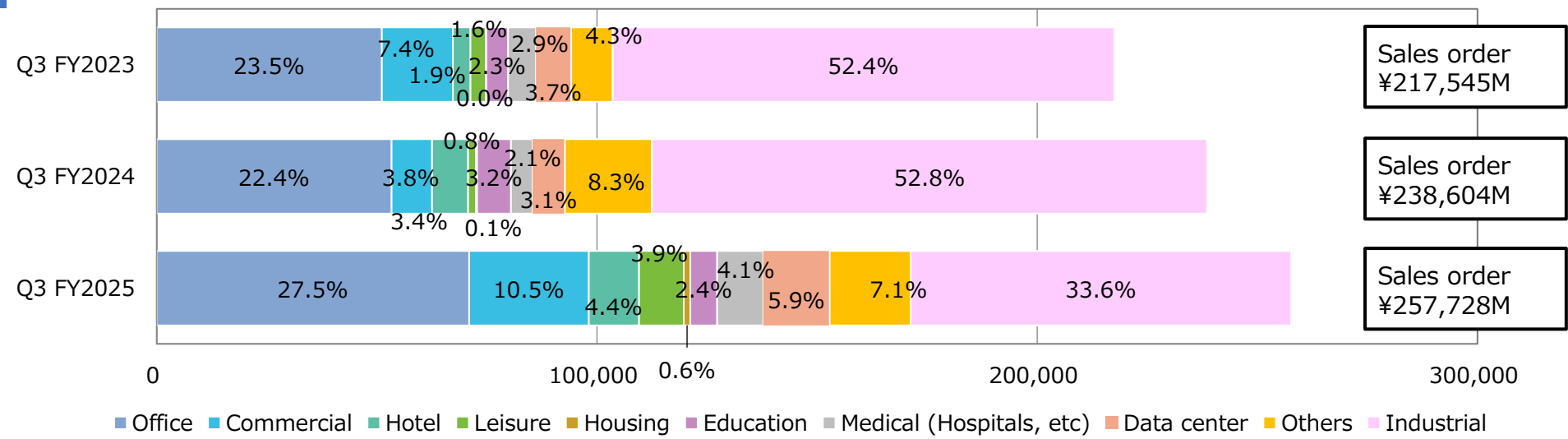
	Q3 FY2023	Q3 FY2024	Q3 FY2025		
	Results	Results	Results	Change	%
Net sales	200,036	191,454	220,007	+28,552	+14.9
Gross profit (%)	33,651 (16.8)	37,703 (19.7)	56,294 (25.6)	+18,590	+49.3
Operating profit (%)	16,975 (8.5)	18,992 (9.9)	34,328 (15.6)	+15,335	+80.7
Ordinary profit (%)	18,762 (9.4)	21,334 (11.1)	36,819 (16.7)	+15,485	+72.6
Profit (%)	13,609 (6.8)	16,239 (8.5)	28,447 (12.9)	+12,207	+75.2
Sales order	217,545	238,604	257,728	+19,123	+8.0
Carry forward	259,966	322,123	346,395	+24,271	+7.5

Breakdown of sales order (Non-Consolidated)

