

TOTECH Group Financial Results for FY3/25

TOTECH CORPORATION

May 26, 2025



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Our Business

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FY3/25 Financial Results Report / FY3/26 Business Plan

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Progress of Medium-term Management Plan

[APPENDIX]

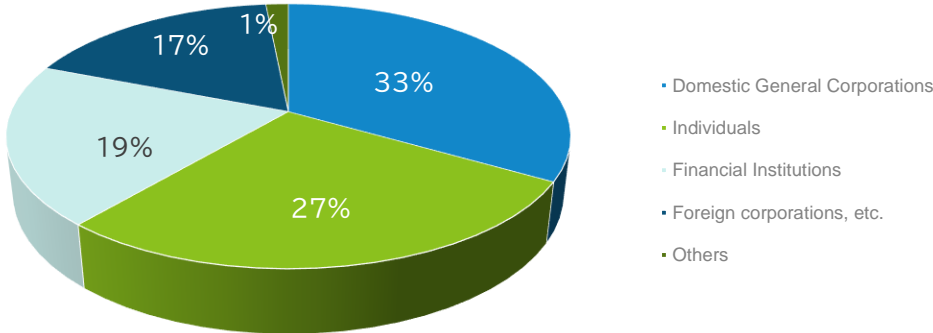
Company name	TOTECH CORPORATION (Tokyo Stock Exchange Prime Market; 9960)
Established	July 6, 1955
Business	Sales of Air Conditioning and other Equipment Business, Instrumentation work Business, Energy Business, etc.
Head Office	3-11-11, Nihonbashi, Honcho, Chuo-ku, Tokyo
Capital Stock	1,857 million yen (Number of shareholders: 9,087) (As of March 31, 2025)
Fiscal Year-end	March 31
Number of employees	2,648 (Consolidated); 1,089 (Non-consolidated) (As of March 31, 2025)
Directors	Tomoyuki Kusano, Director and Chairman of TOTECH Group Katsumi Nagao, Chairman and Representative Director Kaoru Koyama, President and Representative Director Kiyotaka Kaneko, Director; Seiken Saito, Director; Atsuko Usami Director; Toshiro Nakamizo, Audit & Supervisory Board Member; Kazuhito Arata, Audit & Supervisory Board Member; Daichi Kamio, Audit & Supervisory Board Member *Company with an Audit Committee and Nomination and Compensation Committee
Consolidated Subsidiaries	8 in Japan; 6 overseas (As of March 31, 2025)



Kaoru Koyama,
President and Representative Director

April 1978: Joined the Company
April 2001: General Manager of TA System Sales Department, Osaka Branch
April 2010: General Manager of Osaka Branch
April 2016: Senior Executive Officer and General Manager of Osaka Branch
June 2018: Director and General Manager of Instrumentation Business Management Department of the Company
April 2019: Director, Managing Executive Officer and General Manager of Instrumentation Business Management Department of the Company
April 2023: Director, Senior Managing Executive Officer, General Manager of Engineering Headquarters and General Manager of Instrumentation Business Management Department General Manager of Engineering Headquarters and General Manager of Instrumentation Business Supervisory Div.
April 2025: Appointed as President and Representative Director

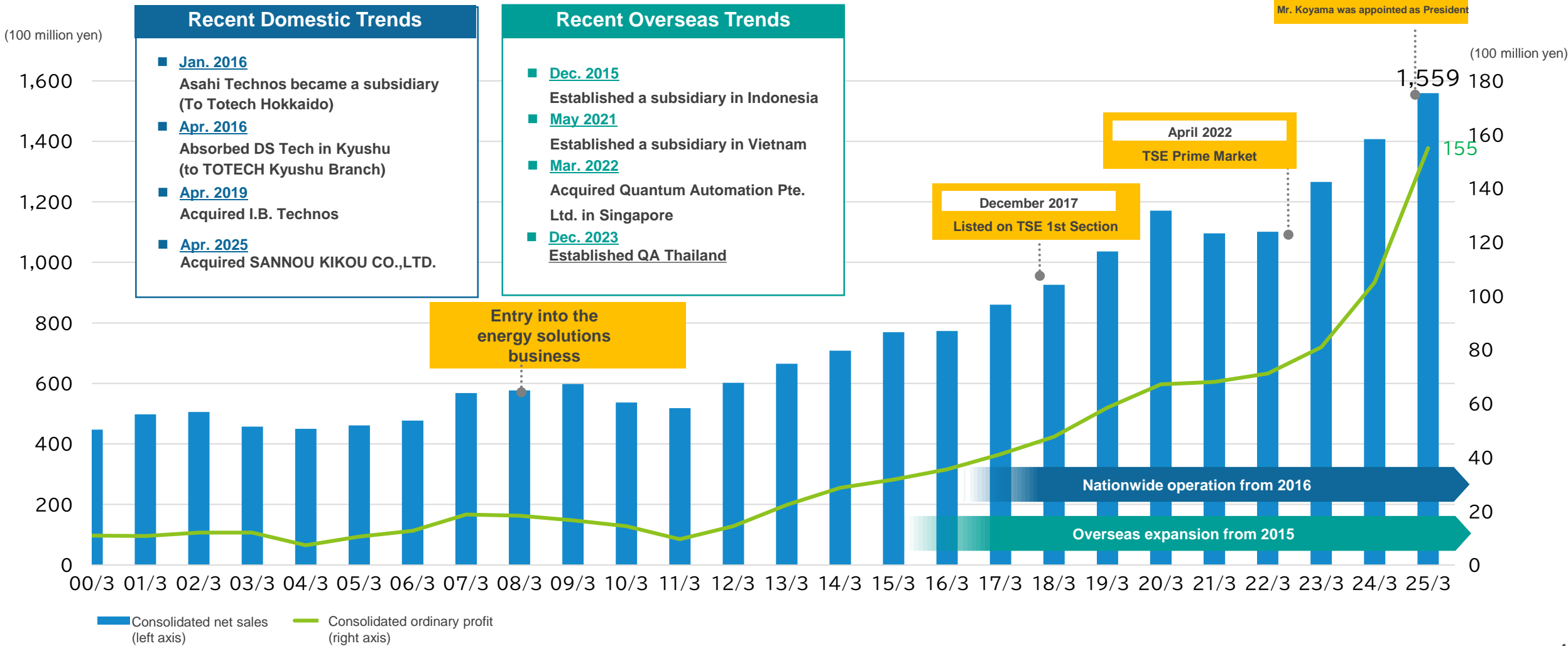
Shareholder Composition as of
March 31, 2025 (%)
Number of shareholders: 9,087



TOTECH Group: Our Growth History



- July 2025 marks the 70th anniversary of our founding. In addition to organic growth, we have been promoting sales and profit growth through M&As (domestic and overseas).
- Effective April 1, 2025, Kaoru Koyama was appointed as new President.



TOTECH CORPORATION will celebrate its 70th anniversary in July 2025.

We are deeply grateful for the continued support of all our stakeholders, which has made this milestone possible.

■ To Mark the 70th Anniversary: New Group Logo, Slogan, and Group Character Unveiled



New TOTECH Group Logo and Slogan



ここちよい未来をアシスト

Assisting a Pleasant Future

<Slogan>

What we aim to continue providing—now and into the future—is pleasantness.

By adding “Assisting the Future” to our long-term vision slogan, we emphasize the TOTECH Group’s attitude and value as an organization.

TOTECH Group Character “Kokochii”






<Personality>

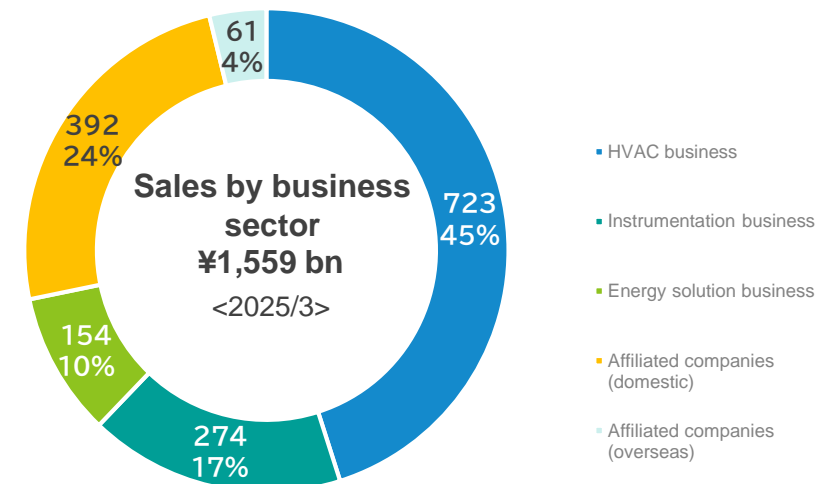
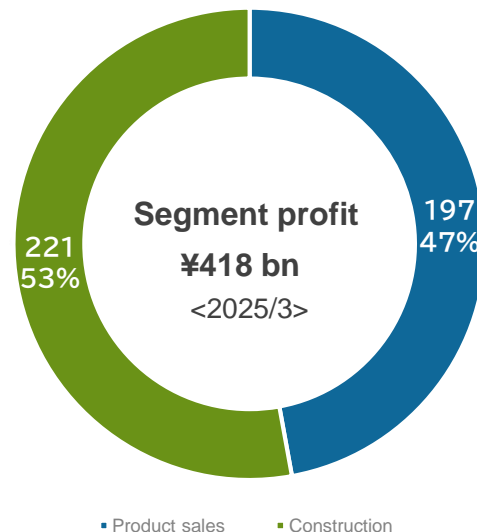
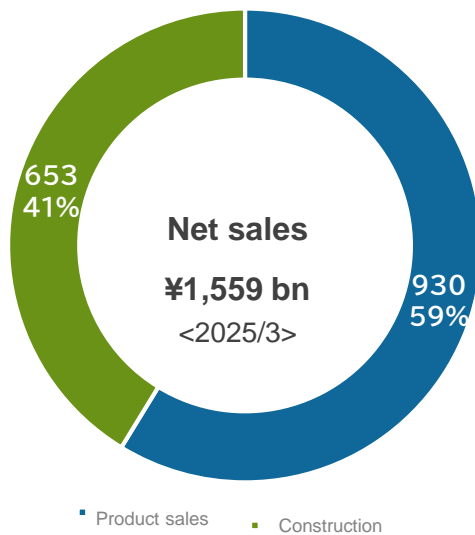
Gentle and calm, yet always willing to take on new challenges first. Always observing the world, looking for things that spark excitement.

<Charming Features>

A soft, round shape and a white line across the body—if you look closely, it forms the TOTECH logo.

- Our company conducts business activities in the Product sales and Construction business segments, while focusing on the air conditioning, instrumentation, and energy fields.
- Group-wide one-stop services: From product sales, instrumentation work to regular and spot maintenance

Segments: Product Sales business/Construction business		
 HVAC Business	 Instrumentation business	 Energy solution business
<ul style="list-style-type: none"> ● Purchase, sales, installation, and maintenance and repair of commercial HVAC equipment, etc. ● Large domestic distributor of Daikin's commercial air conditioning equipment 	<ul style="list-style-type: none"> ● Design, installation, purchase, sales, construction, and maintenance and repair of instrumentation equipment (building automation and management systems) ● Azbil's major distributor 	<ul style="list-style-type: none"> ● Purchase, sales, installation, and Maintenance and repair of energy-saving And energy-production equipment (solar Panels and storage batteries) and generators ● Energy solutions such as ESCO business



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Progress of Medium-term Management Plan

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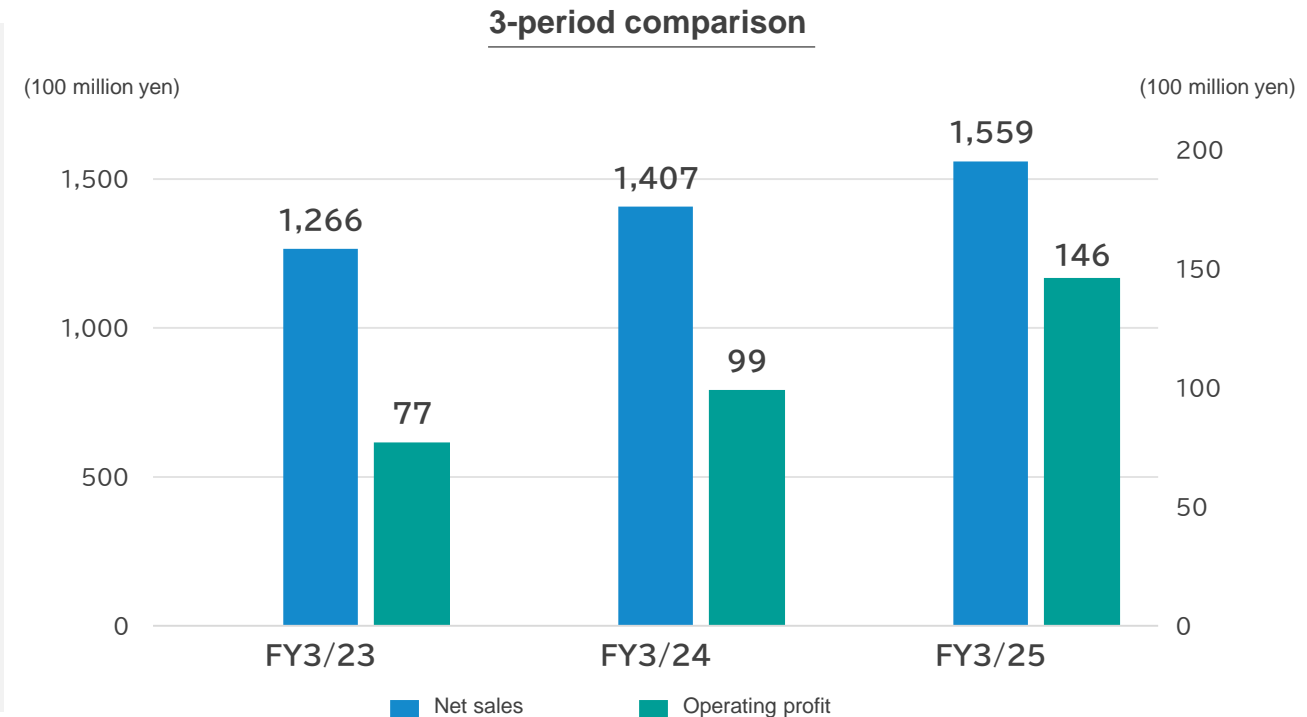
Overview of FY3/25 Performance



Performance Overview: Both net sales and operating profit reached record highs, resulting in increased sales and profits. The Company achieved its Mid-Term Management Plan Phase I net sales target of 155.0 billion yen one year ahead of schedule, and profit target also one year early.

