

# FY2026 Financial Results (January-March)

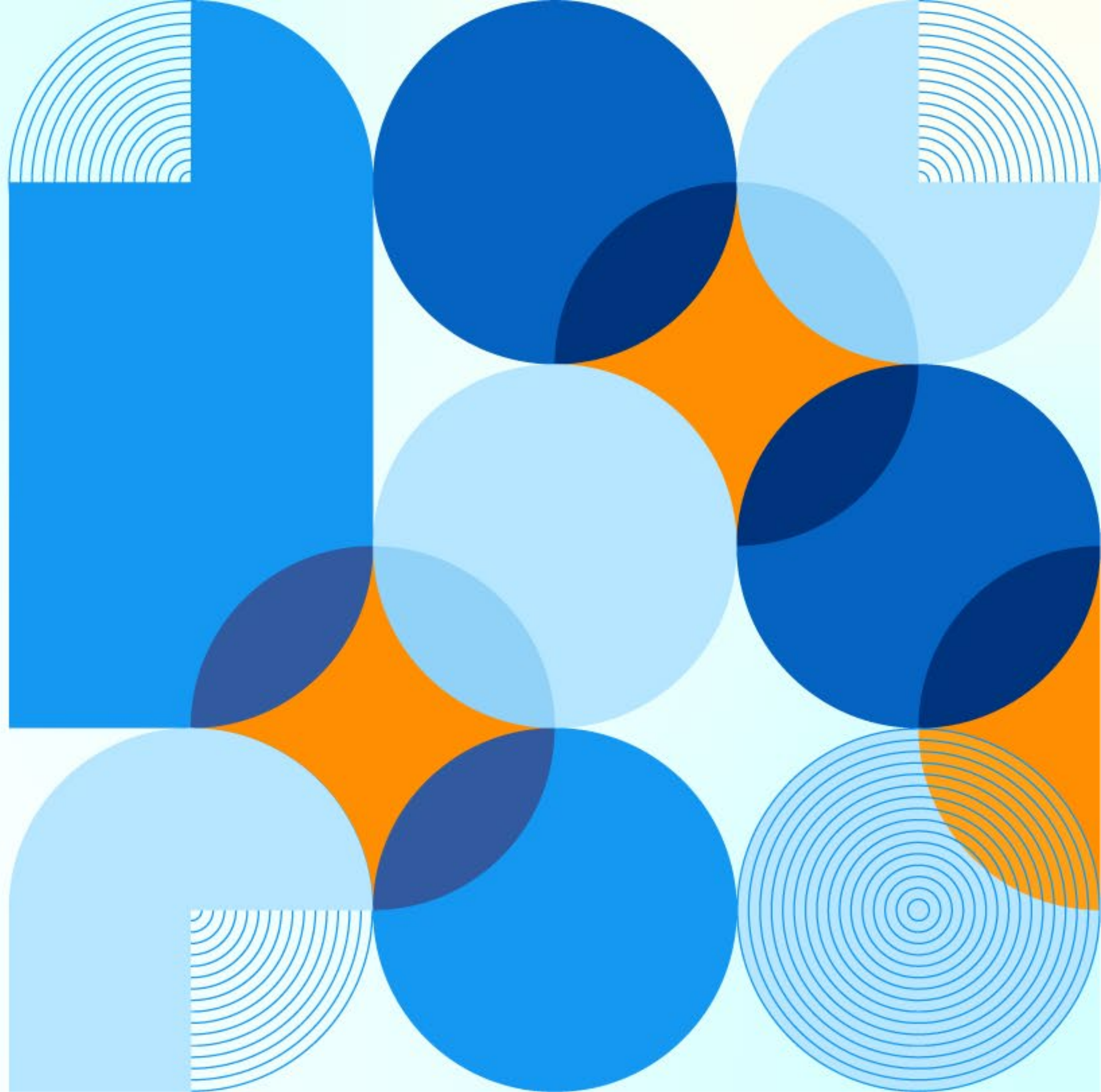
Challenge for Change  
Carbon Neutral×DX Strategy

**HCDs**

HOUSING  
CARBON NEUTRALITY  
DIGITAL SOLUTIONS

EPCO Co., Ltd. Securities Code : 2311

May 14, 2026





**Consolidated Results (YoY)**

**Delivered significant increased sales and profits in Renewable Energy Solutions and Maintenance Service**

**Progress Toward Forecast**

**Progress is on track**

**Business Topics**

**TEPCO HomeTech**

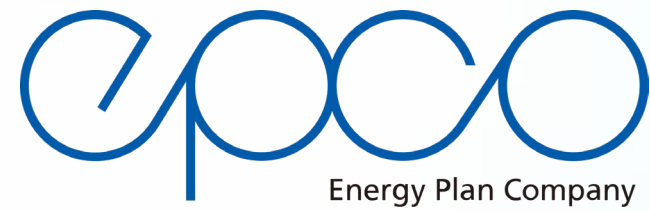
THT Implement “Initial cost 0 plan” over 55,000cases

**ENE’s**

Expecting to continuous order of major project since last year

**Maintenance**

New orders and price revision increase sales and profits



# 01. FY2026 Q1 Results

02. FY2026 Q1 Topics

03. Shareholder Returns

04. Appendix.

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Driven by significant growth in sales and profits from the Renewable Energy Solution and Maintenance services resulting to exceeded the previous fiscal year.

(JPY Million)	FY25 Q1 Results	FY26Q1 Results	Changes	Ratio
<b>Net Sales</b>	<b>1,493</b>	<b>1,608</b>	<b>+115</b>	<b>+7.8%</b>
<b>Ordinary Profit</b>	<b>32</b>	<b>137</b>	<b>+105</b>	<b>+320.8%</b>
<b>Net Profit</b>	<b>52</b>	<b>100</b>	<b>+47</b>	<b>+89.5%</b>
*Factor of Net Profit Increase Gain on sales of investment securities	<b>62</b> *1	<b>-</b>		

\*1 Profit of sales of strategic holding shares

	Net Sales (YoY)	Ordinary Profit (YoY)		(JPY Million)
<b>FY2026 Q1 Results</b>	<b>1,608</b> +7.8%	<b>137</b> +320.8%	Sales increased across all segments. Renewable Energy Solutions and Maintenance Service had significant increase in profit.	
<b>Renewable Energy Solutions</b>	<b>552</b> +12.2%	<b>80</b> +620.1%	Sales rebounded by the sales of our stake in Lesso which had resulted in a loss in previous quarter. Performance of THT and ENE's are solid.	
<b>Maintenance</b>	<b>507</b> +10.5%	<b>108</b> +112.5%	Sales and profit increased by a rise in new contracts since last year and the impact of price revisions.	
<b>Design</b>	<b>549</b> +1.4%	<b>82</b> ▲ 3.0%	Sales remained flat. While productivity improvement measures are progressing, costs in China have risen due to the weak yen.	

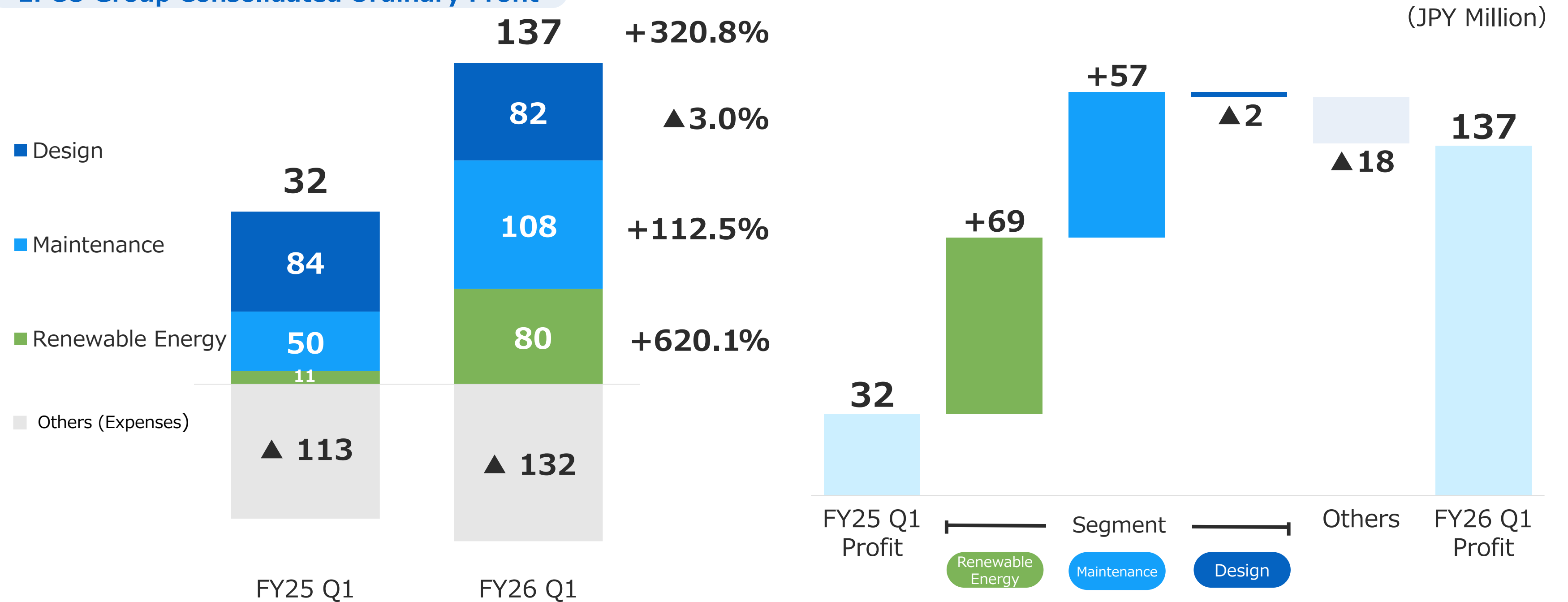


# FY2026 Q1 | Consolidated Ordinary Profit by Segment



Driven by a significant increase in profits from Renewable Energy Solutions and Maintenance Services, the company achieved a 320.8% increase in profits from previous year.

