# Financial Results Briefing Materials for the fiscal year ended on 31st Mar 2026

12th May 2026

Takasago Thermal Engineering Co., Ltd.

JPX-NIKKEI 400

# Agenda

# Agenda

# Summary for FY2025

## <Progress of 2026 Mid-term management plan>

- Promoting initiatives aimed at transforming construction processes, centred on T-Base®
- Undertaking lunar exploration, implementation of hydrogen generation equipment (100 $Nm^3/h$), and commencing the transport and utilisation of plant's unutilised low-temperature waste heat
- Acquisition of shares in three energy management, facility-related companies in Thailand
- Implementing new initiatives and revising HR systems to improve employee welfare, strengthen recruitment and enhance staff development

## <Performance>

- Record highs for revenue, profit at each stage and profit margins, as well as order intake and carry-over works in progress

**Consolidated ordinary profit exceeded 50 billion yen for the first time. We aim to enhance our customers' corporate value through the implementation of our growth strategy.**

## <Enhancement of Engagement with Stakeholders ～Be an Environment-Creator™～>

- **Awarded the first-ever Runner-up Prize for a construction sector company at the 5th Integrated Reporting Awards**
- Continued branding initiatives to enhance engagement both internally and externally (including release of our seventh TV commercial)
- Continued support for arts and culture promotion and sponsorship agreements
- Continued strengthening partnership initiatives with partner companies (including the Excellent Partner Award)

# FY2025 Results (Red) Against the Mid-term Business Plan (2023-2026)

## KGI（FY2026）

**Strengthen earning power**

Consolidated Ordinary profit ¥40 bn
¥50.6 bn

**Improve capital efficiency**

Consolidated ROE Approx. 15%
19.2%

**Contribution to global environment**

$CO_2$ Emission (Compare with FY2022)
・Scope 1・2・・△16.8 %※1 △30.6% ※5
・Scope 3・・・・・△10.0 %※2 △14.8% ※5

## KPI

### 1. Strengthen earning power in construction business

・By improving productivity
・By maintain or improve profitability at order booking
・To achieve consolidated gross profit margin 19.0% or more
22.1%

### 2. Establishment of new business to increase value in long term

・Social implementation of green energy plant (Equivalent to 5,000kW※3 In total)
Equivalent to 1,000kW
・Making proposal for carbon transition
△15,000t-$CO_2$ per annual
△24,000t-$CO_2$

### 3. Investment in human capital as a source of value creation

・Increase employee more than 350※4 (From220to250) ※5
400 PSNs
・Development professional expert
・Reformation of HR system
To invest Approx. ¥30bn (15bn)※3
¥21bn

※1 The ratio required to achieve 1.5℃ target
※2 The same in accord with ※1
※3 In total during 2026 Mid-term business plan
※4 From end of FY2022 to end of FY2026
※5 Under review by the certification body(2026.5.12)

# Mid-Term Management Plan 2026: Capital Allocation (Cash in/Cash out Forecast)

| | | 項目 | Mid-Term Plan 2026 (Disclosed in 2025.5) | FY2023～2025 Total for the past 3years | | Mid-Term management Plan 2026 Outlook |
|---|---|---|---|---|---|---|
| Cash in | | Created by Business | ¥137 bn | ¥111bn | ● Increase revenue cash flow in line with the growth in profit forecasts<br>● Initial performance forecasts for FY2025<br>Cons. ordinary profit: ￥38bn → ¥50.7bn<br>● FY2026 KPIs as of FY2025<br>Cons. ordinary profit: ￥40 bn → ¥52bn | ¥163 bn<br>(+￥26 bn) |
| | | Sale of Strategically Held Shares | ¥ 10 bn | ¥11.5 bn<br>Net asset ratio22.6% | ● Reflecting the recent rise in share prices, the net asset ratio has risen temporarily<br>● We will continue to reduce the net asset ratio towards a level of 15% or below | ¥20 bn<br>(+￥10 bn) |
| Cash out | Growth Investment | Business Investment | ¥90 bn or more | ¥37bn | ● R&D, BIM, T-Base ¥20 bn<br>● Business Investment（CN ）¥9.5 bn<br>● M&A ¥7.5 bn | ¥90 bn or more |
| | | Human Capital Investment | | ¥21bn | ● Increased 400 PSNs Total past 3ys<br>● Increase in avg. salary per employee (approx.1.2 times of FY2022) | |
| | Shareholder Returns | Dividens (Payout ratio 40% appx.) | ¥50 bn or more | ¥35bn | ● Payout ratio 40% approx.<br>● Progressive dividend has been set at starting ¥119※ per share | ¥58 bn or more (+¥8 bn or more) |
| | | Share Buybacks | | ¥8 bn | ● Share Buyback(Apr-June 2025, ¥8bn approx.) | |

※The dividend amount for shares prior to the 1:2 share split that took effect on 1 October 2025. Please note that in the 2023 financial year, in addition to the ordinary dividend, a 100th anniversary commemorative dividend of 10 yen was paid.

KPI 2026 Mid-term management plan

Strengthen earning power in construction business | By improving productivity

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

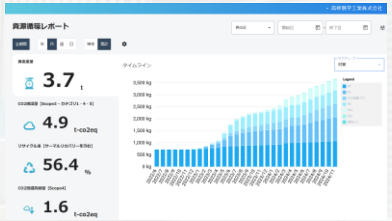
## KPI and Results for FY2025, Target for FY2026

| | FY2025 Plan | FY2025 Results | Achievement | FY2026 Plan |
|---|---|---|---|---|
| No. of project | 120 | 130 | 108% | 150(PJ) |
| Saving working hour | 100,000 | 109,900 | 110% | 140,000(hr) |
| No. of unit production※1 | 8,000 | 6,181 | 77.3%※2 | 10,000(set) |
| Expanding construction capacity through labour-saving measures and improved productivity<br>**Contributing to ¥10.6 b increase in completed project value(revenue)** | | | | ¥13.0 bn |

※1 Target values converted using aluminum frame units (PAC) from the standardization menu
※2 Expanded production of industrial-use productsAs a result, the achievement rate in terms of production volume reached 77.3%
(capacity utilisation was generally over 100% of the initial plan).

## T-Base® Environmental Initiatives





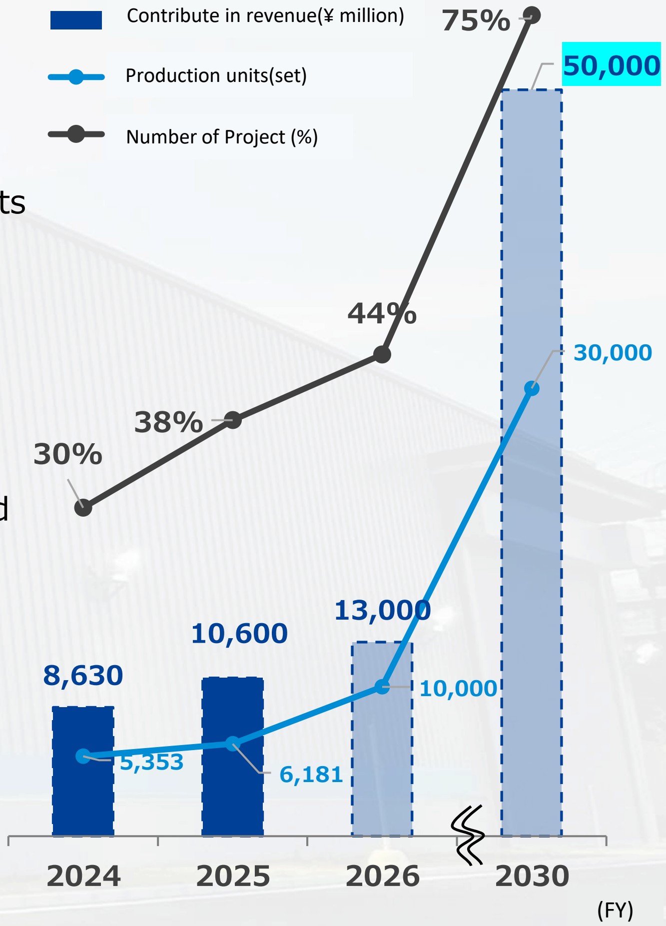

- ➢ **Establishing a system for the sorting, material recycling and visualisation of waste plastic**
- ➢ **Implementing this system at satellite sites as well, thereby contributing to CO2 reduction in the construction industry**

## Plans for FY2026 and Beyond

**[Measures for the FY2026]**

- Development of standardised service packages for industrial and data centre projects. Strengthen collaboration with other departments to expand the range of projects covered
- Increase the proportion of production carried out at satellite sites
- Utilisation of digital platforms, centred on the equipment and materials management system, and other ‘Transform construction business processes’ and further accelerate our contribution to improving productivity

**Plan for FY2030**
**Contributing to ¥50 bn increase in revenue**




T-Base® you can see more detail here.
https://www.tte-net.com/corporate/articles/t-base/index.html

KPI 2026 Mid-term management plan

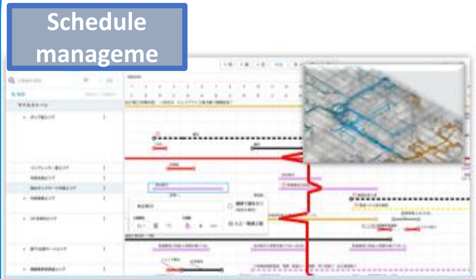
Strengthen earning power in construction business | By improving productivity

# Development of digital infra and innovate core business with BIM at its core

## Digital transformation by BIM, Operations of PLANETS･FaciTas

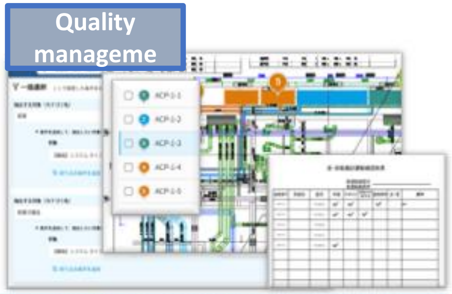
### PLANETS
**Progress, Quality Control and Design Automation**

･Functional inprovemnets
･Used in many projects



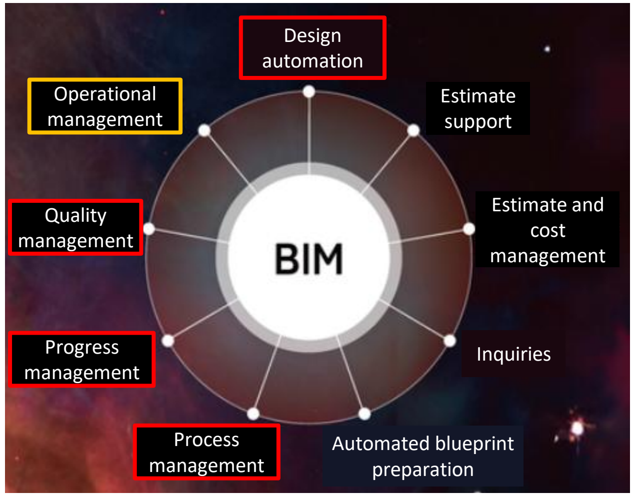
BIMモデルと紐づけた工程作成
施工記録との連携による進捗状況の可視化

360度写真の時系列記録・モデルと360度写真の比較
平面および3Dでの施工記録・進捗量算出



モデルと紐づけた品質記録/帳票出力

色分け図作成
設計図作成




【Number of Project used】

| | Results | FY2026 |
|---|---|---|
| PLANETS | 27site | 36site |
| FaciTas | 3 (poc) | 15PJ |

### FaciTas
**Operations Management**

**Towards the optimal and stable management of building assets and the streamlining of maintenance operations**

･Provision of high-value-added one-stop services
･Creation of a digital twin of the entire facility using a facility operations management system integrated with BIM
･Centralisation and visualisation of data


※PLANET：Our development codename

KPI 2026 Mid-term management plan

Establishment of new business to increase value in long term

Social implementation of green energy plant

# Our actions towards realization of decarbonized society

## Carbon transition of building facilities

New value creation by utilizing technical expertise of heating and energy

**Green Real Estate: Or first development project**

Construction begins on the ‘HERE® Yotsuya 3-chome Development Project’

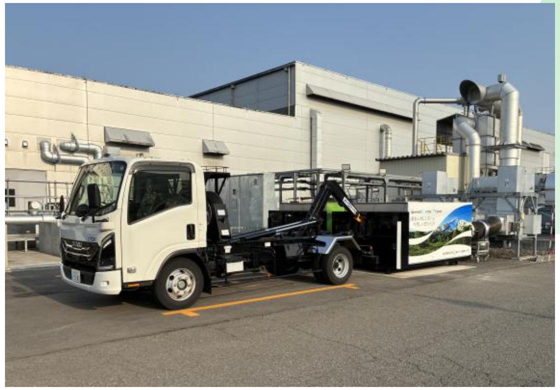
• As a building owner, we are committed to the carbon transition

• We are applying our expertise as owners to main works to enhance the value we offer our customers

**Reuse and supply of low-temperature waste heat in factories**

Pilot project launched with a view to reducing CO2 emissions (TDK Corporation)

▲fig. (Tentative) HERE® Yotsuya 3-chome Development Project



▲fig. Recovering low-temperature waste heat at the Honjo Plant West Site at TDK Corp.

## Future

2050
Japan Carbon neutral

**2040**
The great reset of society
Zero $CO_2$ emission target of private sector

2030
Target date of SDGs

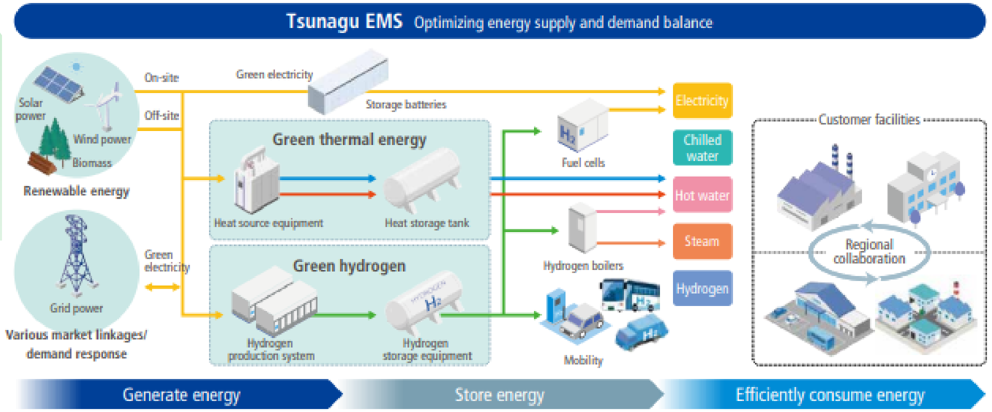
2026
Present

## Carbon neutral of Earth environment

Promote carbon neutral business through co-working with various partners

**A stock-based business expected to generate returns exceeding the cost of capital**

Delivery of the large-scale hydrogen generation unit ‘Hydro Creator TM’ to Kirin Brewery Co., Ltd.’s Chitose Plant in Hokkaido
Operations are set to commence in June, with the unit scheduled to remain in service for the next 10 years(plan)



KPI 2026 Mid-term management plan

Investment in human capital as a source of value creation

Increasing the employee workforce & developing professional talent

# Initiatives to Enhance Human Capital

## Enhancing HR system to drive sustainable growth

Initiatives to foster an environment in which every employee can fulfil their potential as an 'Environment-Creator™'

主な取り組み

- Rising salary levels（avg.11.7%）
  Increasing starting salary（BA.¥300K） ※exclude allowance
- Improving allowance such as on-site allowance （ex.¥60K/m)
- Expanding employee benefit such as welfare （support for life events)
- New leave for life event (5days/y)
- Launching the certified HIGHLY SKILLED TECHNICAL PERSONNEL scheme (3PSNs)
- Established [HR Strategy Office] to enhance corporate value

https://www.tte-net.com/article_source/data/news/detail/2026/798.html

## New Graduate Recruitment and Employee Numbers (Non-consolidated)

Number of new graduate joined

| FY | 22/4 | 23/4 | 24/4 | 25/4 | 26/4 |
|---|---|---|---|---|---|
| PSNs | 98 | 74 | 134 | 143 | 125 |

Number of employee (Non-cons.)

| FY | 22/3 | 23/3 | 24/3 | 25/3 | 26/3 |
|---|---|---|---|---|---|
| PSNs | 2,131 | 2,166 | 2,230 | 2,365 | 2,469 |

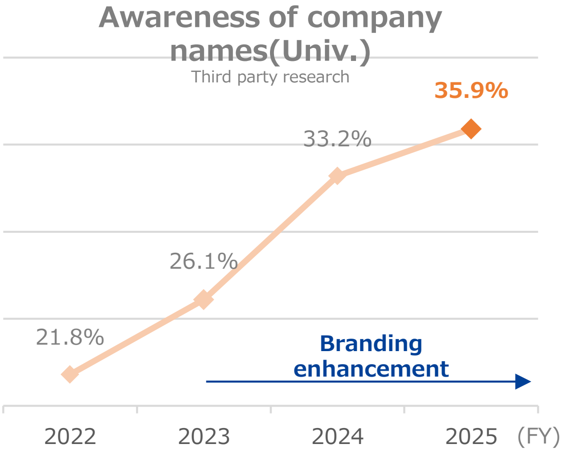
## Branding enhancement

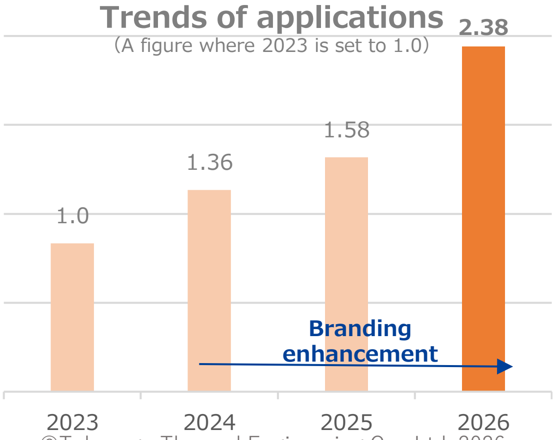
- "Environment-Creator™" Wrapped Train is running on the JR Yamanote
  - Sharing the activities and vision of " Environment-Creator™ ", who engage with diverse environmental fields and problem-solving initiatives

https://www.tte-net.com/article_source/data/news/detail/2026/787.html

- New TV advert 'The environment is something we create' produced

https://www.tte-net.com/cm-site/index.html



# Management that takes capital costs and share prices into account

## Current Analysis

**ROE: 19.2% > Capital costs / PBR: 2.8 > 1.0** (End of March 2026)

- Although the cost of capital has risen slightly against the backdrop of recent interest rate hikes, ROE remains above the cost of capital
- We are committed to driving performance growth in line with our management plan and strengthening engagement with stakeholders, including through shareholder returns
- We will continue to actively create opportunities for dialogue with shareholders, investors and analysts to foster understanding of our business model and growth strategy, whilst incorporating their expectations, opportunities and challenges into our management approach

