



FY2021 Summary of Financial Results

May 13, 2022

Engineering for the Future



☆Key Points of Financial Results

Orders and sales both exceeded the previous fiscal year, with increases in all profit items due to improvements in revenue and profit, etc.

<Orders> 202.250 billion yen (195.580 billion yen in the previous fiscal year)

- Although there was a decline as a reaction to orders for large-scale projects for HVAC and Plumbing for Buildings being received in the previous fiscal year, orders still exceeded the previous fiscal year due to a recovery in orders of semiconductor-related products in Industrial HVAC, orders for large-scale projects in Electrical and Environmental Systems, and an increase in orders in Machinery Systems, which had declined due to the impact of the COVID-19 pandemic

<Net sales> 193.189 billion yen (190.067 billion yen in the previous fiscal year)

- Net sales increased from the previous fiscal year due to increased revenue from the progress of construction carried forward since the previous fiscal year, particularly for large-scale projects in HVAC and Plumbing for Buildings and Environmental Systems, and increased revenue in Machinery Systems, which shows signs of recovery in orders

<Gross profit> Gross profit amounted to 30.223 billion yen (28.754 billion yen in the previous fiscal year)

- Gross profit increased due to improved profitability, etc., particularly for large-scale constructions in Facilities Construction
- Gross profit margin rose 0.5% YoY in the fourth quarter, remaining high at 17.9% following on from a strong third quarter, while full-year gross profit margin rose 0.5% YoY to 15.6%

<FY2022 consolidated results forecasts>

- Orders received of 200 billion yen, net sales of 200 billion yen, and ordinary income of 10 billion yen

<Shareholder returns>

- Conducted shareholder returns according to medium-term management plan “Century 2025” Phase 2 financial and capital policies
- An extra dividend of 15 yen has been paid in addition to the regular dividend of 70 yen, resulting in a total annual dividend of 85 yen
- 1 million shares of treasury stock were acquired
- Payout ratio: 73.8%, total return ratio: 95.7%

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FY2021 RESULTS



FY2021 Results (Consolidated)

(Millions of yen)

| | FY2019 | FY2020 | FY2021 | Year on year | Rate of change(%) |
|--|---------|---------|---------|-------------------|-------------------|
| Orders received | 194,018 | 195,580 | 202,250 | 6,670 | 3.4 |
| Balance carried forward | 136,163 | 141,676 | 150,737 | 9,061 | 6.4 |
| Net sales | 207,684 | 190,067 | 193,189 | 3,121 | 1.6 |
| Completed construction contracts | 205,247 | 187,559 | 190,646 | 3,087 | 1.6 |
| Real estate and others | 2,437 | 2,507 | 2,542 | 34 | 1.4 |
| Gross profit | 32,110 | 28,754 | 30,223 | 1,469 | 5.1 |
| Completed construction contracts | 31,224 | 27,765 | 29,216 | 1,450 | 5.2 |
| Real estate and others | 886 | 988 | 1,007 | 18 | 1.9 |
| Gross profit margin (%) | 15.5 | 15.1 | 15.6 | 0.5 _{pt} | — |
| Selling, general and administrative expenses | 21,436 | 21,255 | 21,110 | (144) | (0.7) |
| Operating profit | 10,674 | 7,498 | 9,112 | 1,614 | 21.5 |
| Non-operating profit and loss | 550 | 698 | 704 | 6 | 1.0 |
| Ordinary profit | 11,224 | 8,196 | 9,817 | 1,620 | 19.8 |
| Extraordinary profit (loss) | (110) | (399) | (303) | 96 | — |
| Profit attributable to owners of parent (loss) | 7,576 | 5,901 | 6,489 | 587 | 10.0 |

【Overall Results】

SANKI

Quarterly Results (Consolidated)

(Millions of yen)

| | FY2019 | | | | FY2020 | | | | FY2021 | | | |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| Orders received | 46,697 | 54,204 | 50,031 | 43,085 | 47,660 | 55,575 | 43,211 | 49,132 | 56,023 | 40,482 | 49,288 | 56,456 |
| Net sales | 40,882 | 50,962 | 51,833 | 64,006 | 38,253 | 42,611 | 48,351 | 60,851 | 38,737 | 45,332 | 51,652 | 57,466 |
| Gross profit | 5,305 | 7,862 | 7,460 | 11,482 | 5,120 | 5,637 | 7,414 | 10,582 | 4,661 | 6,396 | 8,901 | 10,264 |
| Gross profit margin (%) | 13.0 | 15.4 | 14.4 | 17.9 | 13.4 | 13.2 | 15.3 | 17.4 | 12.0 | 14.1 | 17.2 | 17.9 |
| Selling, general and administrative expenses | 4,983 | 4,992 | 5,063 | 6,396 | 5,274 | 4,976 | 5,064 | 5,939 | 4,940 | 5,092 | 4,976 | 6,101 |
| Operating profit (loss) | 322 | 2,869 | 2,396 | 5,085 | (154) | 660 | 2,350 | 4,642 | (278) | 1,303 | 3,924 | 4,162 |
| Operating profit margin (%) | 0.8 | 5.6 | 4.6 | 7.9 | (0.4) | 1.5 | 4.9 | 7.6 | (0.7) | 2.9 | 7.6 | 7.2 |
| Ordinary profit (loss) | 547 | 2,955 | 2,644 | 5,076 | 66 | 776 | 2,527 | 4,826 | (13) | 1,324 | 4,233 | 4,272 |
| Extraordinary profit (loss) | 24 | 84 | 49 | (269) | (82) | (243) | (40) | (33) | (1) | 11 | (97) | (215) |
| Profit attributable to owners of parent (loss) | 428 | 2,057 | 1,815 | 3,276 | 11 | 809 | 1,647 | 3,431 | (35) | 899 | 2,820 | 2,805 |