- Sales are trending favorably due to the increase in new construction demand from redevelopment projects mainly in large cities, as well as an increase in capital investment projects for private factories and data centers.
- The reason for the significant increase in operating profit was that the growth of the instrumentation business which requires high technical capabilities, contributed more to the increase in profits than sales. Alos in the product sales business, we promoted the development of value-added services for large projects, additionally with a reduction in the company-wide cost of sales ratio, led to the growth in operating profit.
- Both order intake and order backlog remained solid, supporting sustained and stable growth.

Net sales	¥155.9bn (YoY+10.8%)
Operating profit	¥14.6bn (YoY+48.3%)
Operating profit margin	9.4% (YoY+2.4Point)



Consolidated Statements of Income



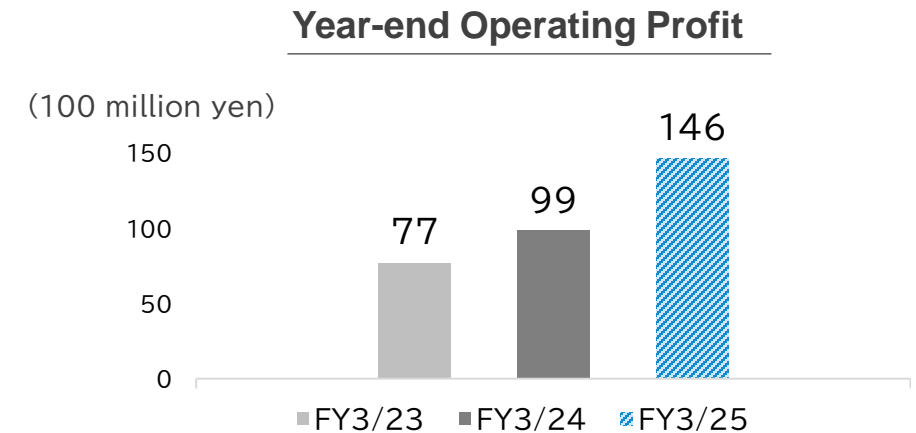
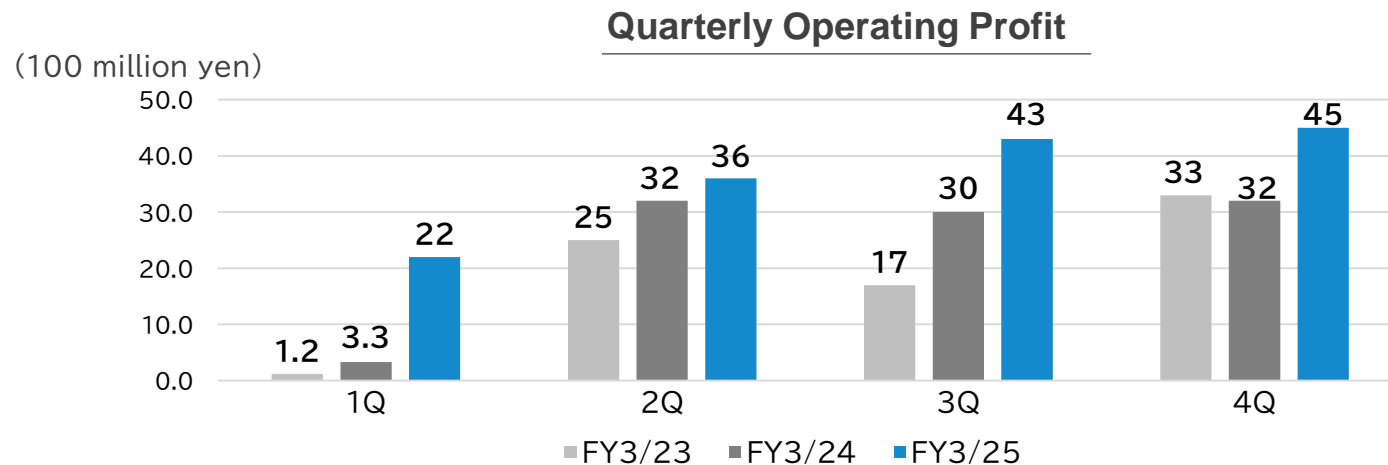
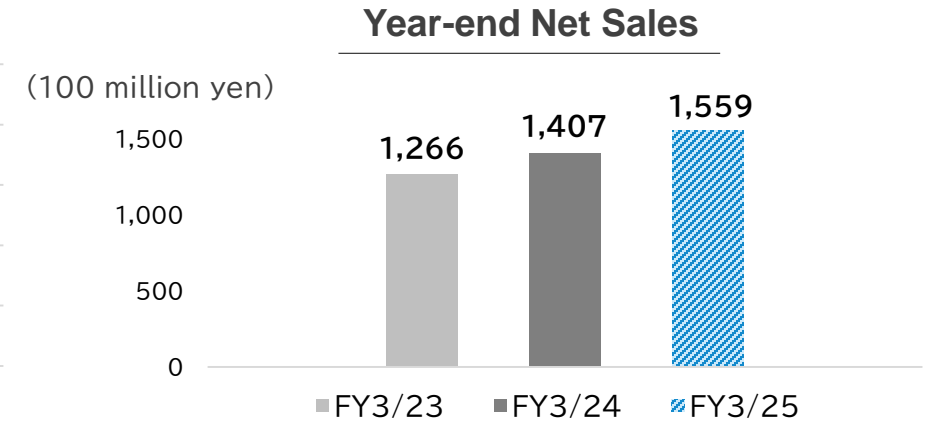
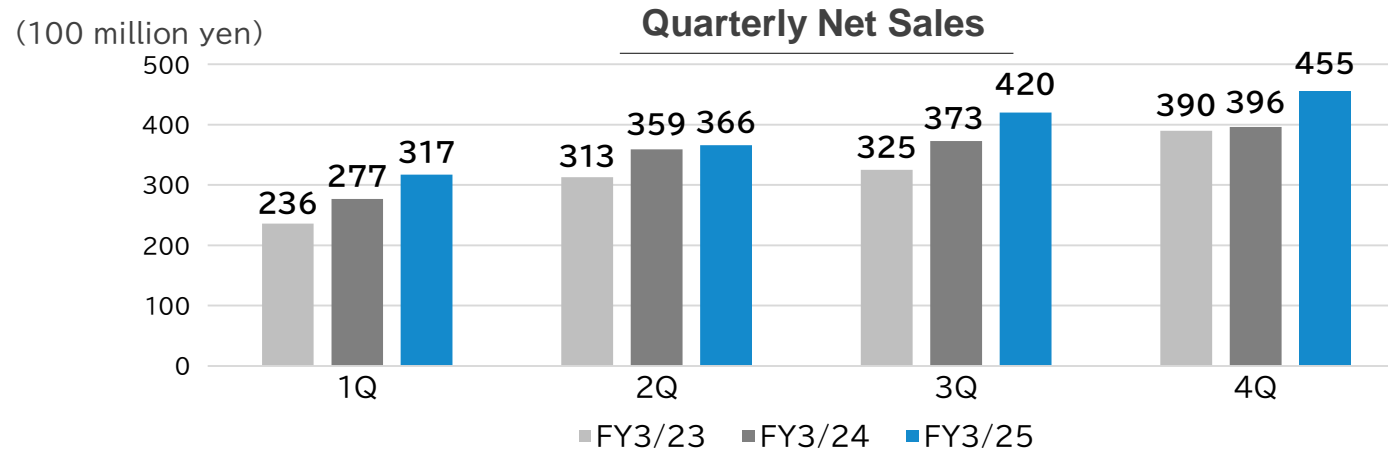
- Sales were up 10.8% YoY, and each profit level exceeded expectations, resulting in a 10% ordinary profit margin.
- Growth in the construction business and improvement in gross profit margins of each business division, especially the improvement in sales and profit margins of the instrumentation business, contributed to overall profits.

	FY3/24 Results (100 million yen)	FY3/25 <Forecast> (100 million yen)	FY3/25 Results (100 million yen)	Profit margin %	YoY change %	Vs. previous forecast %
Net sales	1,407	1, 550	1,559	-	+10.8%	+9 (+0.6%)
Operating profit	99	130	146	9.4%	+48.3%	+16 (+13.0%)
Ordinary profit	105	138	155	10.0%	+47.1%	+17 (+12.9%)
Profit attributable to owners of parent	70	95	111	7.2%	+59.8%	+16 (+17.8%)

Quarterly Performance



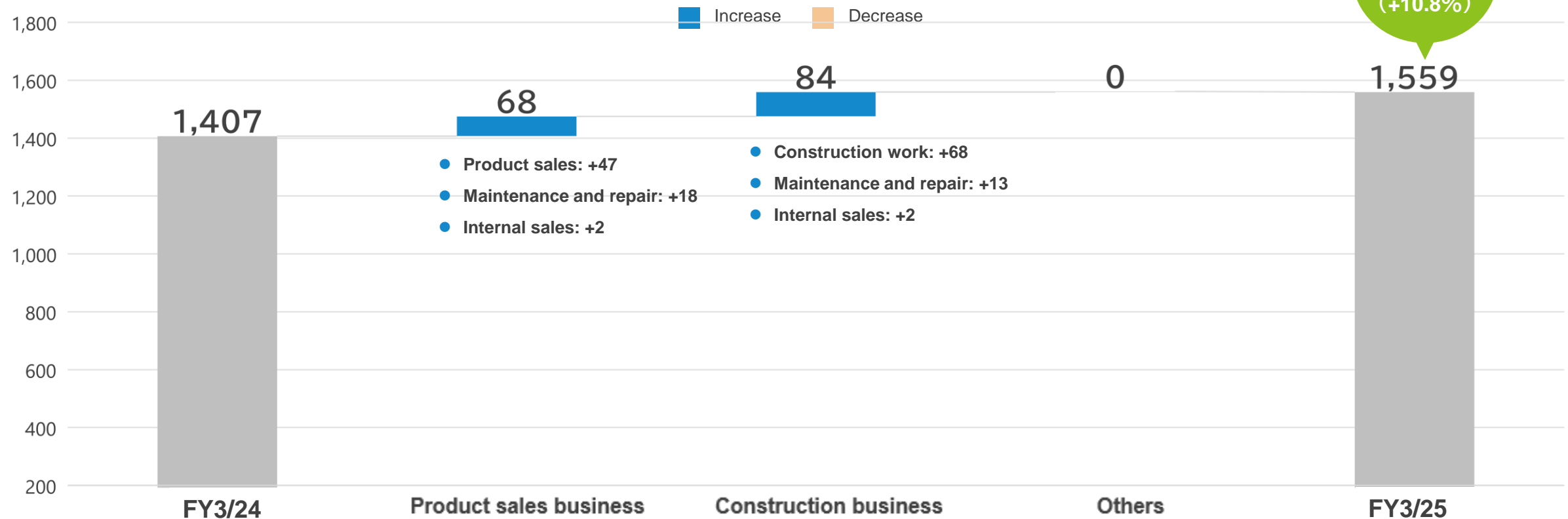
- Both sales and operating profits reached record highs on a quarterly basis.
- The trend of increasing sales in 4Q remains unchanged, but due to larger projects, the trend towards leveling out over the year is gradually progressing.



Change Factors for Net sales by Segment

- The product sales business increased by 6.8 billion yen compared to the previous fiscal year, and the construction business increased by 8.4 billion yen compared to the previous fiscal year.
- Both the product and construction businesses grew significantly, contributing to an increase in overall sales. Maintenance, which leads to stock sales in both the product sales and construction businesses, also grew steadily.