## Objectives

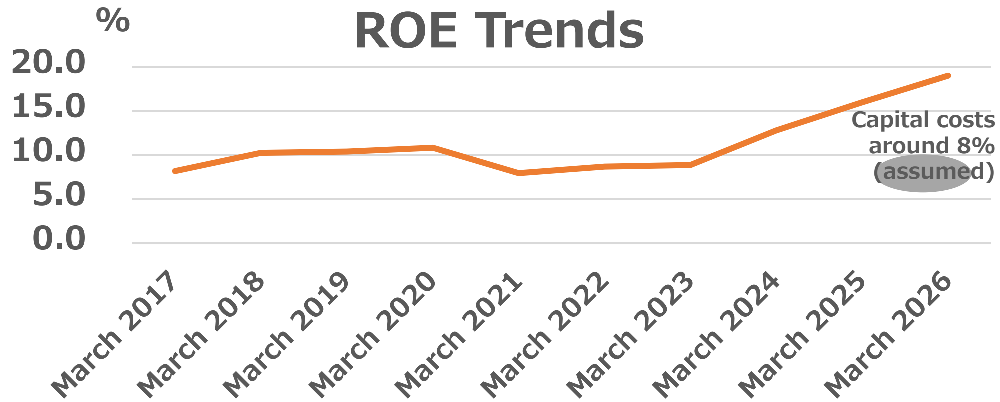
**We will strive to improve ROE and reduce the capital costs, thereby widening the equity spread**

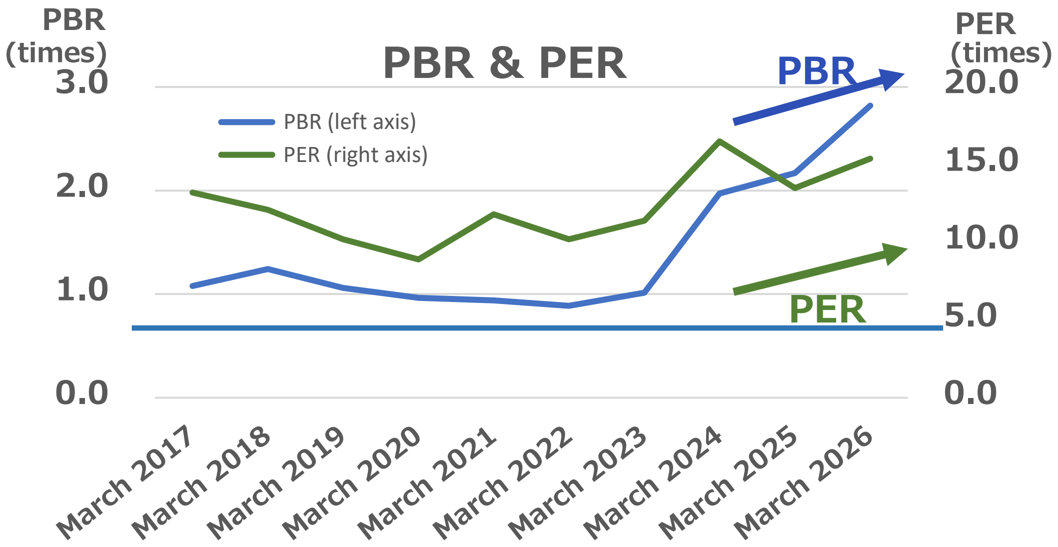
In addition to reducing the cost of capital (risk mitigation), we aim to enhance corporate value by driving our medium- to long-term growth strategy, maintaining constructive dialogue with the market to raise expected growth rates, and improving PER

## Initiatives

**Strengthening profitability**: We will continue to work on transforming construction processes, etc., based on company-wide optimal order intake
**Improving capital efficiency**: Pursuing improved return on capital whilst being mindful of the cost of capital
**Enhanced shareholder returns**: Progressive dividends and flexible share buybacks, targeting a dividend payout ratio of 40%
**Strengthening IR**: Establishment of a new IR Office. Continuing to engage in proactive dialogue and provide feedback to management
**Sustainable Management**: Promoting management strategies that take into account carbon neutrality and human capital

**We aim to further elevate corporate value by enhancing growth and profitability, whilst improving our growth rate and strengthening our financial position**

# Agenda

# Consolidated financial results FY2025

**Record high**

## Net sales(Revenue)

**¥423.9bn**

YoY +11.1%

**Record high**

## Ordinary profit

**¥50.6bn**

YoY +44.8%

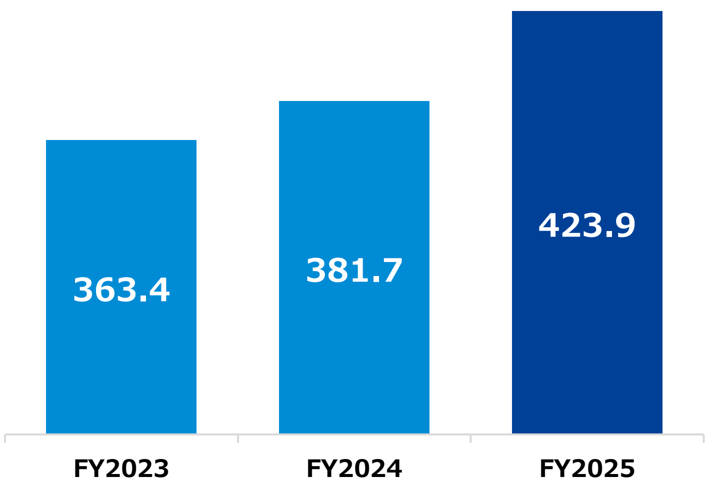
**Record high**

## Order received

**¥460.0bn**

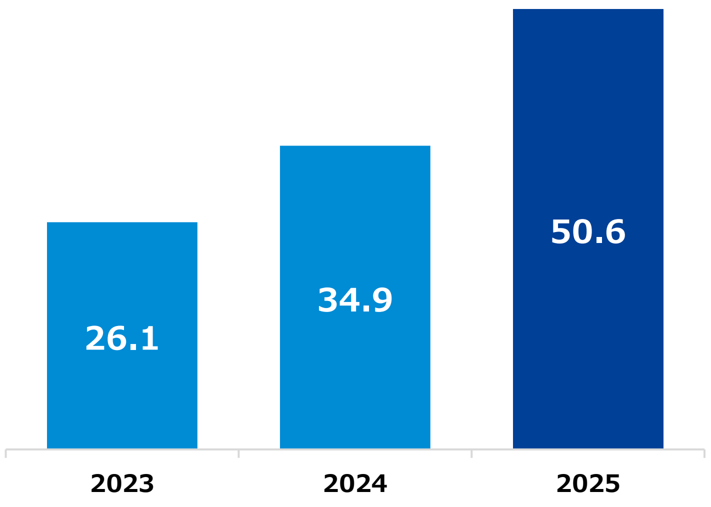
YoY +10.6%

**Net sales(Revenue)** (Unit : JPY billion)



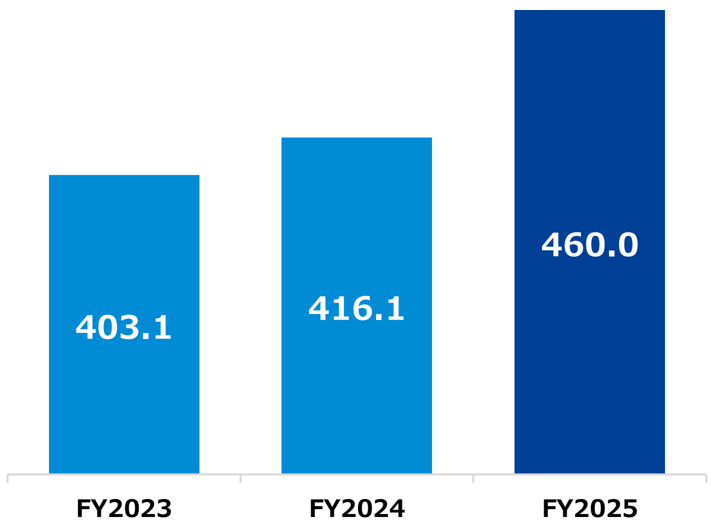

Due to the steady progress of construction projects, primarily focused on the construction of large-scale industrial plants, the Group has achieved turnover in excess of 400 billion yen for the first time

**Ordinary profit** (Unit : JPY billion)




In addition to improved profitability in the construction business, which forms the core of our operations, and solid performance at our domestic and overseas subsidiaries, exceeding 50 billion yen for the first time.

**Order received** (Unit : JPY billion)




By developing flexible construction systems including the use of off-site construction and pursuing business development with a focus on technical growth, we have achieved a record high.

# Highlights for FY2025 results

Non-consolidated : Driven by strong construction demand, and by improvements in productivity and profitability, we have achieved record highs in order received, revenue, profits at each stage, and profit margins

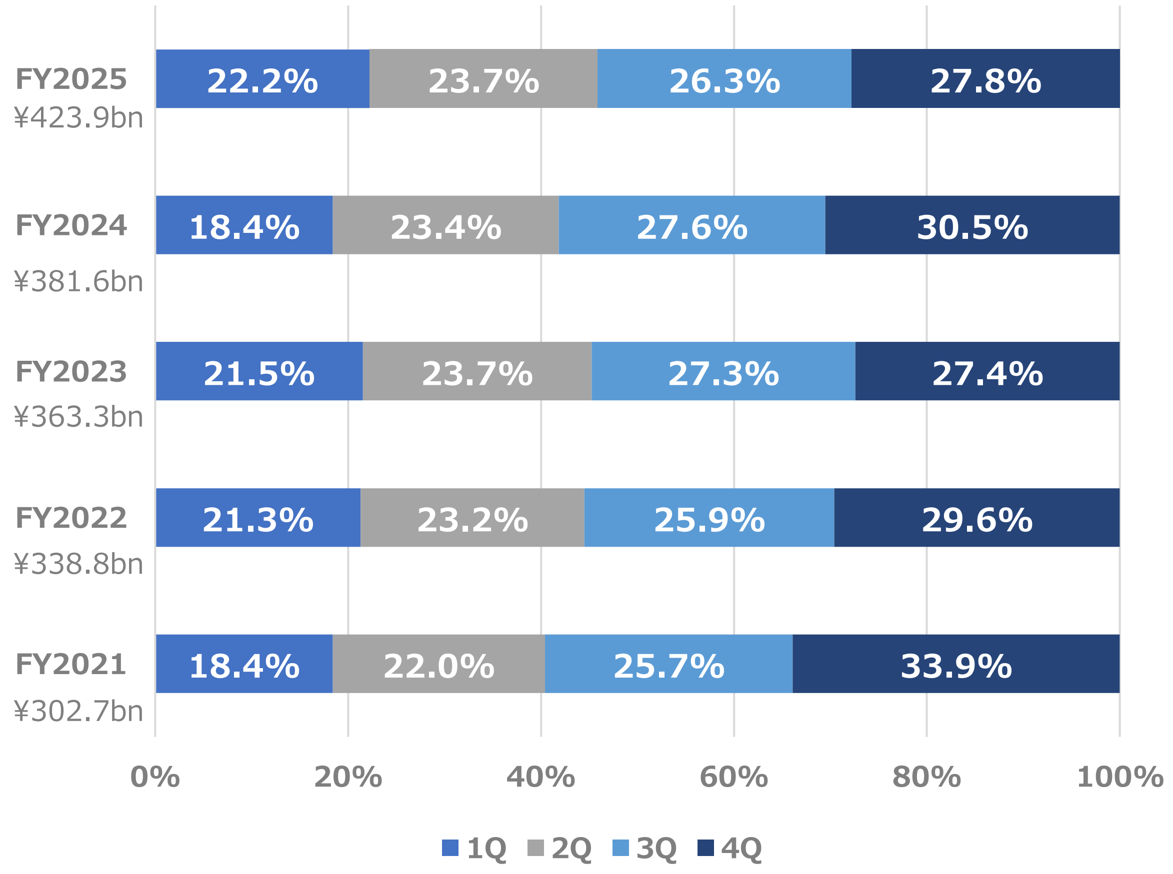
Group companies : Both domestic and overseas subsidiaries have performed strongly, with order received, revenue and profit at each stage reaching record highs

| | Consolidated | | | | Non-consolidated | | | Domestic subsidiaries | | | Int'l subsidiaries | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Unit : JPY M、% | FY2024 Results | FY2025 Results | Change | % | FY2025 Results | Change | % | FY2025 Results | Change | % | FY2025 Results | Change | % |
| Net sales (Revenue) | 381,661 | **423,923** | **+42,261** | **+11.1** | **294,497** | +20,222 | +7.4 | **48,614** | +3,936 | +8.8 | **90,589** | +19,438 | +27.3 |
| Gross profit (%) | 71,646 (18.8) | **93,719 (22.1)** | **+22,073 (+3.3)** | **+30.8 –** | **74,216 (25.2)** | +17,706 (+4.6) | +31.3 – | **9,882 (20.3)** | +1,753 (+2.1) | +21.6 – | **10,660 (11.8)** | +3,161 (+1.3) | +42.2 – |
| Operating profit (%) | 32,415 (8.5) | **47,745 (11.3)** | **+15,330 (+2.8)** | **+47.3 –** | **41,892 (14.2)** | +12,757 (+3.6) | +43.8 – | **2,777 (5.7)** | +691 (+1.0) | +33.1 – | **3,467 (3.8)** | +1,936 (+1.6) | +126.4 – |
| Ordinary profit (%) | 34,970 (9.2) | **50,642 (11.9)** | **+15,671 (+2.7)** | **+44.8 –** | **44,815 (15.2)** | +12,770 (+3.5) | +39.9 – | **2,837 (5.8)** | +701 (+1.0) | +32.9 – | **4,031 (4.5)** | +2,103 (+1.8) | +109.1 – |
| Net profit (%) | 27,631 (7.2) | **37,470 (8.8)** | **+9,839 (+1.6)** | **+35.6 –** | **34,068 (11.6)** | +7,836 (+2.0) | +29.9 – | **1,988 (4.1)** | +404 (+0.6) | +25.5 – | **2,915 (3.2)** | +1,637 (+1.4) | +128.2 – |
| Sales order (Order received) | 416,147 | **460,057** | **+43,909** | **+10.6** | **342,635** | +34,660 | +11.3 | **49,656** | +4,915 | +11.0 | **75,403** | +7,749 | +11.5 |
| Carry forward | 375,440 | **411,573** | **+36,133** | **+9.6** | **356,812** | +48,137 | +15.6 | – | – | – | – | – | – |

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

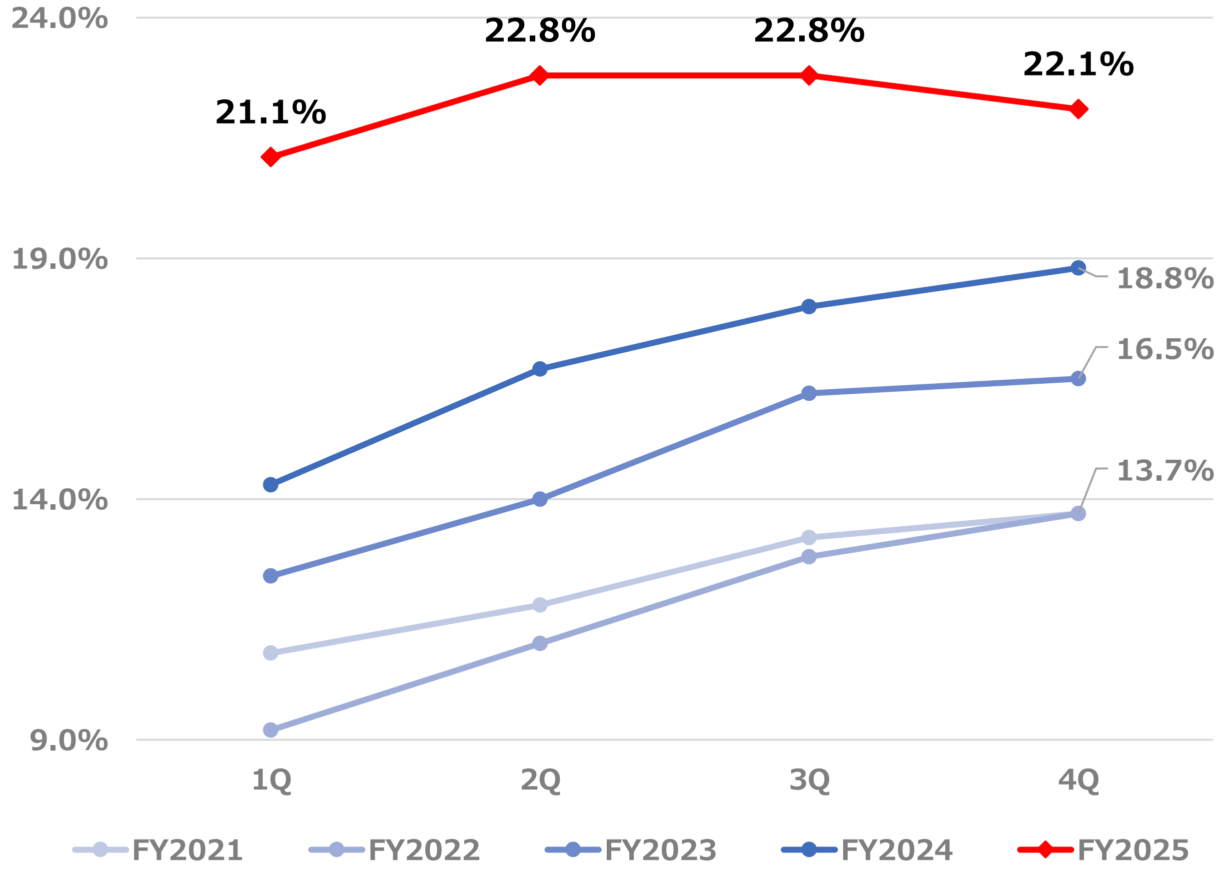
# 【Consolidated】 Net sales(Revenue) and gross profit at each quarter