Public, private sector and overseas

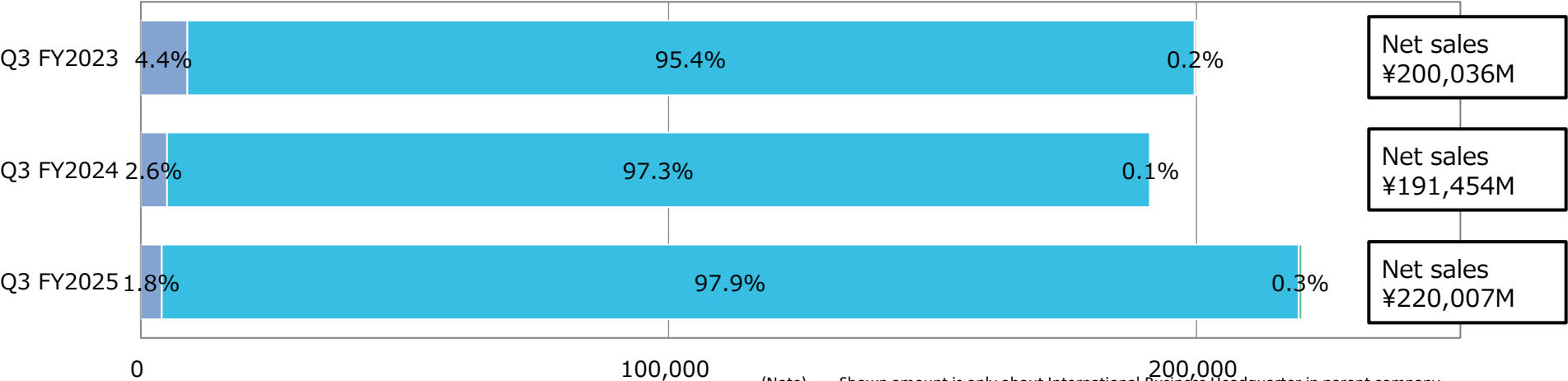


By usage

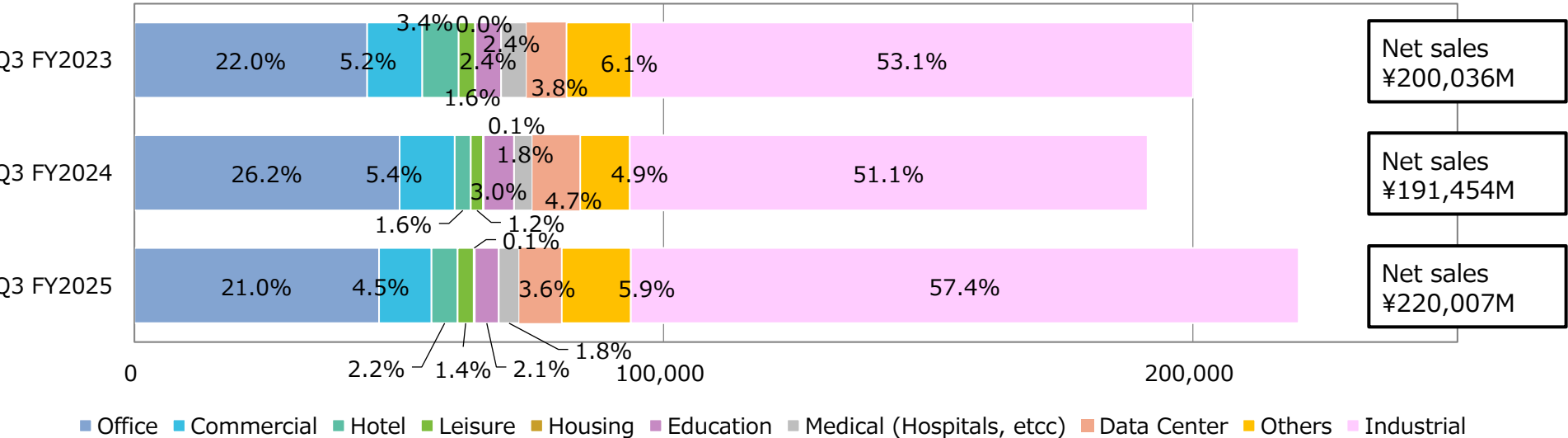


Breakdown of net sales (Non-Consolidated)