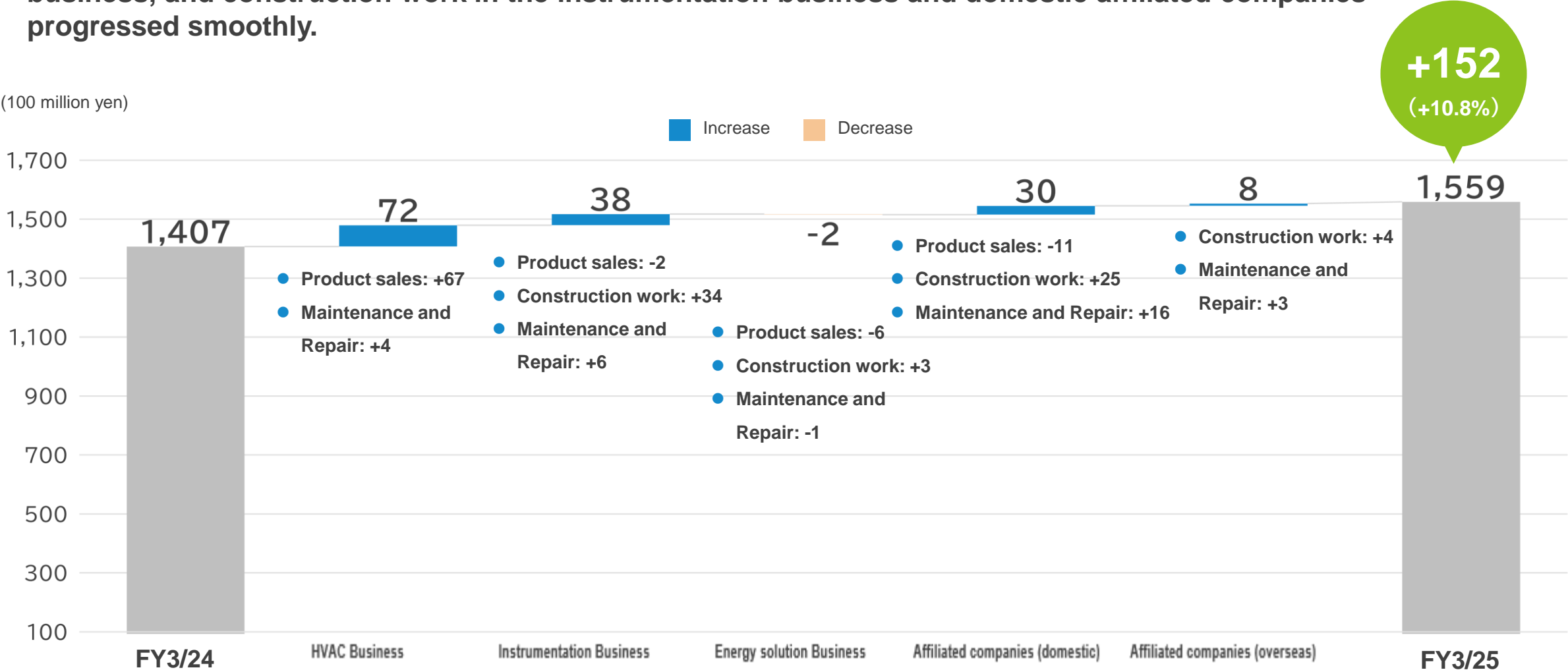
(100 million yen)



Change Factors for Net sales by Business Field

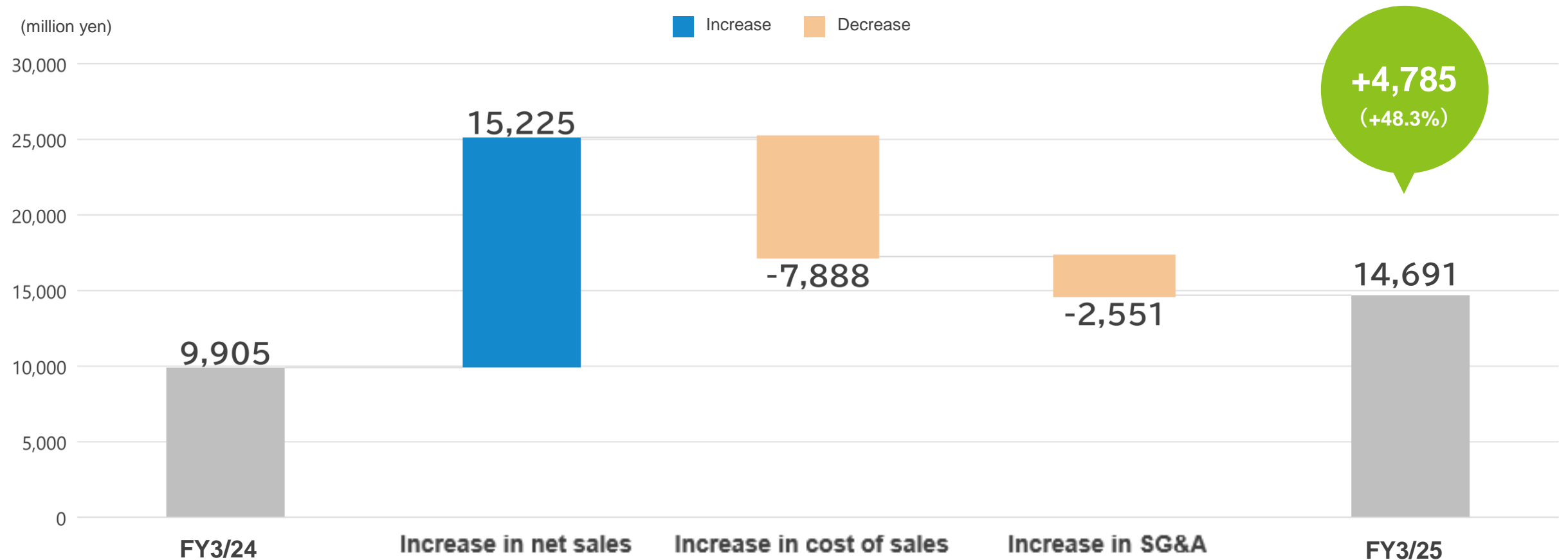


- Exception of the energy business, which saw a backlash from large-scale projects in the previous fiscal year, all business areas grew compared to the previous fiscal year. In particular, equipment sales in HVAC business, and construction work in the instrumentation business and domestic affiliated companies progressed smoothly.



Change Factors for Operating Profit

- Driven by 10.8% year-on-year increase in net sales and an improvement in gross profit margin, we were able to offset the rise in SG&A expenses(including labor costs of up 2,460 million yen), resulting in a year-on-year operating profit increase of 4,785 million yen (+48.3%).



Sales Breakdown by Segment



- The Product sales business grew by 8.1% overall, while regular and spot maintenance services recorded double-digit growth, both contributing to steady performance.
- The Construction business achieved a year-on-year increase of 14.8%, with both construction and maintenance services posting double-digit growth, driving overall profit improvement.

	FY3/24	FY3/25	
	Net sales (100 million yen)	Net sales (100 million yen)	YoY
Product sales business	838	906	+8.1%
Product sales	737	784	+6.4%
Regular and spot maintenance	149	167	+12.1%
Internal sales	-48	-45	-
Construction business	568	652	+14.8%
Construction work	472	540	+14.6%
Regular and spot maintenance	100	113	+13.0%
Internal sales	-4	-1	-

Sales Breakdown by Business



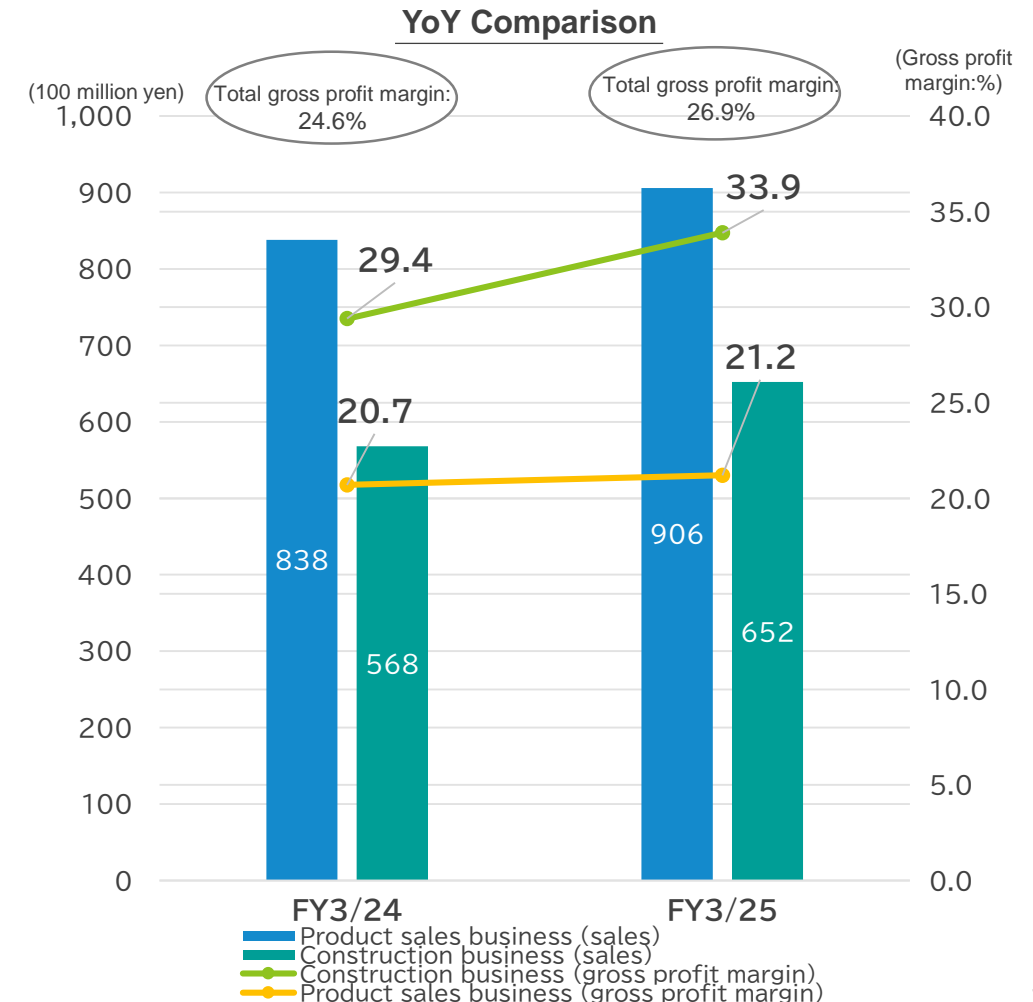
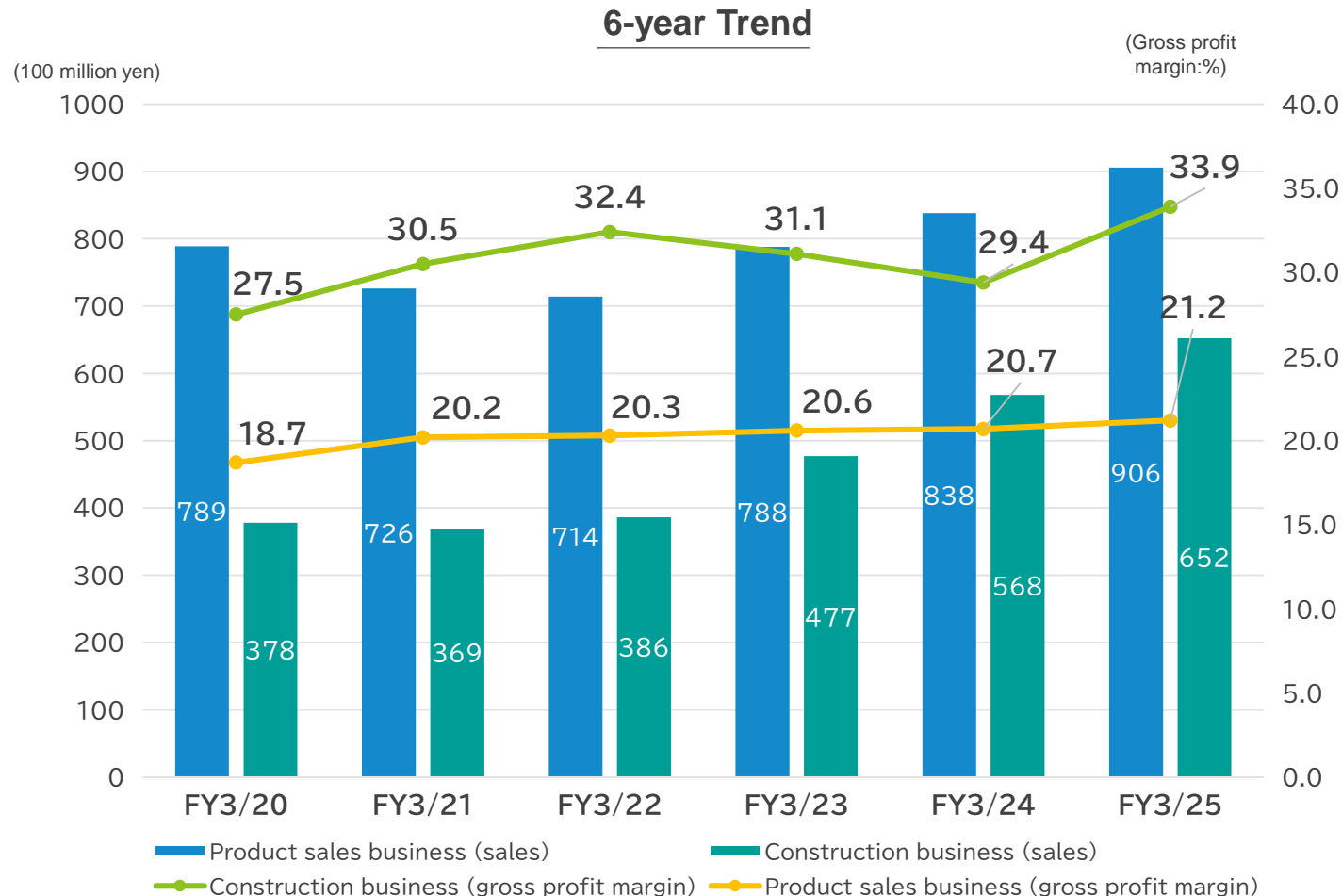
- Due to the reactionary decline following large-scale projects in the previous fiscal year, sales in the Energy Solution Business saw a slight year-on-year decrease. However, all other business segments recorded year-on-year growth.
- Company-wide, regular and spot maintenance services grew by 12.6% year-on-year, accounting for 18.0% of total net sales.

	FY3/24	FY3/25	
	Sales (million yen)	Sales (million yen)	YoY
HVAC Business	65,110	72,341	+11.1%
Product sales	61,995	68,780	+10.9%
Regular and spot maintenance	3,114	3,561	+14.3%
Instrumentation Business	23,564	27,441	+16.5%
Product sales	1,584	1,376	-13.1%
Construction work	18,980	22,403	+18.0%
Regular and spot maintenance	2,999	3,661	+22.1%
Energy solution Business	15,725	15,487	-1.5%
Product sales	3,026	2,394	-20.9%
Construction work	9,378	9,773	+4.2%
Regular and spot maintenance	3,320	3,319	+0%
Affiliated companies (domestic)	36,243	39,261	+8.3%
Product sales	7,127	5,935	-16.7%
Construction work	15,583	18,150	+16.5%
Regular and spot Maintenance	13,532	15,175	+12.1%
Affiliated companies (overseas)	5,277	6,162	+16.8%
Construction work	3,260	3,754	+15.1%
Regular and spot maintenance	2,017	2,408	+19.4%
Internal sales	-5,232	-4,774	-

Segment Sales and Gross Profit Margin



- The gross profit margin in the energy solution business which had previously been poor also improved, totally reaching a record high of 26.9%, an improvement of 2.3 percentage points from the previous fiscal year.
- The gross profit margin for the construction business was 33.9%, an improvement of 4.5 points from the previous fiscal year, and the gross profit margin for the product sales business was also the highest ever.