Orders Received by Segment (Consolidated)

(Millions of yen)

| Segment | FY2019 | FY2020 | FY2021 | Year on year | Rate of Change (%) |
|--|----------------|----------------|----------------|--------------|--------------------|
| HVAC and Plumbing for Buildings | 62,095 | 65,371 | 58,603 | (6,767) | (10.4) |
| Industrial HVAC | 58,391 | 59,234 | 63,113 | 3,878 | 6.5 |
| Electrical Systems | 25,000 | 21,472 | 27,856 | 6,384 | 29.7 |
| Facility Systems | 12,171 | 10,690 | 10,930 | 240 | 2.3 |
| Total of Facilities Construction Business | 157,659 | 156,768 | 160,504 | 3,736 | 2.4 |
| Machinery Systems | 10,351 | 7,858 | 8,914 | 1,055 | 13.4 |
| Environmental Systems | 24,247 | 28,710 | 30,640 | 1,929 | 6.7 |
| Total of Plant & Machinery Systems Business | 34,599 | 36,569 | 39,554 | 2,985 | 8.2 |
| Sub-total | 192,258 | 193,338 | 200,059 | 6,721 | 3.5 |
| Real Estate Business | 2,210 | 2,375 | 2,410 | 34 | 1.5 |
| Others | 917 | 609 | 563 | (45) | (7.4) |
| Adjustments * | (1,367) | (742) | (782) | (40) | — |
| Total | 194,018 | 195,580 | 202,250 | 6,670 | 3.4 |

*“Adjustments” eliminate internal transactions included in each segment.

Net Sales by Segment (Consolidated)

(Millions of yen)

| Segment | FY2019 | FY2020 | FY2021 | Year on year | Rate of Change (%) |
|--|----------------|----------------|----------------|--------------|--------------------|
| HVAC and Plumbing for Buildings | 70,756 | 55,293 | 62,146 | 6,852 | 12.4 |
| Industrial HVAC | 67,736 | 64,152 | 57,363 | (6,788) | (10.6) |
| Electrical Systems | 21,889 | 24,941 | 24,933 | (7) | (0.0) |
| Facility Systems | 11,119 | 11,113 | 11,040 | (73) | (0.7) |
| Total of Facilities Construction Business | 171,501 | 155,501 | 155,484 | (17) | (0.0) |
| Machinery Systems | 11,169 | 8,973 | 9,666 | 693 | 7.7 |
| Environmental Systems | 23,261 | 23,560 | 25,842 | 2,282 | 9.7 |
| Total of Plant & Machinery Systems Business | 34,431 | 32,533 | 35,509 | 2,976 | 9.1 |
| Sub-total | 205,932 | 188,035 | 190,993 | 2,958 | 1.6 |
| Real Estate Business | 2,210 | 2,375 | 2,410 | 34 | 1.5 |
| Others | 931 | 815 | 566 | (248) | (30.5) |
| Adjustments* | (1,389) | (1,158) | (781) | 376 | — |
| Total | 207,684 | 190,067 | 193,189 | 3,121 | 1.6 |

* “Adjustments” eliminate internal transactions included in each segment.

Gross Profit by Segment (Consolidated)

(Millions of yen)

| Segment | | FY2019 | FY2020 | FY2021 | Year on year | Rate of Change (%) |
|-------------------------|---|---------------|---------------|---------------|--------------|--------------------|
| Gross Profit by segment | HVAC and Plumbing for Buildings/Industrial HVAC /Electrical Systems | 23,610 | 21,038 | 22,086 | 1,048 | 5.0 |
| | Facility Systems | 2,170 | 2,215 | 2,323 | 107 | 4.9 |
| | Total of Facilities Construction Business | 25,781 | 23,253 | 24,409 | 1,156 | 5.0 |
| | Machinery Systems | 2,316 | 1,556 | 1,586 | 29 | 1.9 |
| | Environmental Systems | 3,314 | 3,176 | 3,547 | 371 | 11.7 |
| | Total of Plant & Machinery Systems Business | 5,631 | 4,732 | 5,133 | 401 | 8.5 |
| | Sub-total | 31,412 | 27,986 | 29,543 | 1,557 | 5.6 |
| | Real Estate Business | 673 | 866 | 876 | 9 | 1.1 |
| | Others | 200 | 101 | 69 | (31) | (31.0) |
| | Adjustments | (176) | (199) | (266) | (66) | — |
| Total | 32,110 | 28,754 | 30,223 | 1,469 | 5.1 | |

Initiatives to Improve Productivity and Construction Quality for Increased Profit

- **Enhancement of the company-wide system to divide labor through promotion of the Smile Site Plan***
- **Enhancement of design review and active roll-out of construction processes**
- **Reduction in number of accidents through comprehensive health and safety management, including for partner companies**
2019: 11 accidents; 2020: 3 accidents ; 2021: 2 accidents
- **Enhancement of quality control and prevention of incidents and complaints by swiftly sharing information about incidents and complaints**
FY2019: 67 cases; FY2020: 47 cases ; FY2021: 49 cases
- **Digitalization of procurement tasks for increased business efficiency and reduced purchase costs**
FY2019: 88%; FY2020: 91%; FY2021: 95%
- **Reduction in unprofitable construction through comprehensive construction management**
Balance of provision for loss on construction contracts
FY2019: 50 million yen; FY2020: None ; FY2021: 9 million yen