## EPCO Group Consolidated Ordinary Profit

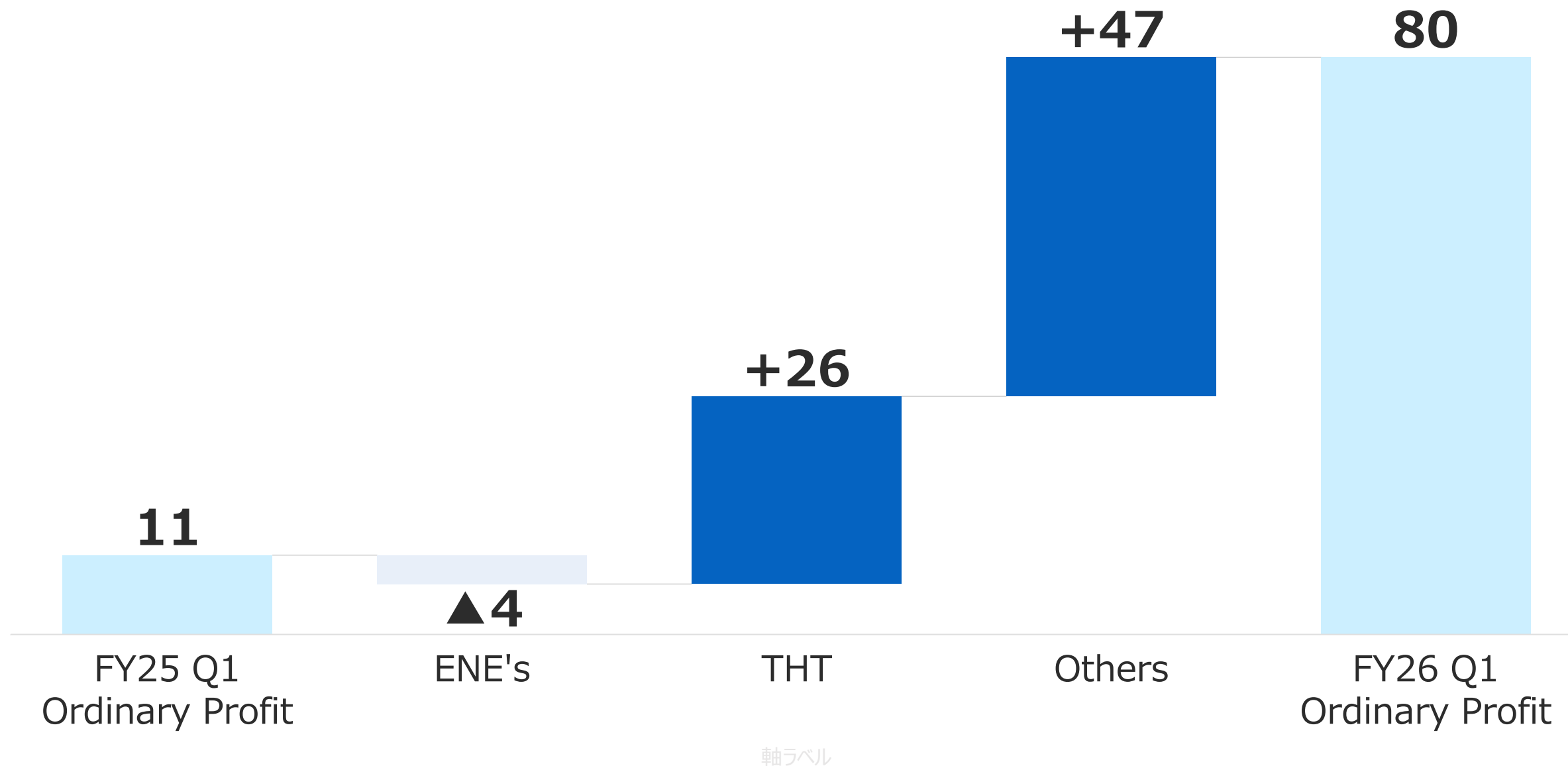




Although the slight decline in profit of ENE's with restructuring organization by business growth, TEPCO HomeTech (THT) delivered higher profits, and the sales of stake in LESSO which had recorded as loss in previous year resulted renewable energy solutions posted significant increase in profit.

### Renewable Energy Solutions Ordinary Profit Fluctuation Analysis

(JPY Million)



#### ■ THT

Tokyo's mandate has accelerated adoption of "EneCari" in new housing, with contract values continuing to rise

#### ■ ENE's

In addition to growing orders from THT, direct orders from major housing companies increased

#### ■ LESSO

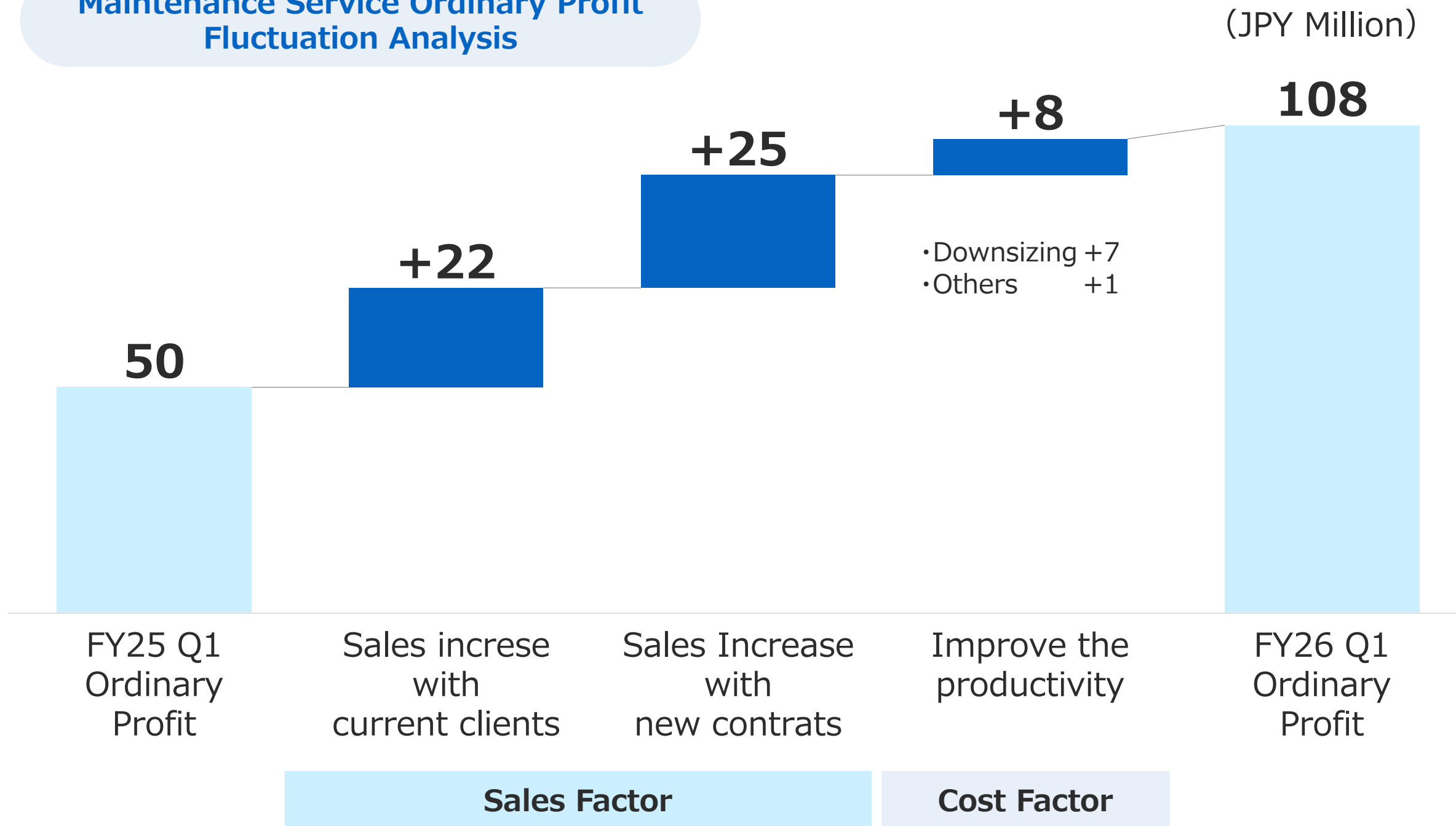
Due to the sales of our stake in Banhao EPCO which had reported a loss in the previous year, the company is no longer accounted with equity method this year, resulted increase in profit of JPY 43M in Q1.

