Abridged Translation:

Consolidated Financial Results for the Fiscal Year Ended March 31, 2025

May 8, 2025

Company name : CHIYODA CORPORATION
Listing : Tokyo Stock Exchange
Stock code : 6366
URL : http://www.chiyodacorp.com/en/
Representative : Koji Ota, Representative Director, President & CEO
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Date of general shareholders' meeting : June 25, 2025
Dividend payable date : -
Annual securities report filing date : June 23, 2025
Supplementary explanation material : Yes
Financial results presentation : Yes

(Millions of yen with fractional amounts discarded, unless otherwise noted)

1. Consolidated performance for the fiscal year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(1) Consolidated operating results

(Percentages indicate year-on-year changes)

	Net sales		Operating income		Ordinary income		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2025	456,969	(9.7)	24,421	—	32,196	—	26,987	—
Fiscal year ended March 31, 2024	505,981	17.6	(15,006)	—	(5,461)	—	(15,831)	—

Note: Comprehensive income : Fiscal year ended March 31, 2025: 19,451 million yen / (—%)
: Fiscal year ended March 31, 2024: (16,287) million yen / (—%)

	Net income per share	Fully diluted net income per share	Return on equity(ROE)	Ratio of ordinary income to total assets	Ratio of operating income to revenue
	Yen	Yen	%	%	%
Fiscal year ended March 31, 2025	96.05	26.39	189.0	7.3	5.3
Fiscal year ended March 31, 2024	(69.22)	—	(117.1)	(1.3)	(3.0)

Reference: Equity gains (losses) of affiliated companies : Fiscal year ended March 31, 2025: (181) million yen
: Fiscal year ended March 31, 2024: (596) million yen

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	461,034	25,456	5.1	(211.23)
As of March 31, 2024	426,967	6,077	1.1	(275.91)

Reference: Equity : Fiscal year ended March 31, 2025 : 23,705 million yen
: Fiscal year ended March 31, 2024 : 4,858 million yen

(3) Consolidated cash flows

Net cash provided by	Operating activities	Investing activities	Financing activities	Cash and equivalents at the end of the year
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Fiscal year ended March 31, 2025	51,175	(4,181)	(298)	221,238
Fiscal year ended March 31, 2024	62,747	(1,567)	(5,851)	166,208

2. Dividends

Record date	Cash dividends per share					Cash dividends (annual)	Payout ratio (consolidate)	Dividend on equity ratio (consolidate)
	First quarter	Second quarter	Third quarter	Fiscal year-end	Annual			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2024	―	―	―	0.00	0.00	0	―	―
Fiscal year ended March 31, 2025	―	―	―	0.00	0.00	0	0.0	―
Fiscal year ending March 31, 2026 (Forecast)	―	―	―	―	―		―	

Note: No forecast has been made about the year-end dividends for the fiscal year ending March 31, 2026 at this time.
Note: The table shows dividends status of common stock. For dividends status of class A shares (unlisted), please refer to 'Dividend Status of Class A Shares' as referred to hereinafter.

3. Consolidated forecasts for the fiscal year ending March 31, 2026 (April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes)

	Net sales		Operating income		Ordinary income		Profit attributable to owners of parent		Net income per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending March 31, 2026	370,000	(19.0)	16,000	(34.5)	19,000	(41.0)	15,000	(44.4)	49.78

Notes

(1) Changes in significant subsidiaries during the period (Changes in specified subsidiaries causing changes in scope of consolidation): None

(2) Changes in accounting policies and accounting estimates / restatements
- a. Changes in accounting policies due to revisions of accounting standards, etc. : None
- b. Changes in accounting policies other than a. above : None
- c. Changes in accounting estimates : None
- d. Restatements : None

(3) Number of shares issued (common stock)

(a)	Number of shares issued at year-end (including treasury stock)	Year ended March 31, 2025	260,324,529 shares	Year ended March 31, 2024	260,324,529 shares
(b)	Number of treasury stock at year-end	Year ended March 31, 2025	1,204,535 shares	Year ended March 31, 2024	1,251,898 shares
(c)	Average number of shares during the period	Year ended March 31, 2025	259,109,394 shares	Year ended March 31, 2024	259,046,914 shares

Note: Number of treasury stock at year-end includes the shares held by the officer compensation Board Incentive Plan Trust (Year ended March 31, 2025: 755,695 shares, Year ended March 31, 2024: 803,129 shares). The shares held by the trust are also included treasury stock which is deducted when calculating the average number of shares during the period (Year ended March 31, 2025: 766,342 shares, Year ended March 31, 2024: 828,901 shares).

(Reference) Overview of the Unconsolidated Financial Results

Unconsolidated performance for the fiscal year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(1) Unconsolidated operating results (Percentages indicate year-on-year changes)

	Net sales		Operating income		Ordinary income		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2025	268,883	10.3	3,609	(22.9)	14,015	(5.7)	14,886	—
Fiscal year ended March 31, 2024	243,866	10.3	4,680	292.3	14,862	(14.0)	(26,759)	—

	Net income per share	Fully diluted net income per share
	Yen	Yen
Fiscal year ended March 31, 2025	49.35	14.56
Fiscal year ended March 31, 2024	(111.40)	—

(2) Unconsolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	328,947	3,168	1.0	(290.48)
As of March 31, 2024	316,335	(7,950)	(2.5)	(325.35)

Reference: Equity : Fiscal year ended March 31, 2025 : 3,168 million yen
: Fiscal year ended March 31, 2024 : (7,950) million yen

This earnings release is not subject to audit procedures by certified public accountant nor audit corporation.

Proper use of earnings forecasts, and other special directions

(Notes to forward-looking statements)

The forward-looking statements, including earnings forecasts, contained in these materials are based on information currently available to the Company and on certain assumptions deemed to be reasonable. Actual business and other results may differ substantially due to a number of factors. Please refer to '(3) Outlook in 1. Qualitative Information Related to Consolidated Performance' for earnings forecasts conditions and notes on the use of earnings forecasts.

Dividend Status of Class A Shares

Class A Share	Cash dividends per share				
Record date	First quarter	Second quarter	Third quarter	Fiscal year-end	Annual
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2024	—	—	—	0.00	0.00
Fiscal year ended March 31, 2025	—	—	—	0.00	0.00
Fiscal year ending March 31, 2026 (Forecast)	—	—	—	—	—

Note: No forecast has been made about the year-end dividends for the fiscal year ending March 31, 2026 at this time.

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1. Qualitative Information Related to Consolidated Performance

(1) Qualitative Information on Business Performance

While the global economy continues to show signs of recovery, the risk of volatility due to geopolitical crises in Ukraine and the Middle East and global trade tariff uncertainty remained in this fiscal year.

Under the circumstances and considering the business environment in which Chiyoda operates, the need for decarbonization and the realization of a sustainable environment and a prosperous future for our planet and its inhabitants in response to climate change continues, in tandem with the increasing demand for LNG as a stable supply of energy.

On a consolidated basis, for the fiscal year ended March 31, 2025, New Orders amounted to JPY 211,260 million (down 11.1% YoY), Revenues amounted to JPY 456,969 million (down 9.7% YoY) and the Order Backlog amounted to JPY 739,857 million (down 25.6% from the end of the last FY). Operating Profit is JPY 24,421 million (Operating Loss was JPY 15,006 million for last FY) and Ordinary Profit is JPY 32,196 million (Ordinary Loss was JPY 5,461 million for last FY). A recording of Income Taxes resulted in a Profit Attributable to the Owners of the Parent of JPY 26,987 million (Loss Attributable to the Owners of the Parent was JPY 15,831 million for last FY).

Further information regarding reportable engineering business segments is presented below.

- Energy

LNG / Gas

【Overseas】
The Group continues executing Engineering, Procurement and Construction (EPC) projects for LNG plants in the USA and Qatar, where the North Field East (NFE) project, an expansion of four LNG trains with capacities of 8 mtpa each, is ongoing. We confirmed our commitment to working collaboratively with the client, Golden Pass LNG Terminal LLC (GPX), and a joint venture partner, CB&I LLC (CB&I), to complete construction of the Golden Pass LNG project. In November 2024, we agreed to amend the EPC contract and associated commercial terms to complete the full scope of Train 1 and CB&I, Chiyoda International Corporation (CIC) and GPX have continued to discuss amending the contract for Trains 2 and 3.
In the gas sector, the Group continues the engineering design for renovation of LNG/gas processing plants in Qatar.