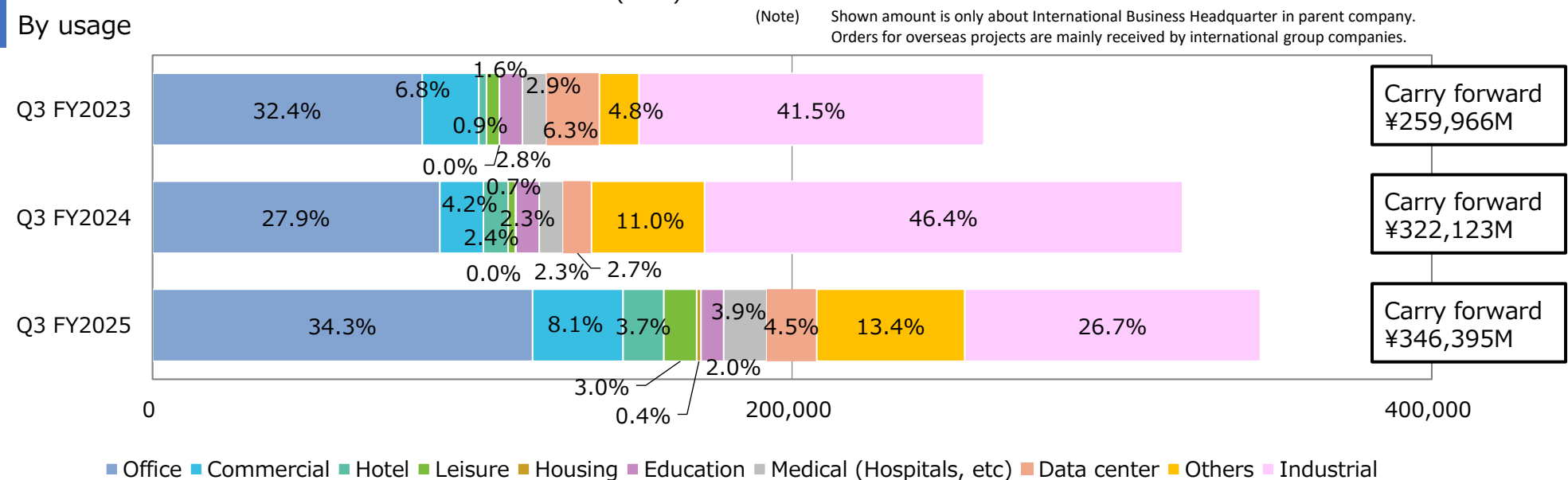
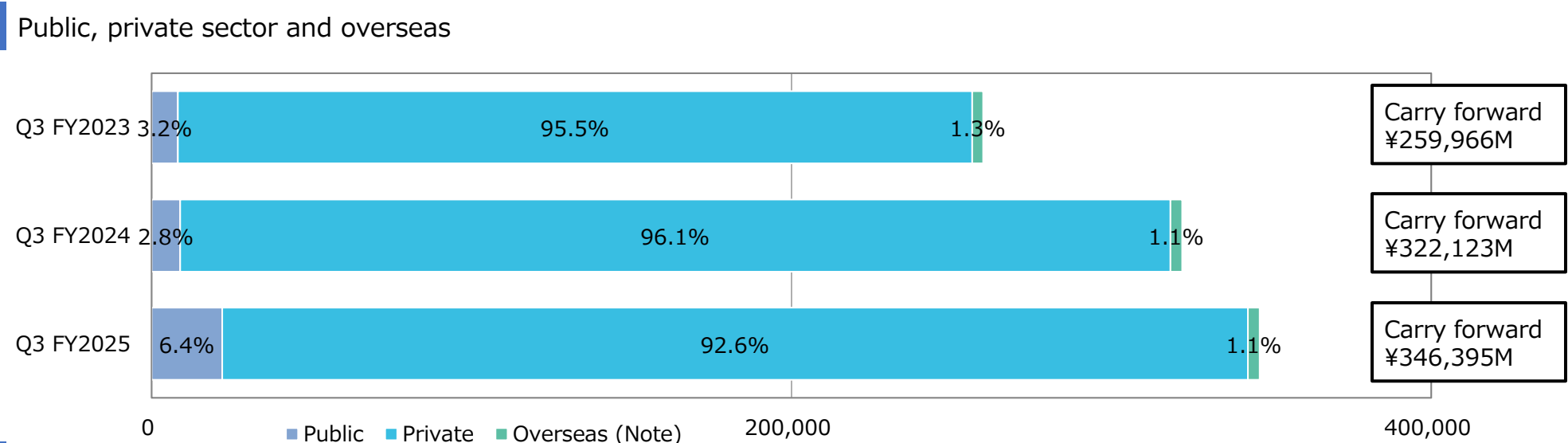
Public, private sector and overseas



By usage



Breakdown of carry forward projects (Non-Consolidated)