## Net sales progress by quarter




Revenue for the 4Q reached a record high of 117.8 billion yen
(In the 2025 financial year, revenue for each quarter set a new record high)

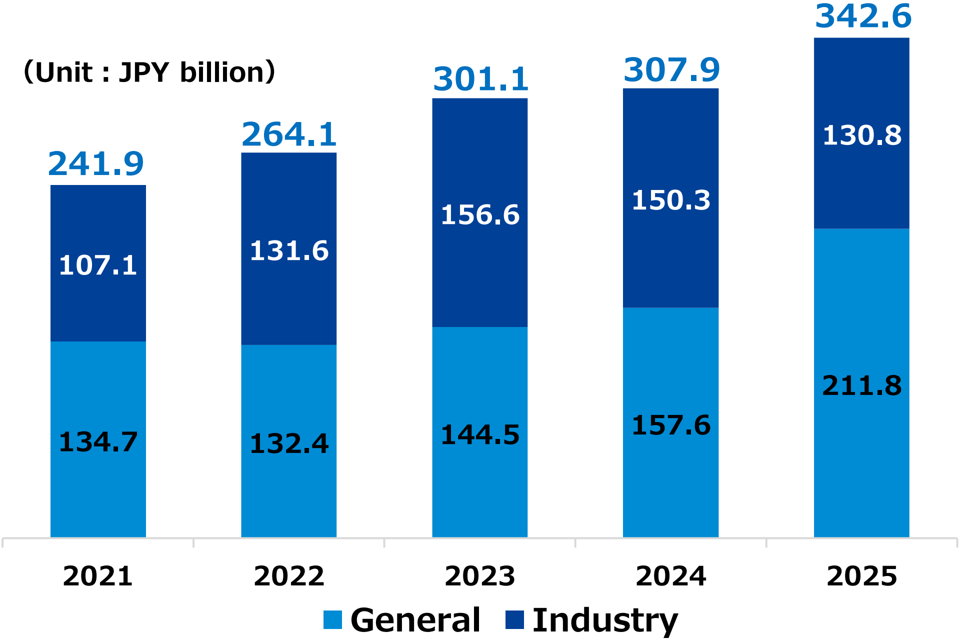
## Gross profit progress by quarter



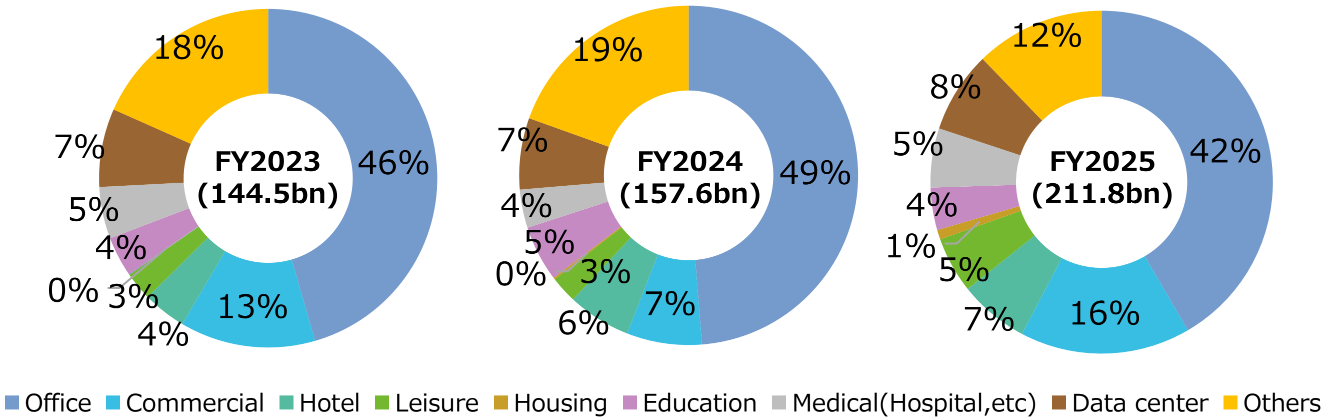

Initiatives aimed at improving profitability during the construction phase through measures such as productivity improvements, resulting in a consolidated gross profit margin of 22.1% (Non-consolidated: GP margin: 25.2%)

# 【Non-consolidated】Sector breakdown for Order received

## Trends in Order received by sector

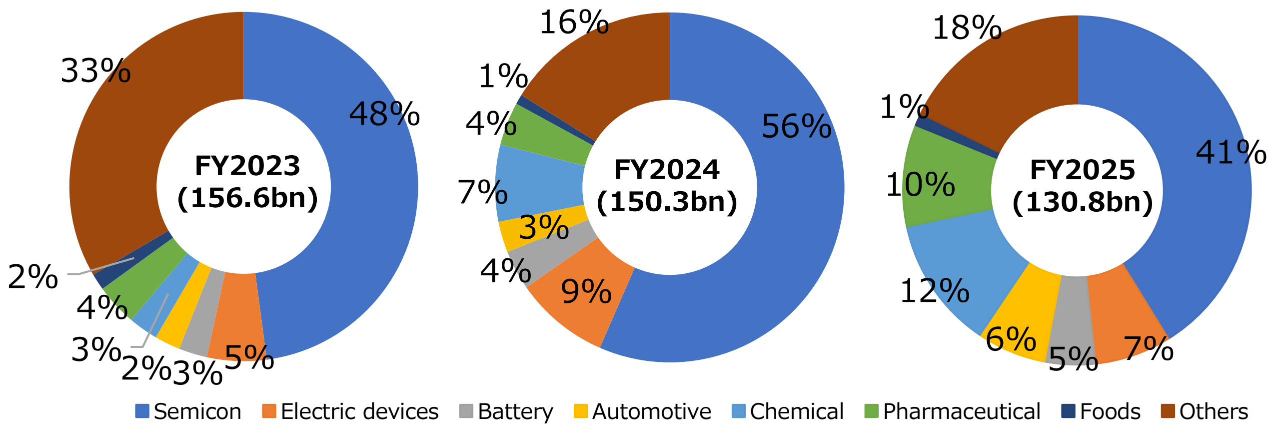



## <General> Proportion by building type




New : Renovation 33 : 67 39 : 61 43 : 57

## <Industr> Proportion by industrial sector




New : Renovation 58 : 42 60 : 40 40 : 60

## <Direct / Indirect ratio of order received>

(Unit : %)

| (FY) | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Direct | 50.3 | 54.8 | 53.4 | **52.4** |
| Indirect | 49.7 | 45.2 | 46.6 | 47.6 |
| Indirect Cost-plus※ | 1.9 | 6.1 | 5.5 | **8.8** |
| Direct +Cost plus | 52.2 | 60.9 | 58.9 | **61.2** |

※cost plus : A contractual arrangement whereby the project owner and the subcontractor discuss and agree on the scope of works and pricing, with the main contractor assuming overall management of the project

# 【Non-consolidated】Sector breakdown for order received and revenue

| Unit : JPY M | Sales Order(Order received) | | | Net Sales(Revenue) | | |
|---|---|---|---|---|---|---|
| | FY2023 | FY2024 | FY2025 | FY2023 | FY2024 | FY2025 |
| Office | 65,778 | 76,834 | ↗ **88,117** | 61,232 | 69,650 | ↘ **63,952** |
| Commercial | 18,722 | 11,291 | ↗ **34,106** | 15,784 | 15,175 | ↗ **15,568** |
| Hotel | 5,994 | 9,523 | ↗ **13,974** | 8,624 | 5,843 | ↗ **8,865** |
| Leisure | 3,899 | 4,045 | ↗ **11,197** | 4,787 | 3,686 | ↗ **5,439** |
| Housing | 107 | 260 | ↗ **1,925** | 96 | 216 | ↗ **367** |
| Education | 5,520 | 8,384 | ↗ **8,469** | 7,311 | 8,135 | ↘ **6,544** |
| Pharmaceutical | 7,155 | 5,775 | ↗ **11,832** | 7,106 | 4,983 | ↗ **5,972** |
| Data center | 10,809 | 10,723 | ↗ **16,283** | 11,556 | 12,381 | ↘ **10,155** |
| Factory | 156,672 | 150,347 | ↘ **130,815** | 135,416 | 139,469 | ↗ **158,129** |
| Others | 26,514 | 30,788 | ↘ **25,913** | 16,741 | 14,732 | ↗ **19,502** |
| Total | 301,173 | 307,974 | ↗ **342,635** | 268,657 | 274,274 | ↗ **294,497** |

# Status of major orders received and completed orders

## major orders received

| | Building use | Direct or Indirect | New or Renewal | Size | Country |
|---|---|---|---|---|---|
| 2Q | Auto motive | Indirect | New | ★★★ | JPN |
| 2Q | Pharmaceutical | Indirect | New | ★★★ | JPN |
| 3Q | Semicon | Direct | Renewal | ★★★ | JPN |
| 3Q | Data center | Indirect | New | ★★★ | JPN |
| 3Q | Semicon | Direct | Renewal | ★★ | JPN |
| 4Q | Battery | Indirect | New | ★★ | JPN |
| 4Q | Semicon | Direct | Renewal | ★★ | JPN |
| 1Q | Battery | Direct | New | ★★★ | IND |
| 2Q | Semicon | Direct | Renewal | ★★ | THA |

Status of major orders received

| | | | |
|---|---|---|---|
| 1Q | (Tentative Name) Tokio Marine Building Project | Tokio Marine & Nichido Fire Insurance Co., Ltd. | New |
| 1Q | (Tentative Name) Shibuya Upper West Project | OBAYASHI Corp. | New |
| 2Q | Prefectural Hall & NPO Plaza Complex Building | Miyagi Pref. | New |
| 3Q | Meguro City Office Building | Meguro City,Tokyo | Renewal |

## major completed orders

| | Building use | Direct or Indirect | New or Renewal | Size | Country |
|---|---|---|---|---|---|
| 2Q | Semicon | Direct | Renewal | ★★★ | JPN |
| 2Q | Data center | Indirect | Renewal | ★★ | JPN |
| 2Q | Pharmaceutical | Indirect | New | ★★ | JPN |
| 4Q | Chemical | Indirect | New | ★★ | JPN |
| 4Q | Semicon | Direct | New | ★★★ | JPN |
| 4Q | Semicon | Direct | New | ★★★ | JPN |
| 3Q | District Heating and Cooling System | Indirect | New | ★★★ | HKG |
| 3Q | Data center | Indirect | New | ★★★ | THA |
| 4Q | Warehouse | Direct | New | ★★ | MYS |

Status of major completed orders

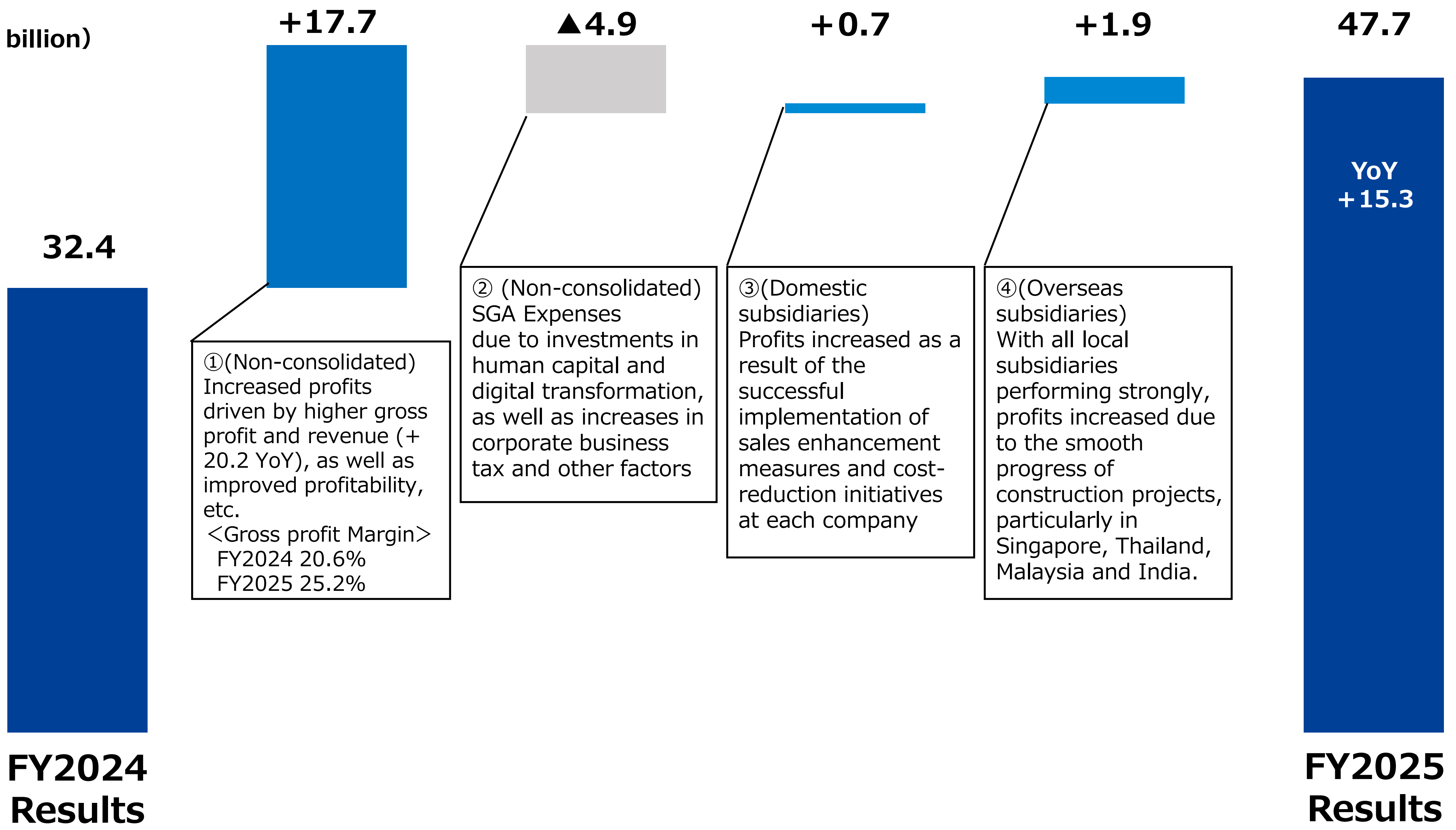
| | | | |
|---|---|---|---|
| 2Q | SMC Kashiwa-no-ha Campus New Technical Center Construction Project | KAJIMA Corp. | New |
| 4Q | Rapidus IIM-1 Fab Construction Project | Rapidus Corp. | New |

※Project Size ⇒ ★★★:Over ¥3bn、★★:from ¥100M to less than ¥3bn

# 【Consolidated】Key factors for change in operating profit(YoY)

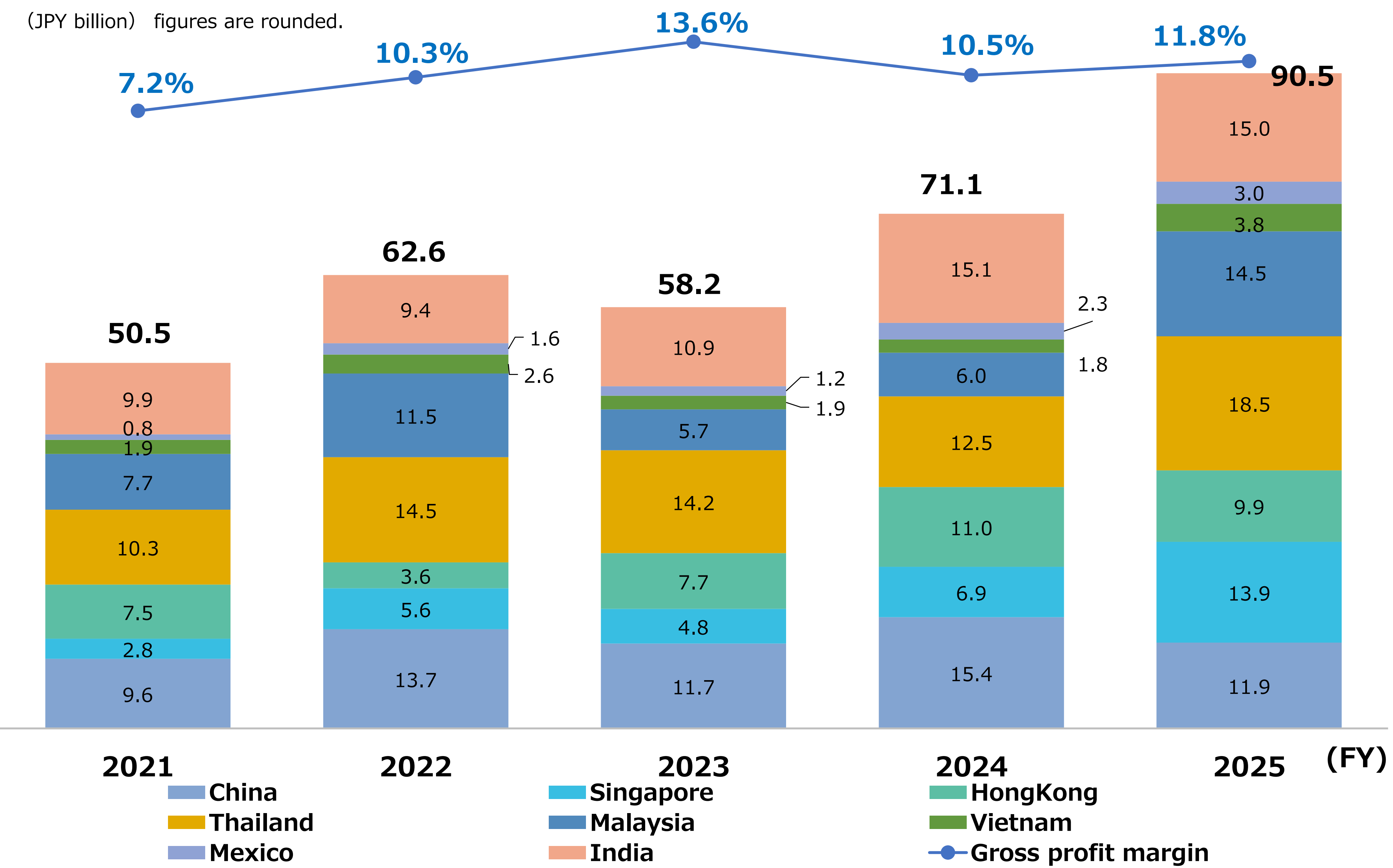
※Excluding consolidation adjustment at operating profit △54

(Unit : JPY billion)



# International business -Net sales(Revenue) and gross profit margin

※Excluding consolidation adjustment




**[Revenue]**

Construction progressed mainly at semiconductor and electronics-related plants in Thailand, Singapore and Malaysia, and at battery and pharmaceutical-related plants in India, resulting in a 27.3% increase compared to the previous quarter.