【Japan】
We have completed feasibility studies for LNG terminals, positioned as a transition fuel in the Seventh Strategic Energy Plan, and have been awarded an LNG terminal extension project. We are currently engaged in the EPC phase of projects to reinforce, modify and repair LNG terminals, previously constructed by the Group.

Refinery/Petrochemical

In Japan, we are upgrading oil refinery facilities and examining energy saving measures and strategies for oil companies to realize carbon neutrality. We have been awarded a Front End Engineering Design (FEED) contract for introducing facilities for manufacturing Sustainable Aviation Fuel (SAF) by Idemitsu Kosan Co., Ltd (Idemitsu). The Group deploys operation and maintenance (O&M) business for operation optimization, efficient facility maintenance and O&M digital transformation (DX) promotion by combining our expertise of advance analysis technologies such as 3D fluid analysis, dynamic simulation, structure analysis and earthquake resistance technology, and the latest digital technology for oil refineries and petrochemical compounds.
The Chiyoda Group, Microwave Chemical Co., Ltd, and Mitsui Chemicals, Inc. are engaged in a joint development project for innovative naphtha cracking technology using microwave heating, decreasing CO_2 emissions from pyrolysis of naphtha. The project has been adopted by the New Energy and Industrial Technology Development Organization (NEDO) under a Program for ‘Promotion of Research & Development and Social Implementation of Energy-saving Technologies towards Realization of a Decarbonized Society: Priority Issues Promotion Scheme’. The technology will significantly reduces CO_2

emissions from the thermal decomposition of naphtha, a major challenge in the chemical industry.

- Environment

Pharmaceutical/Biochemistry/General Chemistry

The Group is executing the EPC phase for pharmaceutical product manufacturing plants for multiple clients, including a new biopharmaceutical API manufacturing plant for AGC Corporation. We have been awarded design work for bio-pharmaceutical product manufacturing plants, following the completion of feasibility studies. We have also been awarded a feasibility study for a bio-pharmaceutical product manufacturing plant.
Other than EPC-related projects, we are collaborating with industry and academia on a ‘Technology Development for Large-scale Production of Highly Modified Recombinant Proteins in Plants’ research and development project, following selection by NEDO after an open call for proposals. We have commenced demonstrating technologies to produce highly modified proteins following construction of demonstration facilities in Koyasu Research Park (Chiyoda Corporation Research and Development Base) for production from bench-scale to pilot-scale. After a NEDO support period, the facilities will be utilized for subcontracted services such as plant-based biomanufacturing.
In a collaborative project with the University of Tsukuba and the University of Tsukuba Hospital, we completed construction of a new cell processing facility. We continue to expand our ‘Technical Consulting’ services for clients by providing strategic and technical solutions in research and development and manufacturing process development based on the three facilities of the cell processing facility, the Tsukuba Stem Cell Lab (an already established research institute within the university), and Chiyoda’s Koyasu Research Park.
The Group is participating in Phase 2 of an iPS cell platform demonstration experiment conducted by iD4: iPSC Delivery on Demand for Drug Discovery, a general incorporated association, for provision of disease-specific iPS cells. We will collaborate with member companies to build a database of iPS cells, optimize distribution channels and commercialize the platform aiming at expanding cell-related businesses.
In the general chemistry field, we are engaged in an EPC project, awarded by Kureha Corporation, to increase the capacity of their monomer process for producing polyvinylidene fluoride (PVDF).

Environment/New Energy/Infrastructure/Advanced Materials

【Environment】
We are installing flue gas desulfurization (FGD) equipment in coal-fired power plants in India in response to tightening environmental regulations. The Group’s thoroughbred 121 (CT-121) FGD process has been installed in a number of plants.

【New Energy】
We are reinforcing the utilization of stored energy for efficient use of renewable energy, while working on a territorially distributed energy procurement system. Miscellaneous activities, including support for fixed offshore power plants in Japan and feasibility studies for floating power plants, are ongoing.

【Infrastructure】
The Group successfully completed construction of a copper smelting plant in Indonesia, the world’s largest single manufacturing line plant, in November 2024.

【Advanced Materials】
In Japan, the Group completed construction of a small-scale solid electrolyte demonstration plant to increase safety, extend cruising distances and shorten recharge durations of all-solid-state batteries for Idemitsu, and have been awarded a FEED contract for a large-scale pilot plant and an EPC contract for a large-scale lithium sulfide production facility. In July 2024, we signed a 'Comprehensive Collaboration Agreement' promoting the revitalization and regional decarbonization vision of Kikai Town, on Kikai Island, Kagoshima prefecture. Under the agreement, Kikai Town and we will aim to realize a 'Zero Carbon Island'. We successfully completed restoration work for plants damaged by the 2024 Noto Peninsula Earthquake.

(Note)
Please refer to ‘4. Production, Contracts and Sales’ for further details of new contracts, net sales and backlog of contrats, by segment.

<<Decarbonization Business >>

The Group's hydrogen business (hydrogen/ammonia), Carbon dioxide Capture and Storage (CCS), Carbon dioxide Capture, Utilization and Storage (CCUS) and Energy Management businesses are presented below.

Hydrogen/Ammonia

In the hydrogen field, the Group is participating in projects overseas and in Japan to construct hydrogen supply chains using our unique SPERA Hydrogen™ technology.
In collaboration with Nanyang Technological University, Singapore (NTU Singapore), PSA Singapore (PSA) and Mitsubishi Corporation, we have continued demonstrating a dehydrogenation project since June 2024 at Pasir Panjang Terminal Port in Singapore, operated by PSA, to expand the use of hydrogen in Singapore. Chiyoda's compacted dehydrogenation skids extract the hydrogen for purification and utilization as a clean energy source for heavy-duty fuel cell container transportation vehicles.
In Australia, we are constructing a large-scale demonstration plant utilizing Direct MCH™, awarded by ENEOS Corporation (ENEOS).
Chiyoda is a managing board member of the Japan Hydrogen Association and is engaged in creating social implementation projects in Japan while providing government policy support.
Chiyoda signed a basic cooperation agreement with Toyota Motor Corporation in February 2024 to jointly develop a large-scale electrolysis system and construct a strategic partnership. Both signatories will develop large equipment as the basic unit for the introduction of the system at Hydrogen Park in the Toyota Honsha Plant in FY2026.
Kawasaki Heavy Industries, Ltd. (Kawasaki), Toyo Engineering Corporation, JGC Corporation and the Group signed a JV agreement and completed the FEED under Kawasaki's leadership for a liquified hydrogen supply chain in Australia, being developed by Japan Suiso Energy, Ltd, aimed at realizing carbon neutrality by 2050 as specified by the Japanese government.
In the ammonia field, the Group is leading a NEDO Green Innovation Fund initiative in a collaboration project with industry, government and academia to develop independent ammonia synthesis technologies to reduce ammonia production costs. Together with JERA Co., Inc. and NIPPON SHOKUBAI CO., LTD., the Group is developing ammonia cracking technology that is more competitive than existing technologies, under NEDO's technologies development program.
The Group is also conducting studies on ammonia receiving and hydrogen fuel supply facilities in Japan.