* A specialist committee that was established in fiscal 2017 to reduce the burden on construction managers and promote business efficiency

**FY2021
BALANCE SHEET AND
STATEMENT OF CASH FLOWS**



Balance Sheet (Consolidated)

(Millions of yen)

| | End of FY 2020 | End of FY 2021 | Year on year | Rate of change (%) |
|--|-------------------|-------------------|----------------|-----------------------|
| Current assets | 116,054 | 125,742 | 9,688 | 8.3 |
| Cash and deposits | 36,087 | 42,779 | 6,692 | 18.5 |
| Securities | 2,999 | 5,999 | 2,999 | 100.0 |
| Notes receivable, accounts receivable from completed construction contracts and other, contract assets, and electronically recorded monetary claims –operating | 72,085 | 66,761 | (5,323) | (7.4) |
| Non-current assets | 55,258 | 57,866 | 2,607 | 4.7 |
| Investment securities | 28,816 | 30,447 | 1,630 | 5.7 |
| Current liabilities | 67,882 | 79,210 | 11,327 | 16.7 |
| Electronically recorded obligations - operating | 873 | 2,588 | 1,714 | 196.2 |
| Accounts payable on construction contracts | 40,836 | 37,932 | (2,903) | (7.1) |
| Non-current liabilities | 11,731 | 10,121 | (1,610) | (13.7) |
| Total net assets | 91,699 | 94,278 | 2,578 | 2.8 |
| Treasury stock | (3,859) | (5,243) | (1,383) | — |
| Total assets | 171,313 | 183,609 | 12,296 | 7.2 |
| Book-value per share (yen) | 1,611.76 | 1,685.20 | 73.44 | 4.6 |
| Equity ratio (%) | 53.4 | 51.2 | (2.2) | — |
| Interest-bearing liabilities (consolidated) | 10,595 | 9,205 | (1,389) | (13.1) |

Current assets and noncurrent assets increased by ¥4,300 million as a result of application of the Accounting Standard for Revenue Recognition .

Statement of Cash Flows (Consolidated)

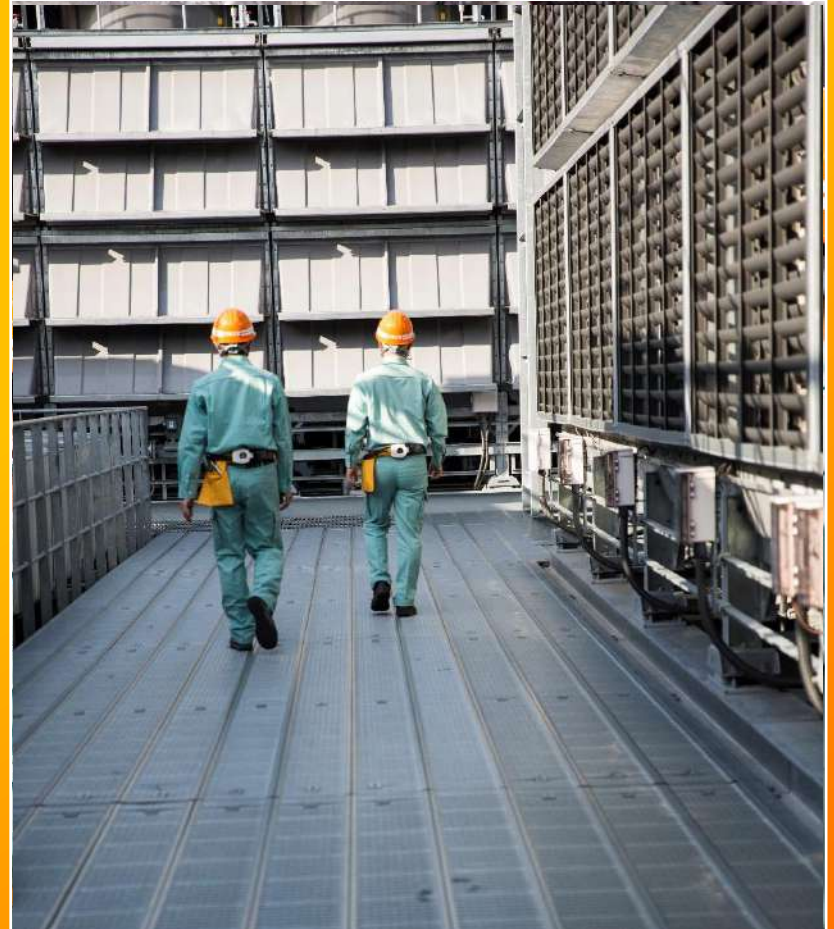
- The balance of cash and cash equivalents increased from the end of the previous fiscal year
 - The increase in cash flows from operating activities is due to the continued recovery of receivables
 - The decrease in cash flows from investment activities is mainly due to the acquisition of securities and of property, plant and equipment
 - The decrease in cashflows from financing activities is mainly due to the repurchase of treasury stock and the payment of dividends

(Millions of yen)

| | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|--|---------|---------|---------|---------|---------|
| Cash flows from operating activities | 6,306 | 6,786 | 11,940 | (483) | 18,529 |
| Cash flows from investing activities | (2,510) | (3,775) | (303) | (1,423) | (3,384) |
| Cash flows from financing activities | 1,814 | (5,215) | (8,955) | (6,974) | (7,518) |
| Cash and cash equivalents at end of period | 44,866 | 42,612 | 45,946 | 37,087 | 44,779 |

| | | | | | |
|--|-------|-------|-------|-------|-------|
| Capital investment (including intangible assets) | 3,772 | 6,110 | 2,197 | 2,178 | 1,620 |
| Depreciation and amortization | 818 | 1,340 | 1,643 | 1,700 | 1,587 |

