

Financial Results & State of Operating Activities for Six Months Ending September 30, 2025

November 6, 2025

TOKYO ENERGY & SYSTEMS INC.



TOKYO ENERGY & SYSTEMS INC.

*The content of these materials is identical to the financial results briefing materials announced on November 5.

- I Overview of Financial Results
for Six Months Ending September 30, 2025**
- II Initiatives to Enhance Corporate Value
- III Topics

Overview of Financial Results for Six Months Ending September 30, 2025 (Consolidated Operating Results)

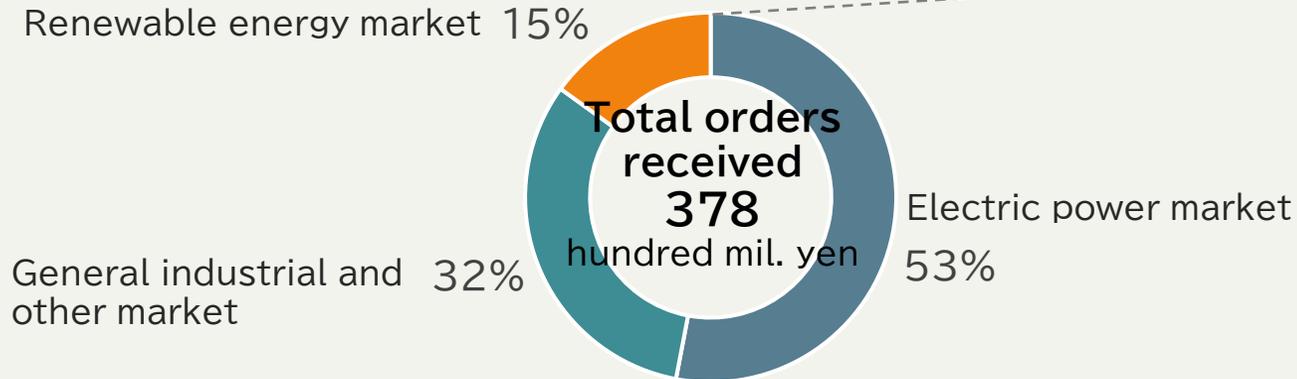
(Units: millions of yen)	FY2024 Interim	FY2025 interim	% change	Points
Total orders received	37,827	51,543	36.3%	<ul style="list-style-type: none"> Orders and amount carried forward to the next period rose substantially, driven by brisk capital investments aimed at decarbonization and power savings in the General industrial and other market and Renewable energy market. Orders received and amount carried forward to the next period reached record highs.
Amount carried forward to next period	104,962	138,681	32.1%	
Net sales	30,541	34,283	12.3%	<ul style="list-style-type: none"> Net sales in the General industrial and other market rose substantially.
Operating profit	▲249	1,180	-	<ul style="list-style-type: none"> Profit margins improved as a result of initiatives continuing from the previous period for selective order taking that emphasizes profitability and a reduction in incompatible and unprofitable work.
Ordinary profit	243	1,391	470.7%	<ul style="list-style-type: none"> In addition to an increase in operating profit, foreign exchange gains due to exchange rate fluctuations were recorded.
Profit attributable to owners of parent company	630	1,489	136.3%	<ul style="list-style-type: none"> Recorded extraordinary income from sale of real estate for rent and cross-shareholdings to improve asset efficiency.

Highest recorded

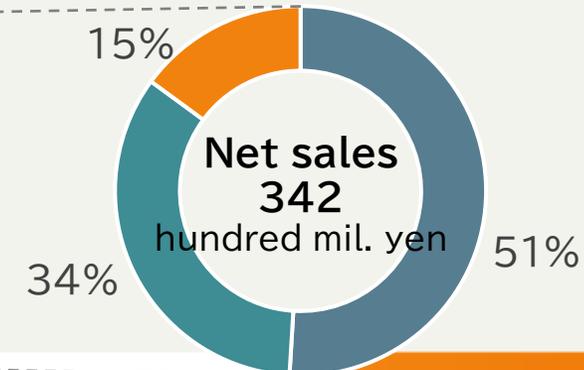
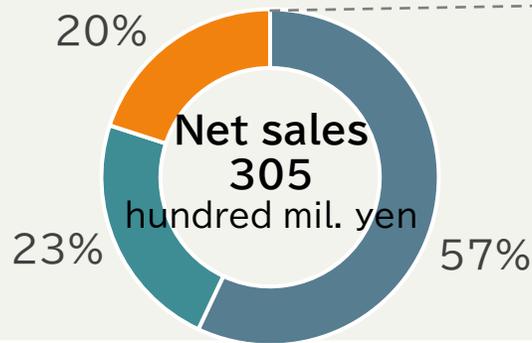
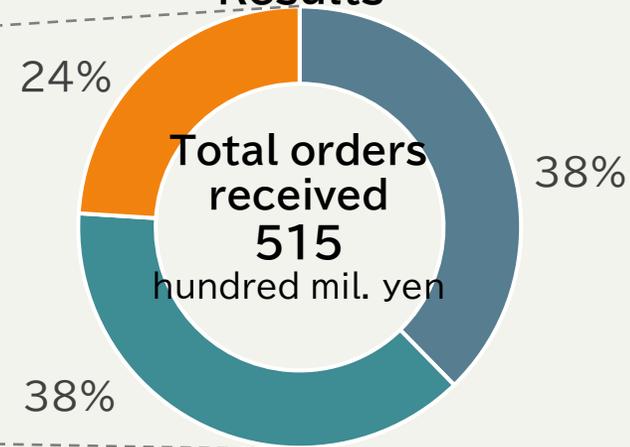
Total Orders Received and Net Sales by Market

Total orders received: Electric power market (▲15P), General industrial and other market (+6P), Renewable energy market (+9P)
Net sales: Electric power market (▲6P), General industrial and other market (+11P), Renewable energy market (▲5P)

FY2024 Interim Results



FY2025 Interim Results



Total Orders Received and Net Sales by Market

Electric Power Market

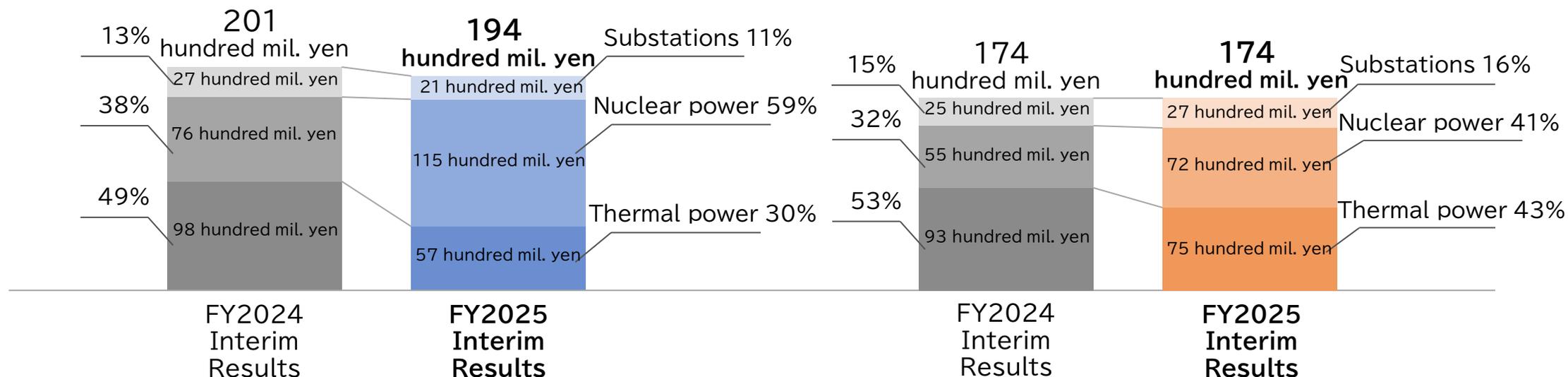
[Total orders received] Although orders declined in the thermal power field, orders in nuclear power increased significantly as a result of implementation of safety measures at nuclear facilities and tasks related to the decommissioning of the Fukushima Daiichi Nuclear Power Plant. Orders for substations were at a similar level to the previous year, whereas orders for the electric power market as a whole declined slightly.

[Net sales] In the thermal power field, construction work declined, while in the nuclear power field, net sales increased as a result of tasks related to the decommissioning of the Fukushima Daiichi Nuclear Power Plant and other work. The substation field remained strong due to construction of new facilities and expansion work, and net sales for the electric power market as a whole remained at a similar level to the previous year.