CCS/CCU

The Group signed a Memorandum of Understanding (MOU) with Pace CCS Ltd., a global leader in the field of CO_2 capturing technology and CCS system design, to collaborate in the field of CCS, and we will deliver CCS projects from initial feasibility studies and conceptual design through FEED and EPC.
Carbon dioxide separation and recovery technology development for large-scale natural gas fired power plant turbines using domestic solid sorbent material is ongoing, under a NEDO Green Innovation Fund program.
In Southeast Asia, the Group entered into a joint study agreement in March 2023 with PT Pertamina (Persero), a state-owned oil company in Indonesia, to develop carbon recycling technology. Based on this agreement, we executed a FS for the application of our CO_2 reforming technology. This is a project related to Japan's Asia Zero Emission Community initiatives. Progress and updates are reported during ministerial meetings and similar outlets.
We have been awarded a feasibility study to construct a supply chain in Western Australia by Pilot Energy Limited, an Australian company.
In 2023, Chiyoda, Nippon Yusen Kabushiki Kaisha and its affiliate Knutsen NYK Carbon Carriers AS, conducted a joint study to quantitatively evaluate and verify the feasibility of a CCUS value chain, including liquefaction and temporary storage and marine transportation of carbon dioxide covering Low Pressure (LP), Middle Pressure (MP) and Elevated Pressure (EP) CCUS value chain methodologies. We will continue the joint study including technological matters to propose EP methods to clients.
Chiyoda signed a comprehensive license agreement with Mitsubishi Heavy Industries, Ltd. for their CO_2 capture technologies, developed with The Kansai Electric Power Co., Inc., named the 'KM CDR Process™' and the 'Advanced KM CDR Process™,' promoting strategic business cooperation.
The Group has been awarded multiple FS/FEED contracts for advanced CCS projects planned by Mitsubishi Corporation, Electric Power Development Co., Ltd. (J-POWER), Idemitsu, Japan Petroleum Exploration Co., Ltd. and others. These projects were adopted by the Japan Organization for Metals and Energy Security (JOGMEC) as advanced CCS projects in 2024. Discussions are ongoing with operators to secure orders in

FY2025.
We have also committed to the entire CCUS value chain field through discussions for the standardization of the liquefied CO_2 value chain.
In the CCU field, the Group is realizing carbon recycling as part of a collaboration project with industry, government and academia, researching and developing CCU technology using CO_2 as a raw material to produce para-xylene. The CO_2-derived para-xylene has been successfully produced during the operation process of a pilot plant installed in Chiyoda's Koyasu Research Park for this project. The para-xylene produced via CCU (CCU para-xylene) will be used in the manufacturing of polyester fibers under the project supported by Goldwin, Mitsubishi Corporation, SK geo centric Co., Ltd., Indorama Venture PCL, India Glycols Ltd., Neste and the Group. The polyester fibers will be used for sports clothes of THE NORTH FACE brand in Japan.
In June 2024, we completed construction of a 1 Barrel per Day (1B/D) synthetic fuel production test plant project for ENEOS. We are also executing a 400Nm^3- CO_2/h methanation test plant project for INPEX CORPORATION. We have been awarded by SEKISUI CHEMICAL CO., LTD. an EPC contract for a plant (middle-sized testing facilities) to convert CO_2 into CO aiming at producing CO as one of major raw materials in the CCU field.

Energy Management

The Group is executing a long-term maintenance contract for the world's largest Battery Energy Storage System (BESS) for North Hokkaido Wind Energy Transmission Corporation, completed in March 2023 by the Group. New BESS projects for ENEOS are also progressing. We are currently in the construction phase of an EPC contract for a large-scale BESS project for Nijio Co., Ltd., a wholly owned subsidiary of Tokyo Gas Co., Ltd. BESS is required in Japan to address electrical power output fluctuations destabilizing the supply and demand balance and expand the use of renewable energy towards the realization of a decarbonized society. Chiyoda's 'Safety in Design' expertise and optimization experience in previously constructing BESS and our project management capabilities were key factors for the award of the contract.
The Group is reinforcing its domestic virtual power plant (VPP) business in collaboration with start-up company, GridBeyond, aimed at commencing services for electricity market transactions in FY2025.
Investment opportunities are anticipated in decarbonization sectors such as ammonia, CCS and CCUS towards achieving a carbon neutral society by 2050. The Group and JFE Engineering Corporation have agreed to investigate future collaboration, on a project-by-project basis, in executing FS, FEED and EPC of decarbonization projects, complimenting the capabilities of both companies and effectively utilizing their engineering resources.

<<Digital Transformation (DX) Business>>

Chiyoda is accelerating company-wide DX under the name 'Chiyoda DX STORY' to share our DX initiatives internally and externally in three areas: Corporate Management DX, Project Execution DX and Human Resources DX, supporting our purpose of 'Enriching Society through Engineering Value' and enabling employees to work more efficiently through common information sharing digital platforms. As part of our business portfolio transformation, we combine digital and physical technologies to provide hybrid O&M solutions through our O&M-X businesses.

(a) Corporate Management DX
Chiyoda is accelerating Corporate Management DX. The resource management system has established a practice of creating business plan scenarios based on order plans and personnel deployment status. Additionally, the talent management system, which serves as a platform for human resource development, utilizes AI to enhance the information provided for career design. This includes aggregating insights from employees' past work history and achievements, as well as the skills and experiences required for desired project positions, enabling each employee to design their own career path more effectively. We also have initiated a digital platform to ensure appropriate management of the contract lifecycle, from drafting to conclusion and execution, while effectively utilizing related information. The objective is to consolidate contract details, and other associated information, with stakeholders to provide timely access to data during contract finalization or to address issues during project execution, aiming to reduce risks and enhance response speed.
Corporate-wide initiatives to improve work style include the introduction of Robotic Process Automation (RPA), a data analytics platform for integrating, visualizing, and analyzing data, AI services and community sites to share information and initiate constructive discussion.

(b) Project Execution DX

The Group utilizes Advanced Work Packaging (AWP) to align engineering and procurement deliverables with construction schedules to improve construction efficiency, increase productivity and reduce costs. We are implementing Chiyoda AWP on overseas projects to enhance our EPC execution management capabilities and improve project outcomes. This has resulted in transparent information sharing with subcontractors, leading to improved work efficiency. The Group is developing a digital EPC platform tailored to small and medium-sized projects to conduct operations and enable the visualization and structuring of information. Through these endeavors, we aim to achieve instantaneous information understanding and decision-making, automation of operations, and precise governance. We also commenced applying project document management systems to domestic projects in FY2024.

(c) DX Business

The Group has reorganized its plant O&M solution and digital transformation business organizational functions, deploying solution businesses to support the transformation of client operation and maintenance activities. By combining Chiyoda X-ONE Engineering Corporation with our inherent digital technologies, such as advanced diagnosis and analysis, IoT and AI, we provide O&M total solution services through plantOS™, a field-centered physical maintenance support service for industrial plants. EFEXIS™, Chiyoda's AI product, is now integral to plantOS™ solutions as a process digital twin that leverages our process expertise and proprietary simulator. The Group has entered into a capital and business alliance with Basetwo Artificial Intelligence, Inc. (Basetwo) and integrated their AI tools into plantOS™ under the name 'EFEXIS Studio.' By leveraging Basetwo's platform, we can offer a system to plant owners and operators that enables them to independently collect and utilize data from sources without programming expertise.

We have signed an MOU with Japan Business Systems, Inc. to collaborate in the development and provision of cloud services to optimize the O&M of industrial facilities, and NSXe Co., Ltd. to develop a rotating equipment diagnosis business. We have joined The Digital Twin Consortium, an organization of leading international digital twin technology companies, universities, governments and research institutes, to utilize the plantOS™ digital twin solution in plant O&M and have signed an MOU with Visionaize Inc. to utilize their V-Suite™ digital twin platform.

We have also established a capital and business alliance with SENSYN ROBOTICS, Inc. to engineer solutions based on their technologies and expertise in the infrastructure maintenance field, and collect data in real time using robots, drones, AR/VR technologies etc for integration into Chiyoda's 3D digital twin platform. Chiyoda has entered into a business alliance with Kobata Gauge MFG. Co., Ltd.,(Kobata Gauge) a specialist gauge manufacturer, to utilize their Salfa™ IoT sensor as a partner product for Chiyoda's plantOS™. Introducing Kobata Gauge's Salfa™ into Chiyoda's plantOS™ will overcome the challenges of remotely monitoring analog gauges and uses AI to realize smarter maintenance, linking with Chiyoda's digital twin to promptly visualize plant conditions.

The Group has been awarded a Technical Service Agreement by PT. Donggi-Senoro LNG (DSLNG) as part of plantOS™, covering engineering, technology and process safety support for their LNG plant, and we will use our consulting and engineering capabilities to provide optimal solutions for its safe and stable operation.

PlantStream™ has achieved satisfactory results in realizing the founding purpose of PlantStream Inc., such as transforming plant engineering and contributing to the development of the industry through its widespread use. We therefore transferred all shares of PlantStream Inc. held by our company to Arent Inc., our joint investor, on March 17, 2025. We will continue to enhance the functionality of PlantStream™ through technical collaboration with Arent Inc. and PlantStream Inc., aiming to improve the efficiency of our initial design and construction planning.