FY2022 FORECAST



FY2021 Full-Year Forecast (Consolidated)

(Millions of yen)

| | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 A | Initial forecast for FY 2022 B | Increase/ Decrease B-A | Rate of change (%) |
|--|---------|---------|---------|---------|-------------|---|------------------------------|--------------------------|
| Orders received | 191,113 | 217,096 | 194,018 | 195,580 | 202,250 | 200,000 | (2,250) | (1.1) |
| Balance carried forward | 144,712 | 149,495 | 136,163 | 141,676 | 150,737 | 150,737 | — | — |
| Net sales | 170,157 | 212,314 | 207,684 | 190,067 | 193,189 | 200,000 | 6,811 | 3.5 |
| Gross profit | 25,060 | 31,684 | 32,110 | 28,754 | 30,223 | 31,500 | 1,277 | 4.2 |
| Gross profit margin (%) | 14.7 | 14.9 | 15.5 | 15.1 | 15.6 | 15.8 | 0.2 pt. | — |
| Operating income | 6,593 | 10,637 | 10,674 | 7,498 | 9,112 | 9,500 | 388 | 4.2 |
| Ordinary income (loss) | 7,434 | 11,204 | 11,224 | 8,196 | 9,817 | 10,000 | 183 | 1.9 |
| Profit attributable to owners of parent | 3,906 | 9,046 | 7,576 | 5,901 | 6,489 | 6,900 | 411 | 6.3 |
| Regular dividends per share (yen) | 20 | 40 | 70 | 70 | 70 | 70 | — | — |
| Extra dividends per share (yen) | 15 | 20 | 25 | 10 | 15 | — | (15) | — |
| Cash dividends per share (yen) | 35 | 60 | 95 | 80 | 85 | 70 | (15) | — |

FY2022 Forecast of Orders Received and Net Sales by Segment (Consolidated)

(Millions of yen)

| Segment | | FY2022 Orders Received Forecast | FY2022 Net sales Forecast |
|---|---------------------------------|------------------------------------|------------------------------|
| | HVAC and Plumbing for Buildings | 63,000 | 59,000 |
| | Industrial HVAC | 65,000 | 63,000 |
| | Electrical Systems | 26,000 | 27,000 |
| | Facility Systems | 11,000 | 11,000 |
| Total of Facilities Construction Business | | 165,000 | 160,000 |
| | Machinery Systems | 13,000 | 12,000 |
| | Environmental Systems | 20,000 | 26,000 |
| Total of Plant & Machinery Systems Business | | 33,000 | 38,000 |
| Sub Total | | 198,000 | 198,000 |
| Real Estate Business | | 2,400 | 2,400 |
| Others | | 500 | 500 |
| Adjustments* | | (900) | (900) |
| Total | | 200,000 | 200,000 |

* Adjustments eliminate inter-segment transactions included in each segment.