Interim Results

Total orders received

Net sales



Total Orders Received and Net Sales by Market

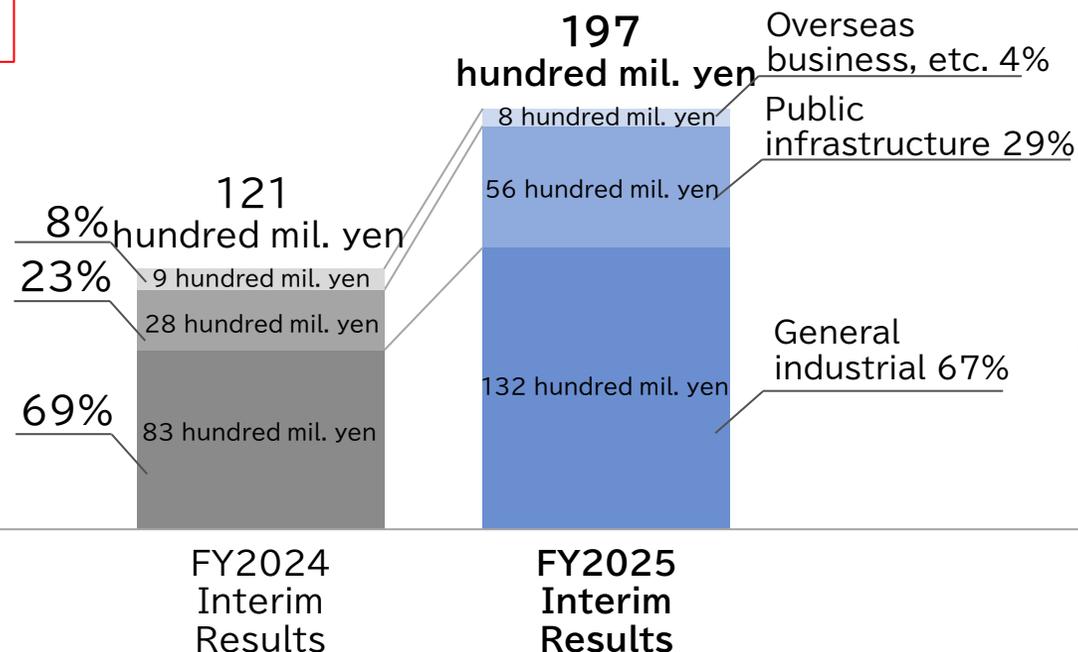
General Industrial and Other Market

[Total orders received] Orders in the General industrial and other market continued to increase significantly year over year for projects related to electric furnaces at steel plants for decarbonization, maintenance and repair work for power generation facilities at plants, and LED lighting conversion and other electrical facility work at public utilities, among others, as a result of development leveraging branches across Japan.

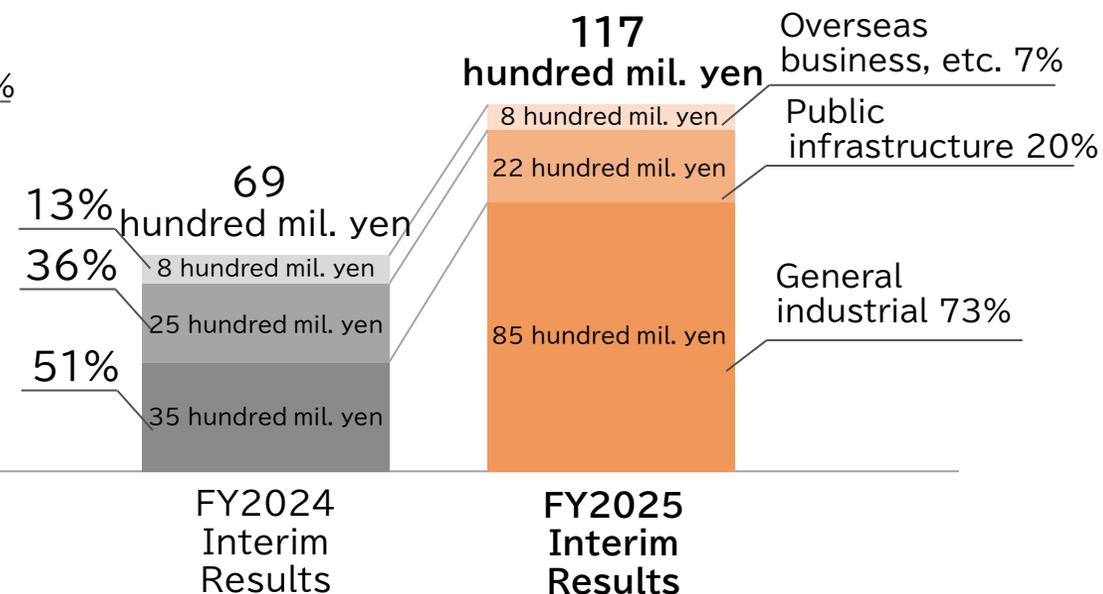
[Net sales] Net sales increased significantly over the previous year, owing to progress on orders carried forward to the next period in construction of storage battery-related plants, maintenance and repair work for oil refineries, and installation of new power generation facilities for chemical plants, among others.

Interim Results

Total orders received



Net sales



Total Orders Received and Net Sales by Market

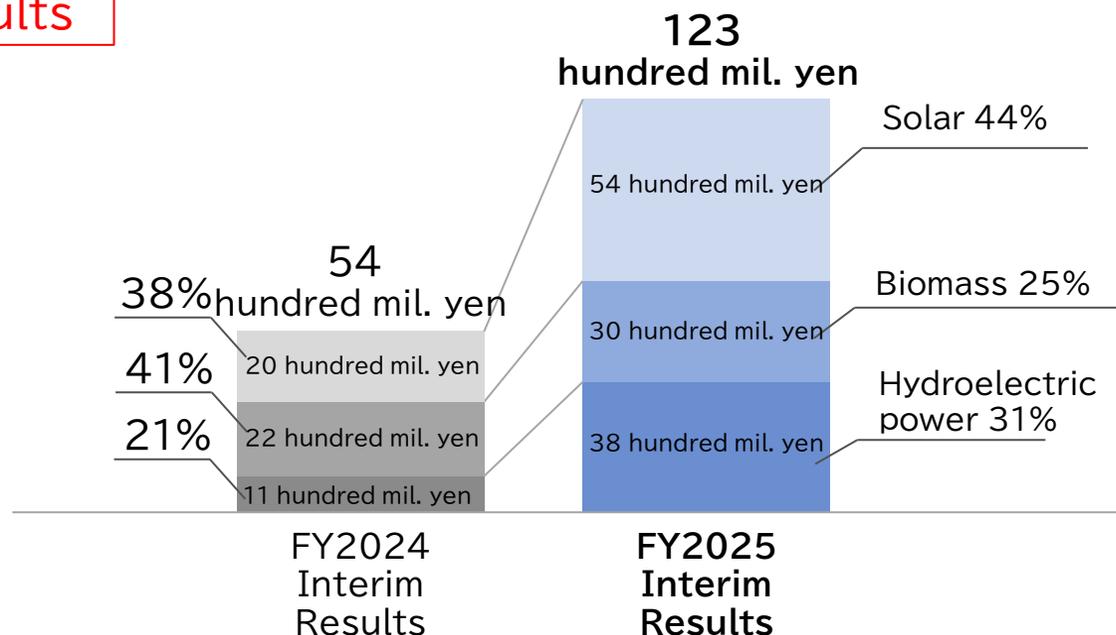
Renewable Energy Market

[Total orders received] Orders in the Renewable energy market increased approximately 2.3-fold as a result of contributions from the solar field from projects acquired for solar power supply facilities for on-site power purchase agreements (PPA) through construction management optimized according to DX, and from replacement work of public hydroelectric power plants in the hydroelectric power field.

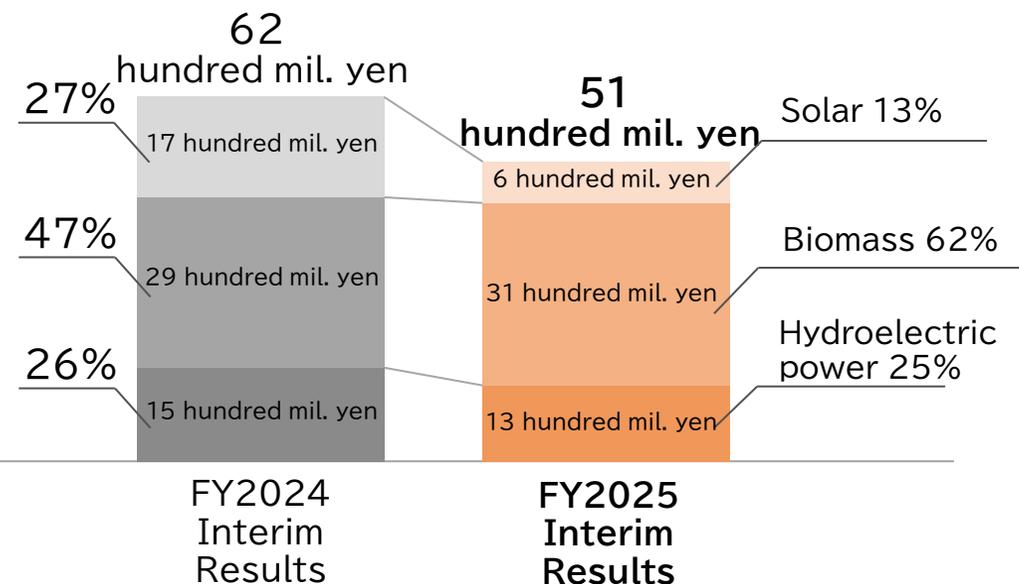
[Net sales] Net sales decreased year over year, owing to the initiative for selective order taking that emphasizes profitability continuing from the previous fiscal year and the impact of delays owing to regional circumstances and soaring prices, among others. Recovery is expected in the second half of the fiscal year with progress on projects for on-site PPA facilities.