International operations exceeded 90 billion yen for the first time (continuing to set new record highs)

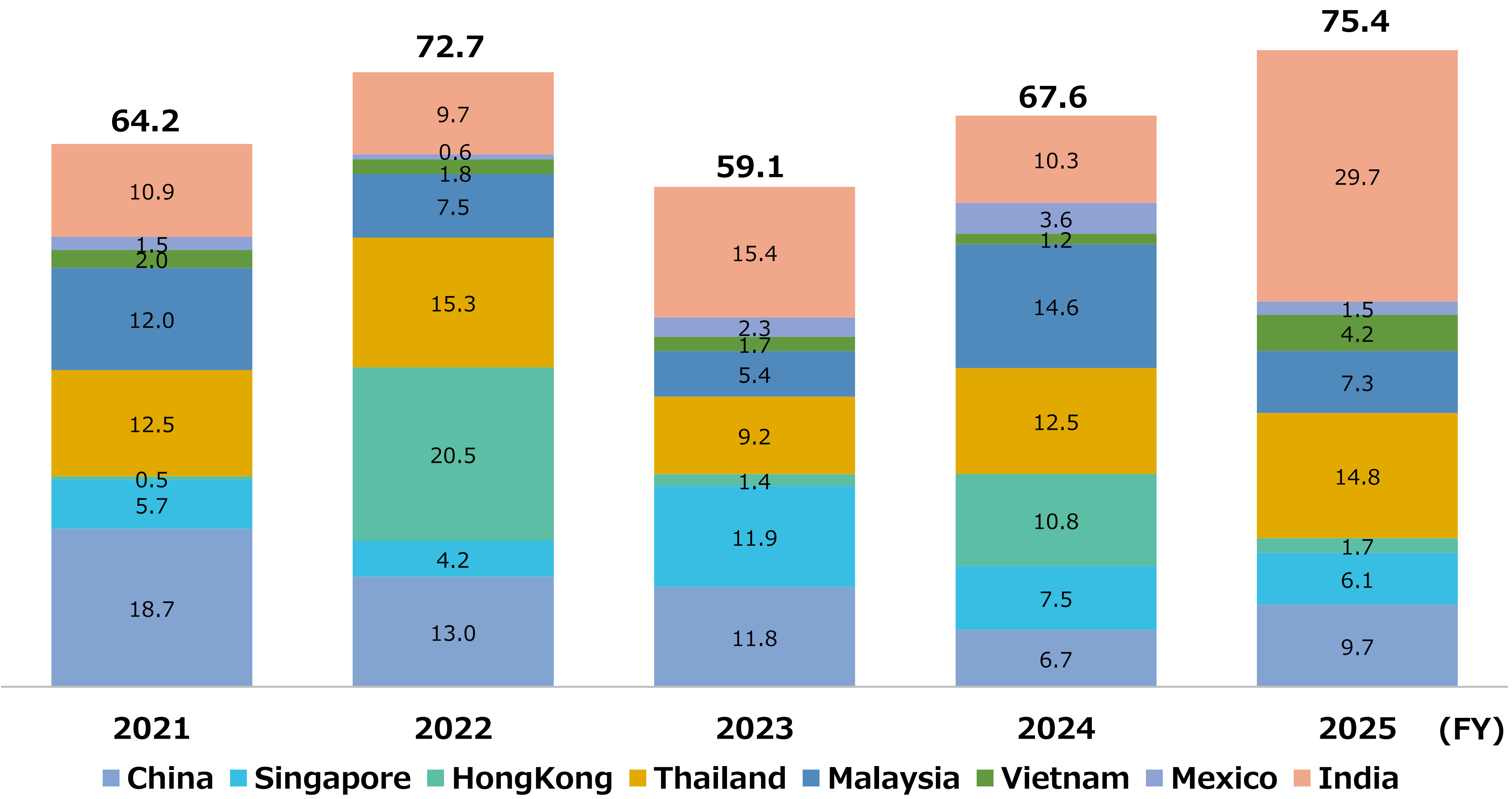
**【Gross Profit】**

With Thailand, Singapore and Malaysia maintaining solid profit margins, India drove the overall profit margin, resulting in an 1.3 percentage point increase to 11.8% for the international business as a whole compared to the previous quarter.

# International business - Sales order(Order received)

※Excluding consolidation adjustment

(JPY billion)　figures are rounded.




**[Order Intake]**

Driven by orders in the battery and pharmaceutical sectors in India, as well as in the electronics, semiconductor and data centre sectors in Thailand, and increased orders in Vietnam, this period saw an 11.5% increase compared with the previous period. This marks a new record high for order intake.

# Consolidated balance sheet

| (Unit : JPY M) | | Mar 2025 | Mar 2026 | Change |
|---|---|---|---|---|
| Current assets | | 245,138 | 264,045 | +18,907 |
| | Cash and deposits, etc | 47,647 | 48,228 | +581 |
| | Trade receivables | 186,192 | 203,174 | +16,982 |
| | Others | 11,299 | 12,643 | +1,344 |
| Non current assets | | 33,547 | 35,298 | +1,751 |
| Investments and other assets | | 56,262 | 82,478 | +26,216 |
| Total assets | | 334,949 | 381,823 | +46,874 |

Key factors for changes

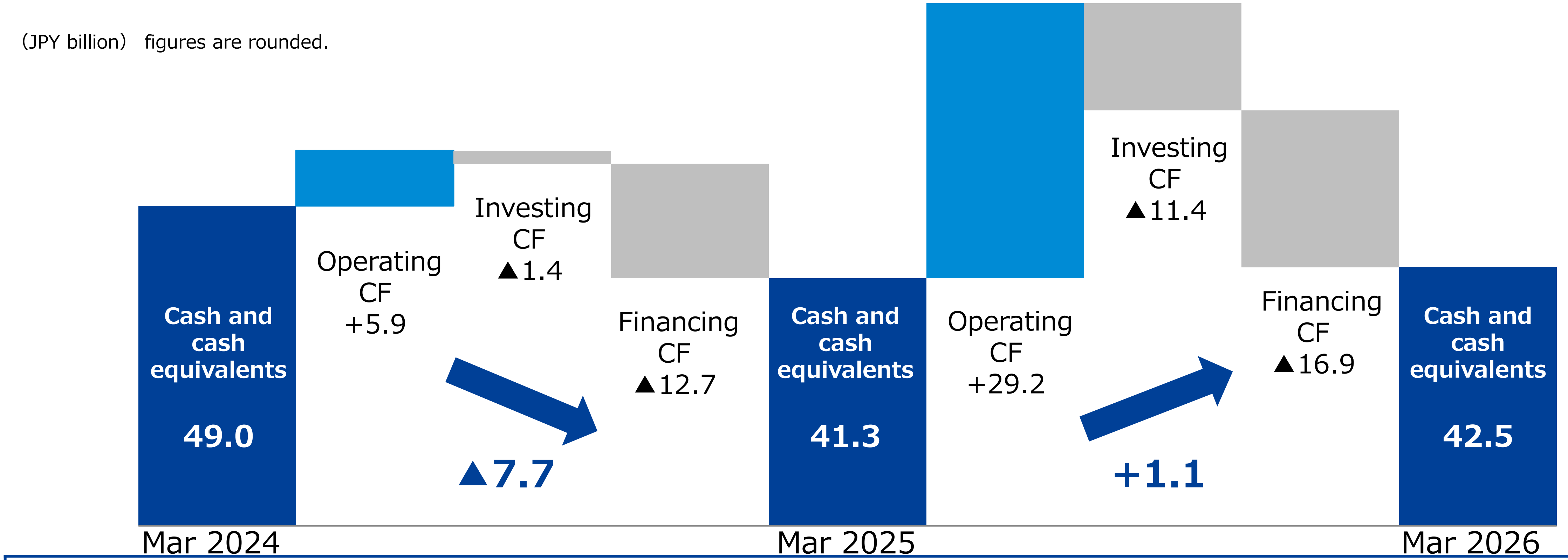
- ●Current asset — Increases in accounts receivable for completed works due to the progress of construction, etc.
- ●Current Liability — Due to an increase resulting from the raising of short-term borrowings
- ●Net assets — Net profit exceeded the decrease in retained earnings resulting from dividend payments and the decrease resulting from the acquisition of treasury shares, thereby increasing equity

| | | Mar 2025 | Mar 2026 | Change |
|---|---|---|---|---|
| Current liabilities | | 130,040 | 145,726 | +15,686 |
| | Trade payables | 49,713 | 51,481 | +1,768 |
| | Provisions for loss on construction contracts | 489 | 252 | ▲237 |
| | Short term borrowings | 17,737 | 27,406 | +9,669 |
| | Advance received on construction contracts | 20,978 | 17,993 | ▲2,985 |
| | Others | 41,123 | 48,594 | +7,471 |
| Non current liabilities | | 20,625 | 21,040 | +415 |
| | Bonds payables | 15,000 | 10,000 | ▲5,000 |
| | Others | 5,625 | 11,040 | +5,415 |
| Net assets | | 184,283 | 215,056 | +30,773 |
| Total liabilities and net assets | | 334,949 | 381,823 | +46,874 |

| | Mar 2025 | Mar 2026 | Change |
|---|---|---|---|
| Shareholder's equity | 180,667 | 209,889 | +29,222 |
| Equity ratio | 53.9% | 55.0% | +1.1% |

# Consolidated cash flow -Changes in the closing balance of cash and cash equivalents

※ Excluding effect of exchange rate

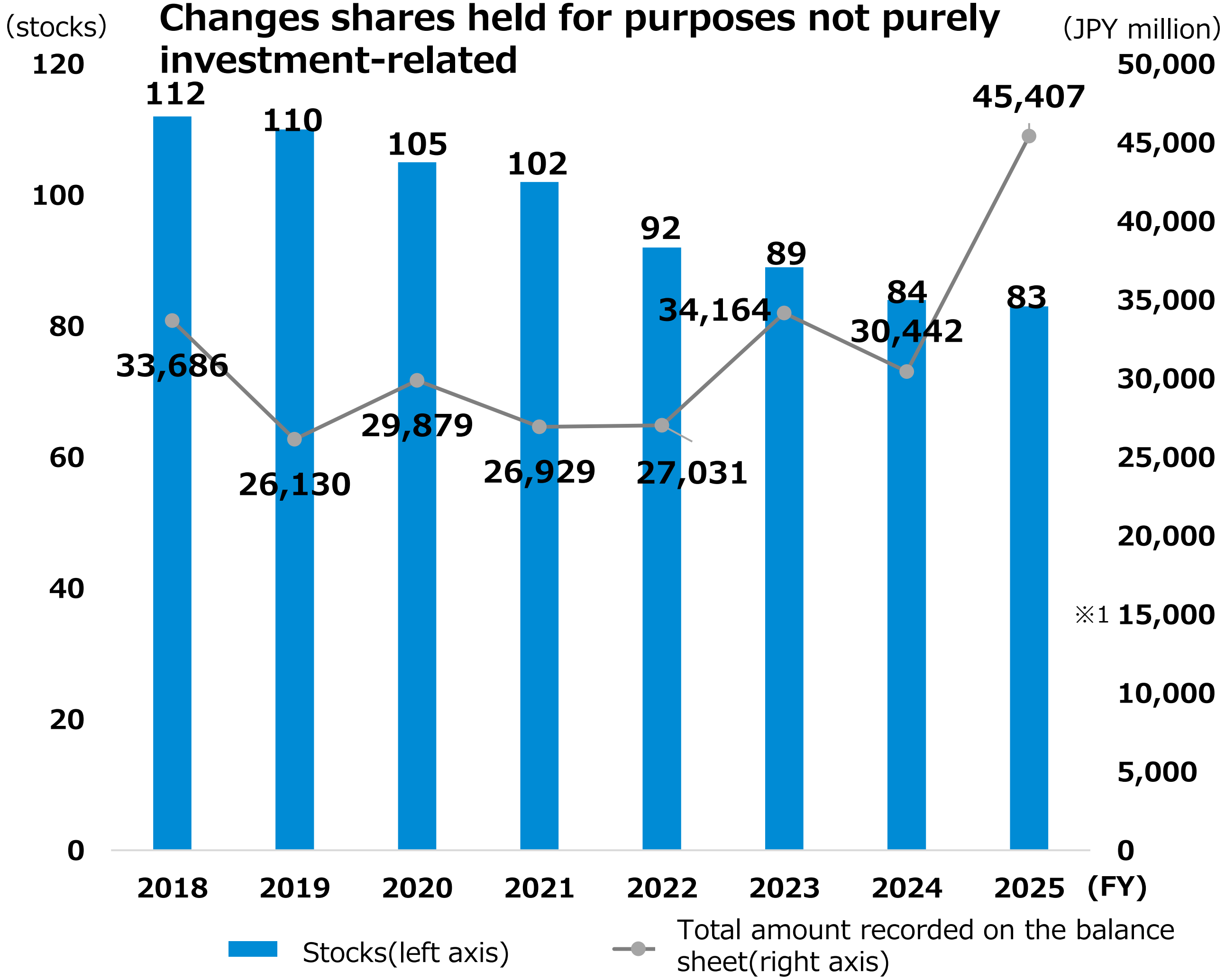



Key factor for changes

- ●Operating CF: In addition to the increase in net profit, this reflects the expansion of outstanding transaction balances resulting from higher revenue, amounting to an increase of 29.2billion yen
- ●Investing CF: A decrease of 11.4 billion yen due to expenditure on the acquisition of investment securities (green realestate), the acquisition of shares in a facilities-related company (Thailand), and capital contributions for the formation of partnerships, etc.
- ●Financing CF: Due to the acquisition of own shares, dividend payments, the redemption of corporate bonds, etc., the figure stands at -16.9 billion yen

# Trends in Strategic Holdings

## Changes shares held for purposes not purely investment-related



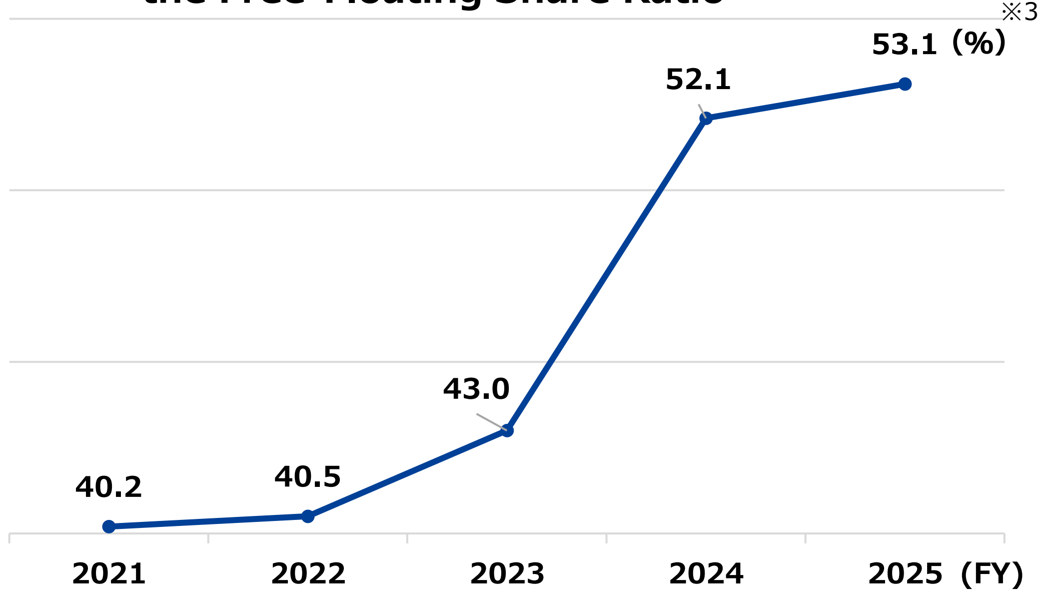

※1 Includes increases resulting from share splits in multiple holdings.

## to net assets held for purposes not purely investment-related ※2

| FY (Unit : JPY M) | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| Equity ratio | 24.7% | 22.7% | 21.0% | 22.9% | 17.6% | 22.6% |
| Equity amount | 135,849 | 136,897 | 147,165 | 167,231 | 184,283 | 215,056 |
| Sale price | 1,791 | 2,278 | 1,148 | 3,958 | 6,432 | 999 |

※2 The net asset ratio and sale amount include deemed holdings of shares

## the Free-Floating Share Ratio




※3 The ratio excluding stable shareholders, calculated in accordance with our company's criteria

**Mid-Term Management Plan 2026**
Continue to reduce our strategic shareholdings, aiming for a ratio of 15% or less of net assets.

# Agenda

# FY2026 forecast

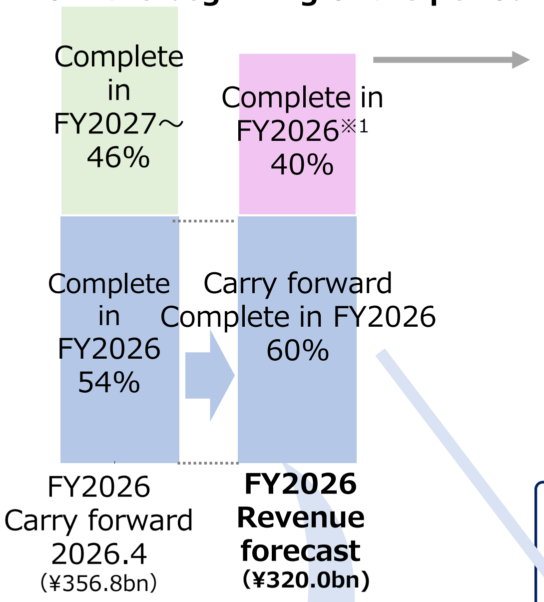
【Revenue･Profit】Driven primarily by progress in improving productivity through the accumulation of design and construction expertise within the parent company, as well as initiatives to enhance human capital, we anticipate solid performance from our domestic and overseas subsidiaries and plan to achieve a record high for both revenue and profit, representing year-on-year growth.