<Banhao EPCO Financial Impact> (JPY Million)

Period	FY24	FY25	FY26	Change
Q1	▲48	▲43	-	+43
Q2	▲30	▲2	-	+2
Q3	▲36	-	-	-
Q4	158	-	-	-
Full year	43	▲45	-	+45

New contracts have remained steady across our three locations in Okinawa, Kanazawa, and Tokyo. In addition, we have revised pricing for our major clients and keep working on to improve service quality, recruit and train new staff.

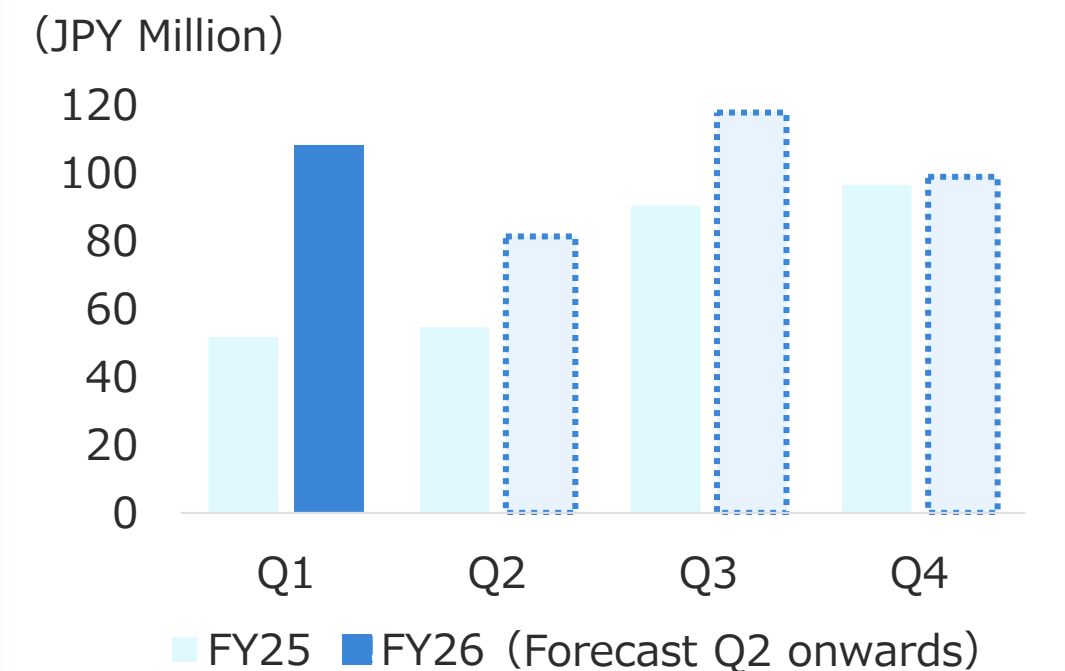
Maintenance Service Ordinary Profit Fluctuation Analysis



Maintenance Service No. of employee

Location	FY25 1Q	FY26 1Q	YoY
Okinawa	225	223	▲2
Tokyo	18	13	▲5
Kanazawa	45	50	+5
Total	288	286	▲2

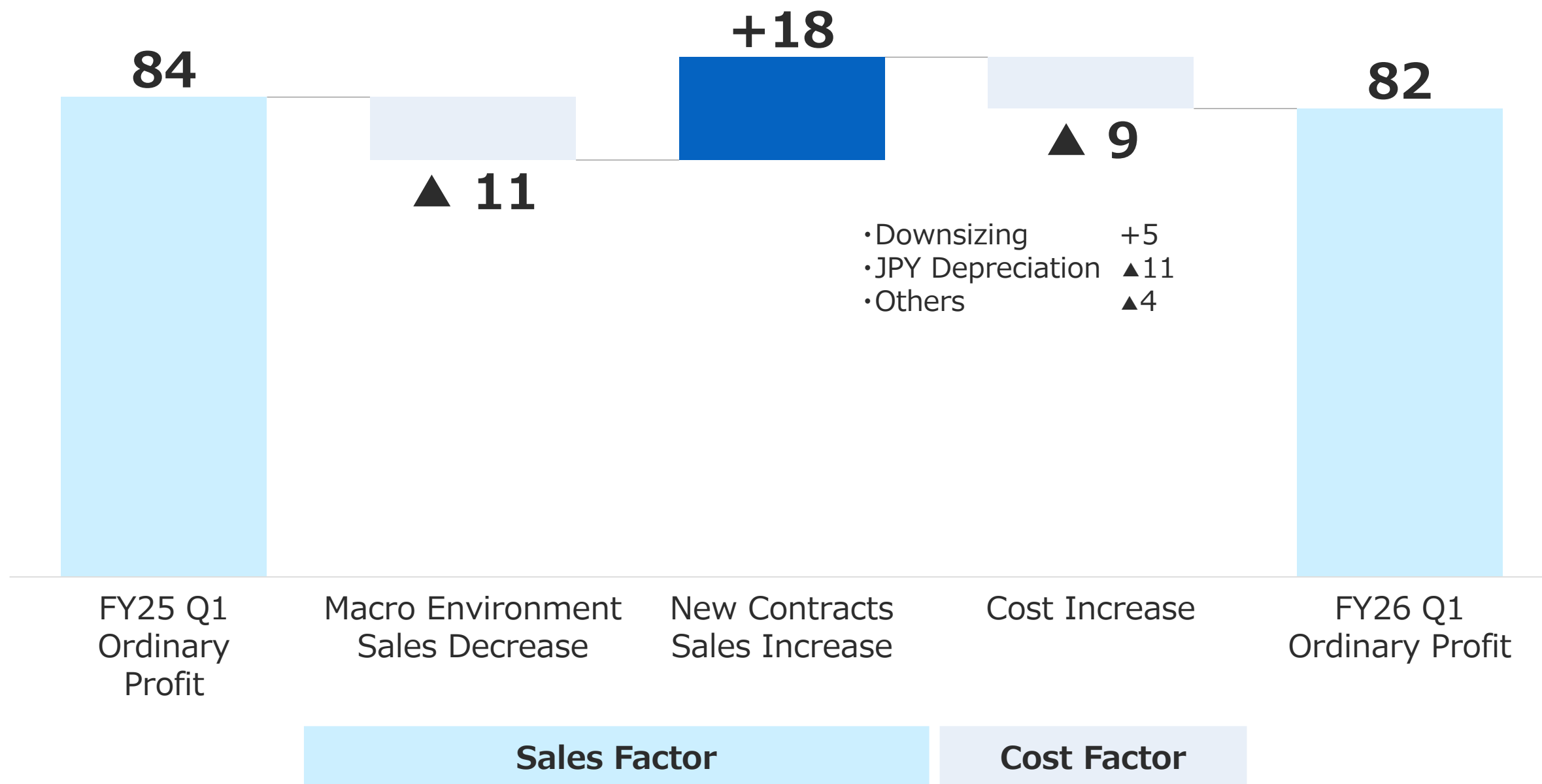
Maintenance Ordinary Profit by Quarter



There was a slight decline compare with previous year with housing starts remaining sluggish coupled with rising costs in China due to the depreciation of JPY. On the other hand progress is on the truck for the forecast driven by new orders and productivity improvements with “D-TECH2.0 Project”

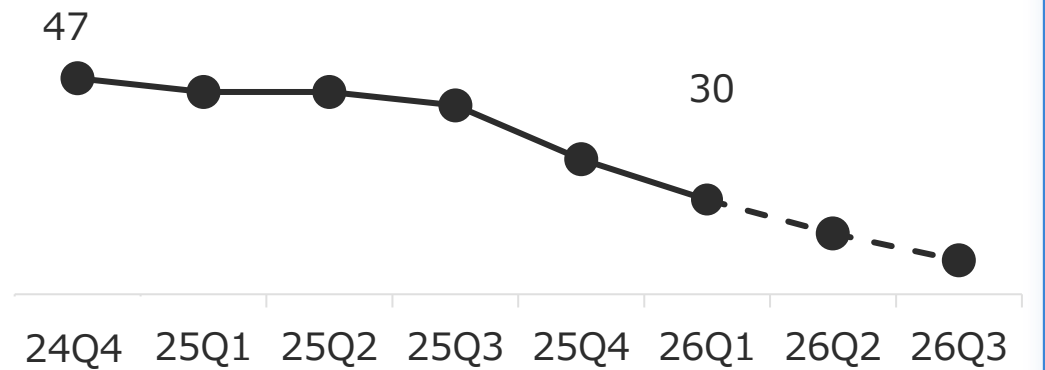
Design Service Ordinary Profit Fluctuation Analysis