(2) Financial Information on Business Performance

(a) Information on Assets, Liabilities and Net Assets

(Assets)
Total Assets increased by JPY 34,066 million from the end of the last fiscal year, with an increase of Cash and deposits by JPY 51,267 million while a decrease of Accounts receivable – other of JPY 12,880 million and Notes receivable, accounts receivable from completed construction contracts, and contract assets of JPY 7,531 million.

(Liabilities)
Total Liabilities increased by JPY 14,688 million from the end of the last fiscal year, with an increase of Contract liabilities by JPY 28,688 million while a decrease of Notes payable, accounts payable for construction contracts of JPY 12,792 million and Provision for loss on construction contracts of JPY 8,129 million.

(Net Assets)
Total Net assets is JPY 25,456 million, with an increase in Retained earnings by increasing Profit attribute to owners of parent. Accumulated other comprehensive income decreased with a decrease of Deferred gains on hedges and Foreign currency translation adjustment.

(b) Information on Cash Flow

Cash and cash equivalents as of March 31, 2025 was JPY 221,238 million, an increase of JPY 55,029 million from the end of the last fiscal year, as detailed below:

(Operating Activities)
Net cash flow from operating activities resulted in an increase in cash by JPY 51,175 million, mainly attributed to the recognition of Profit before income taxes and an increase in Contract liabilities.

(Investing Activities)
Net cash flows from investing activities resulted in a decrease in cash by JPY 4,181 million, mainly attributed to Purchase of property, plant, equipment and intangible assets.

(Financing Activities)
Net cash flows from financing activities resulted in a decrease in cash by JPY 298 million, mainly attributed to Repayments of lease liabilities.

(3) Outlook

1) Forecast for Fiscal Year Ending March 31, 2026

Client investment appetite in the energy sector, within the business environment surrounding the plant engineering industry, is expected to remain strong as LNG production capacity, a transition fuel, expands. New LNG projects are expected to emerge, particularly in the Middle East and the USA. Factors such as policy shifts in the USA and rising material and equipment prices have caused delays in investment decision-making in the field of decarbonization. Conversely, projects related to hydrogen, CCS, SAF and ammonia production are gaining momentum, primarily in Japan, and an increase in EPC projects is anticipated.

The Group will continue to carefully select projects in these fields, while stabilizing management and strengthening our business foundations. Current major projects include the construction of LNG plants in Qatar and the USA. The Qatar project is aiming for completion in 2027 and progress is this fiscal year is as planned. Regarding the project in the USA, we agreed with the client to amend the EPC contract and associated commercial terms to complete the Train 1 under the new joint venture structure, and have confirmed our commitment to work together towards completion. Discussions with the client are ongoing regarding the contract for Trains 2 and 3.

The fiscal year ending March 31, 2026 marks the first year of our new medium-term management plan, `Business Plan 2025.' We will prioritize stabilizing and diversifying earnings over the next three years to realize our 10-year vision. Key initiatives include: 1) Steady execution of existing large overseas projects, 2) Overseas project approach reform (order policy), 3) Increasing domestic project revenue, 4) Expanding business co-creation 5) Creating a robust human resources pool. (Please refer to 2) `Management Policy, Business Environment, and Issues Requiring Attention’ shown below for further details.)

2) Management Policy, Business Environment, and Issues Requiring Attention

(1) Business Environment

① Overall Business Environment

The Group's business environment is rapidly changing, influenced by megatrends such as global multipolarity, geopolitical risk, climate change, population dynamics and technological innovation. Uncertainty remains high and the economic outlook continues to be unpredictable. By combining our core competencies of technology development, the ability to discern technology, engineering capabilities to solve problems and project management skills, we have defined 'Energy and Materials' and 'Life Sciences' as our main business domains.
We expect demand for our business in the ‘Energy and Materials’ domain to remain strong as the world strives to secure a stable energy supply, in line with the momentum for a carbon neutral society and the establishment of a circulation economy, despite changes in the sense of speed of energy transition.
We also expect strong demand in the ‘Life Sciences’ business domain due to the increasing expectations for advanced pharmaceuticals.
Opportunities to provide O&M-X solutions in both the physical and digital fields will also increase, leveraging the Group's expertise.

② 'Energy and Materials

We have an extensive and successful track record as an EPC contractor, particularly in the fields of LNG, petroleum and petrochemicals, having completed over 300 projects across 60 countries and regions worldwide. We are also actively involved in catalyst and processes technology development, scaling-up for commercialization and providing technical support during plant operational and maintenance. We will leverage these strengths to expand our business in LNG, petroleum, petrochemicals, low carbon solutions and advanced materials.

Strengths in the ‘Energy and Materials’ field	▪ Expertise and customer base as an EPC contractor reinforced by achievements ▪ Technology and knowledge required for plant development and scale-up ▪ Support, analysis and diagnostic technology to upgrade facility

	maintenance
Areas to be developed	▪ LNG (including Cleaner LNG), Petroleum and Petrochemicals ▪ Low Carbon Solutions (hydrogen, low-carbon fuel, CCUS, energy management, etc.) ▪ Metal/Advanced Materials (non-ferrous metal smelting, storage batteries, semiconductor materials, etc.) ▪ O&M-X Solutions

③ Life Sciences

Leveraging our expertise in continuous production technologies and scale-up in the petrochemical and pharmaceutical fields, the Group has established a track record of successfully completing over 600 projects as an EPC contractor for over 60 years in the pharmaceutical production plant sector. We will build upon these strengths to expand our business as a high-value-added bio-life sciences solution provider, including the pharmaceutical EPC domain and areas such as contract development for cell culture and plant biotechnology and experimental platforms in low Earth orbit.

Strengths in the ‘Life Sciences’ field	▪ Process development and scale-up of culture areas (antibodies and cells) ▪ Continuous production of synthetic areas and knowledge of solid-phase and liquid-phase methodology expertise ▪ Developing demonstration test equipment for the International Space Station ▪ Advanced facility maintenance support, analysis and diagnostic technology
Areas to be developed	▪ Pharmaceuticals and Food (low and medium molecules, macromolecules, microorganisms, cell pharmaceuticals etc) ▪ Contract Development of Manufacturing Process (cell culture and plant bio) (Space and Low Earth Orbit Platform) ▪ O&M-X Solutions

(2) Review of Revitalization Plan (FY2019 to FY2024)

Through risk management and execution control during the Revitalization Plan period, projects awarded following the implementation of the Plan have progressed as planned or have been successfully completed, with no project recording a loss.
However, quantitative targets (Order and Net profit) were not achieved. The shortfall in the net profit target was primarily due to the deficits recorded in FY2021 and FY2023, caused by losses incurred on two large LNG projects awarded prior to the implementation of the Plan. The losses could not be offset by other projects, resulting in an overall deficit. Addressing the volatile corporate structure which led to the deficits remains a challenge and is a key theme in the new medium-term management plan, 'Business Plan 2025,' announced in May 2025.
The EPC business still accounts for the majority of the business portfolio which will be addressed over the medium-to-long term.

(3) Overview of New Medium-term Management Plan, ‘Business Plan 2025’ (FY2025 to FY2027)

① Thoughts and Intentions behind the Formulation of the New Medium-term Management Plan

Following the deficit in FY2018, the Group worked as ‘One Team’ to strengthen our business foundations. We successfully completed the disposal of losses, including on large LNG projects that made a loss prior to the Revitalization Plan. We have achieved remarkable results in transitioning to a stable profit structure. The financial results for FY2023 highlighted the volatile nature of our earnings structure, with corporate performance affected by issues such as orders centered on large-scale projects not proceeding and unpredictable events during the large project execution. We therefore formulated a new medium-term management plan, ‘Business Plan 2025,’ under the core theme of ‘Be the Change' to stabilize and diversify earnings. Achieving ‘Be the Change’ will enhance corporate value by establishing a robust and stable earnings base and presenting a vision for earnings diversification, while managing the preferred shares and subordinated loans received as financial support at the start of the Revitalization Plan and steadily advancing our growth strategy.