【Sales order】In line with our extensive knowledge of the semiconductor, pharmaceutical and ICT sectors, we are pursuing business development activities with a view to further technological growth, and our order target is set to exceed 500 billion yen for the first time

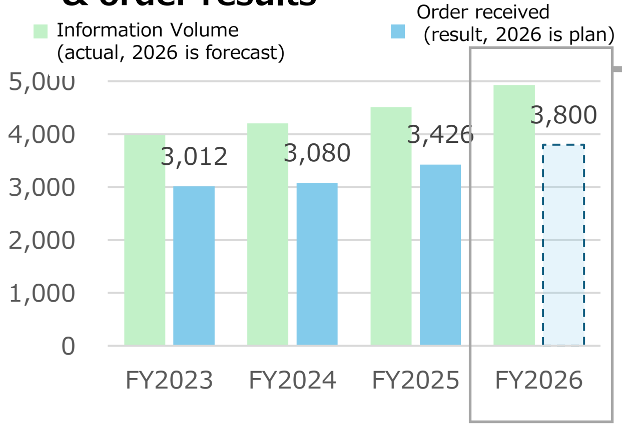
| (Unit : JPY M, %) | FY2024 | FY2025 | | | FY2026 | | | FY2026 (Non-consolidated) | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Results | Results | Change | In % | Forecast | Change | In % | Forecast | Change | In % |
| Revenue | 381,661 | 423,923 | +42,261 | +11.1 | **440,000** | **+16,077** | **+3.8** | **320,000** | +25,502 | +8.7 |
| Gross profit<br>(%) | 71,646<br>(18.8) | 93,719<br>(22.1) | +22,073<br>(+3.3) | +30.8<br>– | **96,000<br>(21.8)** | **+2,281<br>(▲0.3)** | **+2.4<br>–** | **–** | – | – |
| Operating profit<br>(%) | 32,415<br>(8.5) | 47,745<br>(11.3) | +15,330<br>(+2.8) | +47.3<br>– | **50,000<br>(11.4)** | **+2,255<br>(+0.1)** | **+4.7<br>–** | **44,300<br>(13.8)** | +2,408<br>(▲0.4) | +5.7 |
| Ordinary profit<br>(%) | 34,970<br>(9.2) | 50,642<br>(11.9) | +15,671<br>(+2.7) | +44.8<br>– | **52,000<br>(11.8)** | **+1,358<br>(▲0.1)** | **+2.7<br>–** | **47,100<br>(14.7)** | +2,285<br>(▲0.5) | +5.1 |
| Net Profit<br>(%) | 27,631<br>(7.2) | 37,470<br>(8.8) | +9,839<br>(+1.6) | +35.6<br>– | **40,000<br>(+9.1)** | **+2,530<br>(+0.3)** | **+6.7<br>–** | **36,700<br>(11.5)** | +2,632<br>(▲0.1) | +7.7 |
| ROE | 16.0 | 19.2 | – | – | **19.0**<br>**approx.** | **–** | **–** | **–** | – | – |
| Sales order<br>(Oreder received) | 416,147 | 460,057 | +43,909 | +10.6 | **520,000** | **+59,943** | **+13.0** | **380,000** | +37,365 | +10.9 |
| Carry Forward | 375,440 | 411,573 | +36,133 | +9.6 | **491,574** | **+80,000** | **+19.4** | **416,812** | +60,000 | +16.8 |

# 【Non-consolidated】 Order Information Volume and Order Planning

## ■Carried forward from the beginning of the period




## ■Initial information volume※2 & order results

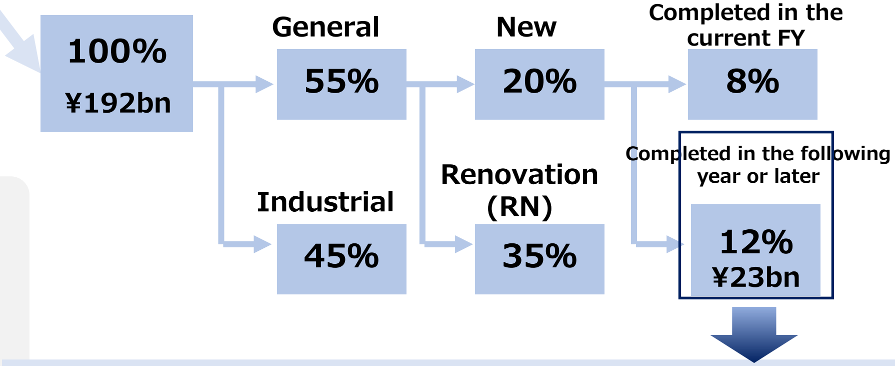



an information coverage ratio 130% approx. in FY2026

※coverage %= information volume/ order plan

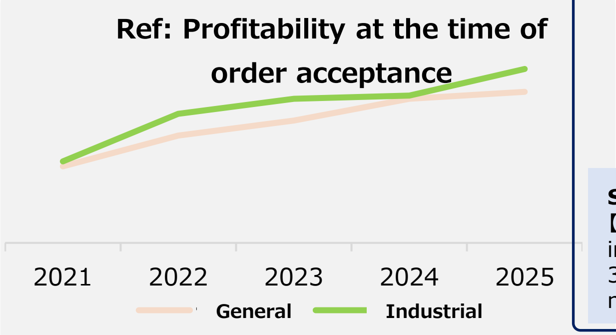
## Impact of the Middle East Situation

**Simulation of carryover PJ to generate revenue in FY2026**



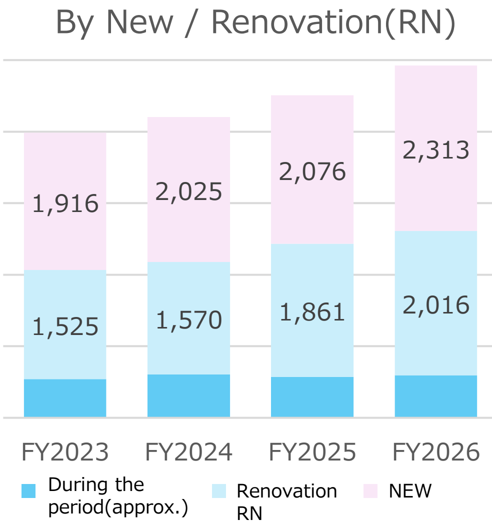

**supply chain issues can significantly impact project progress**

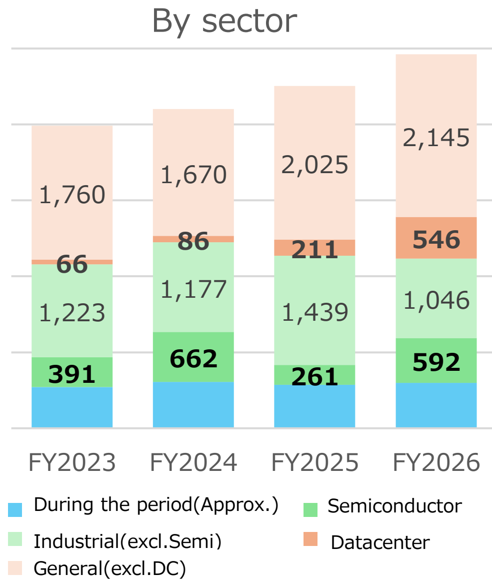
【Approx.】even if we estimate a 20–30% decline in construction progress, the impact on non-consolidated operating profit is expected to be approximately 2–3%⇒ We will closely monitor changes in the situation and take measures to mitigate the impact, such as securing new RN construction orders



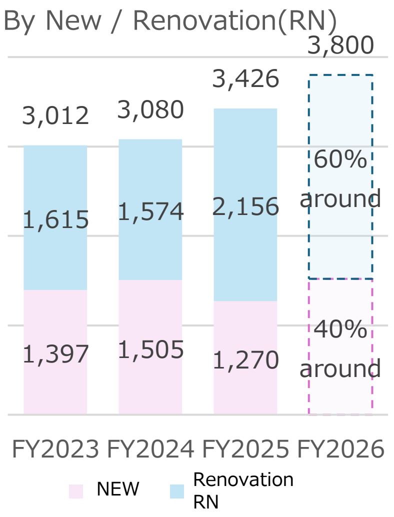

**Both sectors remain at a favorable level**

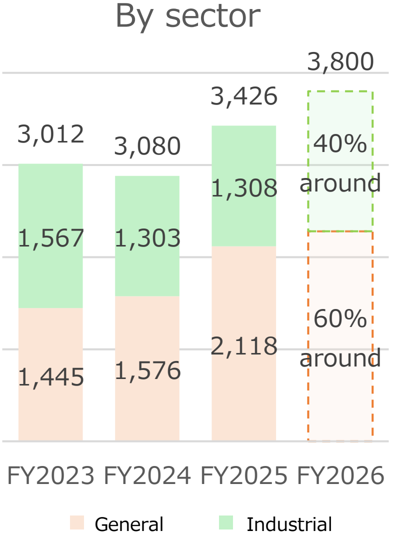
## ■ Order information at the beginning of the periods



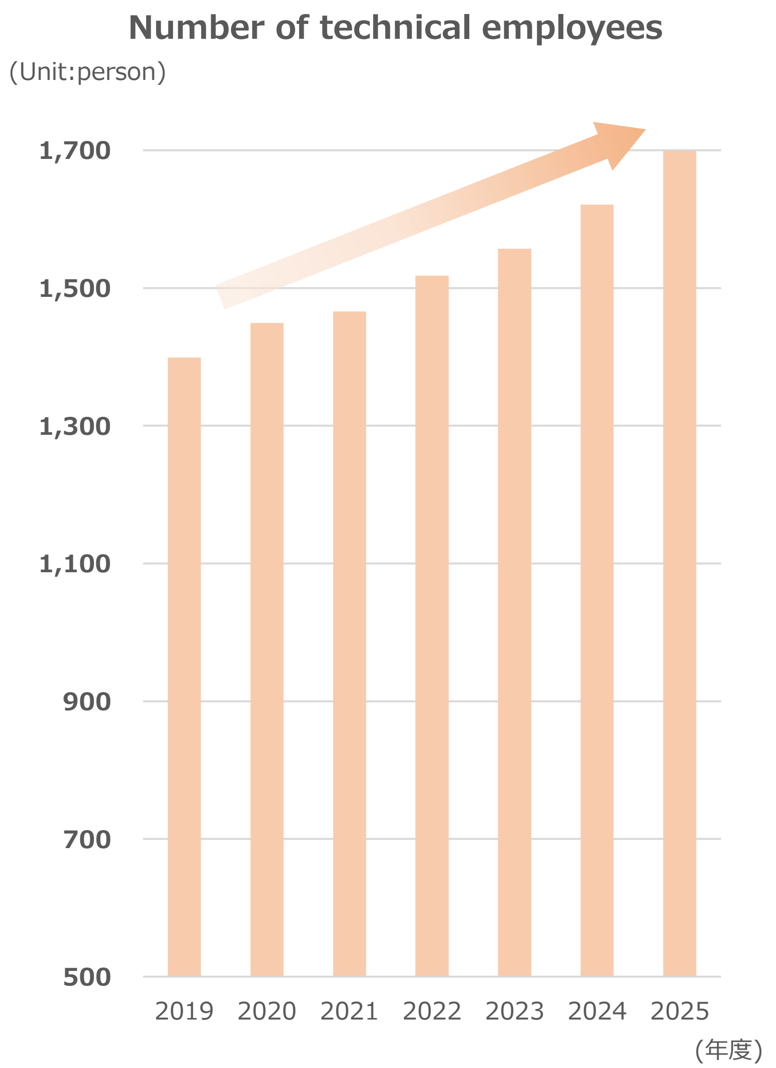

## ■ 【ref】Order plan

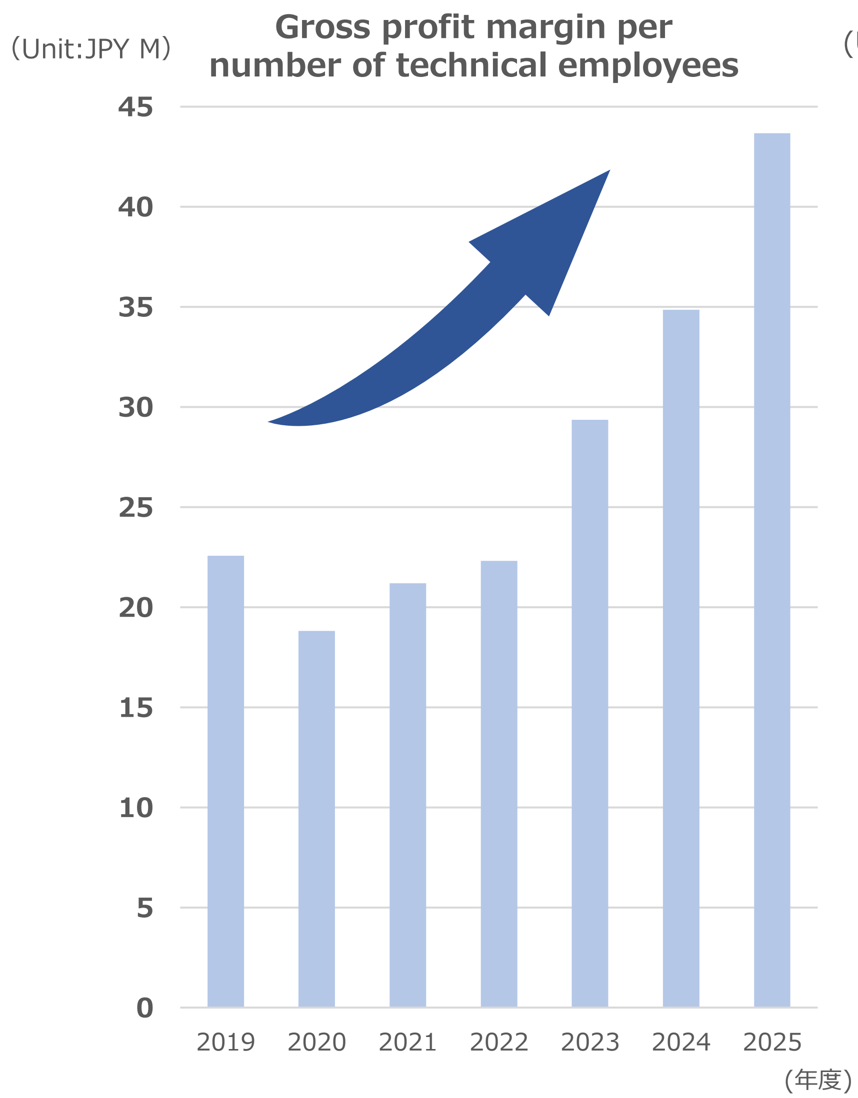


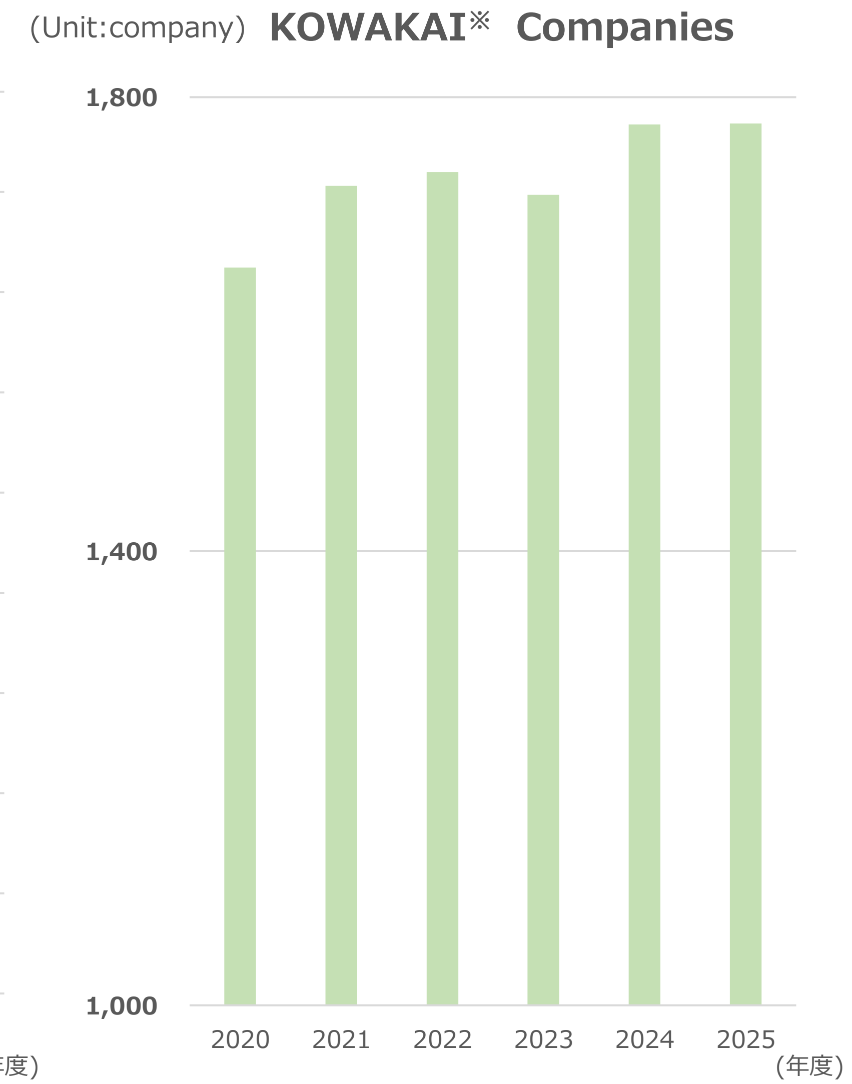




※1 : Contracted during the current financial year are progressing and will be recorded as revenue and profit for the current financial year
※2 : projects information for which are expected, quantified in accordance with internal criteria