SHAREHOLDER RETURNS

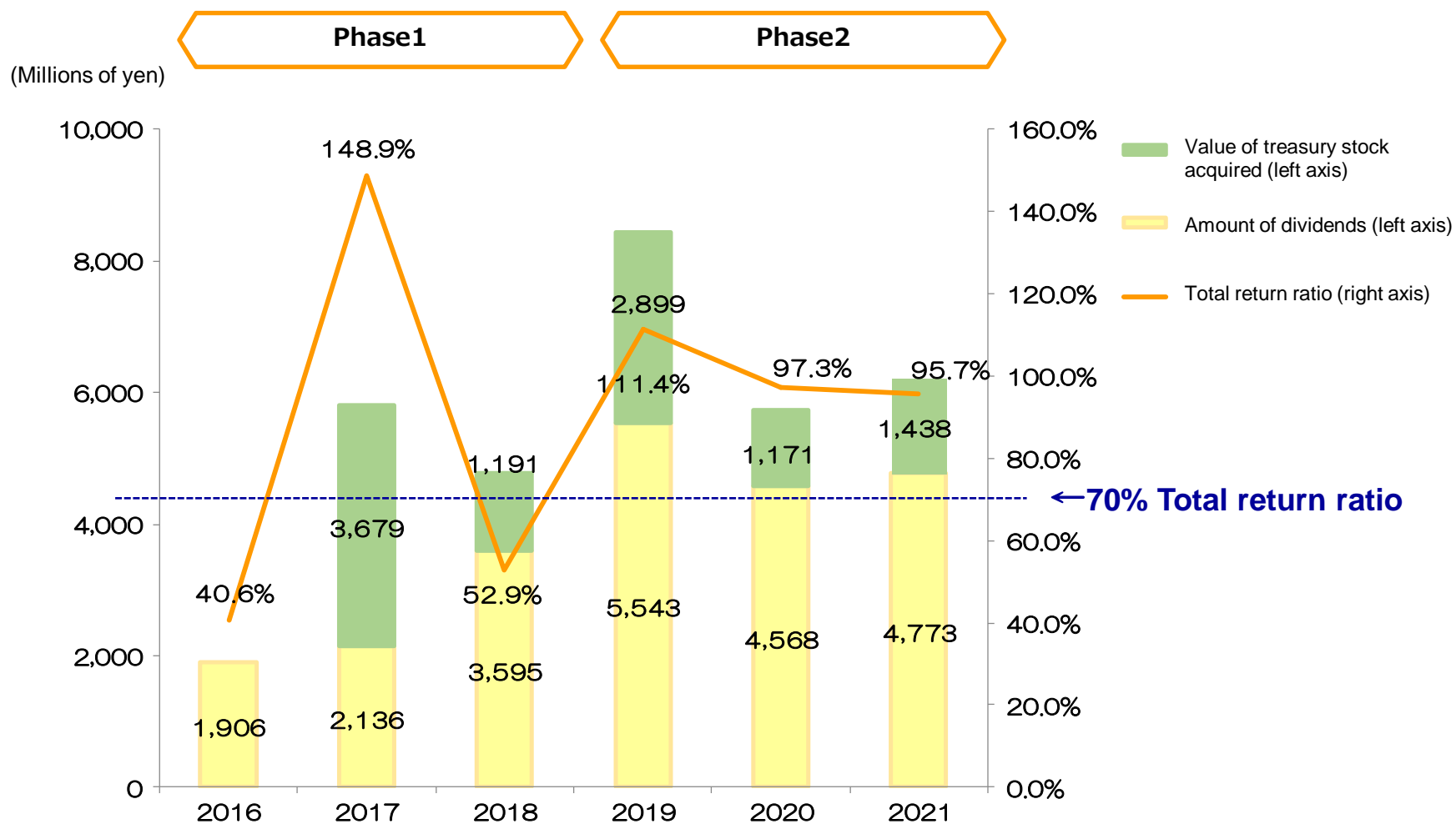


Dividends and Others

- Conducted shareholder returns according to medium-term management plan “Century 2025” Phase 2 financial and capital policies
- An extra dividend of 15 yen has been paid in addition to the regular dividend of 70 yen, resulting in a total annual dividend of 85 yen
- 1 million shares of treasury stock were acquired

| | FY 2017 | FY 2018 | FY 2019 | FY 2020 | September 2021 | FY 2021 |
|--|---------|---------|---------|---------|----------------|---------|
| Earnings per share (yen) | 63.02 | 150.02 | 128.51 | 103.12 | 15.22 | 115.13 |
| Cash dividends per share: regular dividends (yen) | 20 | 40 | 70 | 70 | 35 | 70 |
| Cash dividends per share: extra dividends (yen) | 15 | 20 | 25 | 10 | — | 15 |
| Cash dividends per share (yen) | 35 | 60 | 95 | 80 | 35 | 85 |
| Payout ratio (consolidated) (%) | 55.5 | 40.0 | 73.9 | 77.6 | | 73.8 |
| Total return ratio (%) | 148.9 | 52.9 | 111.4 | 97.3 | | 95.7 |
| Number of shareholders at end of FY | 3,243 | 3,381 | 4,216 | 14,861 | 14,222 | 14,524 |
| Stock price at end of FY (yen) | 1,188 | 1,210 | 1,211 | 1,453 | 1,483 | 1,398 |
| Acquisition of treasury stock (thousand shares) | 3,000 | 1,000 | 1,958 | 1,000 | 46 | 1,000 |
| Retirement of treasury stock (thousand shares) | 3,000 | 1,000 | 2,000 | 1,000 | — | — |
| ROE (Return on Equity) (%) | 4.5 | 10.3 | 8.6 | 6.6 | | 7.0 |
| ROA (Return on Assets) (%) | 4.3 | 6.0 | 6.0 | 4.7 | | 5.5 |