② 'Business Plan 2025' to the 10 Year Vision

Changing our large-scale project focus and achieving 'Be the Change' to stabilize and diversify earnings, we aim to generate a net profit of JPY 30 billion with a 20% Non-EPC business profit ratio.
To achieve the JPY 30 billion net profit target, we will stabilize management and establish a solid foundation for company operations by generating an average net profit of JPY 15 billion annually over the three years from FY2025 to FY2027, while diversifying earnings through business co-creation and monetizing Non-EPC business. We will focus on these accomplishments from FY2028 for the next 10 years, generating substantial returns through business investments and other initiatives as a collaborative partner.
The new medium-term management plan will prioritize enhancing business stability on overseas EPC projects as the foundation for growth from 2028.
For domestic EPC businesses, we have been consistently generating stable earnings and will continue to respond to the strong domestic demand.
For Non-EPC business, our goal is to establish stable earnings pillars in high-growth markets, while continuing business development in coordination with EPC businesses.

③ Quantitative Targets

The following quantitative targets have been established to achieve earnings stabilization and diversification.
- Net Profit: JPY15 billion (3-year average)
- Non-EPC Net Profit: JPY1 billion (in FY2027)

The following related indicators have also been established to achieve our goals.
- Gross Margin: 10% or greater (3-year average)
- New Orders: JPY 950 billion (3-year total)
- Net Sales: JPY 380 billion (3-year average)
- Backlog of Orders: JPY 600 billion (3-year average)

④ Priority Initiative 1: Steady Execution of Existing Large Overseas Projects

We will continue the steady execution of existing large EPC LNG projects, i.e., NFE in Qatar and Golden Pass LNG in the USA, utilizing 'Lessons Learned' from the successful completion and handover of the copper smelting plant project in Indonesia.

⑤ Priority Initiative 2: Overseas Project Approach Reform (Order Policy)

We will reform our overseas project order policy by building a risk-diversified portfolio and improving our project selection process.
The majority of overseas projects have been large-scale lump sum contracts of significant contract value and with considerable manpower requirements, resulting in a business structure heavily influenced by the types of orders and the profits, or losses, of individual projects. We will pursue and execute smaller-scale projects with reduced risk burdens and lower manpower requirements while meeting customer needs and enhancing their business value.

⑥ Priority Initiative 3: Increasing Domestic Project Revenue

We will strengthen our business foundations to meet the growing demand in the life sciences and low carbon solution fields, based on our EPC track record. We will also promote the multi-talented development of project managers and engineers to enhance collaboration with partner companies and strengthen strategic alliances.

⑦ Priority Initiative 4: Expanding Business Co-creation

Focusing on our business as an EPC contractor, we have expanded our range of value delivery services from technical development to social implementation, equipment maintenance and operational support. Further strengthening these services, we will maximize the technical and business value we provide through

'business co-creation'.
We will continue to leverage our strengths, including technical development expertise, extensive EPC project experience and a diverse network of stakeholders, to expand business co-creation opportunities with customers and partners.

⑧ Priority Initiative 5: Creating a Robust Human Resources Pool

Our human resources portfolio currently focuses on personnel dedicated to our core business of EPC execution. Under the Management Plan, we will expand key EPC human resources while promoting the development of key Non-EPC personnel to enhance business co-creation to meet the diversifying needs of customers. We will also expand key Non-EPC personnel who promote business co-creation. In the future, we aim to combine EPC and technical and business development expertise to expand the key human resources required for business co-creation.

(4) Basic Dividend Policy and Dividend Distributions

We regret that there will be no dividend distribution to the common stock in light of the level of unappropriated retained earnings for the fiscal year ended March 31, 2025.

(5) Business Risks

Risks to our operations and financial affairs with the potential to significantly affect investor decision-making, as well as the measures taken to address such risks, are described below.
Recognizing the possibility that these risks could arise, in addition to making every effort to reduce their occurrence, the Group also endeavors to respond as quickly as possible to minimize the effects should they arise.
We have recognized the following risks as of March 31, 2025.

(a) Business trends and effects of economic, social and political changes

Global economic trends, social and political changes, trade protections, economic sanctions, diplomatic tensions, national energy policy shifts and oil, LNG and metal market price trends may adversely impact client or partner financial circumstances, causing them to terminate, postpone or change their investment plans and affecting the Group’s business performance. In particular, tariff measures implemented by the second Trump administration in the USA are being applied to certain countries, and if the list of targeted countries expands in the future, it is anticipated that this will affect the economy of major countries, creating an uncertain outlook. As a result, various markets are becoming unstable due to a lack of confidence in future prospects, which could contribute to the uncertainty surrounding the performance of the Group
The Group closely monitors the external economic and social environment as it conducts business to determine project order certainty, and we endeavor to share the risk burden with clients through collaborative working relationships. We also prepare and regularly update order receiving plans for back-up projects and participate in broad studies centered on new business fields and non- EPC projects.

(b) Force Majeure events such as natural disasters including earthquakes, virus infectious disease, geopolitical risks and terrorism and conflicts

The occurrence of a natural disasters such as an earthquake, heavy rain, flooding or typhoon caused by global climate change, the spread of viral disease or a Force Majeure event such as an act of terrorism or armed conflict, may directly or indirectly result in damage to a worksite where there is an ongoing project, or to an office in Japan or overseas. Such risks can endanger workers' lives, delay the transport of equipment and materials to a worksite, or interrupt on-site work.
The geopolitical crisis in Ukraine and destabilization in the Middle East have increased global risks and undermined the global economy, which could adversely affect the Group’s business performance due to weakening client and/or partner performance, supply chain disruption and rising global inflation.
Such global catastrophes endanger human life and we have established a Crisis Management Department, strengthened by externally hired security consultants, to compile and analyze data and evaluate the risk to employees in affected areas, such as on the NFE project in Qatar as we continue to closely monitor developments in the Middle East. The Group works collaboratively with cilents and partners to establish emergency response procedures, to be implemented in the event of an emergency, to minimize the risk to all

affected parties. We also develop Business Continuity Plans to improve our ability to continue operations through emergency safety drills.

(c) Risks related to partners

In the Group's business domains, we may receive an order jointly with partners by setting up a joint venture or a consortium based on project size and complexity and risk sharing. In the event of partners' default, deteriorated financial circumstances or other critical issues affecting their project execution capabilities, the Group may bear contractual joint responsibility and this may affect the Group's business performance.
Our risk management process includes analyzing potential partners' financial circumstances and project execution capabilities prior to and after establishing partnerships to immediately identify and deal with risks.

(d) Surging equipment and materials costs

There is time lag between when a contract estimate is issued and when an order is placed. As a result, when there is a dramatic shift in the socio-political situation, such as an outbreak of wars and conflicts between nations and regions, we are exposed to the risk of an unforeseen increase in equipment and materials costs. Specifically, the price of steel, which is a major component in plant construction, can be greatly affected by fluctuating prices for coking coal and iron ore. It is also difficult to predict fluctuations in market prices for materials such as copper, nickel, aluminum, and zinc. There are also concerns that shipping rates may be affected by the surge in oil prices and higher insurance premiums.
To mitigate such risks, in addition to tracking market trends, the Group takes steps such as diversifying our suppliers and encouraging competition by ordering from suppliers around the world, early order placement for equipment and materials, and building good relationships with top-tier suppliers. Through discussions and negotiations with our business partners and stakeholders, such as clients, suppliers, and subcontractors, we are working to appropriately address the soaring equipment, materials and labor prices caused by global inflation.

(e) Difficulty securing workers, equipment, and materials

In plant construction, work may be delayed if we are unable to secure the necessary human resources such as construction workers, secure the necessary infrastructure, or procure the necessary equipment and materials as planned, or by supply chain disruption. There is a risk that additional expenditure may be required to recover lost time due to these factors.
In locations where the labor market is tight or where the climate is harsh, both in Japan and overseas, the Group mitigates the risk of an unexpected rise in construction costs through development of construction methods such as modular construction and by forming cooperative relationships with leading contractors and equipment and materials suppliers. If construction is unavoidably suspended due to the worldwide spread of some infectious disease or epidemic other than COVID-19, a strike, or some other unforeseen occurrence, we will work with our clients and relevant local agencies on appropriate measures to minimize the impacts.