# 【Non-consolidated】 Raising construction capacity and productivity

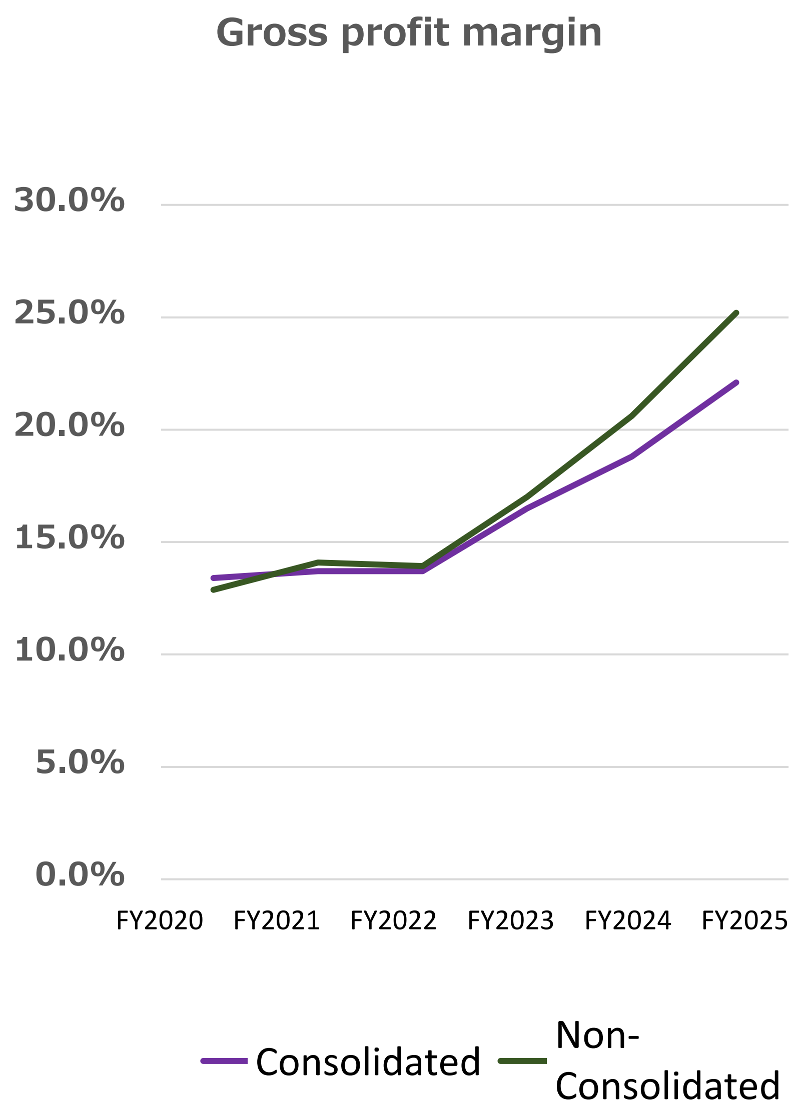


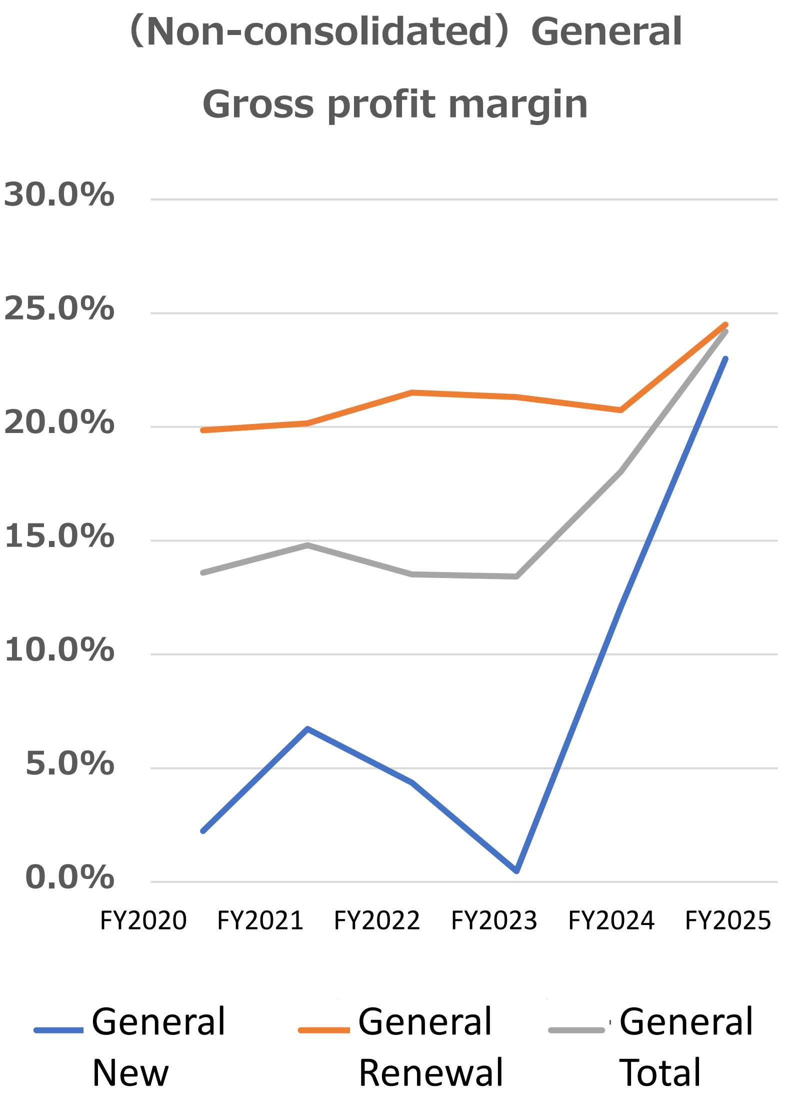



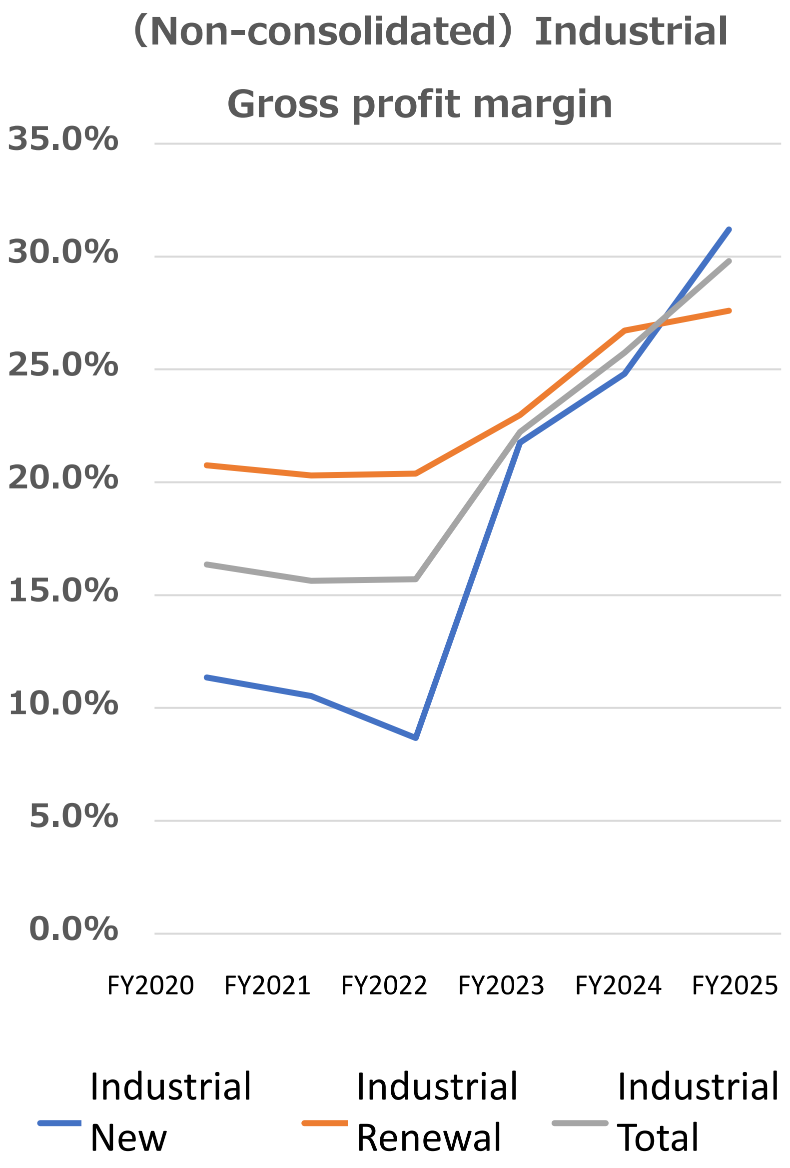




※KOWAKAI : A cooperative association formed with partner companies.
This graph shows the trend in the number of partner companies involved in construction.

# Gross profit margin by segment



# Shareholder return

## Revision of Dividend Forecast for FY2025(Upward) and Dividend Forecast for FY2026

Revision of forecast as below has announced on 12th May 2026. The dividends of surplus is scheduled to be formally approved following resolutions by the Board of Directors to be held in May 2026 and the 146th Annual General Meeting of Shareholders in June 2026.

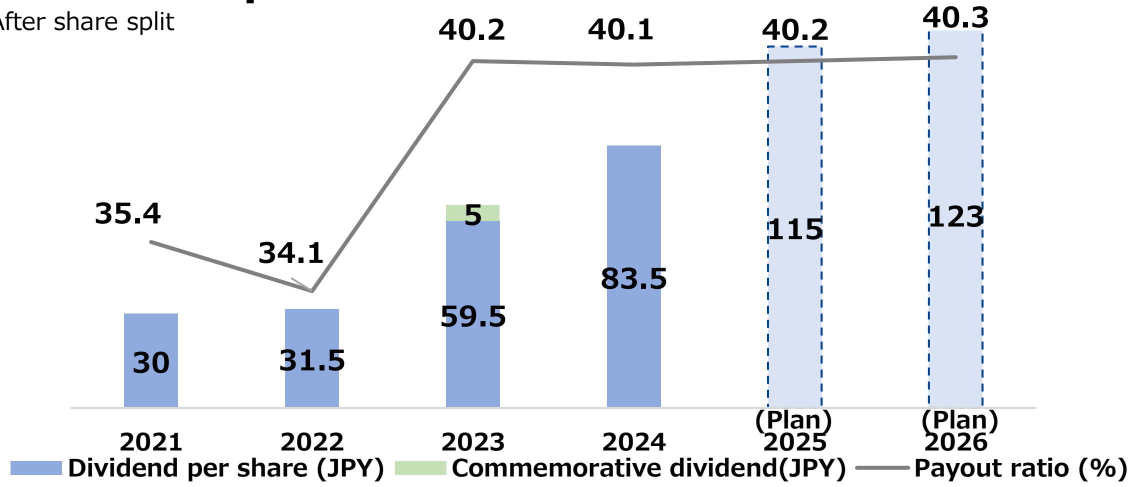
As share split has conducted with effective on 1st Oct 2025, the related information, including past period, in this slide such as dividends per share or EPS are calculated after this share split.

| | FY2025<br>Before revision (2026.2.13) | FY2025<br>After revision | FY2026<br>Plan |
|---|---|---|---|
| Annual Dividend per share | ¥112<br>(Interim ¥43)<br>(Year end ¥69) | **¥115**<br>(Interim ¥43)<br>**(Year end ¥72)** | **¥123**<br>**(Interim ¥61)**<br>**(Year end ¥62)** |
| EPS | ¥278.15 | **¥285.73** | **¥305.02** |
| Payout ratio | 40.3% | **40.2%** | **40.3%** |

Basic policy for shareholders return
The basic policy is to use dividends to distribute earnings to shareholders while maintaining the proper balance with funds needed for maintaining financial strength 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 buy back will be used for the medium to long-term growth of shareholder value. Buy back will be conducted at suitable times while taking into account financial strength, the efficient use of capital, current market conditions, the amount of equity, opportunities for business investments and other considerations.

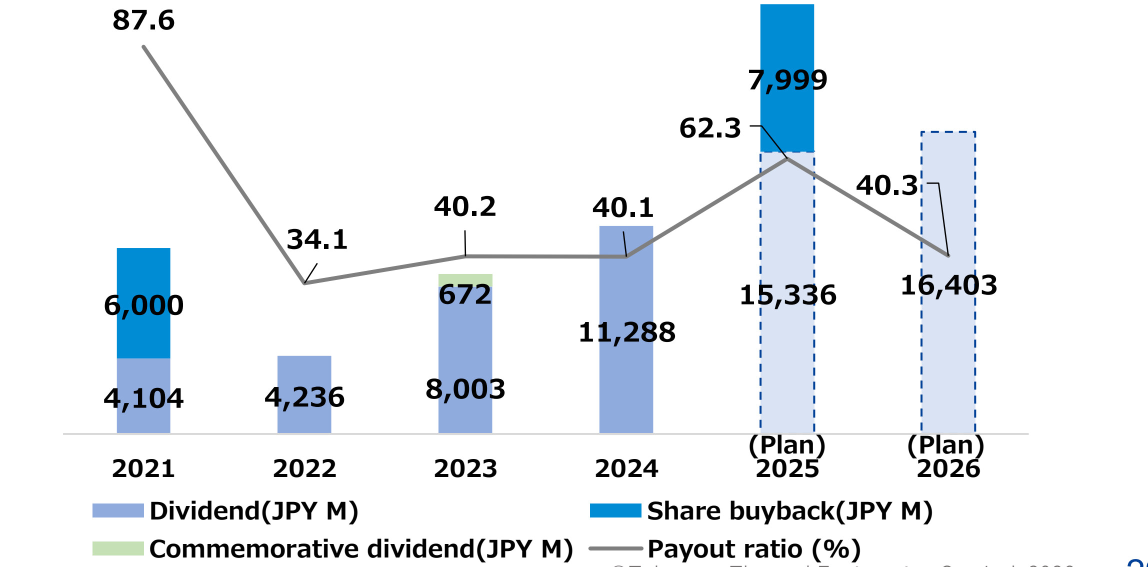
## Dividends per share

※After share split




※Payout ratio for FY2023 including commemorative dividend is 43.6%

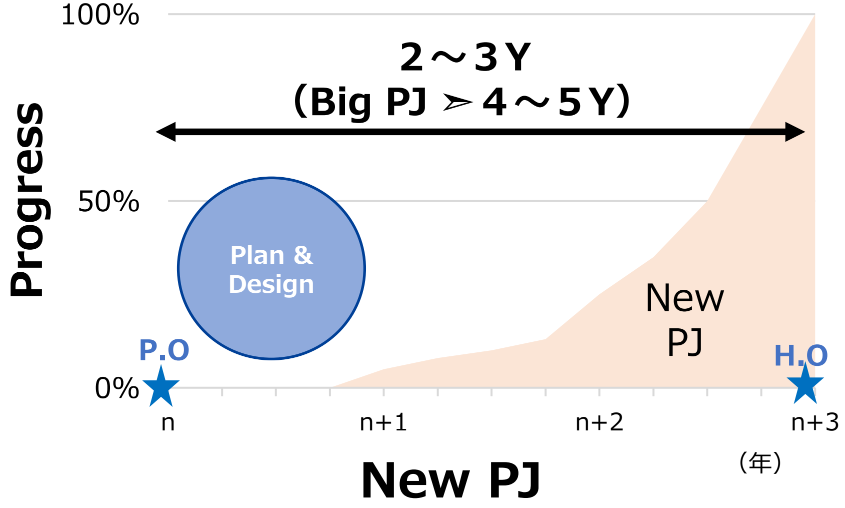
## Total shareholder return and payout ratio



# Agenda

# Appendix : Differences in periods and Renovation(RN) cycles

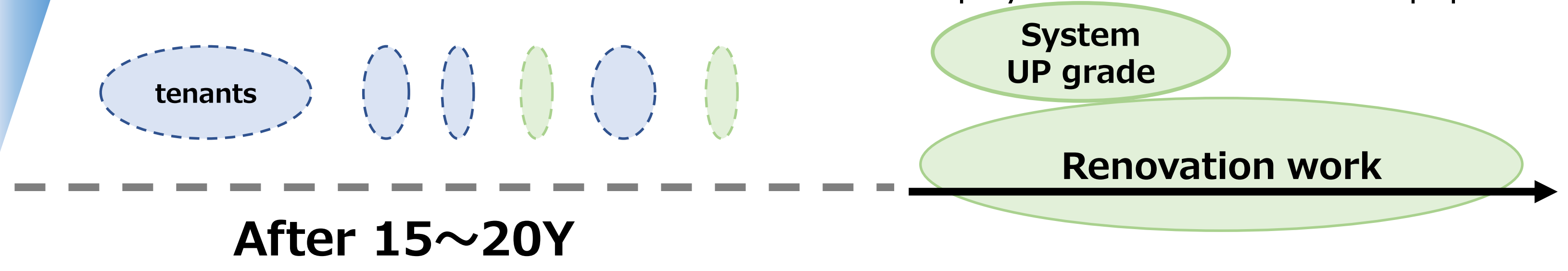
## General air conditioning scope <e.g. office buildings (including redevelopment projects), commercial facilities, hotels, etc.>



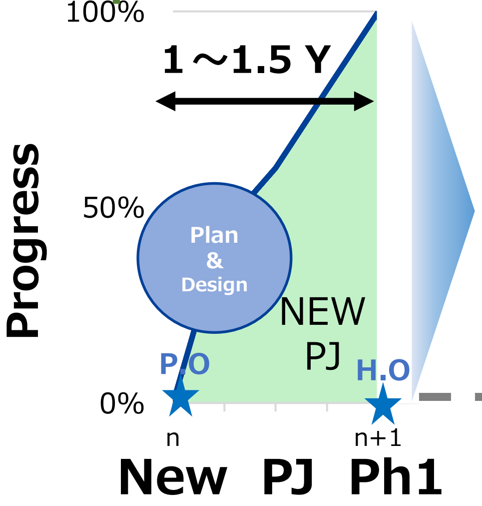

### Renovations works are required 15-20Yeas after 1st completion.

・Fit-out work commencing or ending
・Repair works

Large-scale renovation works due to system upgrades or the expiry of the useful life of equipment

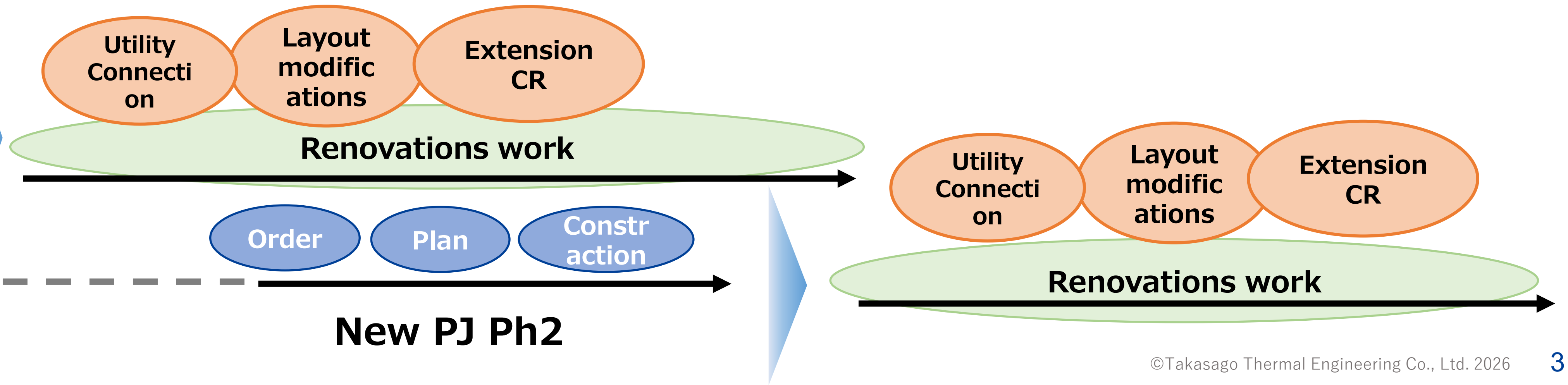



## Industrial air conditioning scope (e.g. semiconductor factories)




### large-scale renovation works are required at regular intervals

(e.g. every two to three years) new construction projects expected in the near future