(JPY Million)



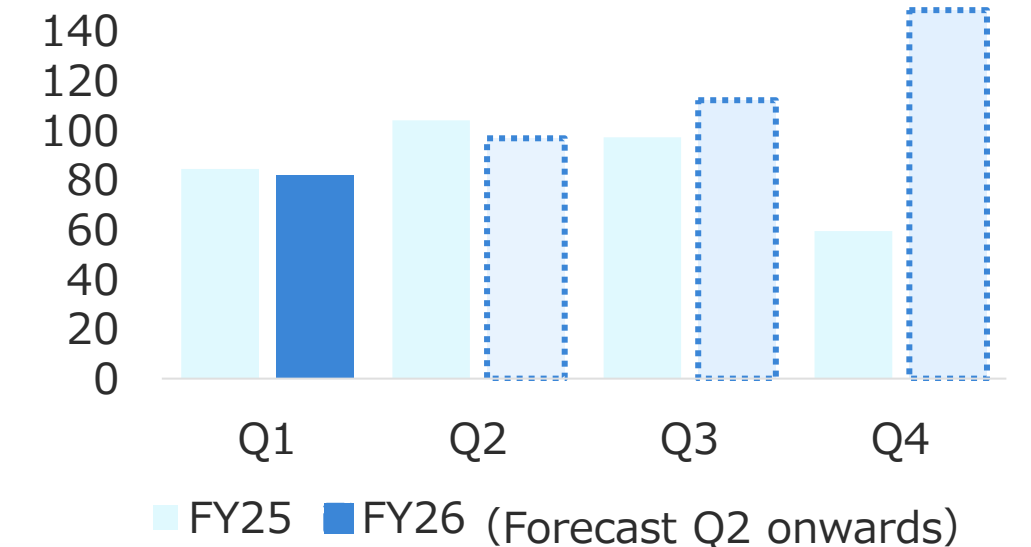
D-TECH2.0 project Overview of the drawing Review Reform

Japanese staffing plan by reviewing the duplicate work in Japan and China



Design Ordinary Profit by Quarter

(JPY Million)

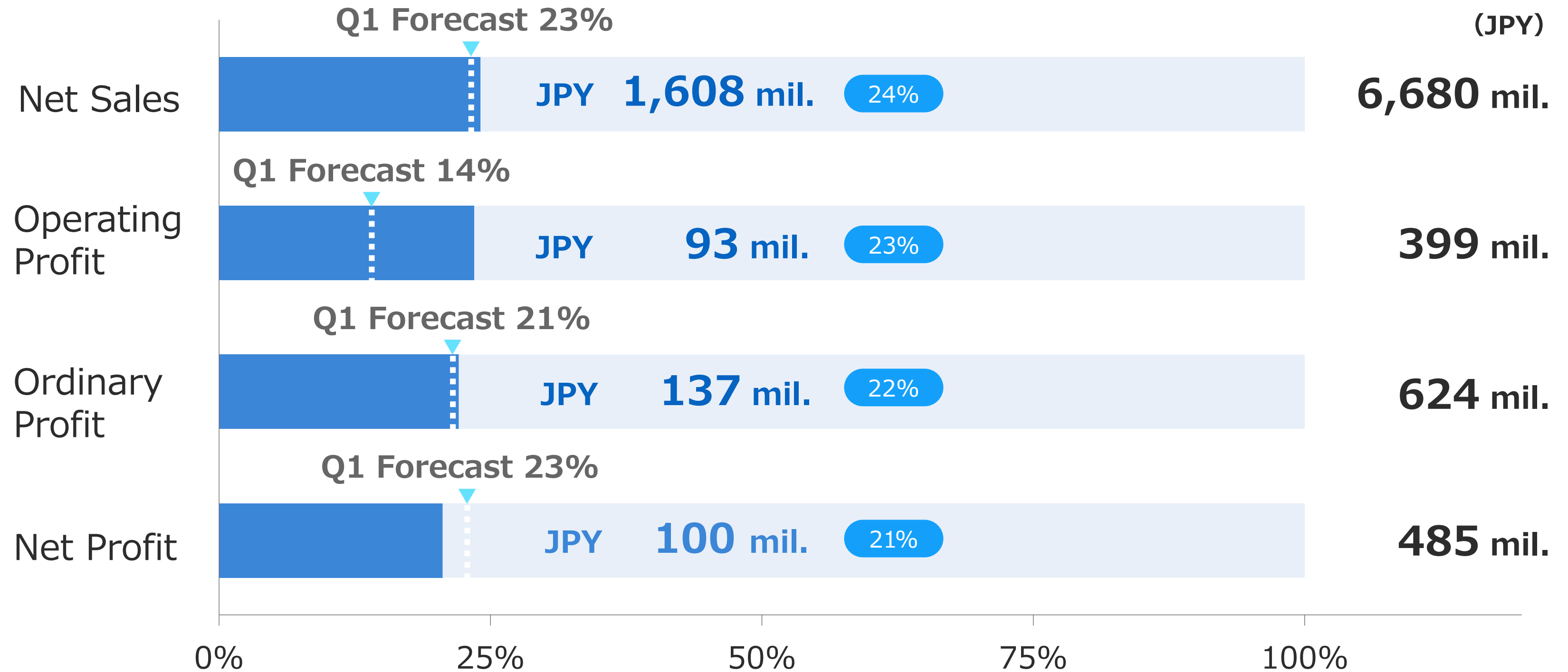




# FY2026 Q1 | Progress Toward Full-Year Forecast

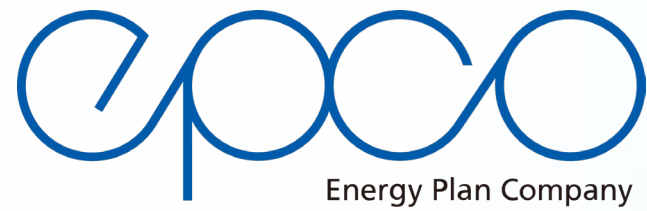


Q1 results were generally in line with forecast. By segment, maintenance and design service exceeded the forecast and operating profit exceeded the target. However, net profit fell short because THT's equity method investment profit in the renewable energy solutions didn't reach the target.



(JPY Million)	FY25 Q1 Results	FY26 Q1 Results	Changes	Ratio
<b>Net Sales (Consolidated)</b>	<b>1,493</b>	<b>1,608</b>	<b>+115</b>	<b>+7.8%</b>
<b>Renewable Energy</b>	<b>492</b>	<b>552</b>	<b>+60</b>	<b>+12.2%</b>
<b>Maintenance</b>	<b>459</b>	<b>507</b>	<b>+48</b>	<b>+10.5%</b>
<b>Design</b>	<b>541</b>	<b>549</b>	<b>+7</b>	<b>+1.4%</b>

(JPY Million)	FY25 Q1 Results	FY26 Q1 Results	Changes	Ratio
<b>Ordinary Profit (Consolidated)</b>	<b>32</b>	<b>137</b>	<b>+105</b>	<b>+320.8%</b>
<b>Renewable Energy</b>	<b>11</b>	<b>80</b>	<b>+69</b>	<b>+620.1%</b>
ENE's	47	42	▲4	▲9.8%
TEPCO HomeTech	13	40	+26	+193.2%
Others	▲49	▲2	+47	-
<b>Maintenance</b>	<b>50</b>	<b>108</b>	<b>+57</b>	<b>+112.5%</b>
<b>Design</b>	<b>84</b>	<b>82</b>	<b>▲2</b>	<b>▲3.0%</b>
<b>Others</b> (Expenses·Non-operating profit/loss)	<b>▲113</b>	<b>▲132</b>	<b>▲18</b>	<b>-</b>