(f) Risks associated with changes in the business environment arising from climate change

Climate change is affecting society on a global scale, and it is one of the most important social challenges confronting the entire global community. The Group recognizes that the resulting changes to client investment environments and to their business portfolios by physical risks and transition risks could have a significant impact on our operations and business strategy.
The Group is addressing these challenges by formulating business plans that closely monitor the energy situation, review climate change policy, laws and regulations in each country, and by obtaining the latest information in a timely and appropriate manner via our government, agencies and client networks in order to recognize the requirements of complicated and developed societies and client challenges and solve them accordingly.
Climate change can also be viewed as a new business opportunity. The business environment in which the Group operates is undergoing significant changes. These include advances in faster decarbonization and a carbon recycling society and an accelerated transition to a hydrogen-based society as well as the increasingly widespread adoption of low-carbon and renewable energy, including LNG. As a result of these changes, major clients are overhauling their business strategies and the Group sees prospects for growth thanks to new market opportunities. In view of the above, we continue to transform our business portfolio in response to society's demand for reduced environmental load.

Since our foundation, we have demonstrated an ability to optimize solutions for complex constraints and challenges. In EPC execution, we rely on this ability to optimize engineering and ensure quality, and the application ability of new technologies fusing basic research and EPC expertise. By leveraging these strengths, we will accelerate the transition to a carbon-free society including hydrogen energy and contribute to achieving carbon neutrality by 2050 through a combination of reduction and circularity.

(g) Plant accidents

Should a major accident such as explosion or fire arise at a plant built or under construction and the Group is determined to be at fault, our liability for damage compensation could affect our business results.
With safety design and construction site accident prevention as top priorities, the Group takes all possible quality control, construction safety management, and other measures to prevent such unforeseen circumstances from arising. In addition, we seek to mitigate such risks by obtaining appropriate insurance coverage and securing contract terms that reasonably share the risk of such losses with the client. The Group is committed to fostering a culture of safety and we collectively refer to our various initiatives to ensure construction safety as ‘C-Safe’, which stands for Chiyoda’s Safety Culture.

(h) Currency risk

Because amounts to be paid for equipment, materials, and subcontracted work for overseas projects can be in currencies that are different to our client payments, fluctuating exchange rates could affect our business results.
The Group endeavors to mitigate currency risk by receiving payments for work in the currencies in which we expect to make payments ourselves and also through forward currency exchange contracts.

(i) Compliance violations

In expanding our business domestically and overseas, the Group must comply with the laws and regulations of the various countries in which we have our corporate headquarters, subsidiary companies, representative offices, and business operation. In the unlikely event that we violate, or are suspected of violating, such laws or regulations, there could be a significant impact on our business operations.
In order to prevent violations, and also to avoid coming under such suspicion, we have established a ‘Code of Conduct’ as a guideline for all employees to follow in their business activities, and we are promoting its implementation through training and other initiatives. We also thoroughly implement and operate internal rules and regulations in order to ensure compliance with laws and regulations. Additionally, we are implementing cross-organizational initiatives for compliance measures to ensure that compliance is effectively integrated into our business processes by establishing Compliance Committee chaired by the Chief Compliance Officer (CCO) with the divisional Compliance Officers as its members, as well as a Group Company Compliance Liaison Committee, also chaired by the CCO, with the subsidiary presidents as its members. Furthermore, by establishing and operating an internal reporting system and developing an investigation and response framework after any incidents are discovered, we are working to ensure the early detection of activities that violate laws and regulations, as well as their correction and prevention of recurrence.

(j) Information security threats

The Group controls a large volume of client and counterparty information that is necessary to execute our business, and we also possess confidential information about technologies, sales, and other aspects of our business. Much of our core work and commercial activities are carried out making full use of state-of-the-art IT systems at various locations around the world. We mitigate risks by reinforcing protective measures to prepare for cyberattacks on important data system and network installations. However, an unforeseen event could cause a system failure, leak of confidential information, cyber fraud, or loss of important business information that could affect our business. Cyberattack risks on companies have recently increased.
Our headquarters and certain group companies have obtained ISMS[*1] certification. Based on the ISMS certification, NIST CSF[*2] and so on, the Group is establishing and strengthening a system that is conscious of information security in the supply chain. The Group works to mitigate these risks through rigorous information security management practices, such as regular education and audits.

(k) Business investment losses

The Group may make business investments such as establishing new companies and financing and acquiring

existing companies. In making these investments, we may provide substantial amounts of equity capital or credit in the form of loans or guarantees. As a result, there are certain risks. An investee may fail to meet its earnings targets due to changes in the business environment, we may incur losses on the investment due to poor business results, or we may encounter a situation in which additional financing is required.
In addition to thoroughly examining a proposal in advance based on our own internal standards and rules, the Group only decides to invest and finance after carefully considering our financial capacity relative to the risk of losses. After making an investment, we monitor the investee's business plan progress and provide support in the form of personnel or capital if necessary in order to prevent or minimize losses.

(l) Important events concerning going concern assumption

Zachry, a joint venture partner of Chiyoda International Corporation (CIC), a wholly owned subsidiary of Chiyoda to execute the Golden Pass LNG project in Texas, U.S., filed for Chapter 11 relief under the United States Bankruptcy Code in May 2024. Considering the potential impacts related to the possibility of Zachry's withdrawal from the project, based on the generally accepted accounting principles, we recorded Operating loss and Loss attributable to owners of parent on a consolidated basis for the fiscal year ended March 31, 2024. In addition, on an unconsolidated basis, total liabilities exceeded total assets. We recognized that these conditions indicated the existence of events or conditions, which may cast significant doubt on our ability to continue as a going concern.
Zachry's withdrawal from the project was officially confirmed with the court's approval in August 2024. In November 2024, CIC, CB&I LLC (CB&I), a joint venture partner, and Golden Pass LNG Terminal LLC (GPX), the client, agreed to amend the EPC contract and associated commercial terms to complete the Train 1.
CIC, CB&I have been in discussion with GPX regarding amending the contract for Tain 2 and 3, and we will promptly review the estimation upon agreement.
In terms of finance, we have maintained close communication and relationship with financial institutions, such as MUFJ Bank, Ltd., with whom we signed a loan agreement and executed the borrowings in July 2024, and we have sufficient funds as of March 31, 2025.
Additionally, for the fiscal year ended March 31, 2025, we recorded JPY 24,421 million as Operating profit and JPY 26,987 million as Profit attributable to owners of parent on a consolidated basis, due to the recognition of additional revenues from an overseas completed project and the steady progress of ongoing domestic and overseas projects. We also have eliminated an excess of liabilities over assets on an unconsolidated basis. From the fiscal year ending March 31, 2026 and beyond, we will steadily implement measures aimed at stabilizing and diversifying earnings in line with our new medium-term management plan 'Business Plan 2025,' announced today, with the aim of enhancing the corporate value of the Group.
Based on the above, we have concluded that no material uncertainty exists regarding the going concern.

*1 ISMS: Information Security Management System
*2 NIST CSF: Cybersecurity Framework issued by National Institute of Standards and Technology to improve cyber security for critical infrastructure

2. Accounting Standard Selection Policy

The Group implements the Japan Accounting Standard for the time being considering the availability of period comparison and business-to-business comparison of consolidated financial results. The Group will take necessary actions to comply with International Accounting Standards considering business trends in Japan.