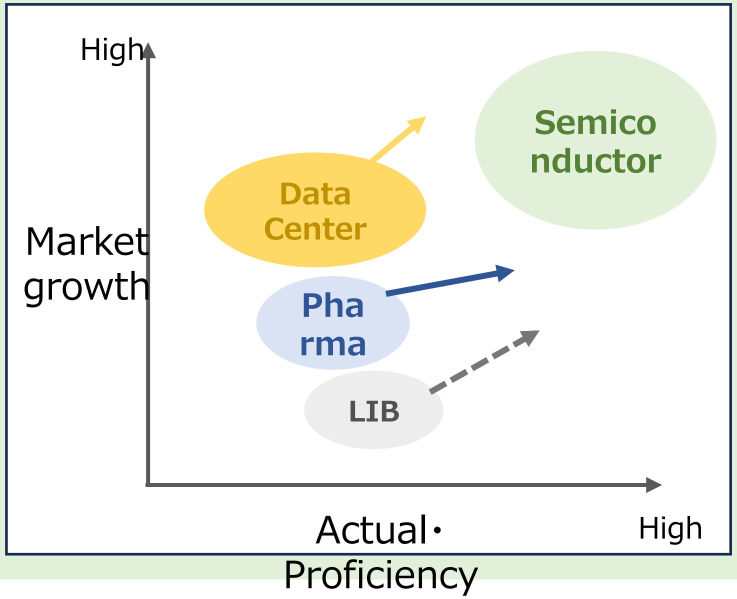


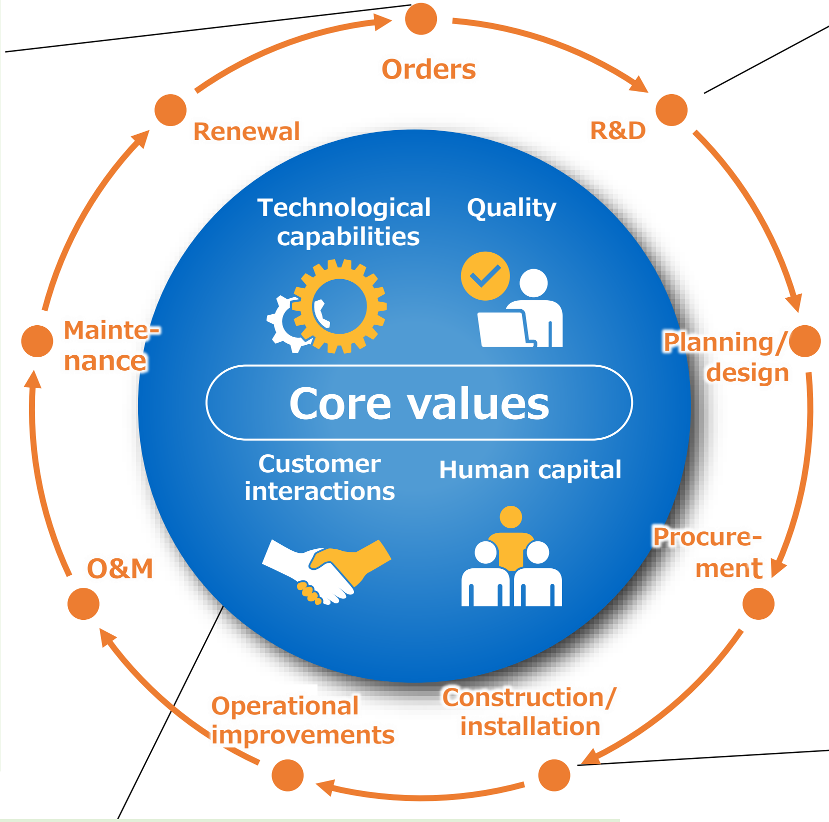
# Appendix : Core value and Value chain

## Delivering Optimal Solutions Across the Entire Value Chain

We collaborate with our clients from the early stages of construction planning, seamlessly link planning and design, construction, and operation and after-sales support, with the aim of helping our clients solve their issues.

**the optimal mix of building types, and with a view to medium- to long-term technological growth, we are conducting company-wide optimise order-taking activities**




**[proprietary technologies]**
**TCR-SWIT®, IDC-SFLOW®**
**MegaStock®, WINDS® series**
**Closed-loop VOC and hydrogen production systems and others**

**By integrating sales, construction, design and research and development, we are able to fully utilise our engineering capabilities and introduce proprietary technologies**

**Aiming to transform the construction process**
**Utilization of off-site construction and BIM-related technologies**
**Roll-out of T-Base® and PLANETS and others**

**Initiatives to enhance human capital,technological advancement, and the visualisation of various assets, etc.**

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

(Unit : JPY M、%)

| | | FY2023 | FY2024 | FY2025 | |
|---|---|---|---|---|---|
| | | Results | Results | Results | Change(%) |
| Sales order (Order recieved) | Non-consolidated | 301,173 | 307,974 | **342,635** | **+11.3** |
| | Domestic Subsidiaries | 47,513 | 44,741 | **49,656** | **+11.0** |
| | International Subsidiaries | 59,193 | 67,654 | **75,403** | **+11.5** |
| | Adjustment | ▲4,769 | ▲4,223 | **▲7,637** | **–** |
| | Total | 403,110 | 416,147 | **460,067** | **+10.6** |
| Net sales (Revenue) | Non-consolidated | 268,657 | 274,274 | **294,497** | **+7.4** |
| | Domestic Subsidiaries | 45,883 | 44,678 | **48,614** | **+8.8** |
| | International Subsidiaries | 58,241 | 71,150 | **90,589** | **+27.3** |
| | Adjustment | ▲9,415 | ▲8,441 | **▲9,777** | **–** |
| | Total | 363,366 | 381,661 | **423,923** | **+11.1** |
| Consolidated/non-consolidated ratio of net sales | | 1.35 times | 1.39 times | **1.44 times** | |

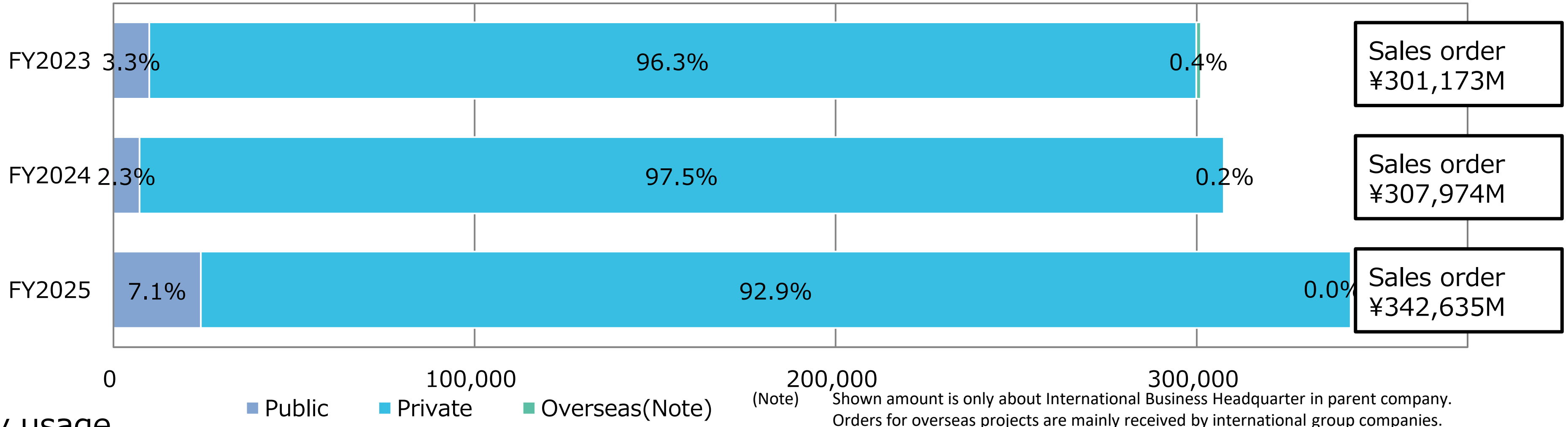
# 【Non-Consolidated】 Financial performance summary

(Unit : JPY M、%)

| | FY2023 | FY2024 | FY2025 | | |
|---|---|---|---|---|---|
| | Results | Results | Results | Change | % |
| Net sales (Revenue) | 268,657 | 274,274 | **294,497** | **+20,222** | **+7.4** |
| Gross profit (%) | 45,703 (17.0) | 56,509 (20.6) | **74,216 (25.2)** | **+17,706** | **+31.3** |
| Operating profit (%) | 20,898 (7.8) | 29,135 (10.6) | **41,892 (14.2)** | **+12,757** | **+43.8** |
| Ordinary profit (%) | 22,988 (8.6) | 32,045 (11.7) | **44,815 (15.2)** | **+12,770** | **+39.9** |
| Profit (%) | 17,933 (6.7) | 26,232 (9.6) | **34,068 (11.6)** | **+7,836** | **+29.9** |
| Sales order (Order received) | 301,173 | 307,974 | **342,635** | **+34,660** | **+11.3** |
| Carry forward | 274,974 | 308,674 | **356,812** | **+48,137** | **+15.6** |

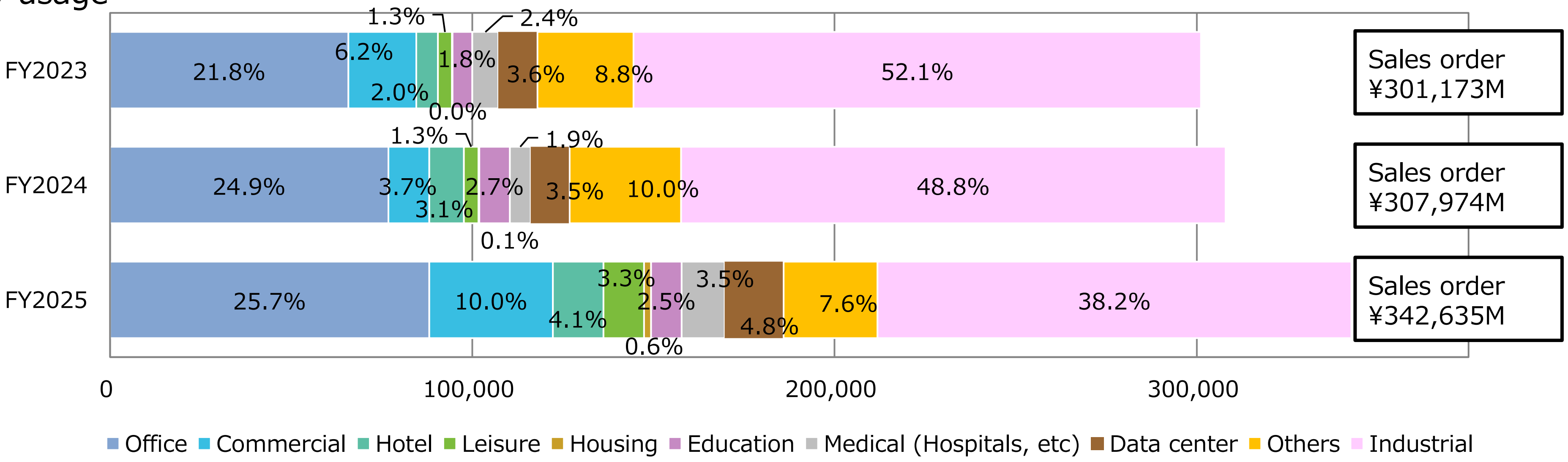
# 【Non-Consolidated】 Breakdown of sales order(Order received)

## Public, private sector and overseas



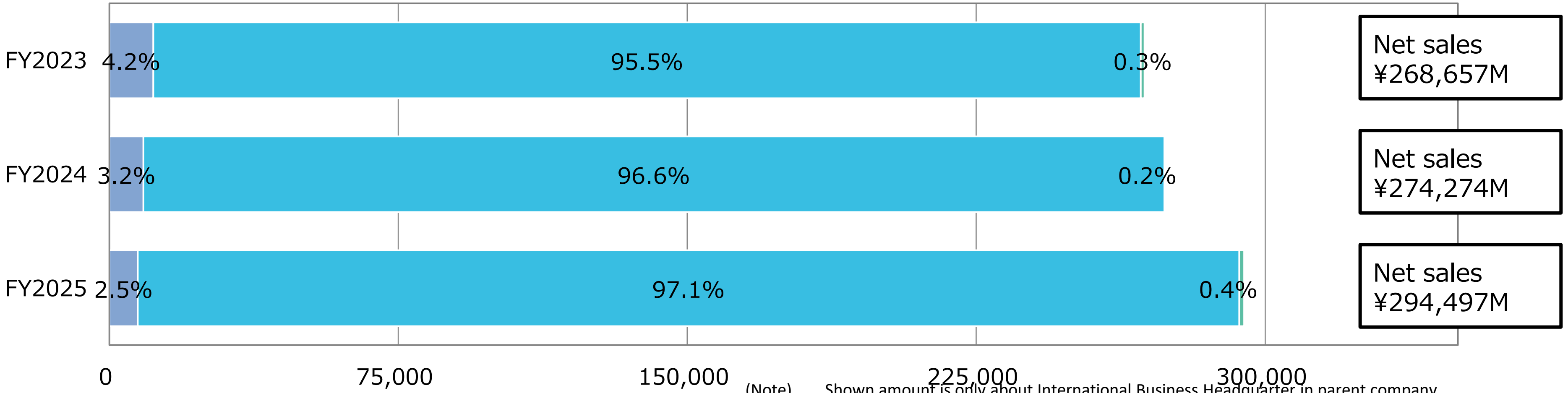

(Note) Shown amount is only about International Business Headquarter in parent company. Orders for overseas projects are mainly received by international group companies.

## By usage



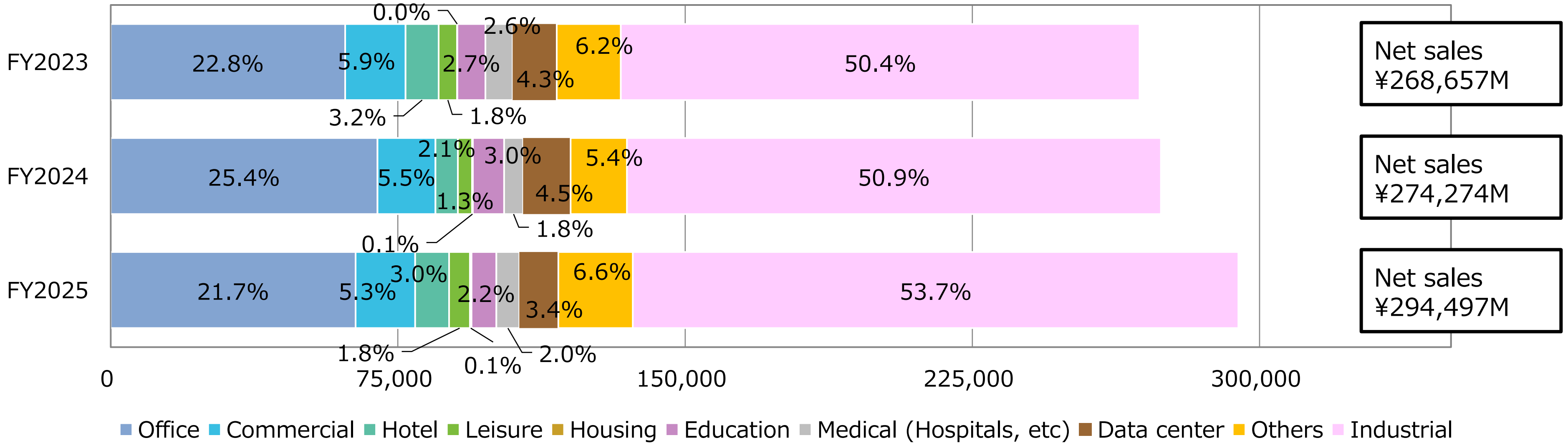
# 【Non-Consolidated】 Breakdown of net sales

## Public, private sector and overseas



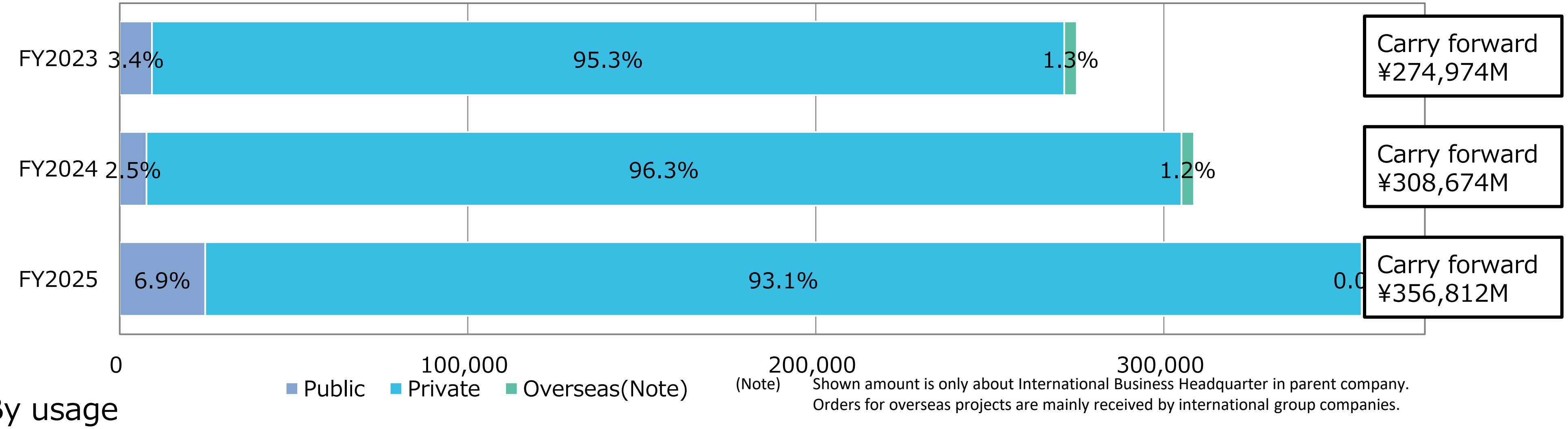

(Note) Shown amount is only about International Business Headquarter in parent company. Orders for overseas projects are mainly received by international group companies.