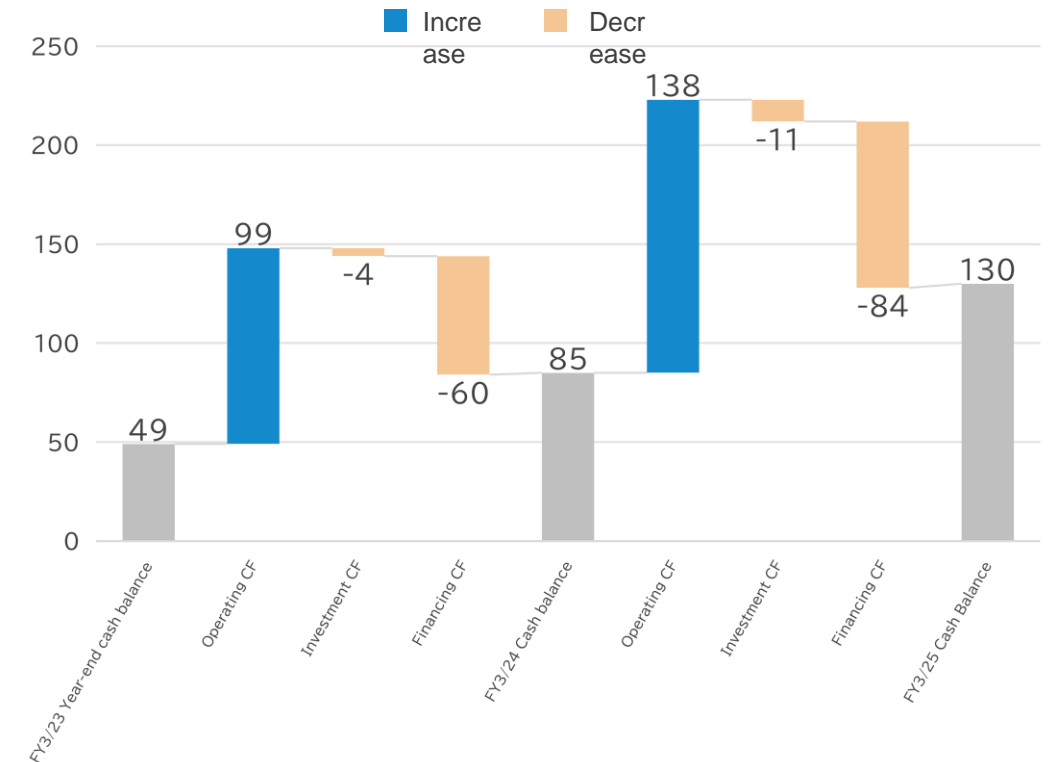


Balance Sheet / Cash Flow

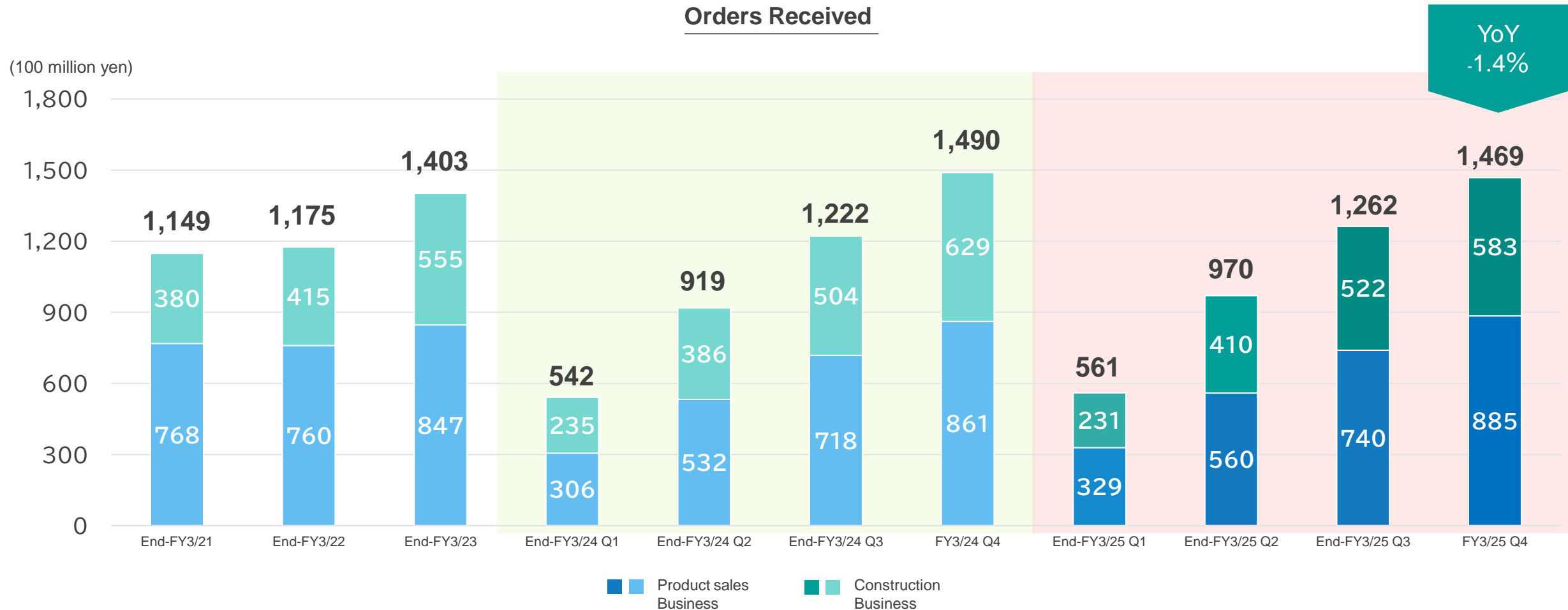


(100 million yen)	FY3/24	FY3/25	Change
Current assets	559	602	+43
Cash and deposits	86	130	+43
Notes and accounts receivable-trade, contract assets, and electronically recorded monetary claims	407	408	+1
Inventories	42	46	+3
Other	22	17	-5
Non-current assets	445	449	+4
Property, plant and equipment	202	209	+6
Intangible assets	33	29	-4
Investments and other assets	209	210	+1
Total assets	1,004	1,052	+47
Current liabilities	391	392	+0
Notes and accounts payable-trade, electronically recorded obligations-operating	238	232	-6
Short-term borrowings, Current portion of long-term borrowings	53	29	-23
Other	99	129	+29
Non-current liabilities	78	47	-30
Long-term debt	36	8	-28
Other	41	39	-2
Net assets	534	612	+78
Total shareholders' equity	443	526	+82
Accumulated other comprehensive income, etc.	90	86	-4
Total liabilities and net assets	1,004	1,052	+24
Shareholders' equity ratio	53.2%	58.2%	+5.0%

	FY3/24	FY3/25 (100 million yen)
Operating CF	99	138
Investment CF	-4	-11
Free CF	95	127
Finance CF	-60	-84
Cash balance	85	130



- In response to strong demand, we received new orders at the same level as the previous fiscal year at a fair price in line with our construction capacity (-1.4% YoY)

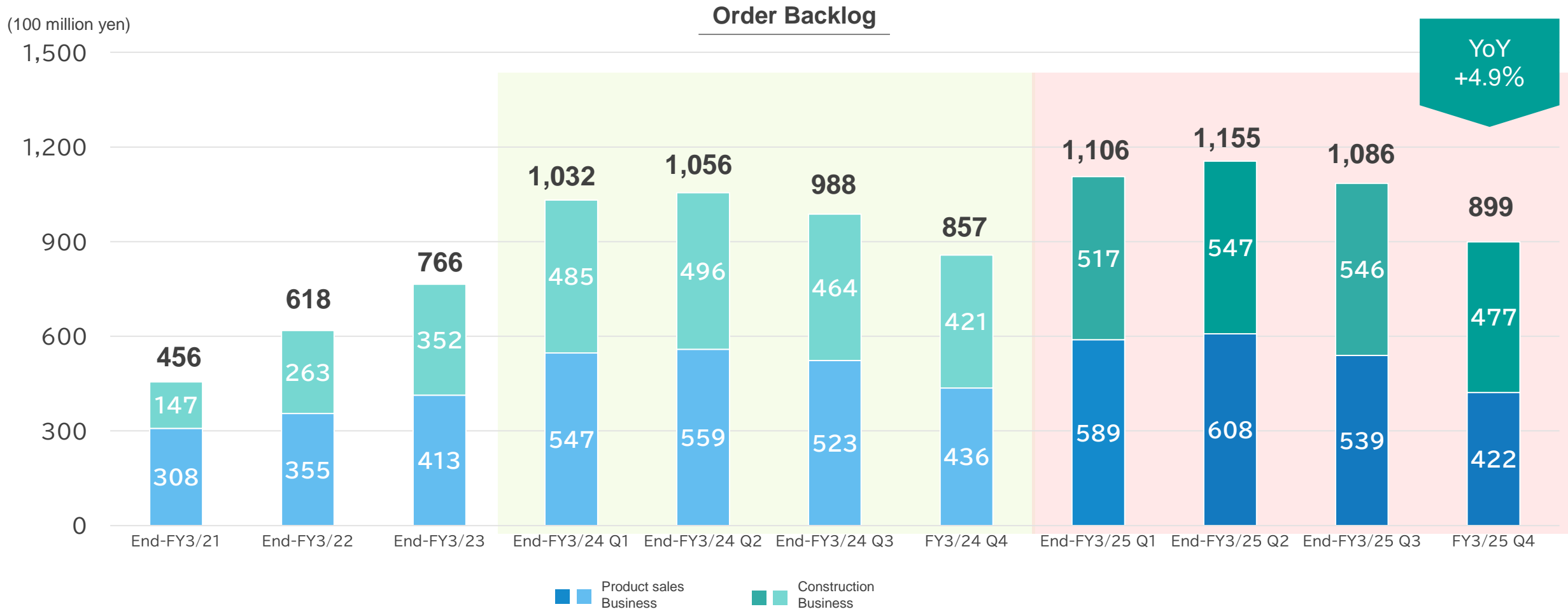


*Including overseas subsidiaries (QA) from FY22/3

Order Backlog



- Order backlog remains strong due to strategic order acquisition that also takes supply into consideration (order backlog is +4.9% compared to the previous period)
- Order backlog in the construction business is particularly strong at +13.3% (product sales orders are -3.2% compared to the previous period)



*Including overseas subsidiaries (QA) from FY22/3

Full-year Business Forecasts: FY3/26



(100 million yen)	FY3/25 (Results)	FY3/26 (Revised Forecast)	Rate of change
Net sales	1,559	1,600	+2.6%
Operating Profit	146	150	+2.1%
Ordinary profit	155	158	+1.5%
Profit attributable to owners of parent	111	107	-4.4%

[Business Environment Outlook]

In the construction industry surrounding our Group, large-scale redevelopment projects in urban areas are expected to continue. However, rising material costs and increased logistics expenses are also anticipated. In addition, to enhance employee motivation and attract top talent, we plan to raise overall salary levels across the Group, which is expected to lead to an increase in selling, general, and administrative expenses.

While the management environment is expected to remain uncertain, we will strive for continued revenue by steadily implementing our business expansion strategy based on the Mid-Term Management Plan.

Dividend Policy: Dividends Paid and Forecast



- As a basic policy, we aim for a consolidated dividend payout ratio of approximately 40%. For FY3/25, the annual dividend will be 109 yen, plus 7-yen commemorative dividend in celebration of the Company's 70th anniversary, bringing the total to 116 yen.
- For FY3/26, we plan to maintain a 104-yen dividend, based on a 40.0% payout ratio.