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01. FY2026 Q1 Results



**02. FY2026 Q1 Topics**

03. Shareholder Returns

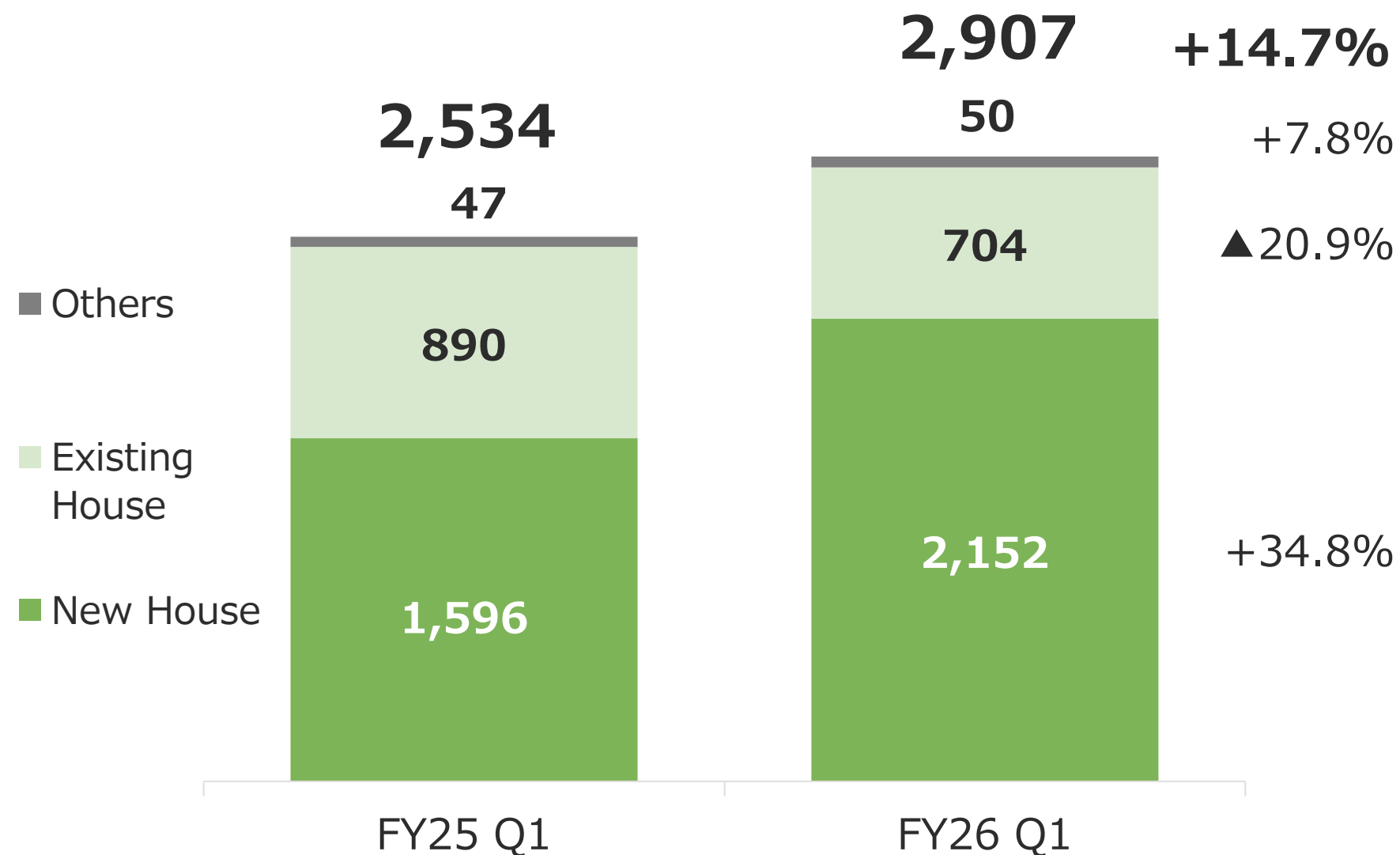
04. Appendix.



While sales for new homes continued to grow steadily, sales for existing homes declined due to changes in the competitive environment; overall, sales continued to increase. Earnings equity method investments increased as a result of cost reductions, such as in advertising and promotional expenses.

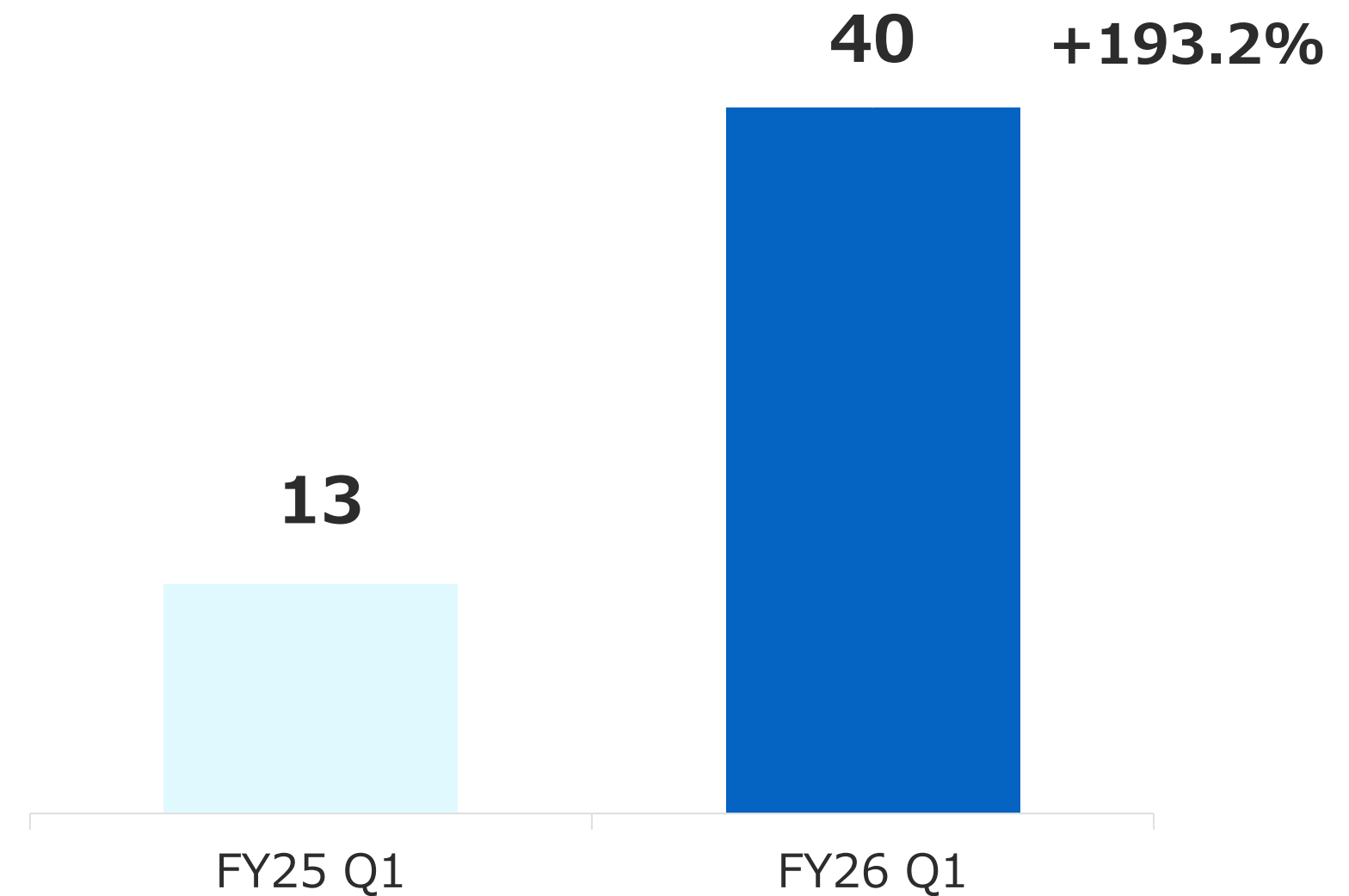
TEPCO HomeTech Net Sales (YoY)

(JPY Million)



TEPCO HomeTech Equity in Earnings (YoY)