Interim Results

Total orders received



Net sales

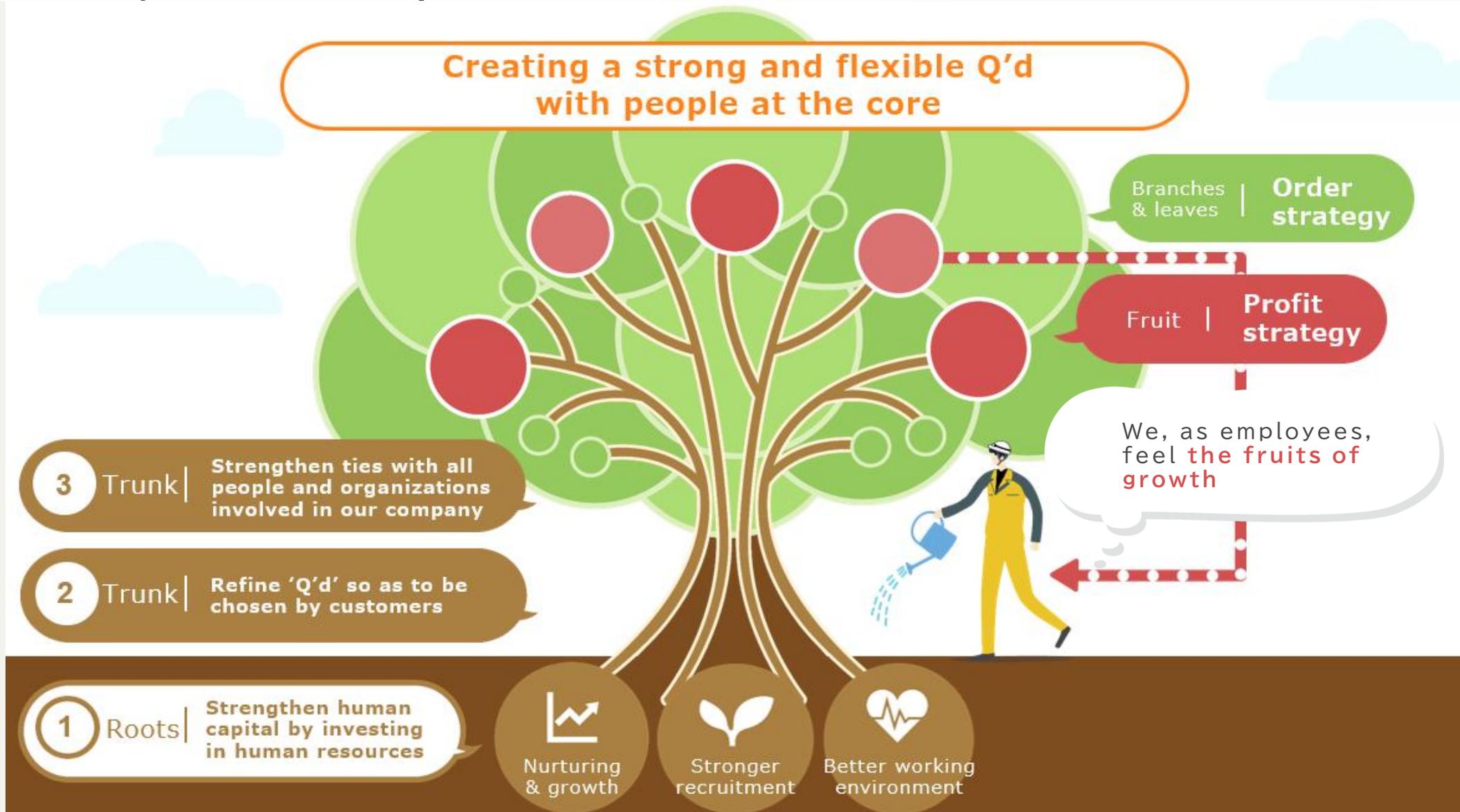


- I** Overview of Financial Results
for Six Months Ending September 30, 2025

- II** Initiatives to Enhance Corporate Value

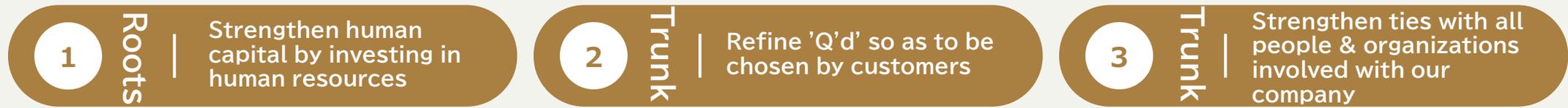
- III** Topics

Initiatives to Enhance Corporate Value (A Virtuous Investment Cycle with People at the Core)



Initiatives to Enhance Corporate Value (Strengthen human capital; Roots and Trunk)

In order to entrench and expand our Roots of human resource development, we invested about **9 hundred mil. yen** in FY2024 and **12 hundred mil. yen** in FY2025 toward quantitative enhancements (such as improving employee compensation and internal communication activities) and qualitative enhancements (such as skills training and support for acquiring qualifications). To strengthen our Trunk, we also refined 'Q'd' through investments in DX and R&D and established projects for expanding collaboration with partner companies.



Progress: • **70% or more**
 • **30% and above to <70%**
 • **<30%** (PJ): Project established and in progress

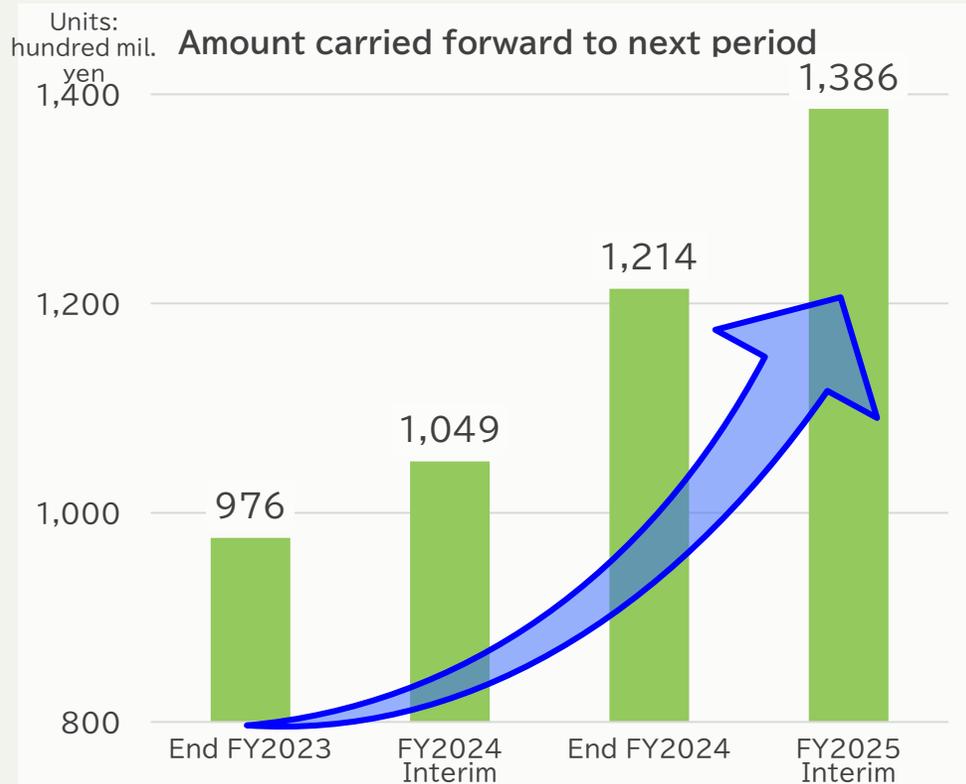
Overview of initiatives

Quantitative enhancements				Qualitative enhancements
	<ul style="list-style-type: none"> • Improve engagement (improve turnover) - Improve employee compensation, including base increases - Increase allowances for relocation from family - Hold "town hall" meetings - Hold company-wide sports events - Offer cancer screenings for all employees - Offer career design training (New) - Establish a hometown allowance (New) - Improve follow-up measures for young employees (New) • Improve recruitment • Reassign personnel to more profitable areas • Secure and expand experienced partner companies (PJ) 	<ul style="list-style-type: none"> • Hire experienced people with knowledge of local conditions and clients • Use DX to increase efficiency and save labor in on-site construction • Propose technological solutions to clients to save labor in on-site construction • Make necessary environmental improvements to on-site bases 	<ul style="list-style-type: none"> • Make use of external bodies and set up company-wide tasks to promote the acquisition of necessary qualifications (PJ) • Facilitate early development of young employees by standardizing OJT notes (PJ) • Transfer personnel to manufacturers, etc., to acquire skills • Promote advanced seismic analysis technology • Expand newly established welding skill certification scheme (PJ) • Develop educational facilities using in-house power plants (PJ) • Support the development of employees of partner companies (PJ) 	

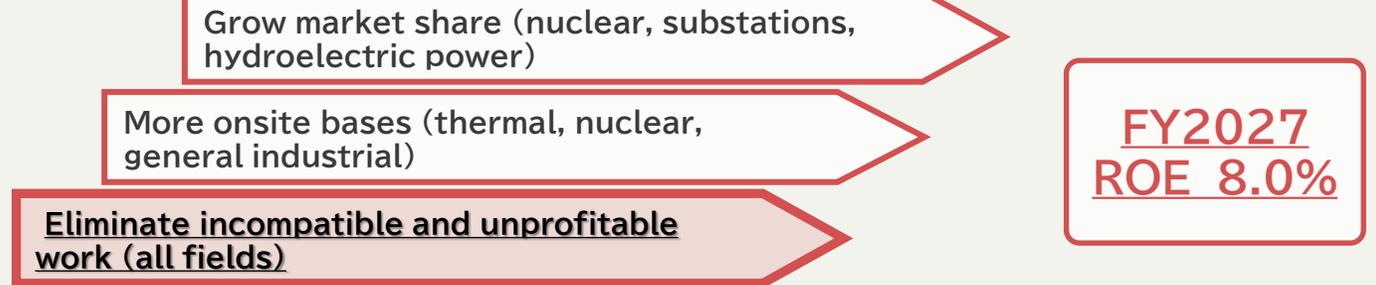
Initiatives to Enhance Corporate Value (Strengthen human capital; Branches & Leaves and Fruit)

The amount carried forward to the next period for the six months ending September 30, 2025 was 1,386 hundred mil. yen, 1.4 times the amount as of the end of FY2023 of 967 hundred mil. yen, a record high for the Company. This was due to a steady increase in orders as a result of our focused efforts since the beginning of FY2024 to strengthen our human capital. Profit margins improved as a result of our selective order taking initiative that emphasizes profitability, and we are aiming to achieve an ROE of 8.0% in FY2027 by accumulating profits through three profit strategies.