## By usage



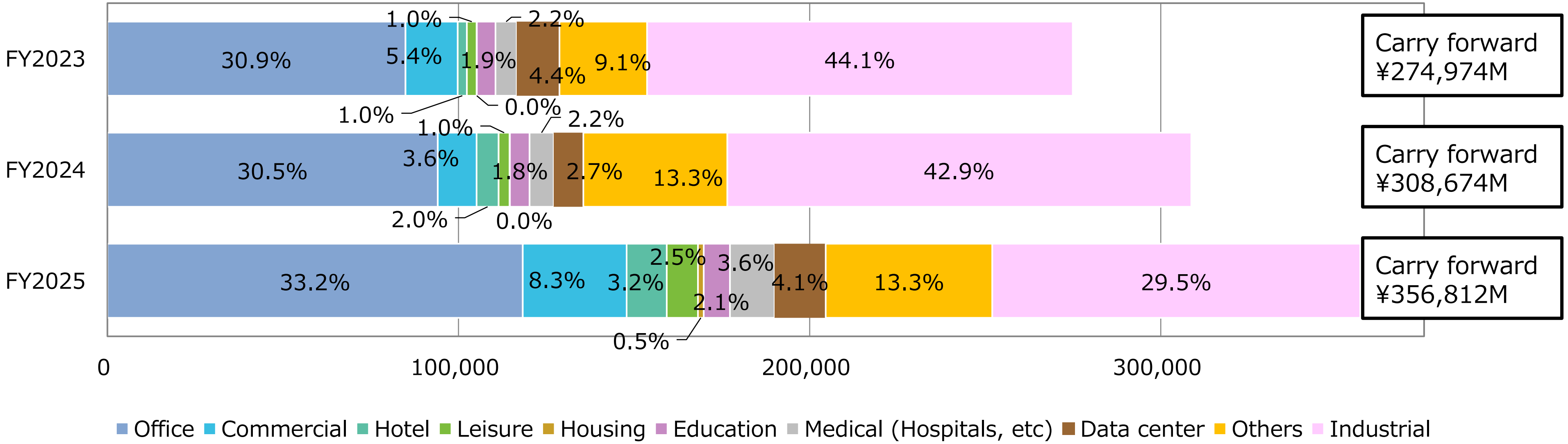
# 【Non-Consolidated】 Breakdown of carry forward projects

## Public, private sector and overseas




(Note) Shown amount is only about International Business Headquarter in parent company. Orders for overseas projects are mainly received by international group companies.

## By usage



# 【Non-consolidated】 Segment wise sales order and net sales

## Orders received by type of construction (non-consolidated)

(Unit : JPY M、%)

| | | FY2023 | | | FY2024 | | | FY2025 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Q2 | Full year | Composition (Full year) | Q2 | Full year | Composition (Full year) | Q2 | Full year | Composition (Full year) | Change YoY |
| **Total** | | 118,563 | 301,173 | 100.0% | 146,751 | 307,974 | 100.0% | **165,355** | **342,635** | **100.0%** | **+11.3** |
| General/ Industrial | General | 61,978 | 144,501 | 48.0% | 81,082 | 157,627 | 51.2% | **104,798** | **211,819** | **61.8%** | **+34.4** |
| | Industrial | 56,585 | 156,672 | 52.0% | 65,669 | 150,347 | 48.8% | **60,557** | **130,815** | **38.2%** | **▲13.0** |
| New/ Renewal | New | 25,576 | 139,684 | 46.4% | 63,369 | 150,532 | 48.9% | **69,517** | **143,449** | **41.9%** | **▲4.7** |
| | Renewal | 92,987 | 161,488 | 53.6% | 83,381 | 157,441 | 51.1% | **95,838** | **199,185** | **58.1%** | **+26.5** |

## Completed construction work by type of construction (non-consolidated)

(Unit : JPY M、%)

| | | FY2023 | | | FY2024 | | | FY2025 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Q2 | Full year | Composition (Full year) | Q2 | Full year | Composition (Full year) | Q2 | Full year | Composition (Full year) | Change YoY |
| **Total** | | 125,011 | 268,657 | 100.0% | 112,699 | 274,274 | 100.0% | **144,098** | **294,497** | **100.0%** | **+7.4** |
| General/ Industrial | General | 57,999 | 133,240 | 49.6% | 55,942 | 134,805 | 49.1% | **53,878** | **136,367** | **46.3%** | **+1.1** |
| | Industrial | 67,011 | 135,416 | 50.4% | 56,756 | 139,469 | 50.9% | **90,219** | **158,129** | **53.7%** | **+13.4** |
| New/ Renewal | New | 70,137 | 133,226 | 49.6% | 51,224 | 113,698 | 41.5% | **79,205** | **125,737** | **42.7%** | **+10.6** |
| | Renewal | 54,874 | 135,430 | 50.4% | 61,474 | 160,576 | 58.5% | **64,892** | **168,759** | **57.3%** | **+5.1** |

# 【Consolidated】Sales order, net sales and carry forward

(Unit : JPY M、%)

| | | | FY2023 | | FY2024 | | FY2025 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | Results | Composition | Results | Composition | Results | Composition | Change |
| Sales order (Order received) | Construction | General | 174,933 | 43.4 | 185,920 | 44.7 | **242,473** | **52.7** | **+30.4** |
| | | Industrial | 220,130 | 54.6 | 222,408 | 53.4 | **208,349** | **45.3** | **▲6.3** |
| | Equipment manufacturing and sales | | 7,956 | 2.0 | 7,699 | 1.9 | **9,108** | **2.0** | **+18.3** |
| | Others | | 90 | 0.0 | 119 | 0.0 | **125** | **0.0** | **+5.1** |
| | Total | | 403,110 | 100.0 | 416,147 | 100.0 | **460,057** | **100.0** | **+10.6** |
| | (of which overseas) | | (64,787) | (16.1) | (72,336) | (17.4) | **(74,166)** | **(16.1)** | **(+2.5)** |
| | (of which maintenance) | | (31,109) | (7.7) | (30,753) | (7.4) | **(33,975)** | **(7.4)** | **(+10.5)** |
| Net sales (Revenue) | Construction | General | 161,961 | 44.6 | 163,170 | 42.8 | **166,776** | **39.4** | **+2.2** |
| | | Industrial | 193,532 | 53.3 | 210,512 | 55.1 | **248,606** | **58.6** | **+18.1** |
| | Equipment manufacturing and sales | | 7,782 | 2.1 | 7,859 | 2.1 | **8,414** | **2.0** | **+7.1** |
| | Others | | 90 | 0.0 | 119 | 0.0 | **125** | **0.0** | **+5.1** |
| | Total | | 363,366 | 100.0 | 381,661 | 100.0 | **423,923** | **100.0** | **+11.1** |
| | (of which overseas) | | (58,850) | (16.2) | (71,579) | (18.8) | **(90,756)** | **(21.4)** | **(+26.8)** |
| | (of which maintenance) | | (30,466) | (8.4) | (30,818) | (8.1) | **(33,299)** | **(7.9)** | **(+8.1)** |
| Carry forward | Construction | General | 156,345 | 45.8 | 179,095 | 47.7 | **254,791** | **61.9** | **+42.3** |
| | | Industrial | 182,319 | 53.5 | 194,214 | 51.7 | **153,957** | **37.4** | **▲20.7** |
| | Equipment manufacturing and sales | | 2,290 | 0.7 | 2,130 | 0.6 | **2,824** | **0.7** | **+32.6** |
| | Total | | 340,955 | 100.0 | 375,440 | 100.0 | **411,573** | **100.0** | **+9.6** |
| | (of which overseas) | | (65,657) | (19.3) | (66,414) | (17.7) | **(49,825)** | **(12.1)** | **(▲25.0)** |
| | (of which maintenance) | | (2,500) | (0.7) | (2,435) | (0.6) | **(3,111)** | **(0.8)** | **(+27.8)** |

Note: Transaction between segments are eliminated.

# 【Consolidated】Sales order and net sales by quarter

(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 | **120,624** | **450,823** | **+10.4** | 114,545 | 373,683 | **115,273** | **415,383** | **+11.2** |
| | General | 52,649 | 185,920 | **51,239** | **242,473** | **+30.4** | 50,449 | 163,170 | **52,616** | **166,776** | **+2.2** |
| | Industrial | 44,687 | 222,408 | **69,384** | **208,349** | **▲6.3** | 64,095 | 210,512 | **62,656** | **248,606** | **+18.1** |
| | Equipment manufacturing and sales | 1,967 | 7,699 | **2,663** | **9,108** | **+18.3** | 1,907 | 7,859 | **2,613** | **8,414** | **+7.1** |
| | Others | 15 | 119 | **11** | **125** | **+5.1** | 15 | 119 | **11** | **125** | **+5.1** |
| | Total | 99,321 | 416,147 | **123,300** | **460,057** | **+10.6** | 116,468 | 381,661 | **117,898** | **423,923** | **+11.1** |
| | (of which overseas) | (20,423) | (72,336) | **(21,031)** | **(74,166)** | **(+2.5)** | (22,561) | (71,579) | **(30,415)** | **(90,756)** | **(+26.8)** |
| | (of which maintenance) | (8,463) | (30,753) | **(12,168)** | **(33,975)** | **(+10.5)** | (10,188) | (30,818) | **(10,989)** | **(33,299)** | **(+8.1)** |

# IR Topics and Financial Data

## Awarded the Runner-up Prize at the Nikkei Integrated Reporting Awards

NIKKEI 日経統合報告書アワード Integrated Report Award

"TAKASAGO CORPORATE REPORT 2025" was awarded the Runner-up Prize at the "5th Nikkei Integrated Report Awards", organised by the Nikkei Inc.

## Credit Ratings: Japan Credit Rating Agency, Ltd.

Update on 15th April 2026

| | Credit Rating | Outlook |
|---|---|---|
| Long-term issuer rating<br>Bond rating(update) | **A**<br>→ **A+** | **Positive**<br>→ **Stable** |
| Domestic CP rating (action) | J-1 | – |

## Pct. of orders that were received and completed during FY

(Unit : %)

| | FY2024 | FY2025 |
|---|---|---|
| Non-consolidated | 29.8 | **27.2** |

Average order completion ratio since FY2020: 32.3%

## Capital Expenditures

(Unit : JPY M)

| | FY2024 | FY2025 |
|---|---|---|
| Consolidated | 4,347 | **5,030** |
| Non-consolidated | 3,292 | **3,943** |

・Key factor
BIM and Others

## R&D expenses

(Unit : JPY M)

| | FY2024 | FY2025 |
|---|---|---|
| Consolidated | 2,971 | **3,282** |
| Non-consolidated | 2,747 | **3,036** |

・Development of hydrogen energy utilization technologies BIM-related development, etc.

## Depreciation (non-current assets)

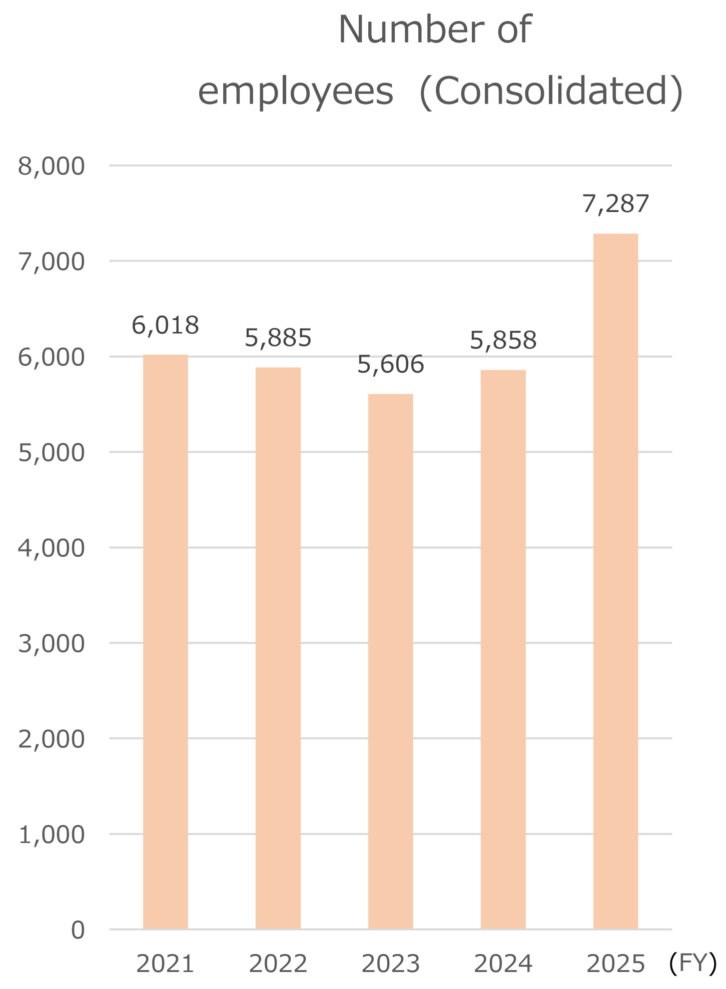
(Unit : JPY M)

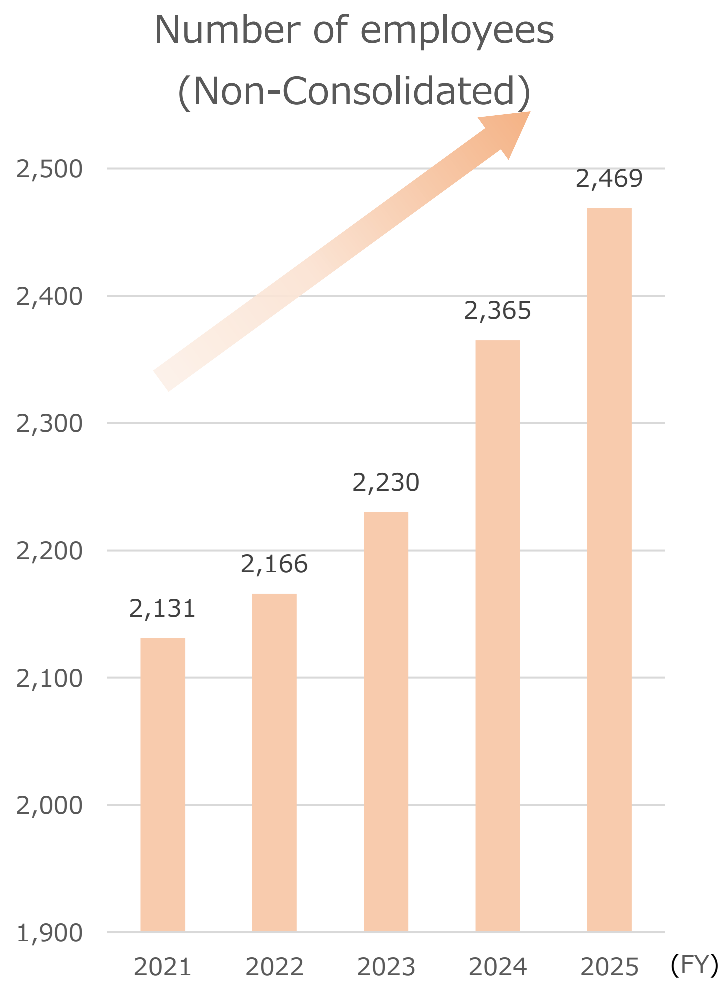
| | FY2024 | FY2025 |
|---|---|---|
| Consolidated | 3,074 | **3,444** |
| Non-consolidated | 2,150 | **2,838** |

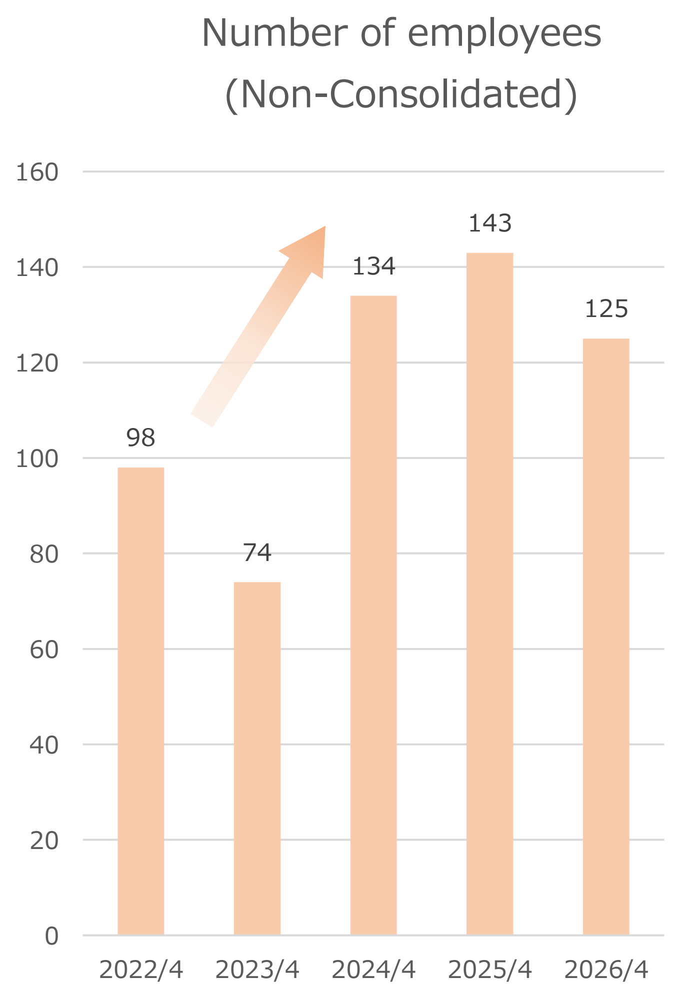
・In-house Back-Office Systems
・Takasago Thermal Innovation Centre
・BIM-related projects, etc.

# Trends in the number of employees

[Number of new recruits]: Progress is on track in line with the staffing plan
[Total number of employees]: The upward trend is being maintained thanks to the effects of intensified recruitment and the review of remuneration and employment systems. We are supporting the development of our staff into ‘Environment-Creator™’ through the enhancement of our training and education framework



## 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.

## IR contacts

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