3. Consolidated Financial Statements and Notes

(1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	102,072	153,340
Notes receivable, accounts receivable from completed construction contracts, and contract assets	27,588	20,057
Costs on construction contracts in progress	18,874	12,113
Accounts receivable - other	35,818	22,937
Jointly controlled assets of joint venture	147,017	153,944
Short-term loans receivable	66,200	70,007
Other	8,810	5,361
Allowance for doubtful accounts	(2,021)	(488)
Total current assets	404,359	437,274
Non-current assets		
Property, plant and equipment		
Buildings and structures	13,036	12,729
Accumulated depreciation	(8,784)	(8,359)
Buildings and structures, net	4,252	4,369
Machinery and vehicles	1,799	1,704
Accumulated depreciation	(1,474)	(1,196)
Machinery and vehicles, net	324	507
Tools, furniture and fixtures	6,656	6,830
Accumulated depreciation	(5,668)	(5,667)
Tools, furniture and fixtures, net	987	1,163
Land	4,552	4,429
Construction in progress	768	1
Total property, plant and equipment	10,886	10,470
Intangible assets	5,493	5,818
Investments and other assets		
Investment securities	4,272	3,976
Retirement benefit asset	483	2,065
Deferred tax assets	94	77
Other	1,396	2,574
Allowance for doubtful accounts	(18)	(1,222)
Total investments and other assets	6,228	7,471
Total non-current assets	22,608	23,759
Total assets	426,967	461,034

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Notes payable, accounts payable for construction contracts	133,775	120,983
Current portion of long-term borrowings	20,000	1,202
Accounts payable - other	18,760	17,452
Income taxes payable	987	1,302
Contract liabilities	188,701	217,390
Provision for warranties for completed construction	1,601	2,391
Provision for loss on construction contracts	36,508	28,379
Provision for bonuses	3,715	5,857
Other	8,104	14,570
Total current liabilities	412,156	409,531
Non-current liabilities		
Long-term borrowings	3,600	22,397
Deferred tax liabilities	1,471	305
Retirement benefit liability	727	810
Other	2,933	2,532
Total non-current liabilities	8,732	26,046
Total liabilities	420,889	435,578
Net assets		
Shareholders' equity		
Share capital	15,014	15,014
Capital surplus	142	142
Retained earnings	(1,962)	25,024
Treasury shares	(805)	(786)
Total shareholders' equity	12,389	39,396
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	(18)	(51)
Deferred gains or losses on hedges	4,176	423
Foreign currency translation adjustment	(11,851)	(16,904)
Remeasurements of defined benefit plans	163	842
Total accumulated other comprehensive income	(7,530)	(15,690)
Non-controlling interests	1,218	1,750
Total net assets	6,077	25,456
Total liabilities and net assets	426,967	461,034

(2) Consolidated Statement of Income and Comprehensive Income

(Consolidated Statement of Income)

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net sales of completed construction contracts	505,981	456,969
Cost of sales of completed construction contracts	506,138	414,650
Gross profit (loss) on completed construction contracts	(157)	42,319
Selling, general and administrative expenses	14,849	17,897
Operating profit (loss)	(15,006)	24,421
Non-operating income		
Interest income	11,252	10,960
Dividend income	1,001	248
Other	284	307
Total non-operating income	12,537	11,517
Non-operating expenses		
Interest expenses	696	737
Share of loss of entities accounted for using equity method	596	181
Foreign exchange losses	1,534	2,580
Other	164	243
Total non-operating expenses	2,992	3,742
Ordinary profit (loss)	(5,461)	32,196
Extraordinary income		
Gain on termination of retirement benefit plan	—	207
Gain on liquidation of subsidiaries and associates	45	—
Total extraordinary income	45	207
Extraordinary losses		
Loss on valuation of investment securities	69	17
Loss on termination of retirement benefit plan	665	—
Loss on liquidation of subsidiaries and associates	6	—
Loss on liquidation of investment securities	2	—
Total extraordinary losses	743	17
Profit (loss) before income taxes	(6,159)	32,386
Income taxes - current	8,488	4,720
Income taxes - deferred	51	40
Total income taxes	8,539	4,760
Profit (loss)	(14,698)	27,625
Profit attributable to non-controlling interests	1,132	638
Profit (loss) attributable to owners of parent	(15,831)	26,987

(Consolidated Statement of Comprehensive Income)

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit (loss)	(14,698)	27,625
Other comprehensive income		
Valuation difference on available-for-sale securities	(87)	(33)
Deferred gains or losses on hedges	2,469	(3,752)
Foreign currency translation adjustment	(4,259)	(5,083)
Remeasurements of defined benefit plans, net of tax	278	679
Share of other comprehensive income of entities accounted for using equity method	10	16
Total other comprehensive income	(1,589)	(8,174)
Comprehensive income	(16,287)	19,451
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	(17,435)	18,827
Comprehensive income attributable to non-controlling interests	1,147	624

(3) Consolidated Statement of Changes in Equity

Previous consolidated fiscal year (April 1, 2023- March 31, 2024)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	15,014	142	13,797	(847)	28,107
Changes during period					
Profit (loss) attributable to owners of parent			(15,831)		(15,831)
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares				41	41
Change in scope of consolidation			71		71
Net changes in items other than shareholders' equity					
Total changes during period	－	－	(15,759)	41	(15,717)
Balance at end of period	15,014	142	(1,962)	(805)	12,389

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	69	1,707	(7,587)	(115)	(5,926)	129	22,310
Changes during period							
Profit (loss) attributable to owners of parent							(15,831)
Purchase of treasury shares							(0)
Disposal of treasury shares							41
Change in scope of consolidation							71
Net changes in items other than shareholders' equity	(87)	2,469	(4,264)	278	(1,604)	1,089	(514)
Total changes during period	(87)	2,469	(4,264)	278	(1,604)	1,089	(16,232)
Balance at end of period	(18)	4,176	(11,851)	163	(7,530)	1,218	6,077

Current consolidated fiscal year (April 1, 2024-March 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	15,014	142	(1,962)	(805)	12,389
Changes during period					
Profit (loss) attributable to owners of parent			26,987		26,987
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares				19	19
Net changes in items other than shareholders' equity					
Total changes during period	—	—	26,987	19	27,006
Balance at end of period	15,014	142	25,024	(786)	39,396

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	(18)	4,176	(11,851)	163	(7,530)	1,218	6,077
Changes during period							
Profit (loss) attributable to owners of parent							26,987
Purchase of treasury shares							(0)
Disposal of treasury shares							19
Net changes in items other than shareholders' equity	(33)	(3,752)	(5,053)	679	(8,160)	531	(7,628)
Total changes during period	(33)	(3,752)	(5,053)	679	(8,160)	531	19,378
Balance at end of period	(51)	423	(16,904)	842	(15,690)	1,750	25,456

(4) Consolidated Statement of Cash Flows

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit (loss) before income taxes	(6,159)	32,386
Depreciation	3,399	3,727
Amortization of goodwill	33	33
Increase (decrease) in allowance for doubtful accounts	354	(355)
Increase (decrease) in provision for warranties for completed construction	180	708
Increase (decrease) in provision for loss on construction contracts	6,743	(11,147)
Increase (decrease) in provision for bonuses	(1,409)	2,134
Increase (decrease) in retirement benefit liability	59	(0)
Interest and dividend income	(12,253)	(11,209)
Interest expenses	696	737
Foreign exchange losses (gains)	(1,542)	1
Share of loss (profit) of entities accounted for using equity method	596	181
Loss (gain) on valuation of investment securities	69	17
Loss (gain) on liquidation of investment securities	2	—
Loss (gain) on liquidation of subsidiaries and associates	(39)	—
Decrease (increase) in trade receivables	(2,642)	7,842
Decrease (increase) in costs on construction contracts in progress	5,207	7,145
Increase (decrease) in trade payables	13,833	(21,039)
Increase (decrease) in contract liabilities	22,603	22,500
Decrease (increase) in accounts receivable - other	(1,811)	3,259
Increase (decrease) in accounts payable - other	995	(1,297)
Decrease (increase) in jointly controlled asset of joint venture	15,313	(6,488)
Other, net	23,862	10,367
Subtotal	68,096	39,506
Interest and dividends received	2,681	4,908
Interest paid	(650)	(718)
Income taxes refund (paid)	(7,378)	7,478
Net cash provided by (used in) operating activities	62,747	51,175

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from investing activities		
Net decrease (increase) in time deposits	(291)	(62)
Purchase of property, plant and equipment	(1,757)	(1,694)
Proceeds from sale of property, plant and equipment	630	47
Purchase of intangible assets	(2,129)	(2,328)
Purchase of investment securities	(99)	(305)
Proceeds from sale of investment securities	1,600	—
Proceeds from sale of shares of subsidiaries and associates	—	225
Proceeds from liquidation of subsidiaries and associates	37	—
Loan advances	(4)	(19)
Proceeds from collection of loans receivable	435	8
Other, net	12	(51)
Net cash provided by (used in) investing activities	(1,567)	(4,181)
Cash flows from financing activities		
Proceeds from long-term borrowings	—	20,000
Repayments of long-term borrowings	(5,490)	(20,000)
Other, net	(361)	(298)
Net cash provided by (used in) financing activities	(5,851)	(298)
Effect of exchange rate change on cash and cash equivalents	3,948	8,333
Net increase (decrease) in cash and cash equivalents	59,277	55,029
Cash and cash equivalents at beginning of period	106,682	166,208
Increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation	249	—
Cash and cash equivalents at end of period	166,208	221,238

(5) Notes to Consolidated Financial Statements

(Notes to Going Concern Assumption)

None

(Additional Information)

(Performance-based Stock Compensation System for Directors, etc.)