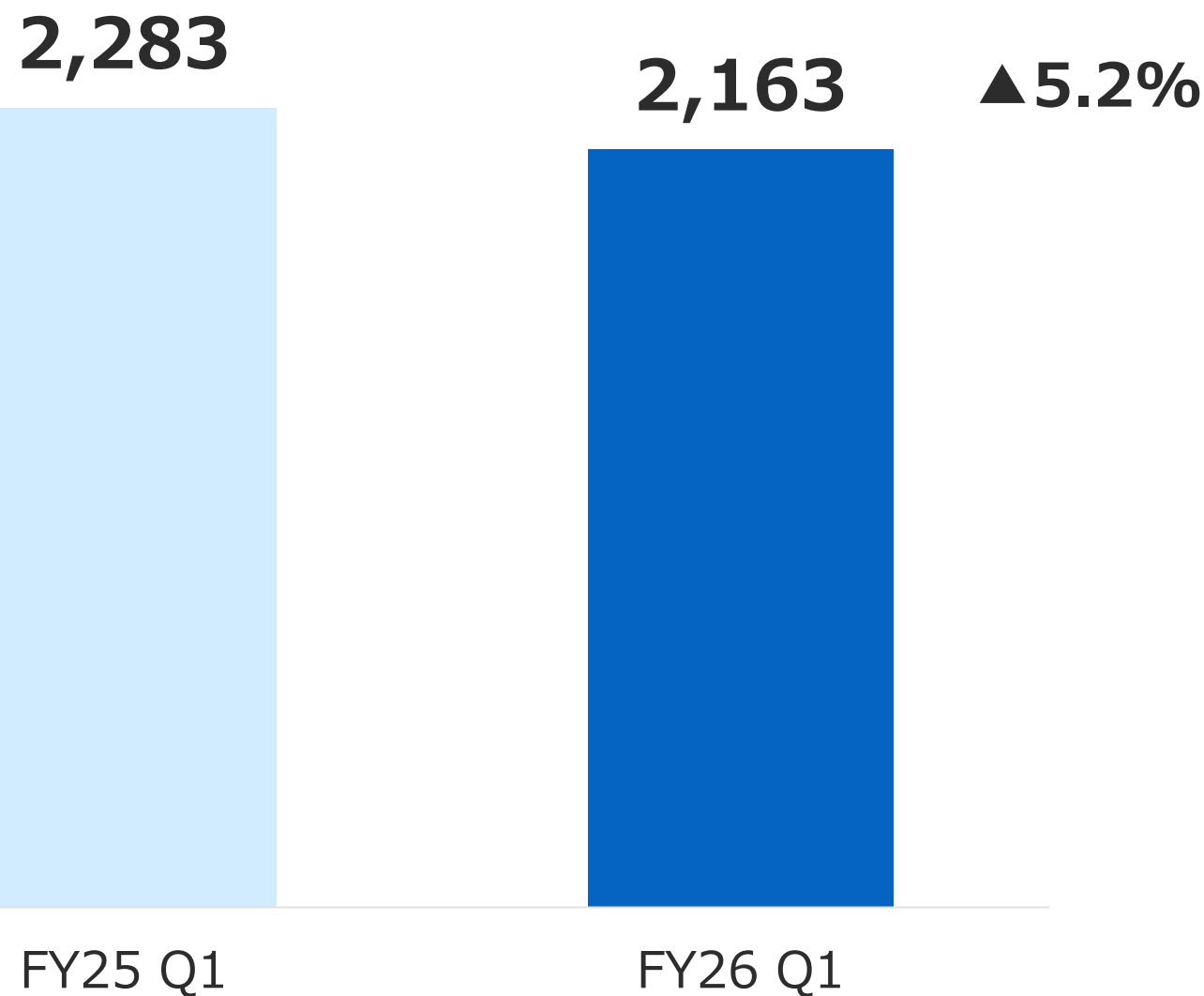
(JPY Million)



Due to changes in the competitive environment for both new and existing homes, the total contract value remained the same level as last year, therefore, the company aims to recover by expanding its order intake through measures to be strengthen marketing initiatives in collaboration with the TEPCO Group.

TEPCO HomeTEch Contract Value (YoY)

(JPY Million)



THT and others “Initial Cost 0 service” implemented over 5.5mil. cases

The cumulative number of solar power and battery storage installations— including those offered through “Initial Cost 0” services provided by the TEPCO group, such as TEPCO Home Tech— has surpassed 55,000. We plan to continue rolling out promotional campaigns in collaboration with the TEPCO Group



TEPCO Group HP  
<https://www.tepco-ht.co.jp/enekari/lp/zero/>

『初期費用0円サービス』等による太陽光・蓄電池導入数がグループ累計5.5万件突破  
 ～家庭部門のカーボンニュートラルを加速～

2026年4月24日  
 東京電力エナジーパートナー株式会社  
 TEPCOホームテック株式会社  
 株式会社LIXIL TEPCOスマートパートナーズ

東京電力エナジーパートナー株式会社（以下、東京電力 EP）の「エネカリプラス」、TEPCOホームテック株式会社（以下、THT）の「エネカリ」、株式会社LIXIL TEPCOスマートパートナーズ（以下、LTSP）の「建て得」、これらの『初期費用0円サービス』等を通じた太陽光発電・蓄電池の累計提供件数が、2025年度末までに5.5万件を突破しました。また、2025年度の提供件数は約1万件、売上高は約240億円となっています。

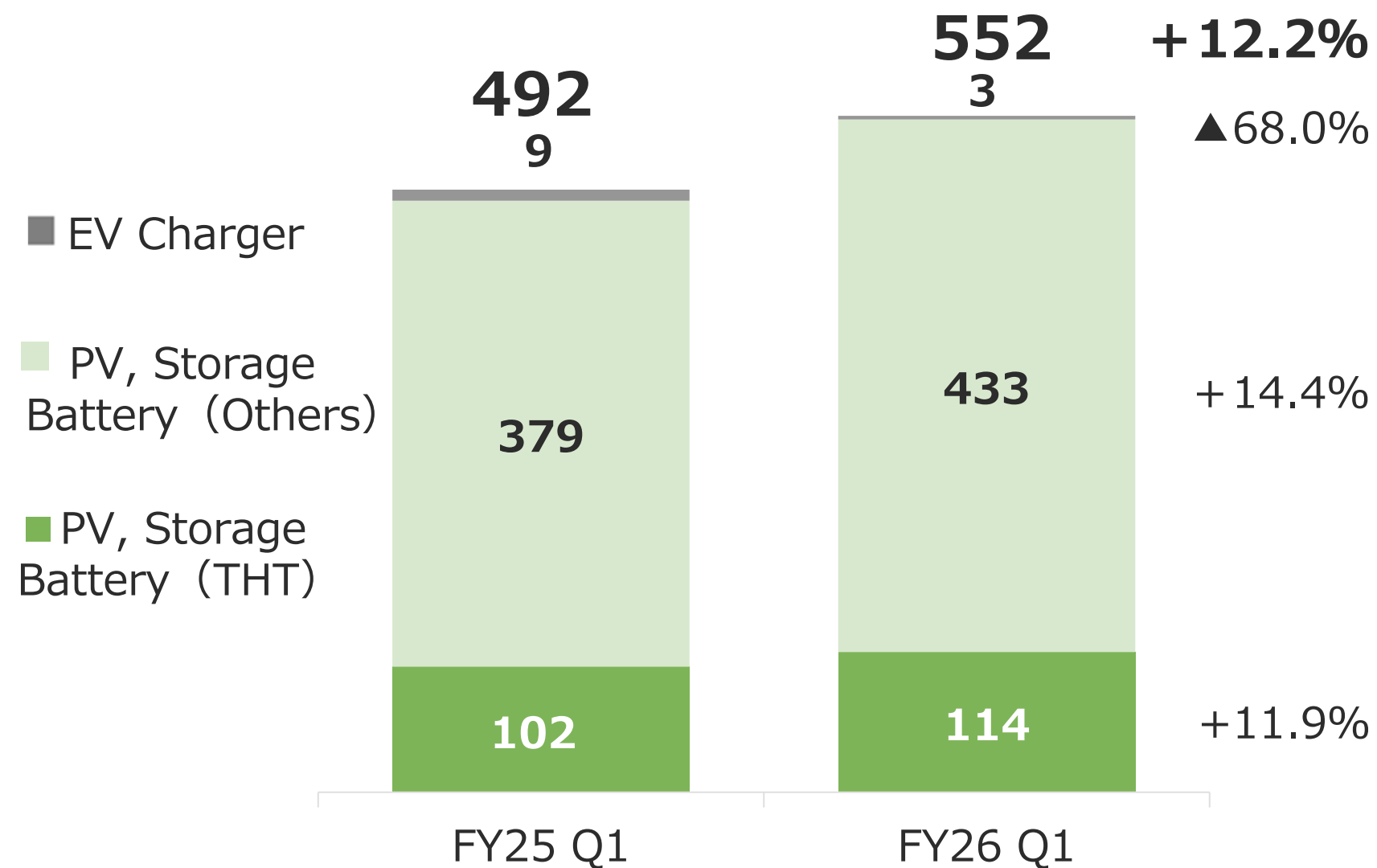
TEPCO HomeTech Press Release  
<https://www.tepco-ht.co.jp/release/20260424.pdf>



Sales increased due to a steady orders from THT, as well as continued large-scale projects from major housing companies. On the other hand, ordinary profit decreased slightly due to planned increases in expenses, such as the hiring of construction management staff and the relocation of the company's headquarters.