Total Return Ratio



SUPPLEMENTARY MATERIALS



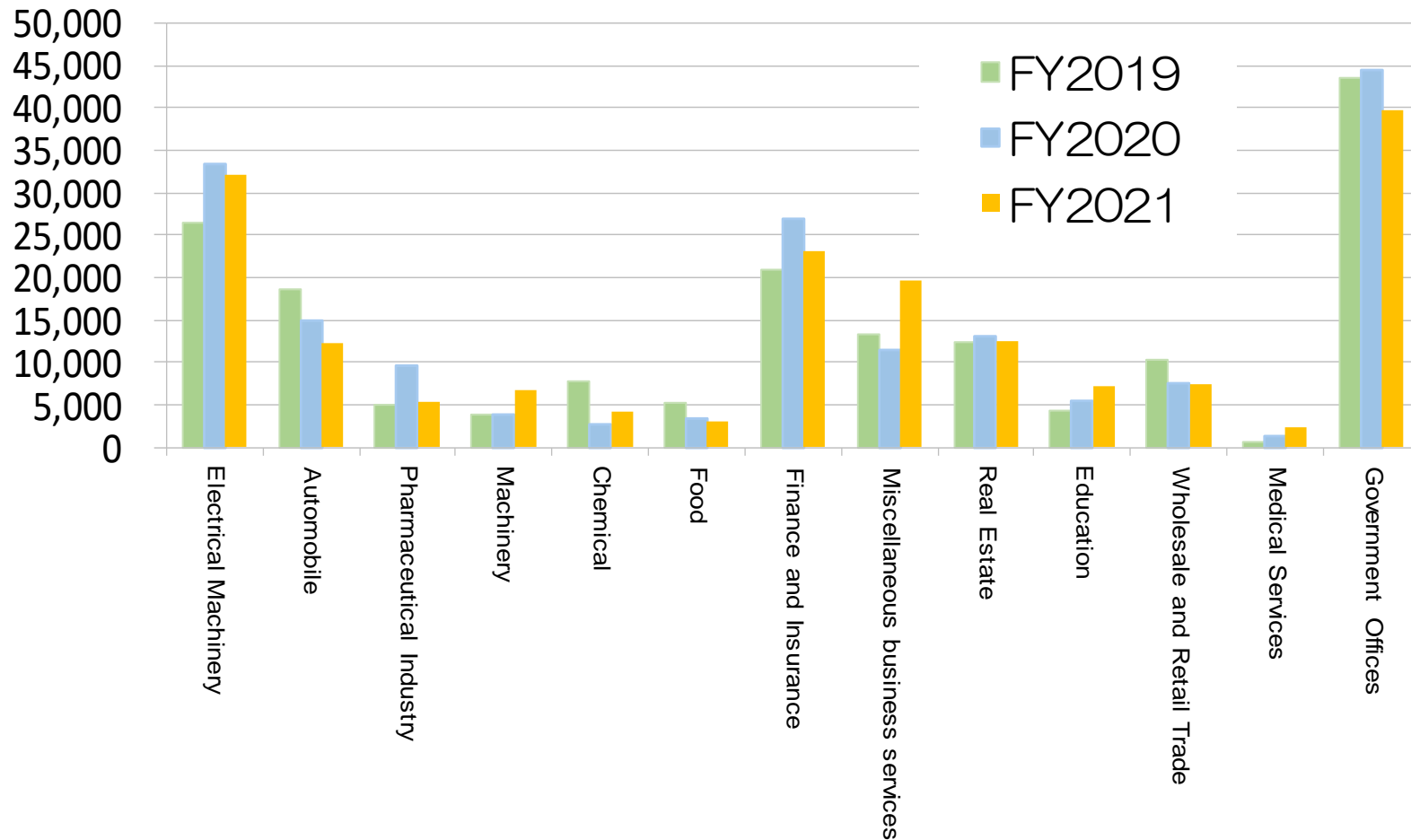
Orders Received by Type

(Millions of yen)

| | FY2018 | FY2019 | FY2020 A | FY2021 B | Diff. B-A |
|---|---------|---------|-------------|-------------|--------------|
| Orders received (Non-consolidated: Facilities Construction Business) | 173,553 | 147,191 | 149,278 | 151,747 | 2,469 |
| Orders received from general contractors (Non-consolidated: Facilities Construction Business) | 78,304 | 48,238 | 63,544 | 62,299 | (1,244) |
| Rate of orders received from general contractors (Non-consolidated: Facilities Construction Business) (%) | 45.1 | 32.8 | 42.6 | 41.1 | (1.5) pt. |
| Orders received (Consolidated) | 217,096 | 194,018 | 195,580 | 202,250 | 6,670 |
| Orders received from overseas projects (Consolidated) | 2,379 | 3,143 | 2,789 | 4,283 | 1,493 |
| Rate of orders received from overseas projects (Consolidated) (%) | 1.1 | 1.6 | 1.4 | 2.1 | 0.7 pt. |
| Orders received for renewal construction (Consolidated) | 117,619 | 112,909 | 109,585 | 108,561 | (1,024) |
| Rate of orders received for renewal construction (Consolidated) (%) | 54.2 | 58.2 | 56.0 | 53.7 | (2.3) pt. |
| <Ref.> Net sales for renewal construction (Consolidated) | 116,627 | 114,208 | 101,147 | 107,855 | 6,708 |

Orders Received by Industry (Consolidated)

(Millions of yen)



Main Large-Scale Projects Received

| Property name | Item of construction | Type of construction | Location |
|--|---|-----------------------|-----------|
| Futaba Regional Wide Area Municipal Area Association Southern Health Center Garbage incineration systems | Waste treatment facility | New construction work | Fukushima |
| Yamato City North Purification Center Maintenance and Management Business Consignment | Water and sewage treatment systems maintenance and management | Business consignment | Kanagawa |
| Kitatama Water Reclamation Center No. 1 Sludge Incineration Systems Reconstruction Project | Water and sewage treatment systems | New construction work | Tokyo |
| SU Kaihatsu New Incinerator Construction Project | Waste treatment facility | New construction work | Akita |
| Meiji Yasuda Life Shinjuku Building Reconstruction Project | HVAC systems | New construction work | Tokyo |
| Takeishi No. 1 Plant Renewal Project | HVAC systems | Renewal | Tokyo |
| Hokuhoku Sapporo Building New Construction Project | HVAC and plumbing systems | New construction work | Hokkaido |
| Institute of Physical and Chemical research Stage 3 Mechanical Equipment Refurbishment Project | HVAC and plumbing systems | Renovation | Saitama |
| NEC Sagami Office (provisional name) New Building Construction Project (Mechanical Equipment Project) | HVAC and plumbing systems | New construction work | Kanagawa |
| Heiwado New Delica Center (provisional name) Construction Plan | HVAC and plumbing systems | New construction work | Shiga |
| Ibaraki City Hall Site Area Maintenance Project | Plumbing systems | New construction work | Osaka |
| Mitsui Fudosan Matsuo-cho, Kadoma-shi Plan New Construction Project (LaLaport Kadoma) | HVAC systems | New construction work | Osaka |
| Nakanoshima 4-chome Mirai International Medical Base Development (provisional name) New Construction Project | Plumbing systems | New construction work | Osaka |
| Toyota Industries Ishihama Plant Stage II | HVAC systems | New construction work | Aichi |
| Renesas Semiconductor Manufacturing Kawashiri Factory Sprinkler Equipment Project | Plumbing systems | Renovation | Kumamoto |
| SUMCO TECHXIV Nagasaki Factory N6 Building Expansion | HVAC and plumbing systems | Expansion | Nagasaki |

* The property name is the name being used by the Company. This may differ from the name used on the construction contract.