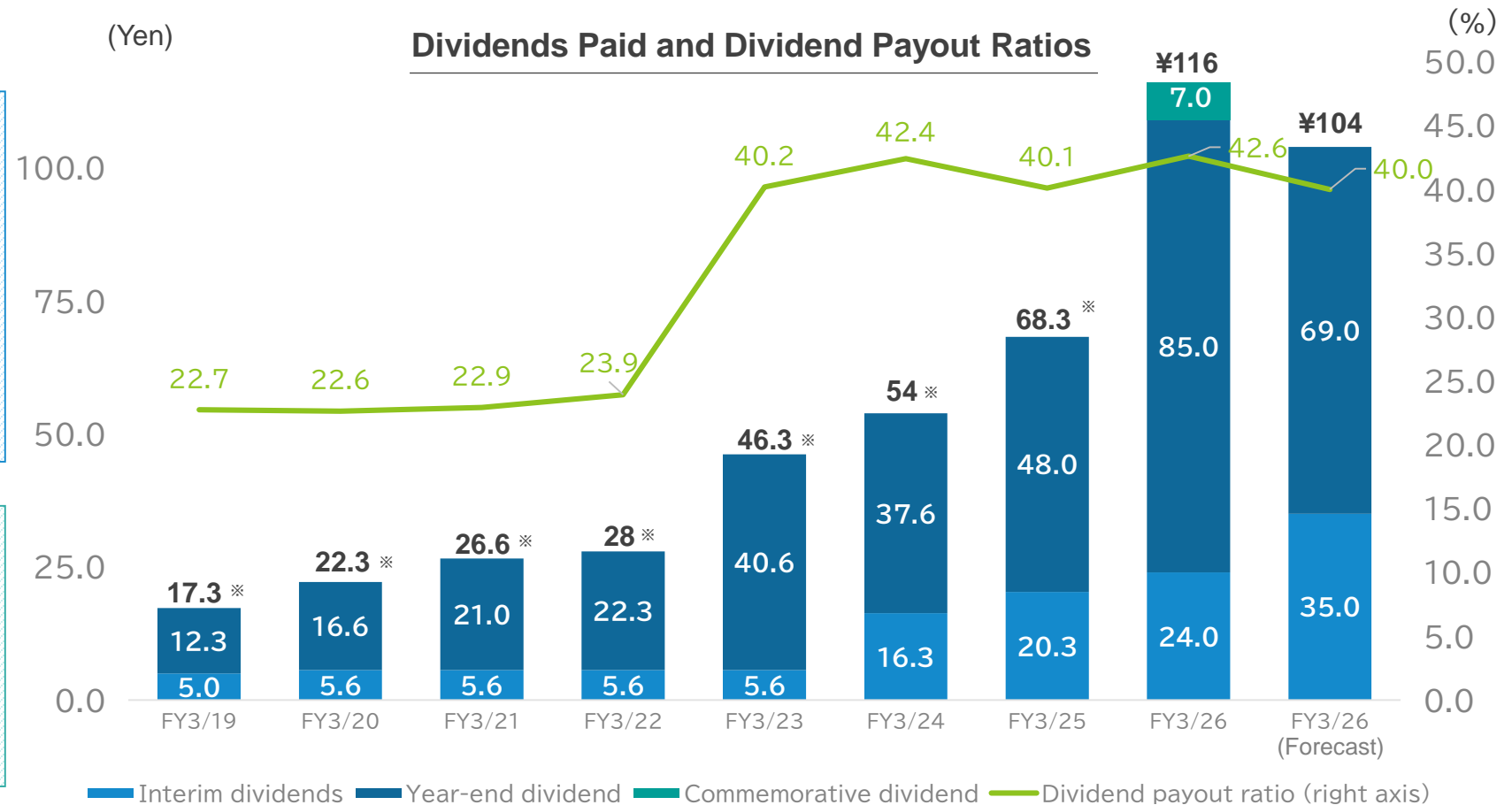


Profit return policy

We regard the return of profits to shareholders as an important management policy. We allocate profits based on business performance while improving profitability through effective business operations and strengthening our financial position.

Specific Indicators

Aiming for a consolidated dividend payout ratio of 40% as a specific indicator, continuously and stably pay dividends in line with business performance.



* The Company conducted a 3-for-1 stock split as of April 1, 2024. Dividends for the past fiscal years are calculated based on the number of shares after the stock split.

Enhance Corporate Value that is Conscious of Cost of Capital



- We recognize that our assumed cost of equity is around 7-8%, based also on investors' expected returns.
- ROE has remained above 10% annually for the last five years, and equity spreads have remained positive.
- Starting this fiscal year, we set a new target for cross-shareholdings to be less than 20% of consolidated net assets.

Key Financial Indicators

Shareholders' equity ratio : Around 50%

PBR : 1x or more

ROE : 12% or more

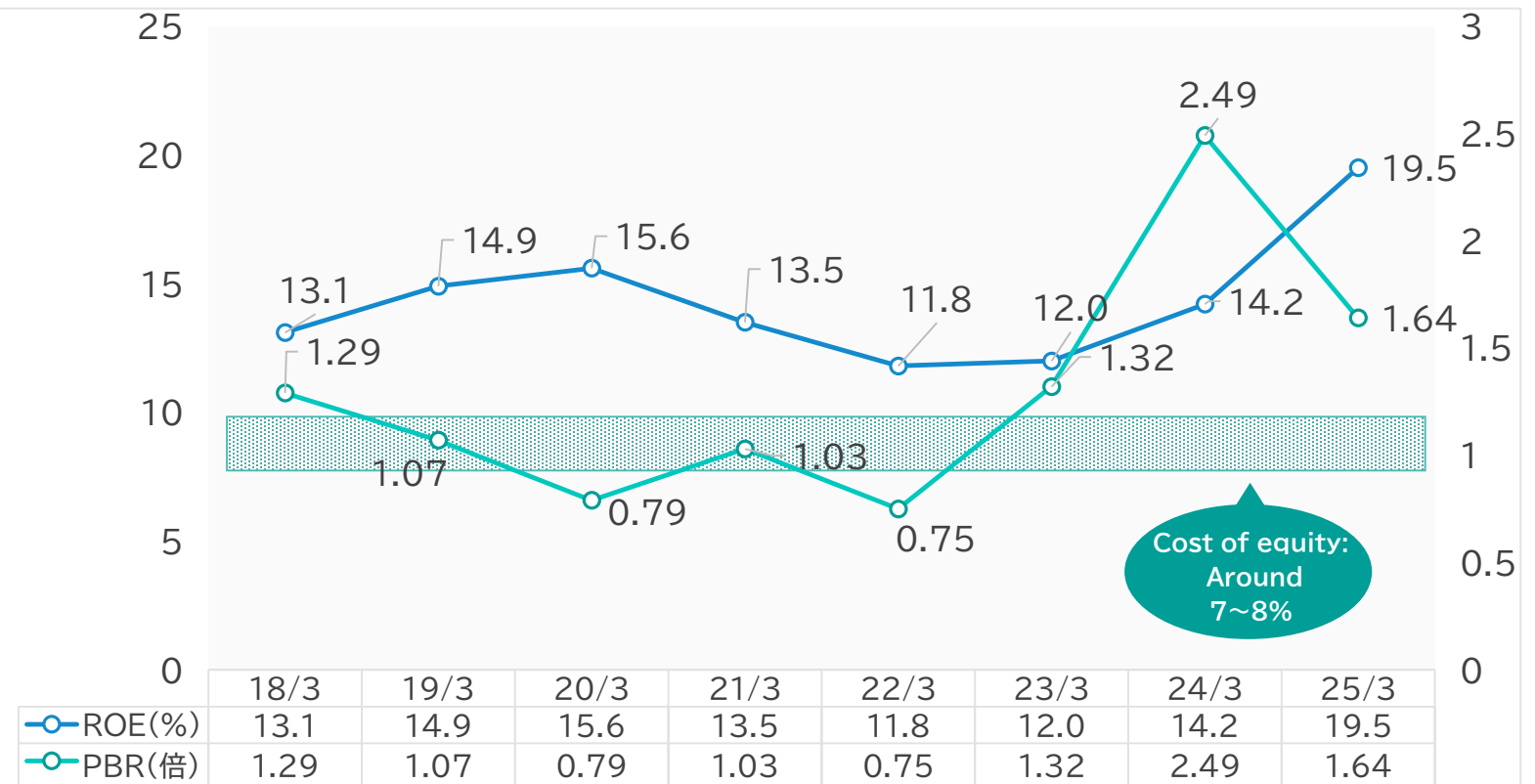
Cost of Equity



ROE

PBR

Maintain at least 1
times in a stable and
continuous manner



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[APPENDIX]

PURPOSE

Our raison d'être

The Totech Group creates a comfortable environment that is rich in spirit.

Our mission is to seek not only economic efficiency and convenience, but also the spiritual richness that lies beyond them.

First Medium-term Management Plan

FY2023-FY2025

Net sales: 160 billion yen*

Ordinary profit: 15.8 billion yen*

**Upward revision announced on May 15, 2025

Good for people

Fostering a culture of taking on challenges
and accepting failure

■ Slogan of the long-term vision

Taking comfort to the next level.

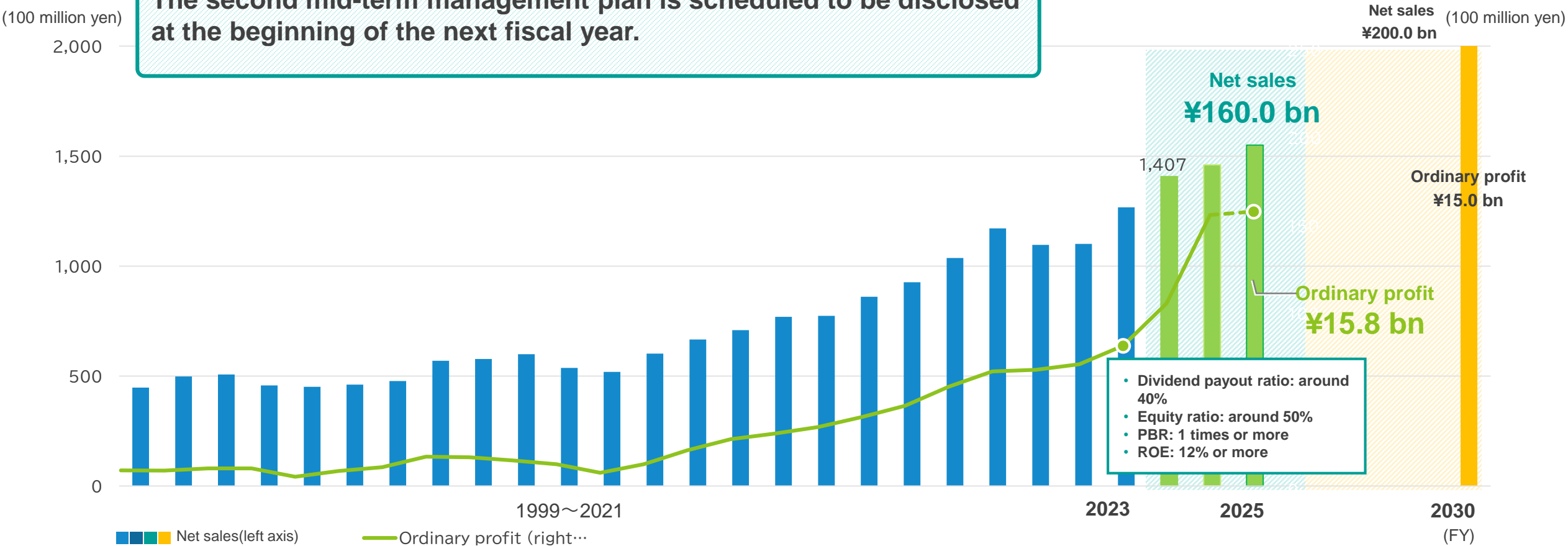
Comfort to people, society, and the earth.
We pursue that “comfort” of a new era
by capturing the changes in technological innovation
and social organization,
and aim to be a group that creates a comfortable
environment that is one step ahead.

Medium- to Long-term Growth Targets of the TOTECH Group



We aim to achieve net sales of 200 billion yen and ordinary profit of 15 billion yen in FY2030 as the 1st Medium- Term Management Plan, and in FY2025 we achieved net sales of 155 billion yen and ordinary profit of 12 billion yen one year ahead of schedule
This time (May 15, 2025), the targets have been revised upward to 160 billion yen in sales and 15.8 billion yen in ordinary profit.

The second mid-term management plan is scheduled to be disclosed at the beginning of the next fiscal year.



In the First Medium-term Management Plan, we aim to realize a corporate group which is "good for people" and strategically promote the creation of social and economic values.

Gist of the First Medium-term Management Plan

“Good for people”

(Fostering a culture of taking on challenges and accepting failure)



Strategic framework	Creation of social value	Creation of economic value
1 Investment in human resources	◎	◎
2 ESG-focused Management	◎	
3 Strengthen core business		◎
4 Expand overseas Business		◎

In the First Medium-term Management Plan, we aim to realize a corporate group which is "good for people" and strategically promote the creation of social and economic values.

First Medium-term Management Plan

"Good for people"

(Fostering a culture of taking on challenges and accepting failure)



Strategic framework	Second year initiatives (FY2024)
1 Investment in human resources	<ul style="list-style-type: none">Salary base was raised with two time's increases in fiscal 2024Engagement survey: 1.2 points up from last yearCertified as a Healthy Management Company of 2025 (Totech, Nippon Builcon)
2 ESG-focused Management	<ul style="list-style-type: none">Obtained CDP score "B"Promoting the expansion of renewable energy and E-solutions in the energy business
3 Strengthen core business	<ul style="list-style-type: none">Steady progress in expanding sales and strengthening profit structureExpansion of each business area based on market needs (implementation of M&A: Sannoh Kiko)
4 Expand overseas Business	<ul style="list-style-type: none">Build and expand a stable foundation mainly by Quantum Automation

The four strategic points have progressed as planned, enhancing social and economic value.