Branches & Leaves | Orders



Fruit | Profit



Current results	Future initiatives
<ul style="list-style-type: none"> • Reduction of incompatibilities as a result of establishing a quality gate • Reduced the number of unprofitable projects by establishing a new organization dedicated to preparing estimates • Established a new organization dedicated to wide-area safety measures to handle safety construction work at various nuclear power plants • Established the Substation Construction Division to handle rising demand for new substation facilities as a result of growing power needs of data centers 	<ul style="list-style-type: none"> • Eliminate incompatible work through internal QMS audits implemented by the Quality Assurance Division • Further expand market share of and bring on-site safety construction work for nuclear power plants • Expand market share of new facility construction and expansion work for substation facilities resulting from the growing power needs of data centers • Expand market share across Japan in the hydroelectric power field, particularly S&B • Expand number of on-site bases in the thermal power and general industrial markets

Map of Operating Activities (nuclear power and substation fields)

[Nuclear power field]

- An increasing number of units are undergoing full-scale safety work aimed at restarting BWR nuclear power plants, with periodic plant inspections expected to gradually eventuate.

- BWR (applied for examination for compliance with new standards)
- BWR (not applied for examination for compliance; undergoing decomm)
- *BWR = bc

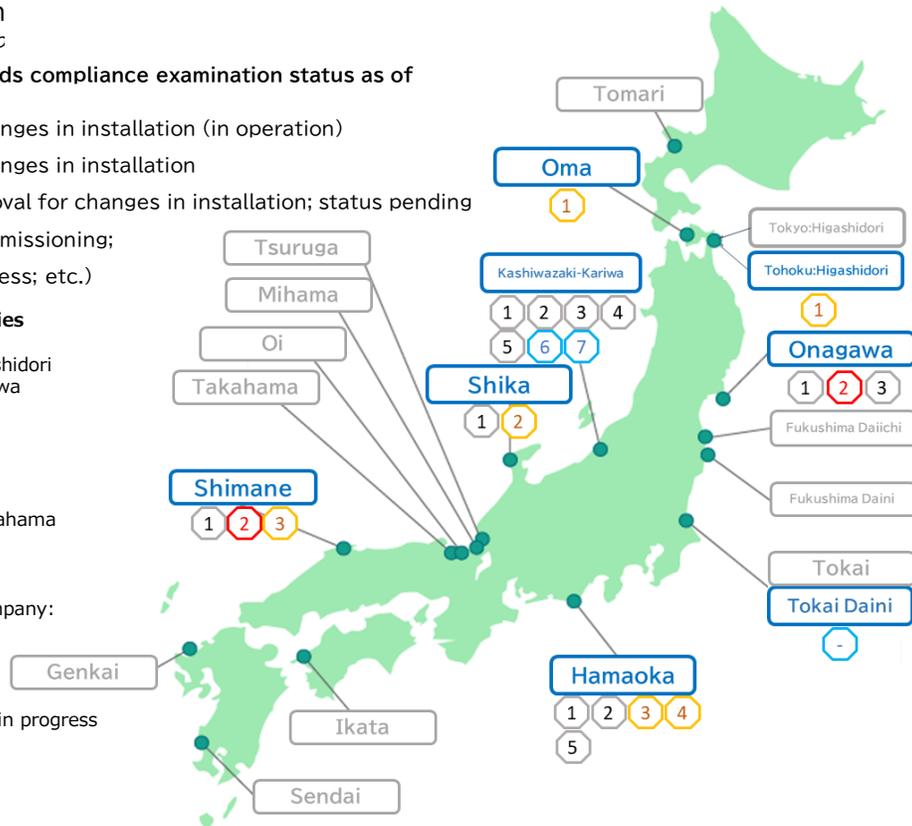
[(BWR) New standards compliance examination status as of October 31, 2025]

- Approved for changes in installation (in operation)
- Approved for changes in installation
- Applied for approval for changes in installation; status pending
- Other (for decommissioning; planning in progress; etc.)

Electric power companies

- Hokkaido: Tomari
- Tohoku: Onagawa, Higashidori
- Tokyo: Kashiwazaki-Kariwa [Higashidori] (Fukushima Daiichi) (Fukushima Daini)
- Hokuriku: Shika
- Chubu: Hamaoka
- Kansai: Mihama, Oi, Takahama
- Chugoku: Shimane
- Shikoku: Ikata
- Kyushu: Genkai, Sendai
- Japan Atomic Power Company: Tokai Daini/Tsuruga
- J-Power: Oma

- * [] - planned
- () - decommissioning in progress



*Prepared with reference to the ("Information by power plant"; Japanese only) webpage of the Nuclear Regulation Authority

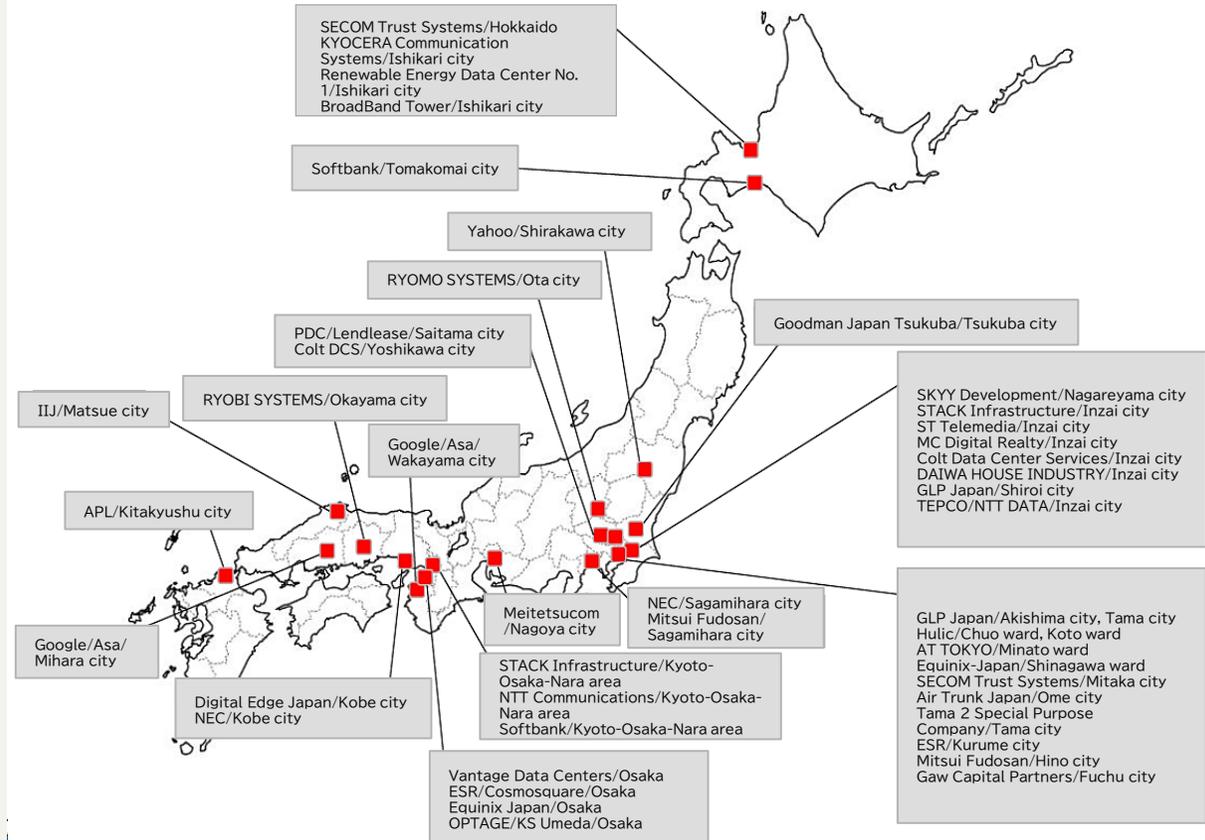
[Substation field]

- Construction of new and expanded substation facilities, mainly in the Kanto region, is proceeding actively in response to growing power demand associated with new construction of data centers.

2024年以降のデータセンターの新設計画

*Source: 7th Briefing Materials of the Expert Group on the Development of Digital Infrastructures, etc. (DCs, etc.), MIC

*Excluding container data centers and other small-scale or expansion projects.