Segment wise sales order and net sales (Non-consolidated)

Sales order

(Unit : JPY M、%)

		FY2023			FY2024			FY2025		
		Q3	Full year	Composition (Full year)	Q3	Full year	Composition (Full year)	Q3	Composition (Q3)	Change YoY
Total		217,545	301,173	100.0%	238,604	307,974	100.0%	257,728	100.0%	+8.0
General/ Industrial	General	103,571	144,501	48.0%	112,513	157,627	51.2%	171,251	66.4%	+52.2
	Industrial	113,973	156,672	52.0%	126,090	150,347	48.8%	86,476	33.6%	▲31.4
New/ Renewal	New	93,533	139,684	46.4%	112,959	150,532	48.9%	104,496	40.5%	▲7.5
	Renewal	124,011	161,488	53.6%	125,644	157,441	51.1%	153,231	59.5%	+22.0

Net sales

(Unit : JPY M、%)

		FY2023			FY2024			FY2025		
		Q3	Full year	Composition (Full year)	Q3	Full year	Composition (Full year)	Q3	Composition (Q3)	Change YoY
Total		200,036	268,657	100.0%	191,454	274,274	100.0%	220,007	100.0%	+14.9
General/ Industrial	General	93,851	133,240	49.6%	93,584	134,805	49.1%	93,817	42.6%	+0.2
	Industrial	106,184	135,416	50.4%	97,869	139,469	50.9%	126,189	57.4%	+28.9
New/ Renewal	New	107,243	133,226	49.6%	82,921	113,698	41.5%	106,169	48.3%	+28.0
	Renewal	92,793	135,430	50.4%	108,533	160,576	58.5%	113,838	51.7%	+4.9

Sales order, net sales and carry forward (Consolidated)

(Unit : JPY M, %)

			Q2FY2023		Q2FY2024		Q2FY2025		
			Results	Composition	Results	Composition	Results	Composition	Change
Sales order	Construction	General	126,728	44.6	133,270	42.1	191,234	56.8	+43.5
		Industrial	151,128	53.3	177,720	56.1	138,964	41.3	▲21.8
	Equipment manufacturing and sales		5,921	2.1	5,731	1.8	6,444	1.9	+6.2
	Others		79	0.0	103	0.0	113	0.0	+12.4
	Total		283,857	100.0	316,826	100.0	336,757	100.0	+9.5
	(of which overseas)		(37,470)	(13.2)	(51,913)	(16.4)	(53,135)	(15.8)	(2.4)
	(of which maintenance)		(22,946)	(8.1)	(22,290)	(7.0)	(21,806)	(6.5)	(▲2.2)
Net sales	Construction	General	113,706	43.1	112,721	42.5	114,159	37.3	1.3
		Industrial	144,182	54.7	146,416	55.2	185,950	60.8	+27.0
	Equipment manufacturing and sales		5,763	2.2	5,951	2.3	5,801	1.9	▲2.5
	Others		79	0.0	103	0.0	113	0.0	+9.5
	Total		263,732	100.0	265,193	100.0	306,025	100.0	+15.4
	(of which overseas)		(38,113)	(14.5)	(49,018)	(18.5)	(60,340)	(19.7)	(+23.1)
	(of which maintenance)		(21,138)	(8.0)	(20,629)	(7.8)	(22,310)	(7.3)	(+8.1)
Carry forward	Construction	General	158,013	48.9	176,894	45.1	256,169	63.1	+44.8
		Industrial	162,667	50.4	213,623	54.4	147,229	36.2	▲31.1
	Equipment manufacturing and sales		2,274	0.7	2,069	0.5	2,773	0.7	34.0
	Total		322,955	100.0	392,587	100.0	406,172	100.0	+3.5
	(of which overseas)		(59,077)	(18.3)	(68,552)	(17.5)	(59,209)	(14.6)	(▲13.6)
	(of which maintenance)		(3,665)	(1.1)	(4,161)	(1.1)	(1,932)	(0.5)	(▲53.6)

Note: Transaction between segments are eliminated.