1 Investment in Human Capital (Base Salary Increases)

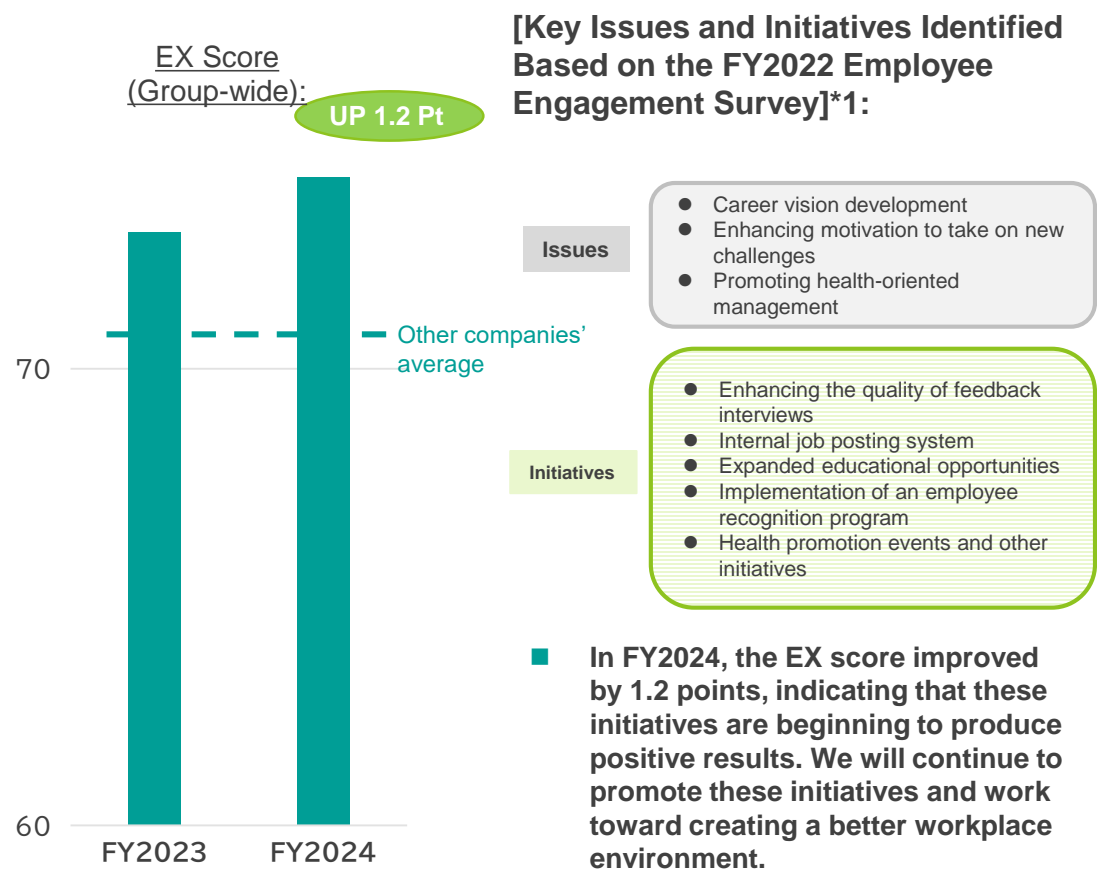
- Salary levels were raised twice in FY2024, and another raise is planned for FY2025.
- Salary increases have been implemented since FY2023, marking 3 consecutive years of raises.
(For managerial-track employees: total increase of 66,200 yen/month over three years)

<p>From May 2024 Target: Regular employees of TOTECH</p>	<p>Base salary increase Average per person: 20,000 yen/month (Equivalent to approx. 7% of base salary for managerial-track employees) New graduate starting salary: 270,000 yen (Up from 249,260 yen in FY2023) * For university graduates, managerial-track, Tokyo area</p>
<p>From December 2024 Target: Regular employees of TOTECH</p>	<p>Second base salary increase in addition to May raise Average per person: 20,000 yen/month (for 773 managerial-track employees) Average per person: 15,000 yen/month (for 208 general administrative employees) * Salary increases for group companies under consideration</p>
<p>From May 2025 Target: Regular employees of TOTECH</p>	<p>Base salary increase Average per person: 13,000 yen/month (For both managerial and general administrative employees, approx. 1,050 people total) New graduate starting salary: 318,000 yen (Up from 270,000 yen in FY2024) * For university graduates, managerial-track, Tokyo area</p>



Investment in Human Capital (Employee Engagement & Health Management)

Employee Engagement Improvement Initiatives



*1: A survey conducted to visualize employees' sense of purpose at work, as well as their trust and loyalty toward the organization.

*2: The EX (Employee Experience) Score is a proprietary metric developed by HRBrain, based on the gap between employee expectations and actual experience. It evaluates organizational conditions using data from employee surveys conducted across 16 domains along the employee journey—such as recruitment, onboarding, job performance, evaluation, development, placement, work environment, and corporate culture.

Promotion of Health Management

- TOTECH CORPORATION and Nippon Bulcon Corporation have been certified for the first time as Certified Health & Productivity Management Outstanding Organizations 2025 (Large Enterprise Category), a program jointly implemented by the Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi.

KENKO Investment for Health Program

It aims to "visualize" corporations that practice especially excellent health management. By doing so, it helps create an environment in which these corporations can earn social recognition from employees, job seekers, partner companies, financial institutions, and other stakeholders. The program is administered by the Nippon Kenko Kaigi (Japan Health Council).



1 Investment in Human Capital (Recruitment and Development)



- We are steadily strengthening our workforce and increasing employee numbers. In parallel, we are placing emphasis on training and developing the talent we have acquired, with enhanced training programs.
- As a result, sales and ordinary profit per employee are both trending upward.

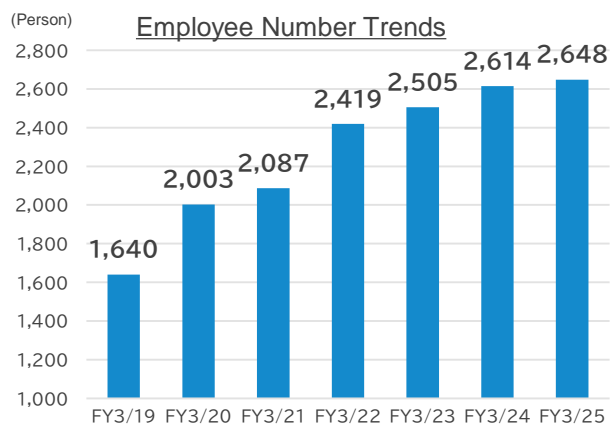
Recruitment

April 2025

New graduate hires:
115 employees
(consolidated group
total)



TOTECH Group Welcoming Ceremony (April 1)



Development

Technical Center



- Training for acquiring basic technical knowledge
- Support for professional certifications
- Practical skill enhancement through hands-on training using actual building facilities

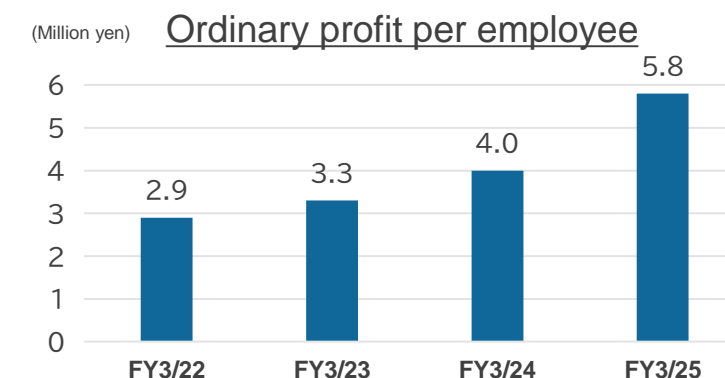
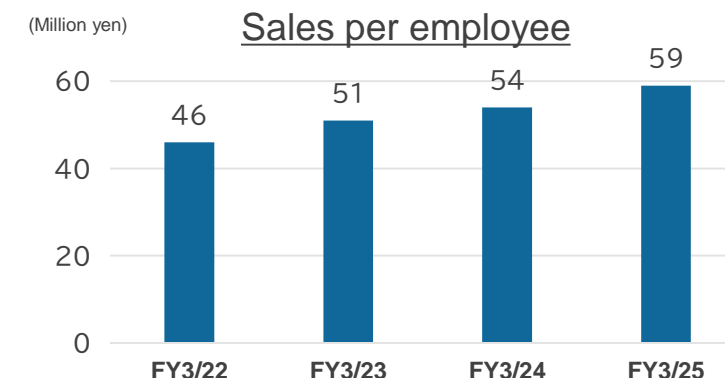
Career and Goal Setting

- Visualization of career paths by department
- Development of a career path system linking goal management, training, and OJT

Work Environment and Programs

- Training programs to foster a management style that accepts failure
- Encouraging a culture of challenge-taking and establishing a recognition/award system

Sales / Ordinary Profit per Employee*



*Calculated based on the number of employees disclosed in the Company's Annual Securities Report.

2 ESG Management (CDP Score and GHG Emissions Reduction)

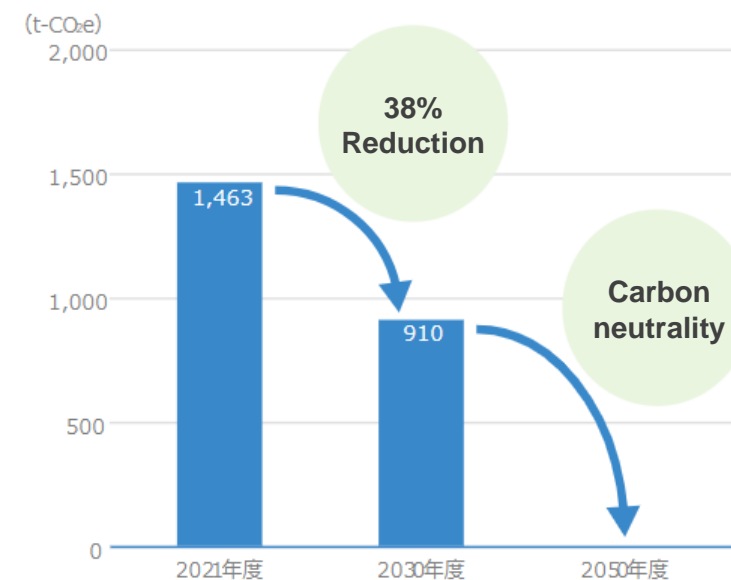
CDP Score Improved to "B" from the previous fiscal year

- TOTECH CORPORATION received a "B" rating in the Climate Change Report 2024 released by CDP.
- A "B" score represents the Management level, indicating that the company recognizes its environmental risks and impacts and is taking action. We will continue to contribute to a sustainable society through our business activities.



Group-wide GHG Emissions Measurement and Reduction Initiatives

- In FY2024, GHG emissions (Scope 1 and 2) were disclosed for major group companies, and Scope 3 emissions were disclosed for TOTECH CORPORATION on a standalone basis.
- We have set GHG reduction targets in Scope 1 and 2 emissions compared to FY2021 aiming for carbon neutrality:
 - 38% reduction by FY2030
 - 100% reduction by FY2050



2 ESG Management (Business Initiatives)

Expansion of “Renewable Energy & E-Solutions” in the Energy Business

Dual-purpose solar carports for disaster preparedness

We installed a dual-purpose solar carport for disaster preparedness at the Menuma Plant of Nohmi Bosai. Going forward, we aim to expand sales to companies and local governments where demand is expected to grow.



Dual-purpose solar carports for disaster preparedness (with solar panel roofs)

EV chargers

Power Mover

Manhole Toilets

Regenerated Lead-Acid Battery

By using regenerated batteries during replacement, we help reduce CO₂ emissions from the manufacturing process, while also reducing industrial waste and promoting resource reuse.

We will continue to propose and promote these solutions to customers who require backup power in emergency situations.



Valve-Regulated Stationary Lead-Acid Battery (VRLA Battery)

We will further strengthen the comprehensive strengths of the TOTECH Group, which can provide a wide range of solutions in an integrated package, and enhance our profitability and growth potential.

Economic value

Expanding sales and strengthening profitability

Focusing on large-scale and high-profit projects

Cementing relationships with existing customers and increasing new customers



Comprehensive strengths as a total solution planner

Further strengthening of our ability to propose

Strengthening of the competitiveness of products and services

Improvement of human resources and operational efficiency



Air conditioning × Instrumentation × Energy × Regular and spot maintenance

Strengthen Core Business (M&A:Sannou Kikou Co., Ltd. becomes a subsidiary)



- As part of our growth strategy and investment, we acquired shares of Sannou Kikou Co., Ltd. (Kobe City, Hyogo Prefecture), a company engaged in instrumentation construction and maintenance businesses, and made the company our subsidiary.
- By adding Sannou Kikou which has many experienced and excellent technical personnel to the Totech Group, we aim to further improve our instrumentation business.

Overview of Sannou Kikou Co.,Ltd.

Name	SANNOU KIKOU CO.,LTD..
Address	5-1-6 Kusunokicho Chuo-ku Kobe City Hyogo Pre.
Business	Automatic control systems equipment construction, central monitoring system construction, etc.
Capital	50 million yen
Date of establishment	1971/4/1
Number of shares	89,000 shares
Sales	2,127 million yen (as of FY Jan-2024)
Employee	57 (as of Feb 2025、including part-time staffs)



Sannou Kikou and Totech Group Integration Launching Ceremony (April 24, 2025)

- Share transfer execution date: April 1, 2025

3 Strengthening Core Businesses

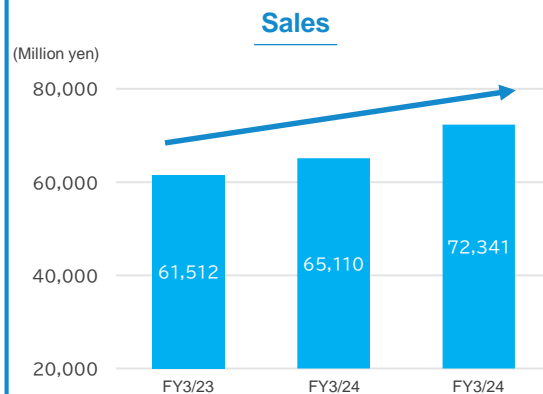
Domestic Market Environment

- Demand for redevelopment projects centered in major metropolitan areas
- Demand from factories and data centers driven by private-sector investment
- Demand for energy-saving and carbon-neutral solutions

All business units are actively responding to market needs and steadily building track record, contributing to the expansion of core businesses.