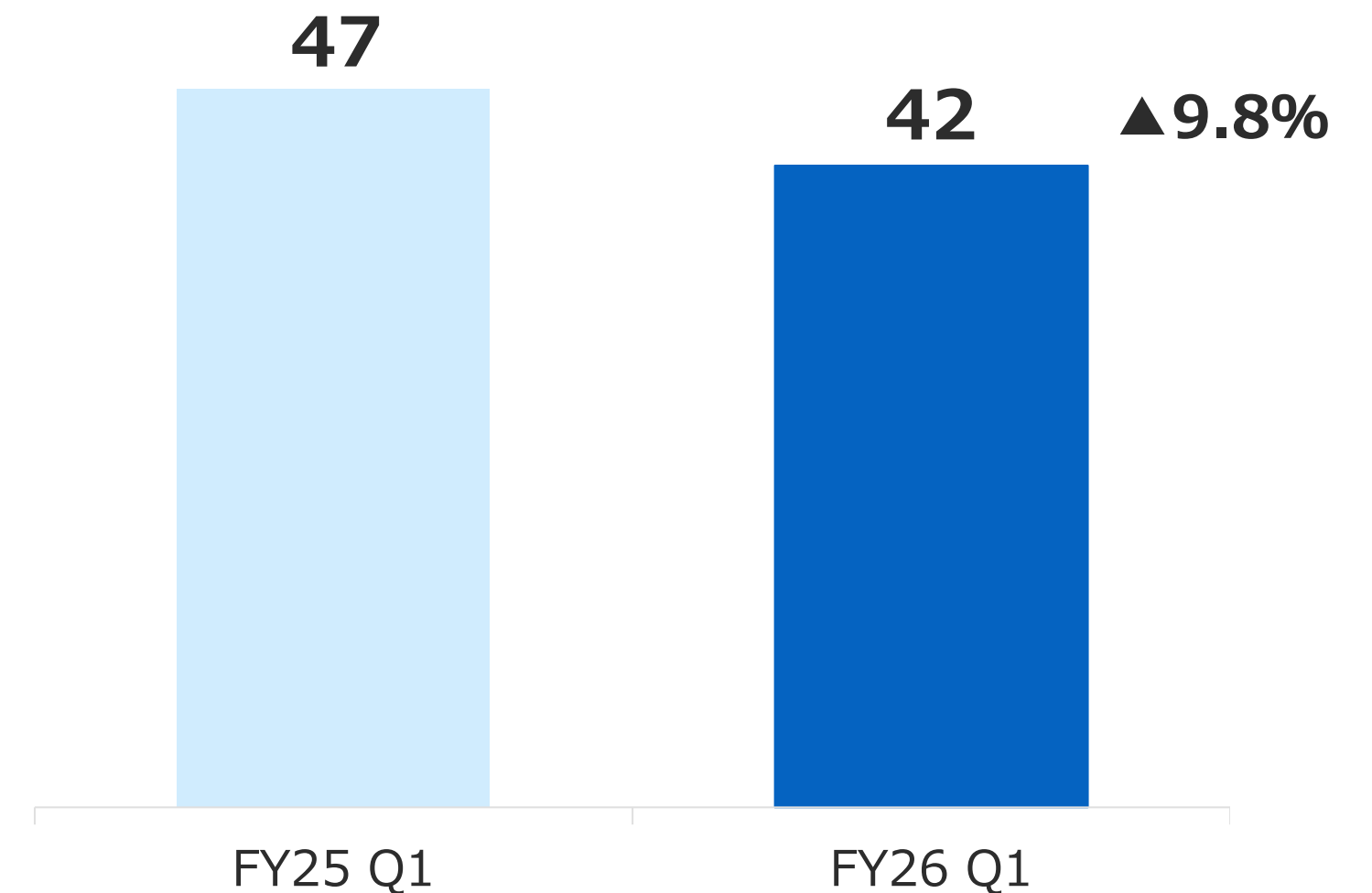
## ENE's Net Sales (YoY)

(JPY Million)



## ENE's Ordinary Profit (YoY)

(JPY Million)

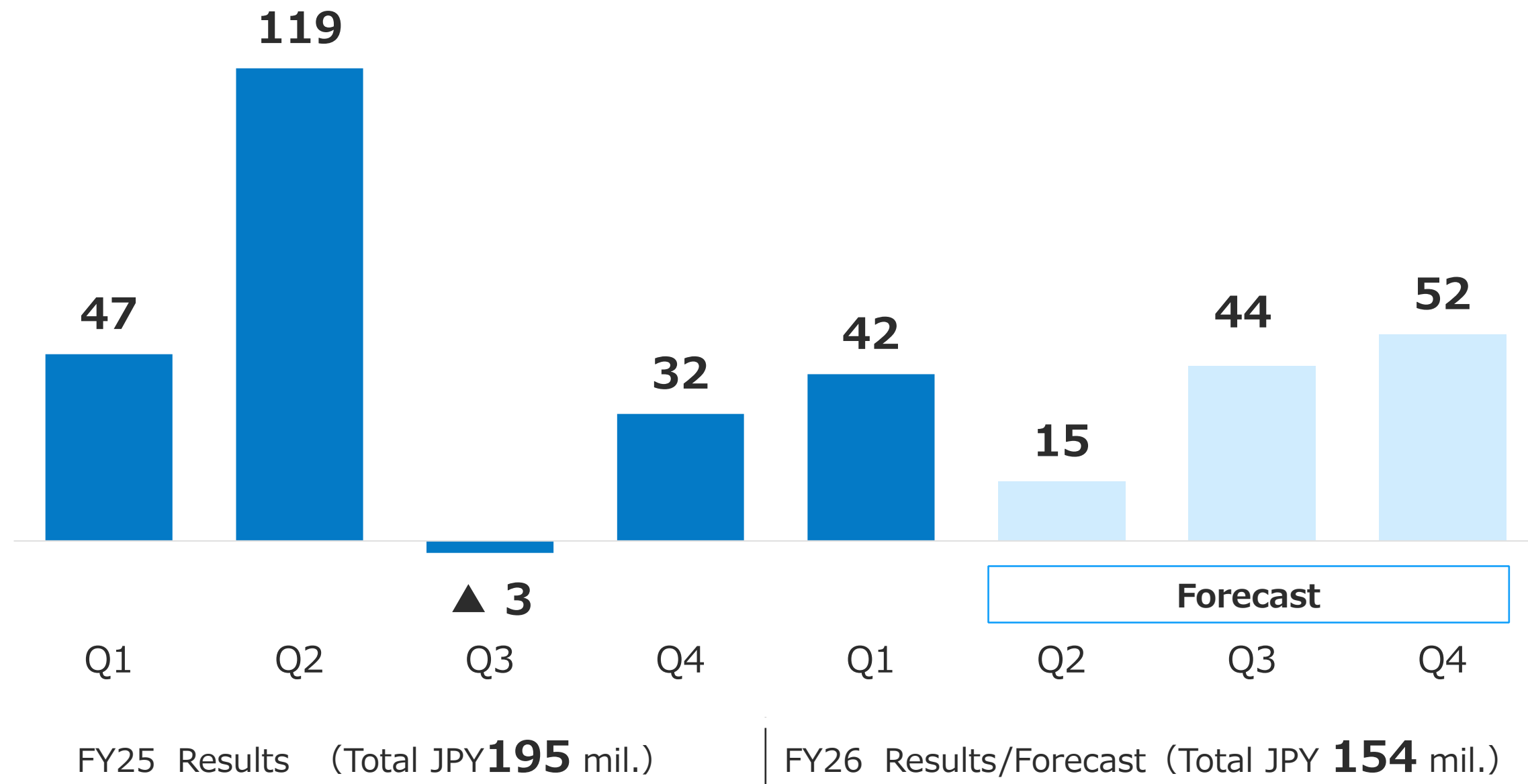




We expect large-scale projects from major housing companies to continue, and taking into account the impact of costs associated with organizational restructuring due to increased transaction volume, we aim to maintain a stable level of profits throughout the fiscal year.

ENE's Ordinary Profit by Quarter

(JPY Million)



1. Relocation of office premises by business expansion

We relocated to a new office building to strengthen our management staff in response to the increase in construction projects to ensure a work environment to support future business expansion.



2. Securing orders for self-consumption solar power systems for businesses

Aiming to expand our business into the non-residential sector, actively promoting self-consumption solar system for commercial facilities



Strengthening shareholder returns and human capital management through “revisions of dividend forecasts” and “expansion of the employee stock ownership plan”

Revisions of Dividends Forecast (Increase)

(JPY)	FY2024	FY2025	FY2026 (Forecast)
Regular Dividend	32	32	35
Anniversary Dividend	—	3	—
<b>Total</b>	<b>32</b>	<b>35</b>	<b>35</b> <sup>*</sup>

\*Estimated FY2026 Interim Dividend JPY 15 (+1), Year-end JPY20 (+2)

Expansion of the Employee Stock Ownership Plan : Double Incentive Payment rate

	Before Revision	After Revision
Incentive Ratio	10%	20%
Incentive Amount	JPY100 per unit of JPY 1,000	JPY200 per unit of JPY 1,000
Eligible Person	EPCO Employee	EPCO Employee and <b>Subsidiary Employee</b>

Investment in Human Resources

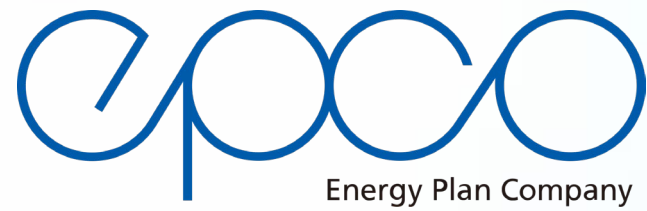
Support for Employee Wealth Building

- Doubled Incentive Payment Rate
- Eligibility expanded to include subsidiaries Employee