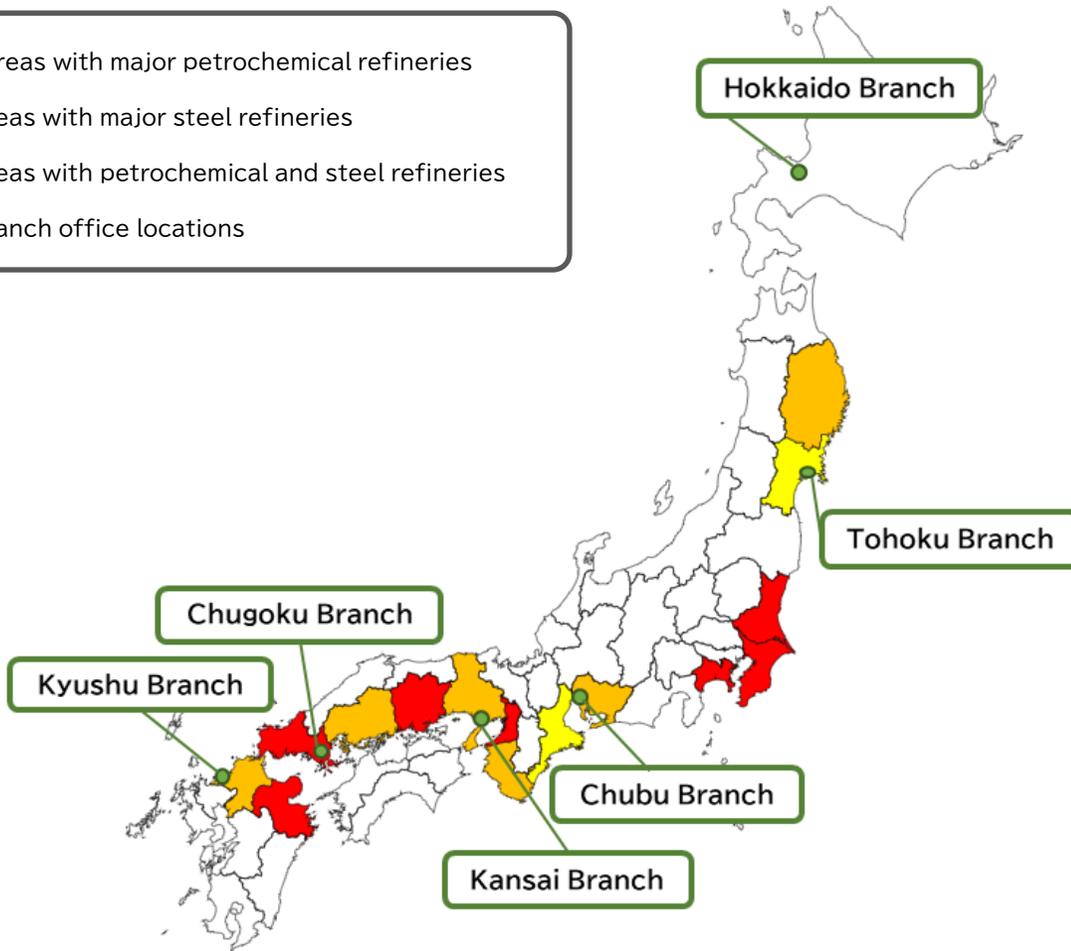


Map of Operating Activities (General industrial and hydroelectric power fields)

[General industrial field]

- Capital investment in steel mills, oil refineries, chemical plants, etc., to decarbonize and save energy remains steady.

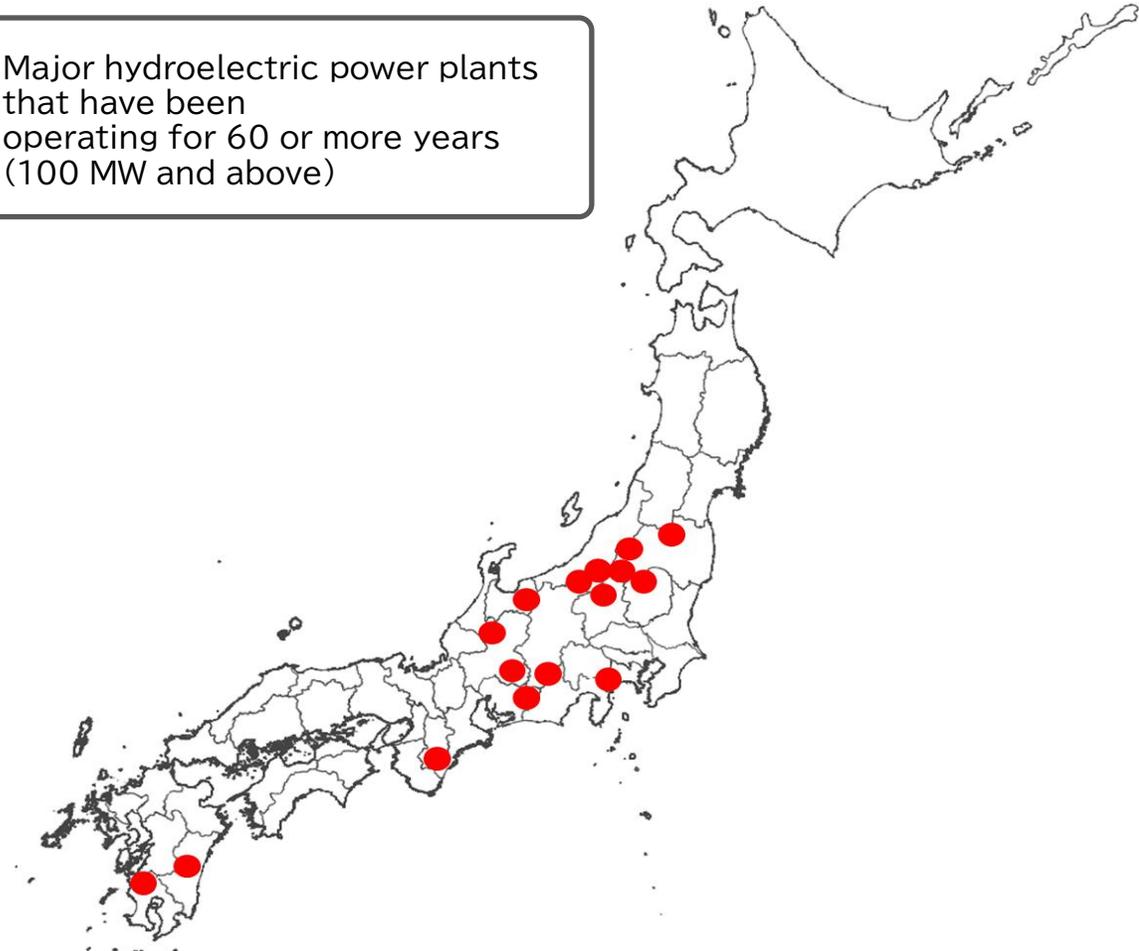
- Areas with major petrochemical refineries
- Areas with major steel refineries
- Areas with petrochemical and steel refineries
- Branch office locations



[Hydroelectric power field]

- Business with both electric power companies and public hydroelectric power companies is steady, due to S&B and continued renewal of existing plants.

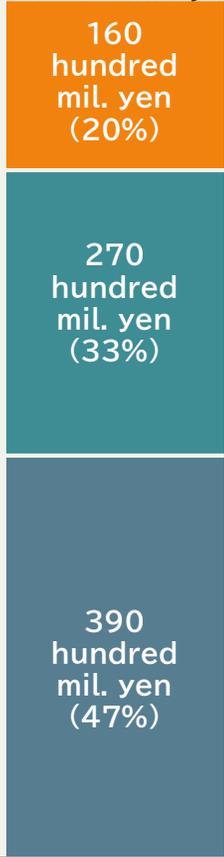
Major hydroelectric power plants that have been operating for 60 or more years (100 MW and above)



Consolidated Forecast for FY ending March 31, 2026

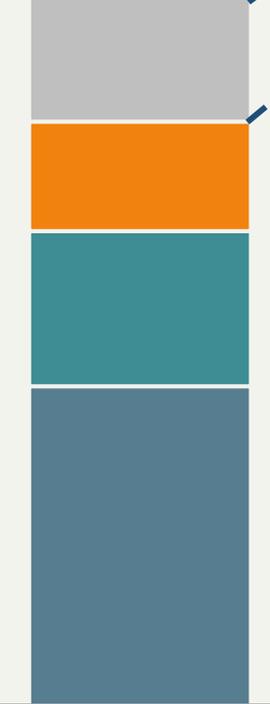
FY2025 plan
(as of May announcement)

Net sales
820
hundred mil. yen



FY2024 results
(interim)

Net sales
677
hundred mil. yen



FY2025 forecast
(current)

Net sales
820
hundred mil. yen



Required amount of work for orders in 2nd half of FY
(110 hundred mil. yen)

- While the percentage of orders expected not to proceed in the net sales forecast for the period have decreased over the previous year, order taking and process management require further improvement so as to achieve forecasts.

Sum total of net sales for 1st half of FY and net sales forecast from amount carried forward to next period as of end of 1st half of FY
(710 hundred mil. yen)

- Orders continued to remain strong since the previous period and net sales for orders received for the period to date have increased significantly over the previous year.