9 other projects

Main Large-Scale Projects Received over 1 Billion Yen (by Industry)

| | FY2019 | | FY2020 | | FY2021 | |
|--|--------|---|--------|---|--------|---|
| Office | 1 | <p style="text-align: center;">13 Projects (31,945 million yen)</p> <p>* Orders received from customers: 9 projects</p> <p>* Orders received from general contractors: 4 projects</p> | 4 | <p style="text-align: center;">27 Projects (48,483 million yen)</p> <p>* Orders received from customers: 12 projects</p> <p>* Orders received from general contractors: 15 projects</p> | 3 | <p style="text-align: center;">25 Projects (47,103 million yen)</p> <p>* Orders received from customers: 11 projects</p> <p>* Orders received from general contractors: 14 projects</p> |
| Complex building | — | | — | | 1 | |
| Factory | 3 | | 6 | | 7 | |
| Stores | — | | — | | 1 | |
| Hospital and Clinics | 1 | | 3 | | 1 | |
| Research institute | 2 | | 3 | | 2 | |
| General government buildings | 1 | | — | | — | |
| Public hall and cultural halls | — | | — | | 1 | |
| Other building interiors | 2 | | 3 | | 5 | |
| Railway, Airport | — | | 1 | | — | |
| Power station, Substation | 1 | | — | | — | |
| School building and auditoriums | — | | 1 | | — | |
| Waste processing facility | 1 | | 1 | | 2 | |
| Water treatment plants and sewage plants | 1 | 5 | 2 | | | |

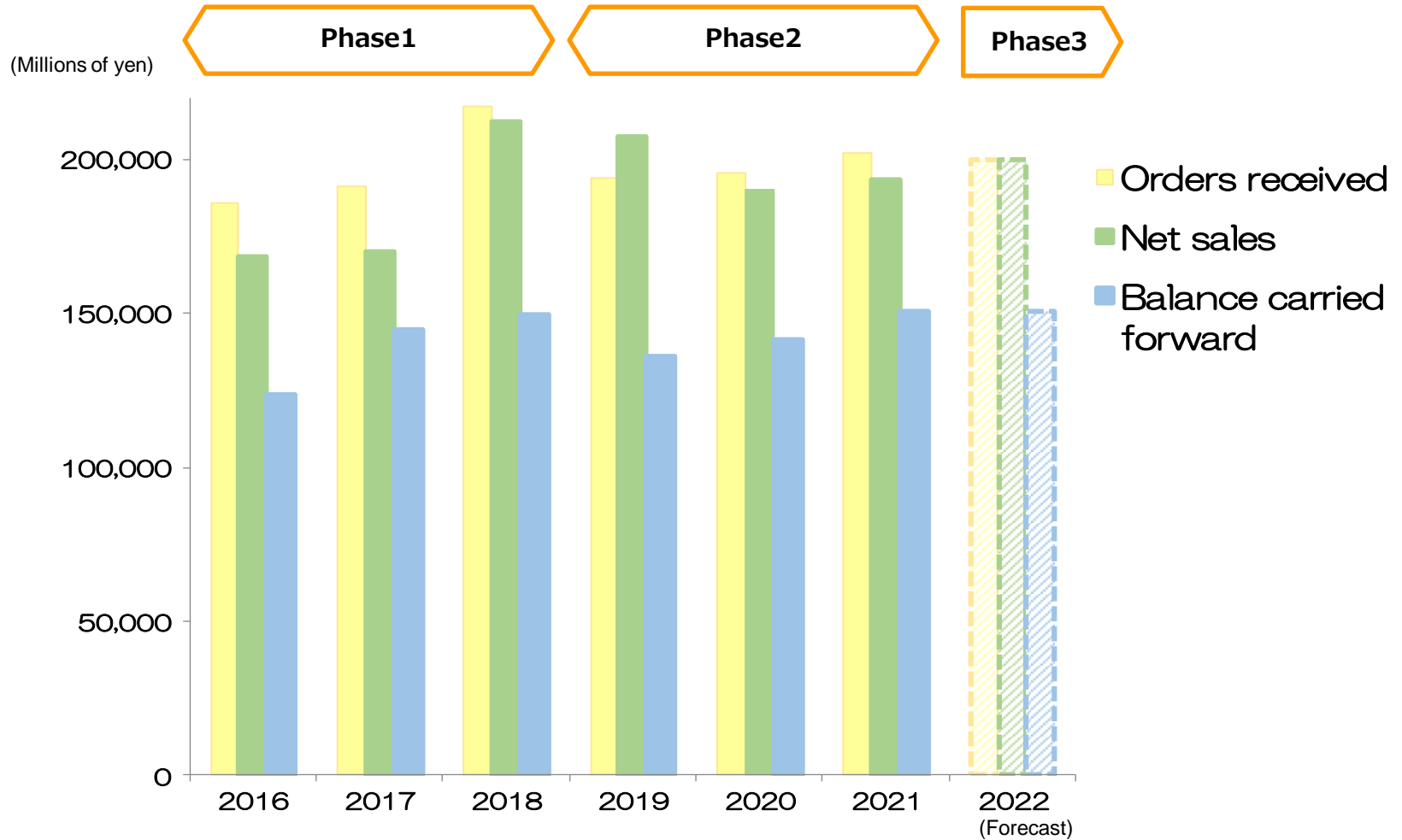
Main Large-Scale Completed Construction Projects