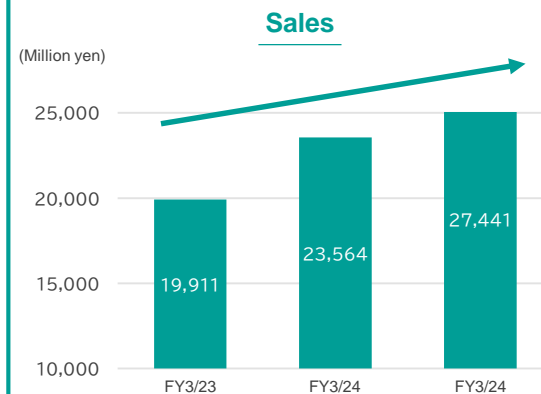
HVAC Business

- Joint sales activities through cross-divisional collaboration utilizing full TOTECH product lineup
- Expanding value-added solutions



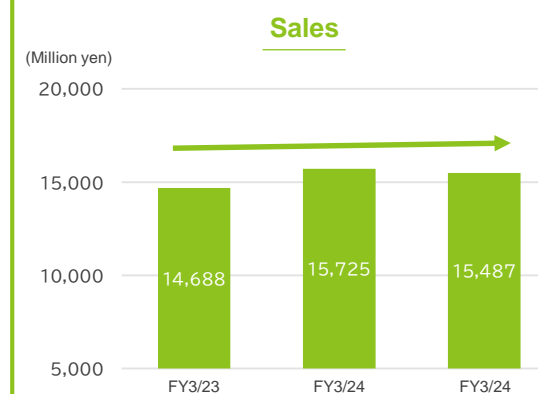
Instrumentation Business

- Expansion of solution-based business
- Expansion of maintenance and service business



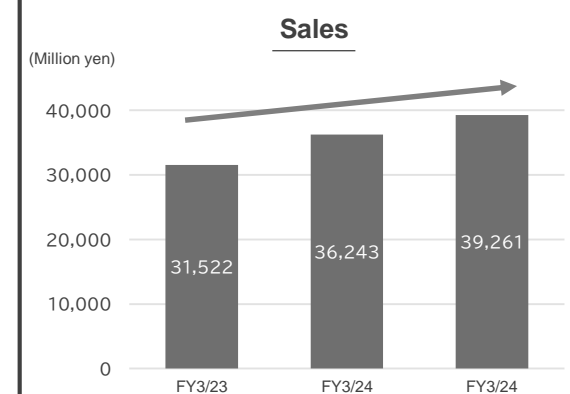
Energy Solution Business

- Strengthening of energy-saving solution proposals and solar + storage battery offerings
- Expanding the range of products and services handled



Affiliated Companies (Domestic)

- Nippon Bulcon: Expanding maintenance and service proposals
- IB Technos: Promoting sales to data centers and foreign-affiliated companies
- TOTECH Hokkaido: Expanding total solution offerings



4 Overseas Business Expansion

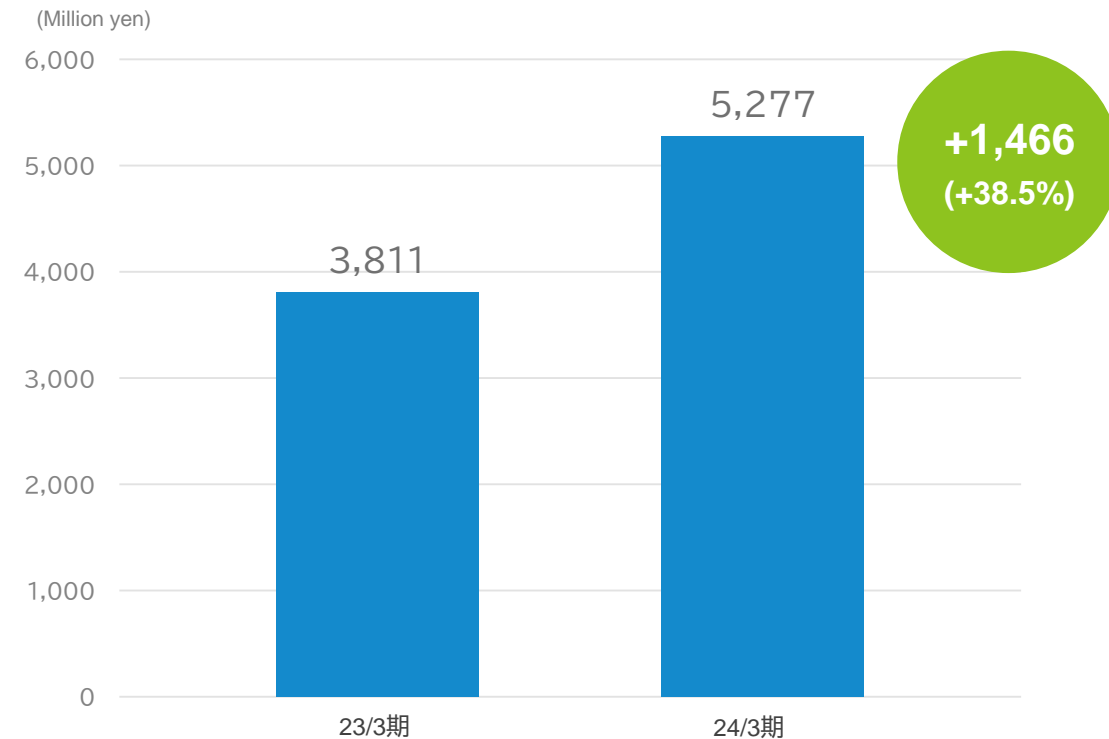
Expansion of Customer Base

- Quantum Automation, a Singapore-based company that became a subsidiary in March 2022, is generating strong synergies with the TOTECH Group.
- Received orders from local Japanese subcontractors for government-led projects involving automated control systems for railways and expressway tunnels, including tunnel ventilation control and building management systems (BMS) for stations.

BMS (Building Management System)



Sales Trend of Overseas Affiliate (Quantum Automation)

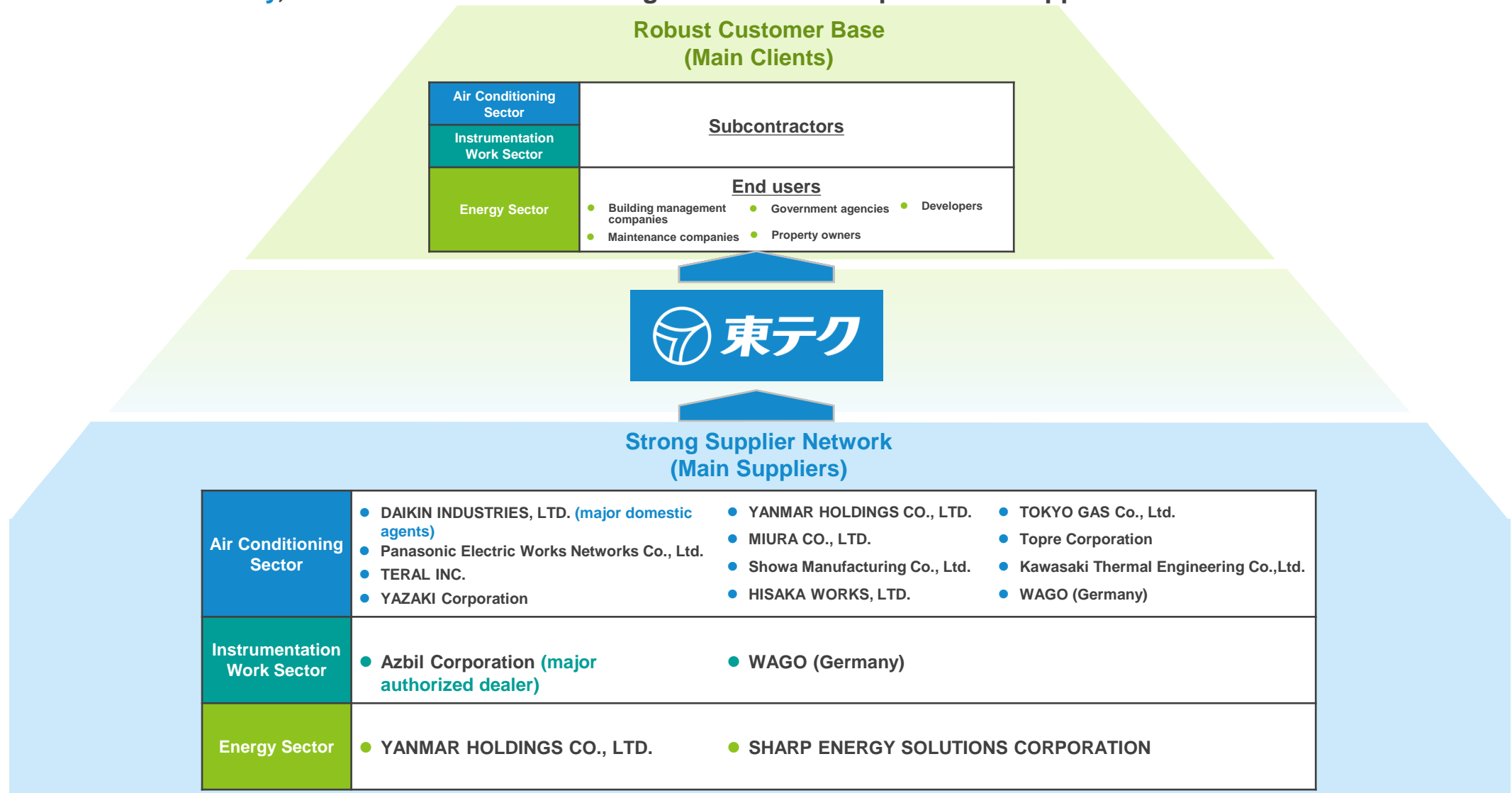


[APPENDIX]

- With a long-standing history as a leading sales agent for top manufacturers in the industry, we have earned deep trust and accumulated a solid track record.

⇒ In the construction industry, we have established a strong foundation that spans from suppliers to end customers.

We have established a solid value chain that connects suppliers and customers, and built a comprehensive business model that covers the entire building lifecycle.



We have built a business model that spans the entire lifecycle of buildings, from new construction projects to existing facilities.

From new construction to recurring revenue services



Generates stable revenue and cash flow circulation



■ Integrated contracts for equipment and instrumentation work (one-stop service)

■ By combining a wide range of products with advanced technical capabilities, we also provide tailored solutions that address customer needs such as business continuity planning (BCP) and energy conservation.

Total solutions for customers

Total capabilities of our group

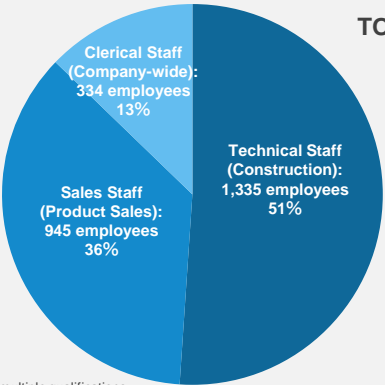
Technical Expertise ×
Proposal Capability



Respond seamlessly to our customers' needs through our integrated service system

— TOTECH Group's human capital foundation that supports our technical expertise and proposal capability to meet a wide range of customer needs

TOTECH Group
Employee Composition



TOTECH Group – Key Qualifications Held by Employees . . .

Out of 2,288 domestic employees, **1,621 employees (approx. 70.8%)** have obtained company-recommended certifications.

Plumbing Work Operation and Management
Engineers: **684** employees

Instrumentation Engineers: **288** employees

Boiler Engineers: **159** employees

Electrical Work Operation and Management
Engineers: **288** employees

Energy Managers: **33** employees

Refrigerant Recovery Technicians: **190**
employees

Certified Electricians: **772** employees

Refrigeration and Air Conditioning Equipment
Installation Technicians: **240** employees

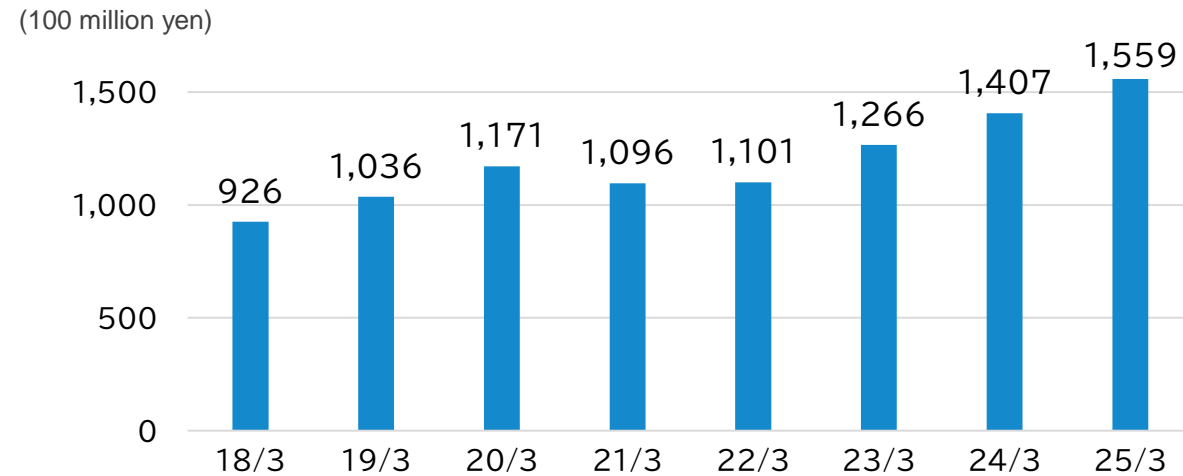
Fire Protection Engineers: **137** employees

* As of the end of March 2024
Figures include duplication where employees hold multiple qualifications.