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Topics

[Nuclear power] Orders for safety measures construction at BWR nuclear power plants ~ Results, experience, and technological development ~ (1-3)

[Substations] Growing demand for substation facilities ~ Strengthening the power supply network in response to the spread of AI and rising power supply needs of new DCs ~

[Nuclear power] Water treatment for Fukushima Daiichi ~ Installation and maintenance management of dilution and discharge equipment for ALPS (advanced liquid processing system that removes multi-nuclides) processed water ~

[Hydroelectric power] Strong demand for hydroelectric power generation facilities ~ Superior technological capabilities to handle work at hydroelectric power generation facilities across Japan ~

[Biomass] Sakaiminato Biomass Power Plant ~ The 'mother' plant and source of various businesses ~

[Biomass] Expansion of biomass power generation business in Kumamoto ~ Planned FY2029 launch and commencement of on-site work ~

[Technological capabilities] Welding and inspection center ~ Honing skills to win at Chiba and compete at the national competition ~

[Human resource development] Training at sea ~ Holding training at sea with the cooperation of the National Institute of Technology (KOSEN), Oshima College ~

[Reconstruction support] Supporting a winery in Kawauchi village, Futaba district, Fukushima Prefecture ~ Participating in grape harvesting ~

[Diversity] Active participation of employees of foreign nationality ~ Diversity & inclusion ~

[Diversity] Five para-athletes in our athletics team ~ Diversity & inclusion ~



[Nuclear power] Orders for safety measures construction at BWR nuclear power plants ~ Results, experience, and technological development ~ (1)

- The Company participated in safety measures construction (fire protection) for reactors nos. 6 and 7 of the TEPCO Kashiwazaki-Kariwa Nuclear Power Plant to meet new regulatory standards and completed work on the Tohoku Electric Power Co., Inc.'s Onagawa Nuclear Power Plant's reactor no. 2. We are currently carrying out work at reactor no. 2 of The Chugoku Electric Power Company, Incorporated's Shimane plant and reactor no. 2 of the Hokuriku Electric Power Company's Shika plant.
- We are currently expanding our business of BWR-nuclear power plants for which safety measures construction is planned.
- After completing safety measures construction, we aim to not only regularize on-site safety equipment inspection work but also extend this to inspection of power plant equipment in general.
- Currently, we are implementing this and have begun such inspections at Tohoku Electric Power Co., Inc.'s Onagawa Nuclear Power Plant and Hokuriku Electric Power Company's Shika plant.

[TEPCO] Kashiwazaki-Kariwa Nuclear Power Plant: safety measures construction on reactors nos. 6 & 7 (completed) <On site: 39 personnel>

[Tohoku EPC] Onagawa Nuclear Power Plant: safety construction work on reactor no. 2 (completed) <On site: 6 personnel>

Installation of gas fire-fighting equipment



Tokyo Electric Power Company Holdings, Inc.
Kashiwazaki-Kariwa Nuclear Power Plant reactors nos. 6 & 7



Tohoku Electric Power Co., Inc.
Onagawa Nuclear Power Plant reactor no. 2

[Nuclear power] Orders for safety measures construction at BWR nuclear power plants ~ Results, experience, and technological development ~ (2)

[Hokuriku EPC] Shika Nuclear Power Plant: preparation for safety measures construction (in progress); inspection of facility equipment <On site: 8 personnel>



New Shika construction office (Sep 2025)



Photograph provided by Hokuriku Electric Power Company

Assessment of earthquake-resistance of gas fire-fighting equipment



Photograph provided by Hokuriku Electric Power Company

Inspection of emergency diesel generator (on-site)

[Nuclear power] Orders for safety measures construction at BWR nuclear power plants ~ Results, experience, and technological development ~ (3)

[JAPC] Tokai Daini Nuclear Power Plant (in progress) <On-site: 59 personnel>



Release of low-pressure turbine

Photograph provided by The Japan Atomic Power Company



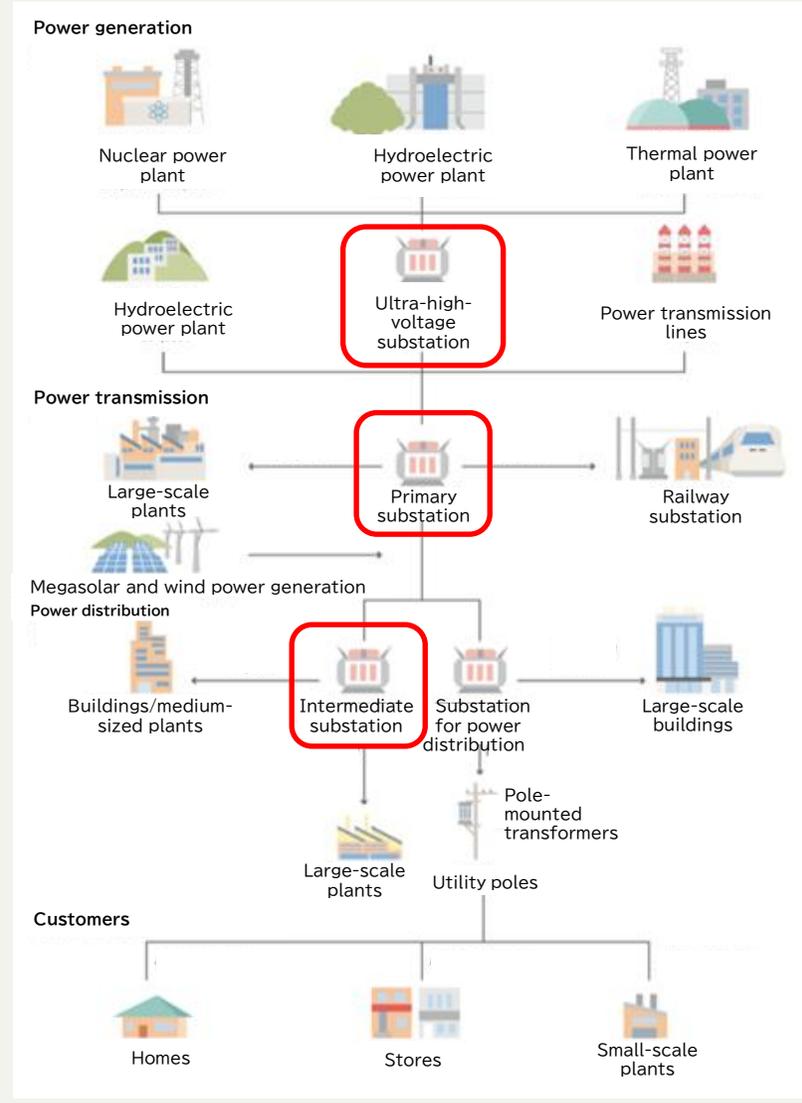
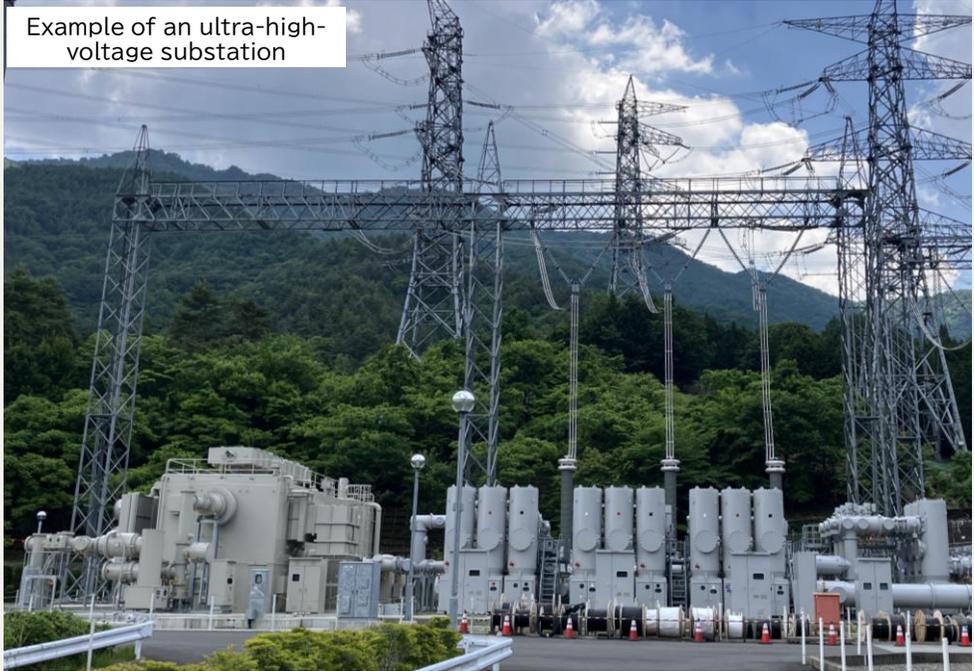
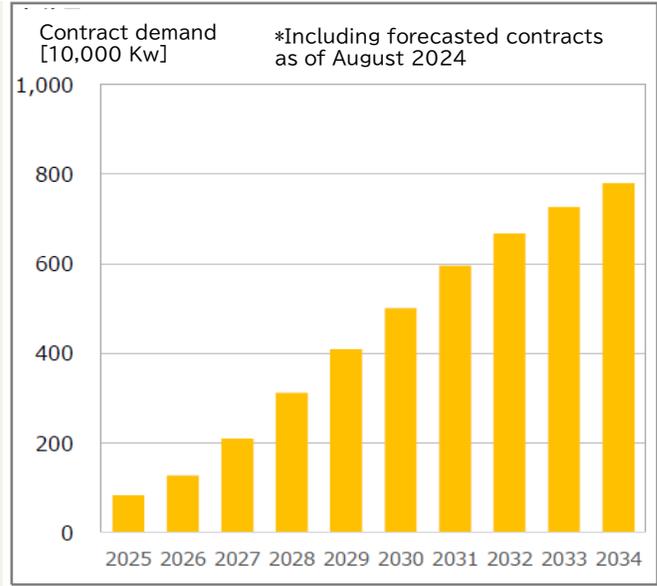
Installation of circulating water pump

We are currently leveraging our expertise at 8* on-site nuclear power plants and will continue our efforts to increase the number of sites.
*Fukushima reconstruction field offices nos. 1 and 2, Tokai field office, Niigata branch, Shika construction office, Aomori branch, Mutsu construction office, Onagawa construction office.