| Property name | Item of construction | Type of construction | Location |
|--|---|-----------------------|-----------|
| Shimbashi Tamuracho Region Urban Redevelopment Project | HVAC systems | New construction work | Tokyo |
| Kowa Kawasaki Nishiguchi Building HVAC Systems Renewal | HVAC systems | Renovation | Kanagawa |
| DENSO Hokkaido Expansion Stage II | HVAC, plumbing, and electrical systems | Expansion | Hokkaido |
| Narita International Airport Corporation 1PTB North Building Inline System Repair (BHS) | Transportation | Renewal | Chiba |
| Ishikawa Local Living Environment Facility Association Waste Disposal Facility Basic Equipment Improvement Project | Waste treatment facility | Renewal | Fukushima |
| Yamato City North Purification Center Maintenance and Management Business Consignment | Water and sewage treatment systems maintenance and management | Business consignment | Kanagawa |
| Kanae Tochigi Factory No. 3 Factory Building | HVAC and plumbing systems | New construction work | Tochigi |
| Kurita Water Industries Ltd. Kurita Innovation Hub Technology Innovation Center | HVAC systems | New construction work | Tokyo |
| Public University Corporation Nara Medical University ESCO Project | HVAC, plumbing, and electrical systems | Renovation | Nara |
| Toyota Technical Center Shimoyama Plumbing and Electrical Systems | Plumbing and electrical systems | New construction work | Aichi |
| Mitsukoshi Nihombashi Main Store General Advertising Project | HVAC and plumbing systems | Renovation | Tokyo |
| Toyota Industries Ishihama Plant Stage I | HVAC and plumbing systems | New construction work | Aichi |
| Minami-Gamo Purification Center No. 4 Sludge Incineration Facility Construction in Sendai City | Water and sewage treatment systems | Expansion | Miyagi |

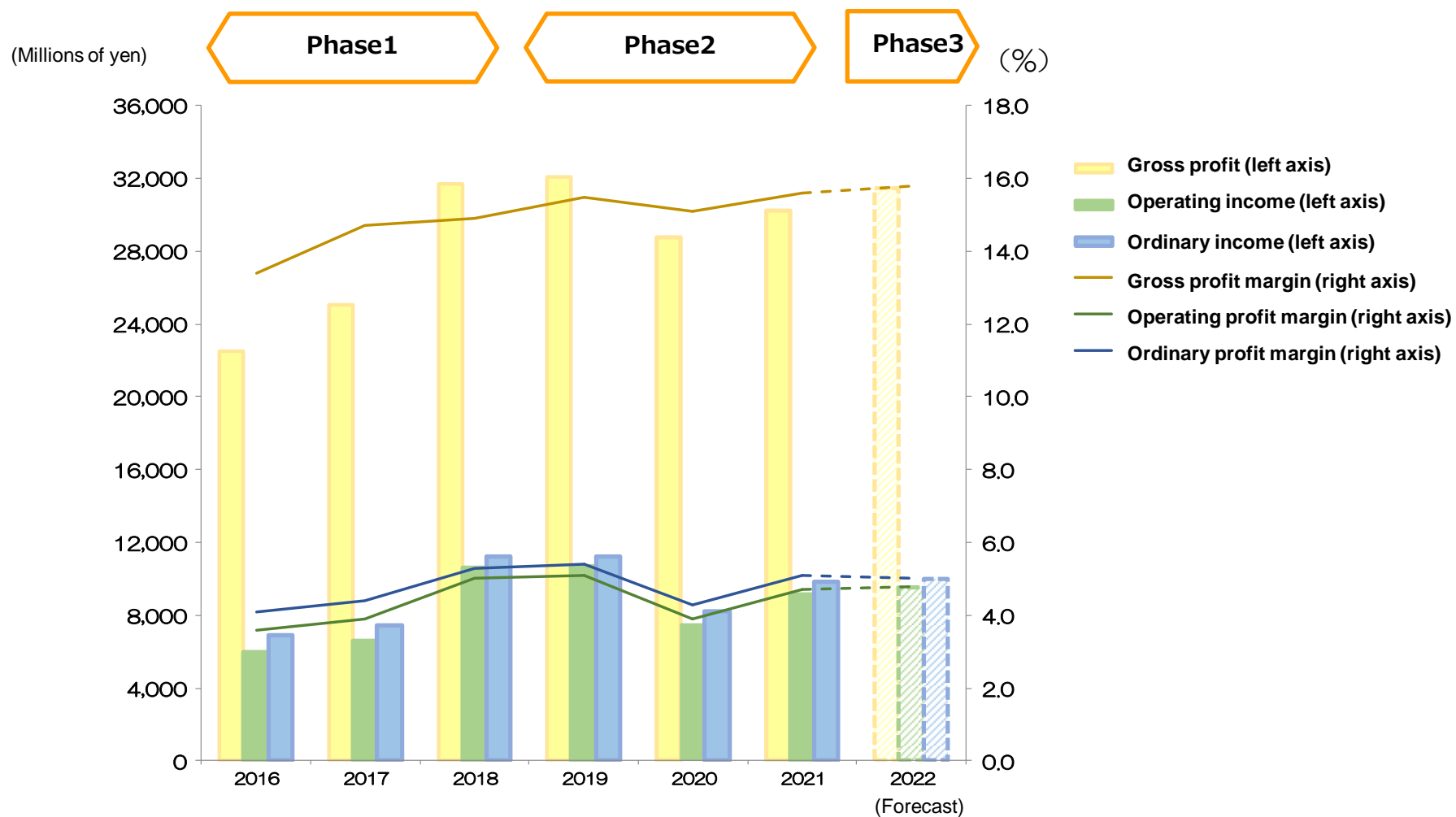
14 other projects

* The property name is the name being used by the Company. This may differ from the name used on the construction contract.

Century 2025 Results (Consolidated) <Orders Received and Net Sales>



Century 2025 Results (Consolidated) <Profit>





Statements about the future, such as results forecasts included in these materials, are based on judgments made according to the information available to the Company as of May 13. Actual results may differ from the figures contained herein due to a number of factors.

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