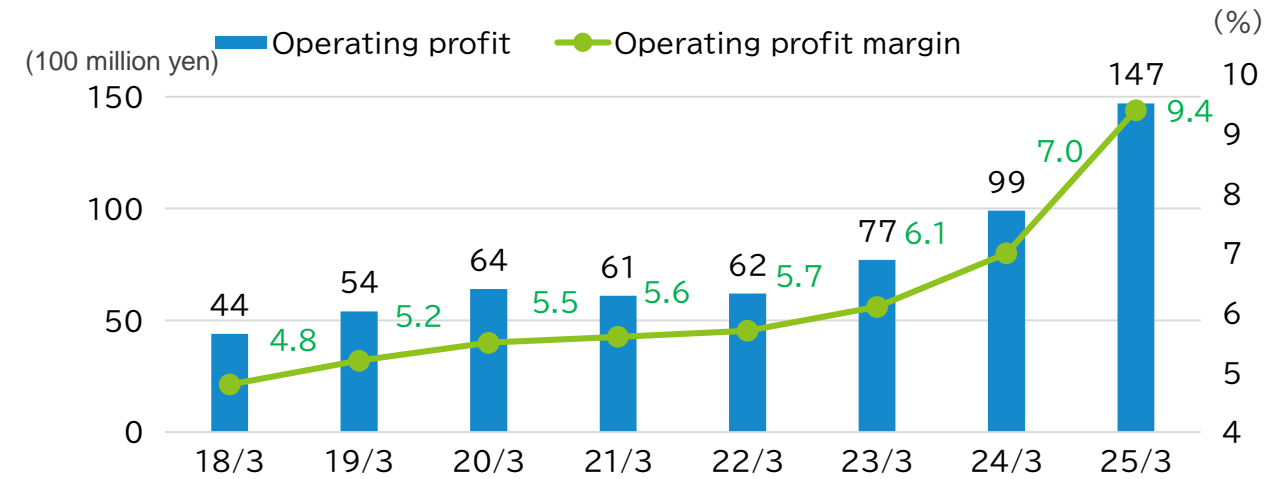
[APPENDIX] Financial Indicators

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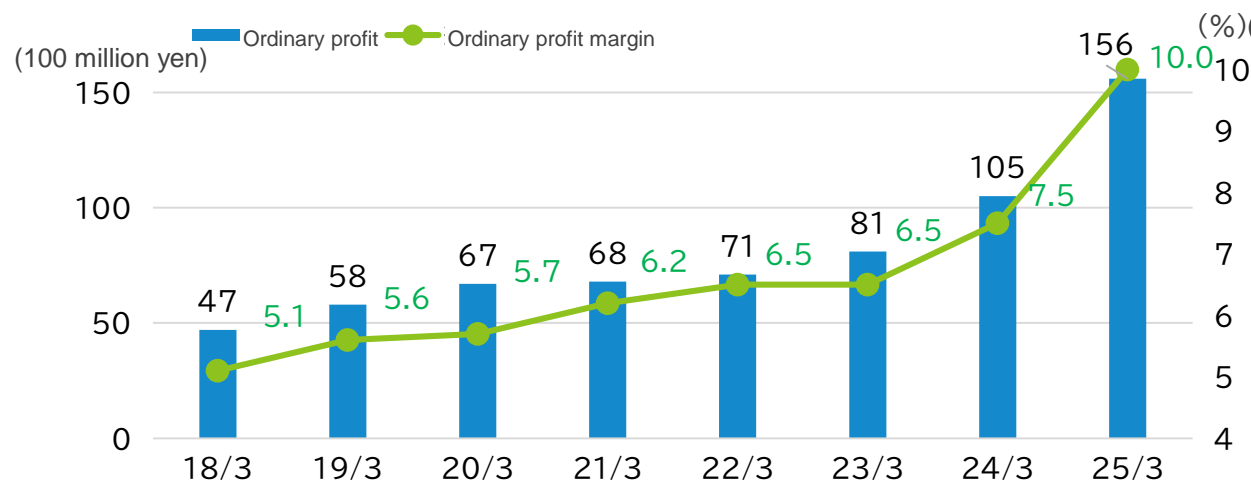
Net sales



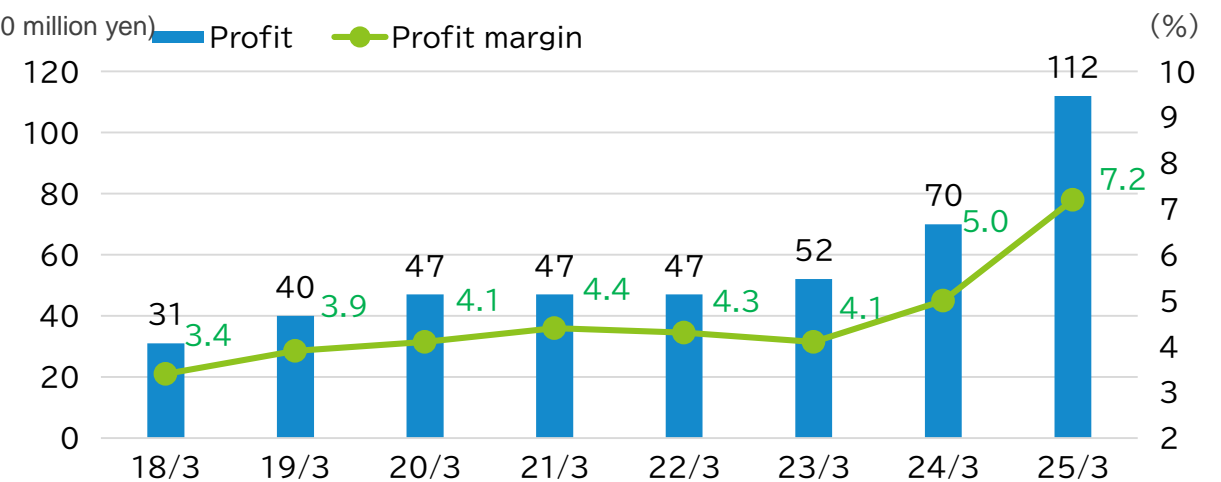
Operating profit



Ordinary profit

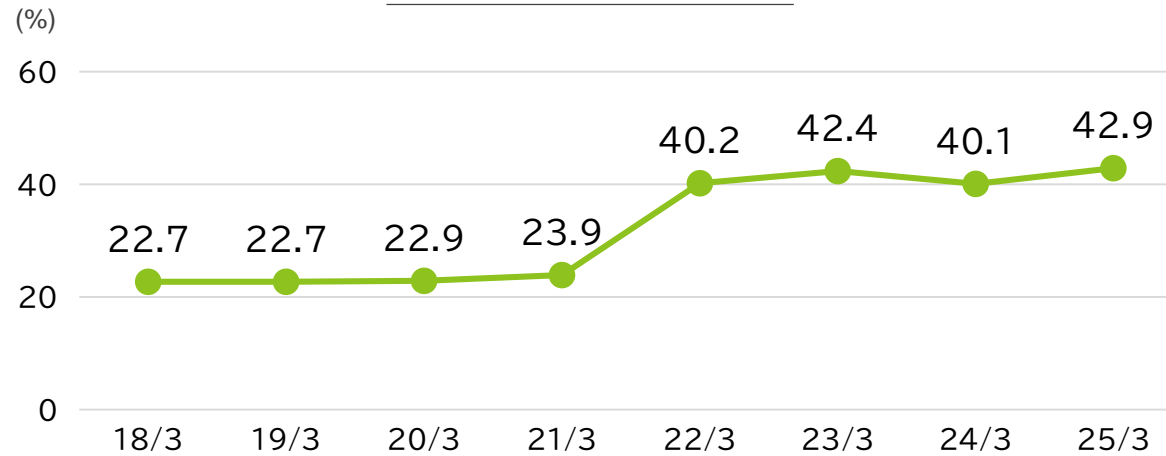


Profit

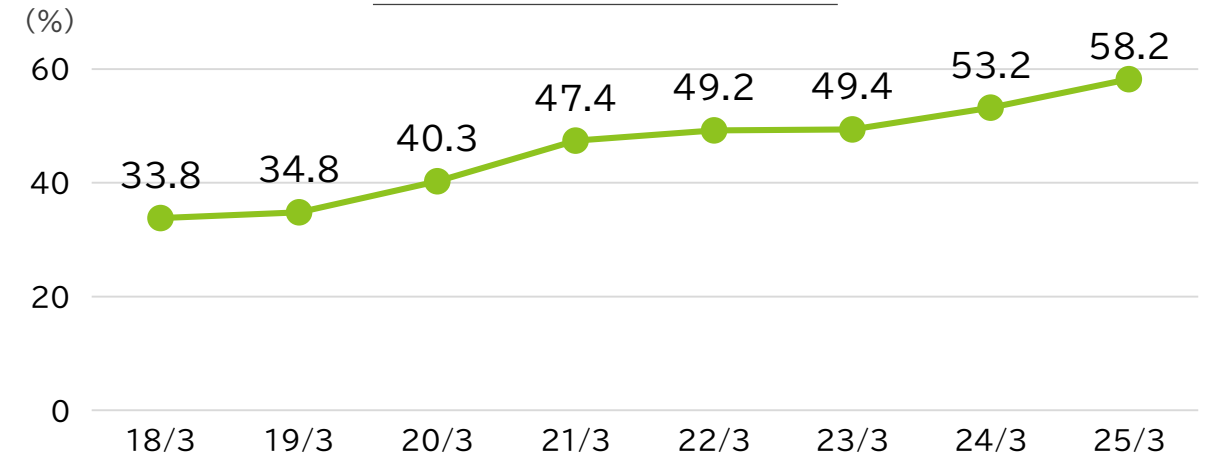


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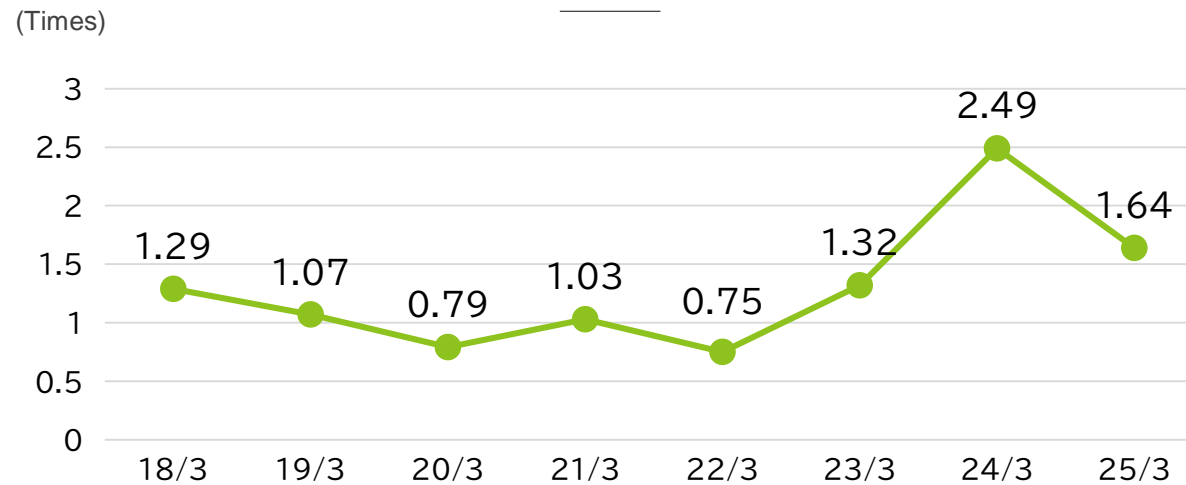
Dividend payout ratios



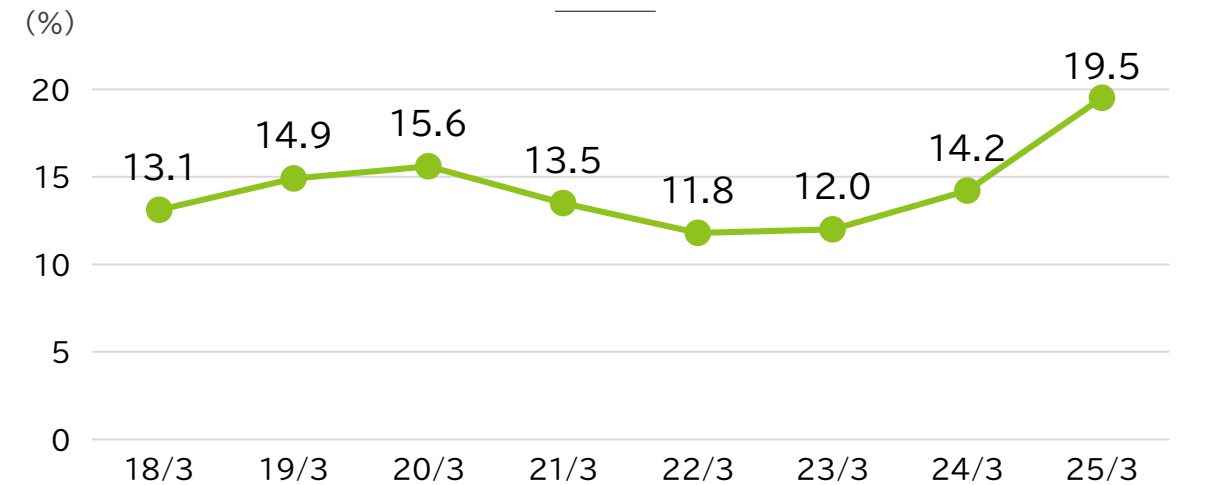
Shareholders' equity ratio




































PBR



ROE



Pursuing Materiality (Key Issues) to "Contribute to the Realization of a Sustainable Society"

Materiality	Action plan	Corresponding SDGs
 <p>Good for earth Aiming to realize a sustainable decarbonized society and achieve comfort for the people living</p>	<ul style="list-style-type: none"> Promotion of energy saving Promotion of renewable energy Recycling and appropriate disposal of resources Reducing environmental loads in business activities 	      
 <p>Good for society Aiming to create safe, secure and comfortable spaces that realize a resilient society</p>	<ul style="list-style-type: none"> Creating safe, secure, and high-quality Spaces Maintaining performance and extending life of buildings and equipment 	       
 <p>Good for people Aiming to be a corporate group that attracts and enables a diverse range of people to play an active role</p>	<ul style="list-style-type: none"> Enhancing the active participation and productivity of all personnel Improving quality and technological capabilities Maintaining and improving safety and health 	         
 <p>Enhance the sound management foundation Responding to the expectations of society and stakeholders and striving to be a trusted corporate group</p>	<ul style="list-style-type: none"> Strengthening corporate governance Compliance Dialogues with stakeholders 	   



Results of initiatives are posted on our website on "Sustainability."

[Disclaimer]

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