Based on the resolution of the 93rd Ordinary Shareholders Meeting held on June 23, 2021, we introduced a performance-based stock compensation system for directors and executive officers (excluding non-executive directors and overseas residents; collectively referred to as “Directors, etc.") with the aim of enhancing their awareness of contributing to the long-term improvement of our company's performance and increasing corporate value.
The accounting is treated as a transaction under common control in accordance with applicable Japanese laws and/or guidelines.

1. Summary of transaction

We have adopted a system called the officer compensation Board Incentive Plan Trust (BIP Trust), under which, upon the retirement of Directors, etc., we provide them with shares of our company acquired through the BIP Trust and cash equivalent to the fair value of the disposed shares of our company, based on factors such as their position and the achievement of performance goals.

2. Remaining shares of our company in the BIP Trust

We record the remaining shares of our company in the BIP Trust as Treasury shares in Net assets based on the book value in the trust (excluding associated expenses). The book value and number of shares of the treasury stock were JPY 331 million and 803,129 shares for the consolidated fiscal year ended March 31, 2024, and JPY 312 million and 755,695 shares for the consolidated fiscal year ended March 31, 2025.

(Notes to Segment Information)

1. Summary of reporting business segment

Our reporting business segments consist of the units for which separate financial information is available and are regularly reviewed by the management advisory committee and the board of directors for the purpose of making decisions on resource allocation and evaluating performance.
As a comprehensive engineering company, our group operates globally ‘engineering business,’ which includes consulting, planning, design, construction, procurement, commissioning, and maintenance of various plants and industrial facilities. We optimally combine the execution capabilities of our group companies to conduct operations as a unified entity

2. Methods for calculating the amounts of net sales, profits or losses, assets, liabilities, and other items for each reporting business segment

The accounting treatment for reporting business segments is based on the accounting policies adopted for the preparation of consolidated financial statements. The profits of reporting business segments are on an operating profit basis. Internal revenues and transfers between segments are based on market prevailing prices.

3. Information regarding the amounts of net sales, profits or losses, assets, liabilities, and other items for each reporting business segment

I. For the fiscal year ended March 31, 2024

We omit the description. The Group's reporting business segment consists only of the ‘Engineering,’ and ‘Other business’ has limited importance.

II. For the fiscal year ended March 31, 2025

We omit the description. The Group's reporting business segment consists only of the ‘Engineering,’ and ‘Other business’ has limited importance.

(Notes to Assets and Earnings Per Share)

		Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net assets per share	Yen	(275.91)	(211.23)
Net income per share	Yen	(69.22)	96.05
Fully diluted net income per share	Yen	―	26.39

(Notes)

1. Despite the existence of dilutive shares, ‘Fully diluted net income per share’ for Fiscal year ended March 31, 2024 is not described because of recording loss attributable to owners of parent.

2. Basis of calculation of ‘Net assets per share’ is as follows:

		Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Total amount of net assets	Millions of yen	6,077	25,456
Amount to be deducted from total amount of net assets	Millions of yen	77,557	80,189
(Paid-in amount of the Class A preferred share)	Millions of yen	70,000	70,000
(Accumulated unpaid dividends for preferred shares)	Millions of yen	6,338	8,438
(Non-controlling interests)	Millions of yen	1,218	1,750
Net asset related to common shares at the end of the period	Millions of yen	(71,479)	(54,732)
Number of common shares used for calculation of net assets per share	Thousand	259,072	259,119

3. Basis of calculation of ‘Net income per share’ and ‘Fully diluted net income per share’ is as follows:

		Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net income per share			
Profit (Loss) attributable to owners of parent	Millions of yen	(15,831)	26,987
Amount not attributable to common shareholders	Millions of yen	2,100	2,100
(Amount of dividends for Class A preferred shares)	Millions of yen	2,100	2,100
Profit (Loss) attributable to owners of parent related to common shares	Millions of yen	(17,931)	24,887
Average number of common shares during the period	Thousand	259,046	259,109
Fully diluted net income per share			
Profit (Loss) attributable to owners of parent	Millions of yen	―	2,100
(Amount of dividends for Class A preferred shares)	Millions of yen	―	2,100
Amount of increased common shares	Thousand	―	763,385
(Amount of Class A preferred shares)	Thousand	―	763,385
Overview of dilutive shares that were not included in the calculation of fully diluted net income per share, as they do not have a dilutive effect		―	―

4. We have adopted a system called the officer compensation Board Incentive Plan Trust (BIP Trust). In this regard, we include the shares held by the trust as treasury stock which is deducted from the total number of shares issued at year-end when calculating 'Net assets per share' (803 thousand shares for Fiscal year ended March 31, 2024 and 755 thousand shares for Fiscal year ended March 31, 2025).
   We also include the shares held by the trust as treasury stock which is deducted from the average number of shares during the period when calculating 'Net income per share' and 'Fully diluted net income per share' (828 thousand shares for Fiscal year ended March 31, 2024 and 766 thousand shares for Fiscal year ended March 31, 2025).

(Notes to Subsequent Events after Reporting Period)

None

4. Contracts and Sales

(Millions of yen)

Segments		Apr. 1, 2023－Mar. 31, 2024			Apr. 1, 2024－Mar. 31, 2025		
		New Contracts, ratio	Net Sales, ratio	Backlog of Contracts, ratio	New Contracts, ratio	Net Sales, ratio	Backlog of Contracts, ratio
1. Engineering		236,975	505,412	993,878	210,637	456,346	739,857
		99.8%	99.9%	100.0%	99.7%	99.9%	100.0%
Energy	(1) LNG Plant	48,494	241,931	708,960	34,437	250,239	486,616
		20.4%	47.7%	71.3%	16.3%	54.8%	65.8%
	(2) Gas Related Work	1,936	2,920	4,158	34,926	4,754	34,299
		0.8%	0.6%	0.4%	16.5%	1.0%	4.6%
	(3) Refinery/ Petrochemical	37,402	30,347	32,214	38,185	33,250	37,014
		15.8%	6.0%	3.2%	18.1%	7.3%	5.0%
Global Environment	(4) Pharmaceutical/ Biochemistry/ Chemical	89,233	31,116	98,021	26,477	35,699	87,575
		37.6%	6.2%	9.9%	12.5%	7.8%	11.9%
	(5) Environment/New Energy/Infrastructure	53,675	194,712	145,055	70,121	126,653	88,267
		22.6%	38.5%	14.6%	33.2%	27.7%	11.9%
	(6) Others	6,233	4,383	5,467	6,488	5,748	6,084
		2.6%	0.9%	0.6%	3.1%	1.3%	0.8%
2. Other Business		569	569	—	622	622	—
		0.2%	0.1%	—	0.3%	0.1%	—
Total		237,545	505,981	993,878	211,260	456,969	739,857
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Domestic		159,463	85,404	164,237	131,538	101,802	192,404
		67.1%	16.9%	16.5%	62.3%	22.3%	26.0%
Overseas		78,081	420,576	829,640	79,721	355,166	547,453
		32.9%	83.1%	83.5%	37.7%	77.7%	74.0%

(Notes)

1. The backlog of contracts includes an increase / decrease due to changes in construction contracts acquired in the prior fiscal years, and an increase / decrease due to foreign exchange translation adjustments.

2. The sales by major clients and the ratio to total sales are as follows.

(Millions of yen)

Apr. 1, 2023－Mar. 31, 2024			Apr. 1, 2024－Mar. 31, 2025		
Client	Net Sales	Ratio	Client	Net Sales	Ratio
QatarEnergy	188,383	37.2%	QatarEnergy	207,154	45.3%
P.T. Freeport Indonesia	172,252	34.0%	P.T. Freeport Indonesia	100,229	21.9%