Sales order and net sales by quarter (Consolidated)

(Unit : JPY M, %)

		Sales order					Net sales				
		FY2024		FY2025		Change %	FY2024		FY2025		Change %
		Quarter	Accumulate	Quarter	Accumulate		Quarter	Accumulate	Quarter	Accumulate	
1Q	Construction	98,695	98,695	102,570	102,570	+3.9	68,743	68,743	92,449	92,449	+34.5
	General	43,186	43,186	65,254	65,254	+51.1	33,497	33,497	31,784	31,784	▲5.1
	Industrial	55,508	55,508	37,315	37,315	▲32.8	35,245	35,245	60,665	60,665	+72.1
	Equipment manufacturing and sales	1,815	1,815	2,134	2,134	+17.6	1,608	1,608	1,682	1,682	+4.6
	Others	63	63	73	73	+15.0	63	63	73	73	+15.0
	Total	100,574	100,574	104,778	104,778	+4.2	70,415	70,415	94,205	94,205	+33.8
	(of which overseas)	(23,248)	(23,248)	(20,353)	(20,353)	(▲12.5)	(13,182)	(13,182)	(16,112)	(16,112)	(+22.2)
	(of which maintenance)	(6,958)	(6,958)	(8,180)	(8,180)	(+17.6)	(6,296)	(6,296)	(6,284)	(6,284)	(▲0.2)
2Q	Construction	98,189	196,884	111,102	213,672	+8.5	87,505	156,248	98,378	190,828	+22.1
	General	50,870	94,057	52,784	118,038	+25.5	34,304	67,802	34,118	65,902	▲2.8
	Industrial	47,318	102,827	58,318	95,633	▲7.0	53,200	88,445	64,260	124,925	+41.2
	Equipment manufacturing and sales	1,791	3,607	2,266	4,401	+22.0	1,962	3,571	1,891	3,573	0.1
	Others	27	90	26	99	+9.9	27	90	26	99	+9.9
	Total	100,008	200,582	113,395	218,173	+8.8	89,495	159,910	100,296	194,501	+21.6
	(of which overseas)	(14,007)	(37,256)	(14,671)	(35,025)	(▲6.0)	(18,840)	(32,023)	(18,649)	(34,761)	(+8.6)
	(of which maintenance)	(7,305)	(14,263)	(6,612)	(14,793)	(+3.7)	(6,734)	(13,030)	(7,161)	(13,446)	(+3.2)
3Q	Construction	114,106	310,991	116,526	330,198	+6.2	102,889	259,138	109,281	300,110	+15.8
	General	39,212	133,270	73,195	191,234	+43.5	44,918	112,721	48,257	114,159	+1.3
	Industrial	74,893	177,720	43,331	138,964	▲21.8	57,970	146,416	61,024	185,950	+27.0
	Equipment manufacturing and sales	2,124	5,731	2,043	6,444	+12.4	2,380	5,951	2,228	5,801	▲2.5
	Others	12	103	13	113	+9.5	12	103	13	113	+9.5
	Total	116,243	316,826	118,583	336,757	+6.3	105,282	265,193	111,523	306,025	+15.4
	(of which overseas)	(14,656)	(51,913)	(18,109)	(53,135)	(+2.4)	(16,995)	(49,018)	(25,579)	(60,340)	(+23.1)
	(of which maintenance)	(8,026)	(22,290)	(7,013)	(21,806)	(▲2.2)	(7,598)	(20,629)	(8,864)	(22,310)	(+8.1)
4Q	Construction	97,337	408,328				114,545	373,683			
	General	52,649	185,920				50,449	163,170			
	Industrial	44,687	222,408				64,095	210,512			
	Equipment manufacturing and sales	1,967	7,699				1,907	7,859			
	Others	15	119				15	119			
	Total	99,321	416,147				116,468	381,661			
	(of which overseas)	(20,423)	(72,336)				(22,561)	(71,579)			
	(of which maintenance)	(8,463)	(30,753)				(10,188)	(30,818)			

Note on future predictions

Forward-looking statements, including the financial results forecasts, in this document are based on currently available information held by the Company and on certain premises considered reasonable by the Company.
Actual business results may differ from the forecasts, depending on various factors.

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