[Substations] Growing demand for substation facilities ~ Strengthening the power supply network in response to the spread of AI and rising power supply needs of new DCs ~

- Demand for power is expected to grow further with new construction and expansion work in data centers resulting from the sudden growth in adoption of AI and the advancement of digitalization, as well as the acceleration of green transformation. As a result, demand is on the rise for new construction and expansion work in substations to strengthen the power supply network.
- Orders were received for projects for expansion of ultra-high-voltage substations supplying power to the Kanto region, projects for new construction and expansion of substations that serve as relay points for power transmission to surrounding regions, as well as work for special high-voltage substations for privately owned factories, among others. Attributable net sales were 23 hundred mil. yen and 28 hundred mil. yen in FY2024 Q2 and FY2025 Q2, respectively, and are expected to continue to remain strong.

Expected data center demand within TEPCO's jurisdiction

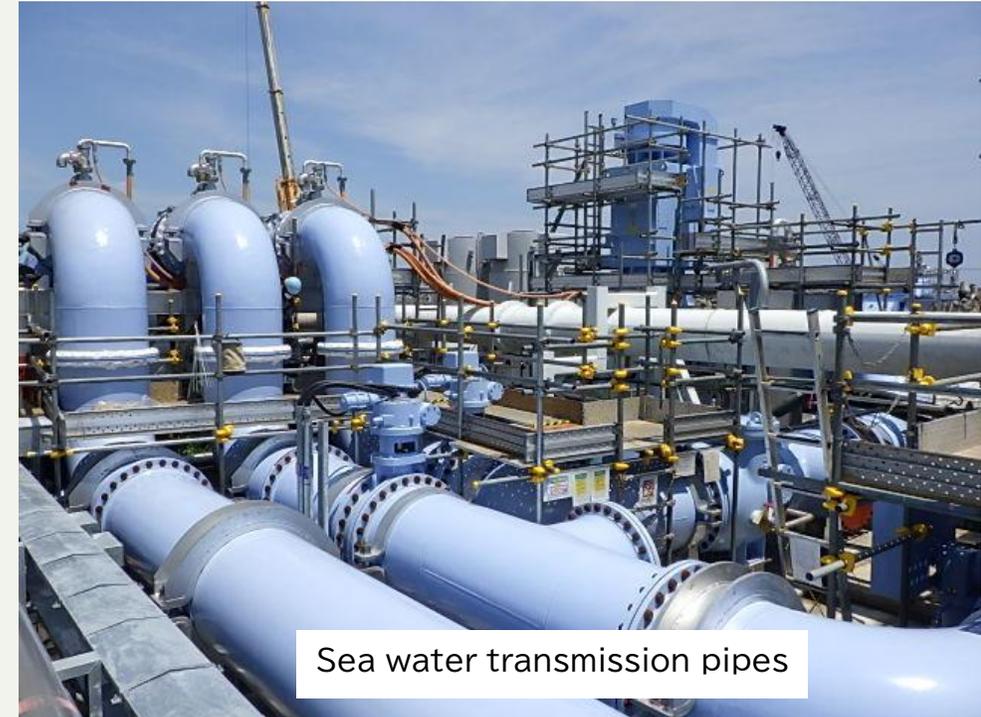


[Nuclear power] Water treatment for Fukushima Daiichi ~ Installation and maintenance management of dilution and discharge equipment for ALPS (advanced liquid processing system that removes multi-nuclides) processed water ~

- We displayed our accumulated experience and expertise and technological capabilities in decommissioning work for TEPCO's Fukushima Daiichi Nuclear Power Station.
- In the field of water treatment in particular, we were engaged in the installation of dilution and discharge equipment for the ALPS (advanced liquid processing system that removes multi-nuclides) water processing system and currently handle maintenance management for the equipment.
- Other tasks we handle include relocation of subdrains and maintenance management for existing equipment.
- Our strengths as a company capable of handling such work are our construction management personnel, construction tools, and key partner companies, built up over a proven track record of dealing with stringent laws and regulations, safety and quality requirements, and demands for shorter construction periods.
- We will continue to apply our strengths at various sites.



Processed water transmission pump



Sea water transmission pipes

Photos provided by Tokyo Electric Power Company Holdings, Inc.

[Hydroelectric power] Strong demand for hydroelectric power generation facilities ~ Superior technological capabilities to handle work at hydroelectric power generation facilities across Japan ~

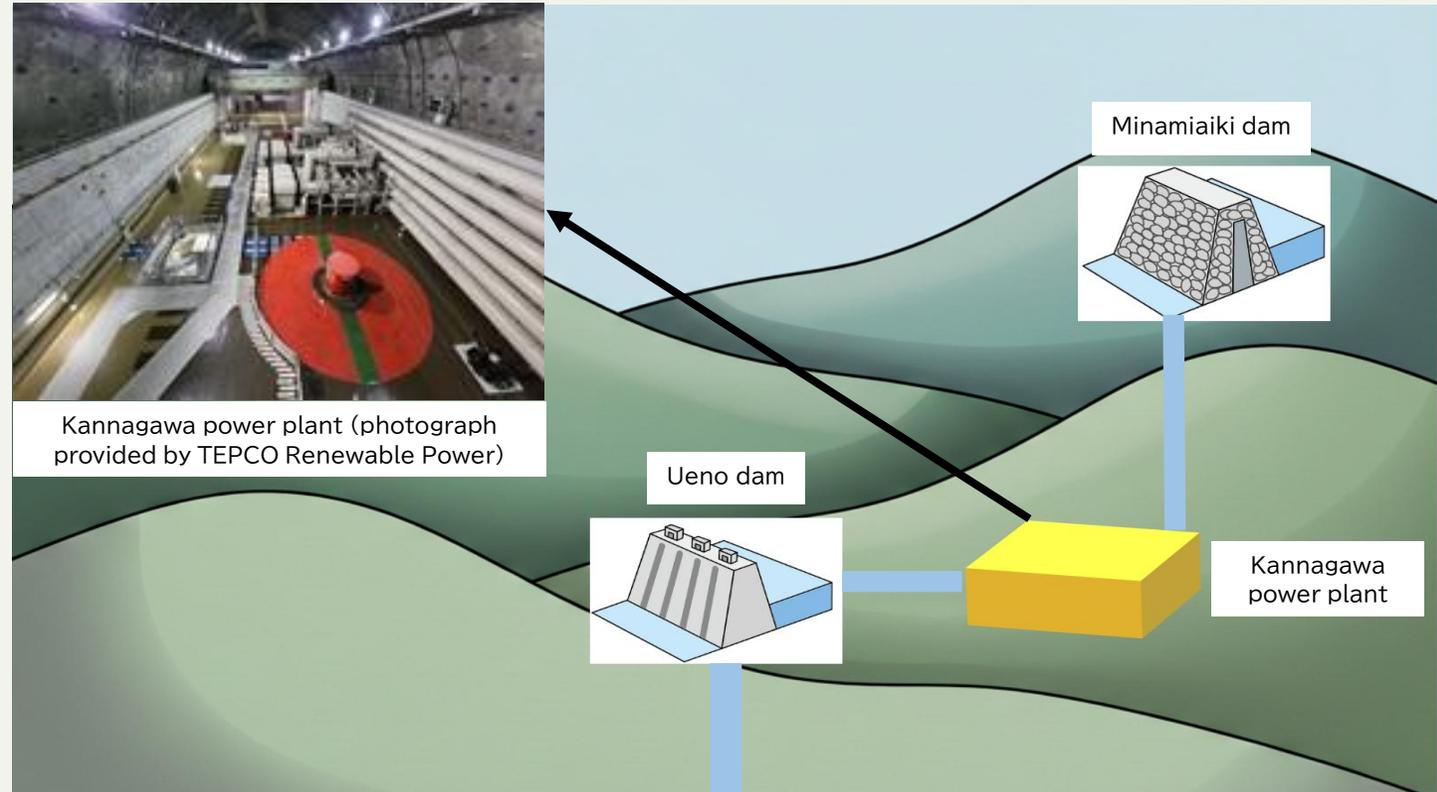
- Since founding, we have worked on construction and maintenance for hydroelectric power plants and possess proven technology and know-how for handling the full range of hydroelectric power facility construction work. We have undertaken new construction, renovation, maintenance, and other types of work for hydroelectric power generation facilities at various locations in Japan, and our strengths include S&B projects for hydroelectric power generation equipment for public hydroelectric power companies, including civil engineering work.
- We received an order for water turbine repair work at the Kannagawa power plant, the world's largest pure-pumped storage plant operated by TEPCO Renewable Power, Incorporated and carried out the work over a period of around 8 months (March–November 2025).



Summer safety patrol in progress at the Kannagawa power plant



Kannagawa power plant (photograph provided by TEPCO Renewable Power)



[Biomass] Sakaiminato Biomass Power Plant ~ The 'mother' plant and source of various businesses ~

- The facility has operated stably and continuously for 3 years since its launch in October 2022, and has a power generation capacity of 463,987,500 kWh (for 40,000 typical households x 3 years).
- In addition, this 'mother' plant is a site that has generated new businesses that incorporate human resource development and transmission of techniques, technological development, and local community involvement (environmental education). We will continue with efforts to ensure safe and stable operation of the plant to serve this role.

Sakaiminato Biomass Power Plant



Human resource development; transmission of techniques

Technological development

Local community involvement (environmental education)

Creation of new businesses

We extensively apply our experience in handling end-to-end EPC and O&M work at our own plant in a wide range of businesses



Young employee training:
Performing disassembly and inspection of actual pumps and components during periodic inspections
⇒ Deployed to various biomass power plants and sites for various plant renovation work



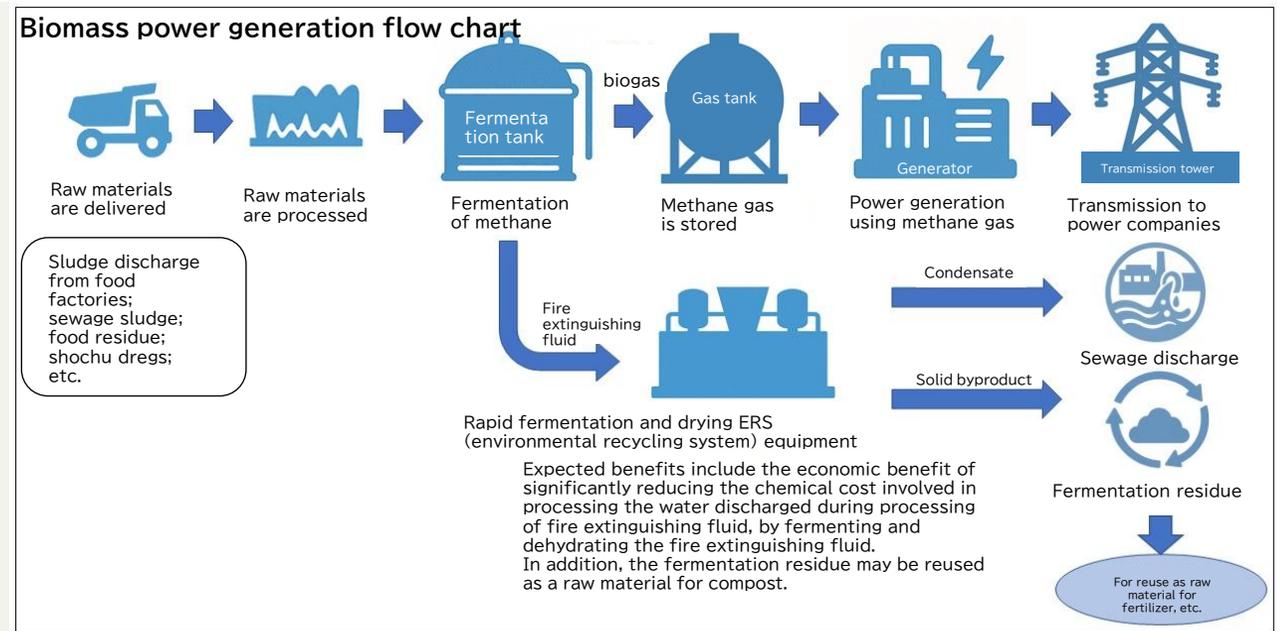
CO2 collection trial:
Implementation of CO2 collection demonstration trials with partner company (OOYOO) started in July 2025



Conducting environmental education:
• Participation in a local high school's SDG seminar
• Explaining the structure of a biomass power plant and initiatives for achieving a decarbonized society

[Biomass] Expansion of biomass power generation business in Kumamoto ~ Planned FY2029 launch and commencement of on-site work ~

- We have commenced construction of the access road for this project that was announced in June 2025 and expect to complete this by February 2027. Work on the biomass power plant is expected to begin in March 2027, and operation of the plant is targeted to start in FY2029.
- We increased the number of personnel on the project in July 2025 and set up an on-site office in October 2025.
- We obtained an A- rating from a third-party institution as a reliability assessment in connection with financing the implementation of this project. In July 2025, we obtained funding by issuing 50 hundred mil. yen of green bonds to finance construction of the biomass power plant.
- Going forward, we will swiftly execute this project, conduct verification, and develop systems to solve regional problems in various ways across the whole of Japan.



Construction of access road



Erection of on-site office (Oct 2025)

[Technological capabilities] Welding and Inspection Engineering Center ~ Honing skills to win at Chiba and compete at the national competition ~

We operate a Welding and Inspection Engineering Center to pass down welding techniques through quality control, technological development, technological capability improvement, and human resource development, as well as to ensure safe operations.

Main activities

- The Center places welding experts, as a manufacturing and production department of employees.
- It handles self-inspection welding work (work requiring METI approval) and provides welding-related support to other departments.
- The Center's equipment includes a pipe welding factory and various non-destructive inspection and testing rooms where various departments and divisions conduct demonstration tests and other supporting operations.
- It provides training and skills practice support, including training for new employees and grade-based training for other employees.

Topics

In February 2025, the Center's chief welder Kato who handles welding operations emerged as champion in the CO2 gas arc welding division of the Chiba welding competition, and went on to represent Chiba Prefecture in the 70th National Welding Technology Competition held in Toyama on October 5. (Results of judging will be released in January next year)

We will continue our efforts to raise our technical capabilities through participation in external technical competitions and other activities.



Welder Kato at the national competition
(center welder wearing a helmet)

[Human resource development] Training at sea ~ Holding training at sea with the cooperation of the National Institute of Technology (KOSEN), Oshima College ~

- We have been engaging in initiatives to develop excellent human resources to further strengthen human capital based on our basic policy of “Creating a strong and flexible Q’ d with people at the core” in the Medium-Term Management Plan.
- As part of these initiatives, we held the “Q’ d Challenge Program: Training at Sea” two-day training session on August 28 and 29, 2025 aboard the vessel Oshima Maru of the National Institute of Technology (KOSEN), Oshima College located in Suo-Oshima, Yamaguchi Prefecture.
- The Q’ d Challenge Program is a training program for young employees that has been running since FY2023 to develop the Company’s future organizational leaders in a planned manner.
- Training candidates surveyed Suo-Oshima before attending the training and spent the two days discussing the themes of measures for industrial revitalization of the town and measures for addressing its regional problems.
- Using this at-sea training session as a springboard, we will continue to collaborate with Suo-Oshima town.



Scene from the training program



Mayor, college vice-principal, and training participants



Oshima Maru

[Reconstruction support] Supporting a winery in Kawauchi village, Futaba district, Fukushima Prefecture ~ Participating in grape harvesting ~

- On October 30, our employees, including President Majima and new employees, participated in harvesting grapes for use in wine production at Kawauchi Winery in Kawauchi village, Futaba district, Fukushima Prefecture.
- The whole village was forced to evacuate after the accident involving the Fukushima Daiichi Nuclear Power Plant in 2011, but a year later they announced that they would return and begin reconstruction work. As Futaba village is suitable for production of grapes for wine, cultivation began in 2015 with the goal of reconstruction.
- Kawauchi Winery established Kawauchi Wine Company in 2017 with Kawauchi village as a shareholder. Since 2021, the winery has been making wine at its winery under the initiative of the village. Production is proceeding well and the wine is being sold not only within the village, but also at various locations within and outside Fukushima Prefecture.
- In addition to these activities, we periodically hold a “Fukushima Reconstruction Support Product Exhibition” and will continue to support the reconstruction of Kawauchi village and the rest of Fukushima Prefecture.



Kawauchi Winery (wine production facility)



Beautiful, ripe grapes



Harvested grapes



Grape harvesting by a new employee and President Majima

[Diversity] Active participation of employees of foreign nationality ~ Diversity & inclusion ~

- As we develop our global businesses, we are proactively hiring employees of foreign nationality.
- We support employees in various ways, such as by ensuring our training system is equipped to maximize employees' abilities, regardless of race and nationality.
- Around 10% of the Group's employees are of foreign nationality and are deployed in Japan and Southeast Asia.



Japan office of ABTS ENESYS ENGINEERING LTD.



Local employees of Tokyo Enesys (Thailand)



Foreign employees undergoing driving observation (TOKYO ENERGY & SYSTEMS INC.)

[Diversity] Five para-athletes on our athletics team ~ Diversity & inclusion ~



Ryota Hirai (paraclimbing)



Keiko Onidani (discus)



Atsuko Kanawaku (T34 800m wheelchair)



Masato Kumagai (paratennis)



Athletics team



Nana Gunji (parabasketball)

Disclaimer:

The forward-looking statements in this document, including earnings forecasts, are based on information currently available to the Company and certain assumptions that the Company considers reasonable, but they are not intended to be a commitment by the Company.

Actual results may differ significantly due to various factors.

This document is intended to provide information to help investors make decisions. It is not an invitation to buy or sell shares in the Company.



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