Enhancing Corporate Value

Improving Engagement

- Enhancing awareness as ownership in management
- Contributing to mid-term and long-term performance improvement



01. FY2026 Q1 Results

02. FY2026 Q1 Topics



**03. Shareholder Returns**

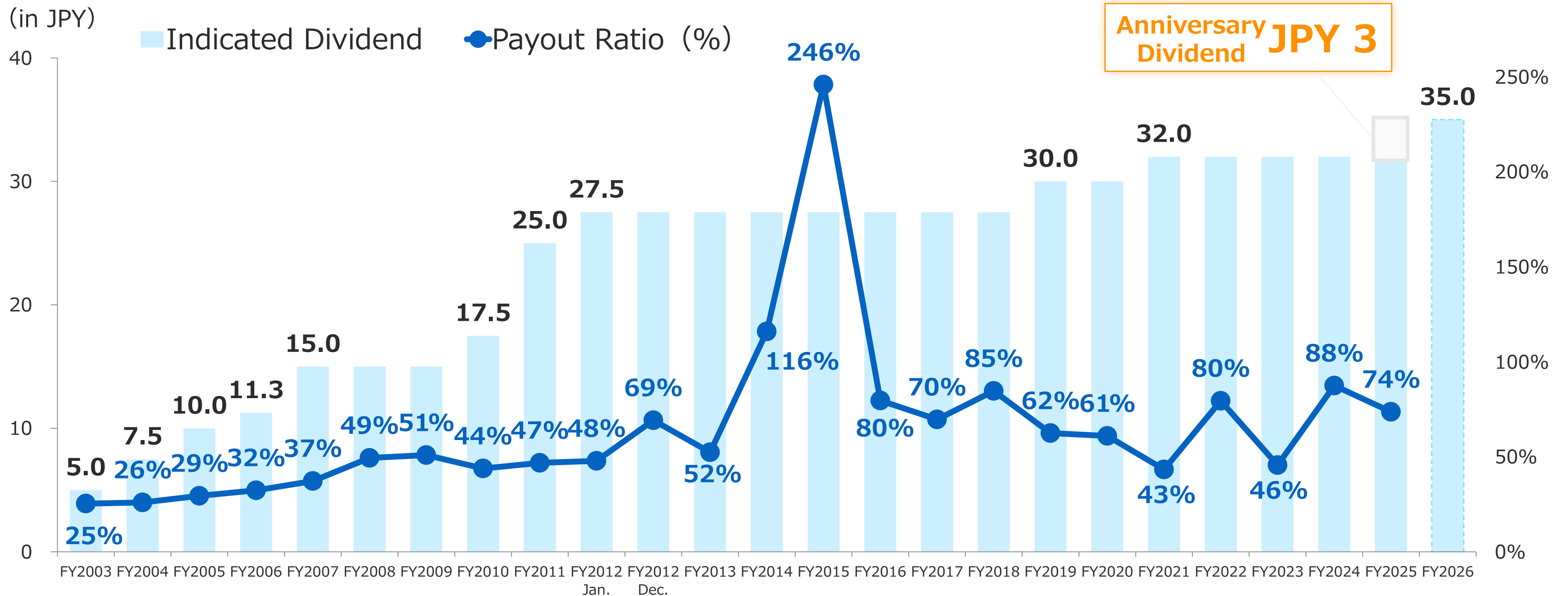
04. Appendix.

Challenge for Change

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We will maintain our progressive dividend policy, under which we have not reduced dividends in the 23 years since listing (Stable profit sharing based on a consolidated dividend payout ratio of 50% and dividend on equity ratio (DOE) of 8%.)



Starting from the second half of 2025, in addition to Category A, which provides free installation of renewable energy equipment worth JPY 1 million, a new Category B offering easy-to-use equipment worth 150,000 yen was introduced, expanding the total number of winners to 10 (5 in Category A and 5 in Category B).

<p><b>Details of Benefit Plan</b></p>	<ul style="list-style-type: none"> <li>● <b>Category A (Worth JPY 1mil.)</b> Free installation of either “Solar PV system” “Storage Battery” “Water heater ECO-cute”</li> <li>● <b>Category B (Worth JPY150k)</b> “Mobile Solar panel/Solar power supply” “Mobile Storage Battery” “e-assist bicycle” either one item</li> </ul>
<p><b><u>Winner will be 10</u> for FY2026 1st half year</b>  <b>Drawing Date will be <u>end of August 2026</u></b>                  At 27<sup>th</sup> Business Plan Briefing Session (FY2026 Q2)</p>	

**Category A**  
(Free installation of renewable energy equipment)



**Category B**  
(Emergency supply/useful item)

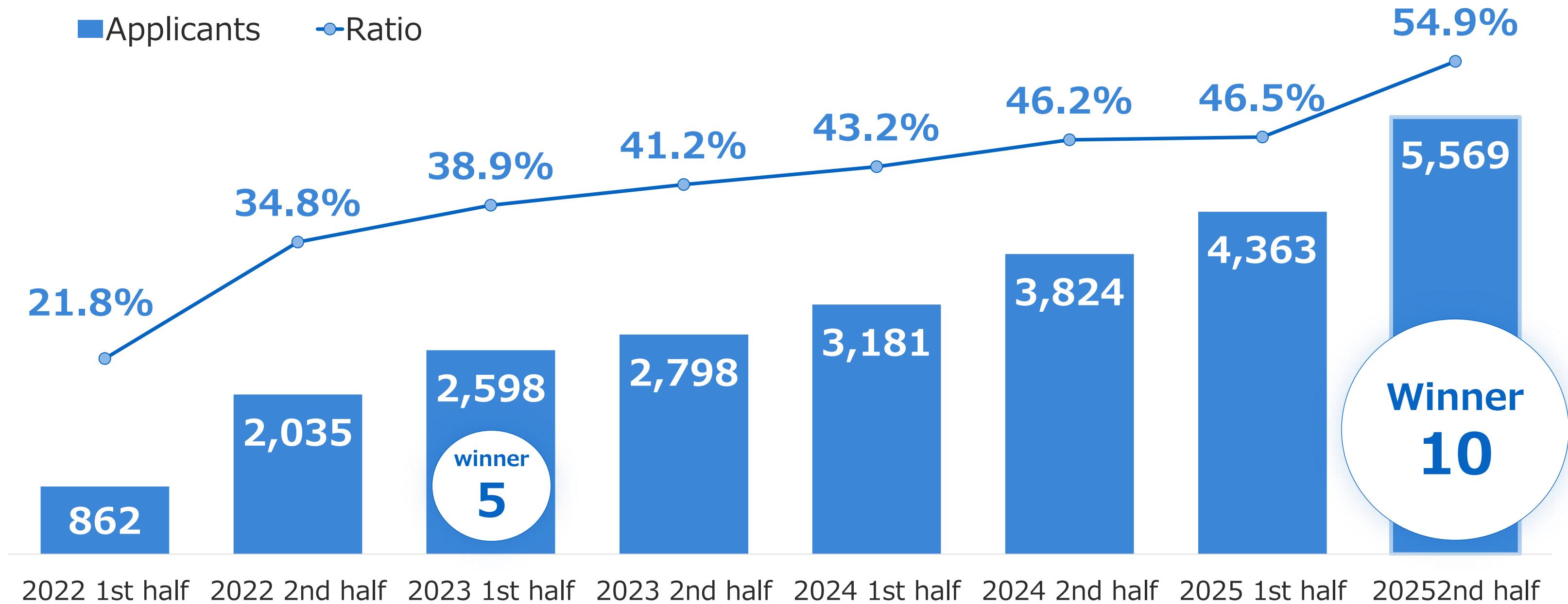


\*Note Images are for illustration only. Actual products may vary

Please refer out website for more details [https://www.epco.co.jp/ir/shareholder\\_benefits](https://www.epco.co.jp/ir/shareholder_benefits)



Both the number of applications and the application rate have increased, reaching a record-breaking number for the second half of 2025.

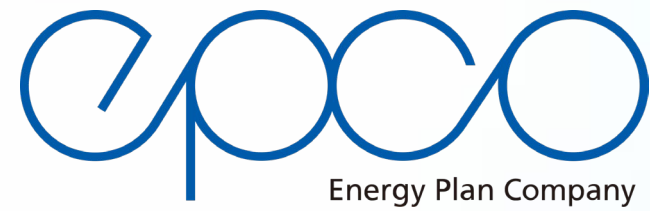


**Winner  
10**

**5**

**5**

**10**



01. FY2026 Q1 Results

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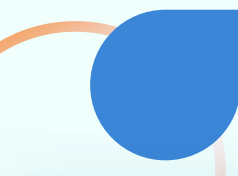
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**04. Appendix.**



# Company Overview



## Management Philosophy

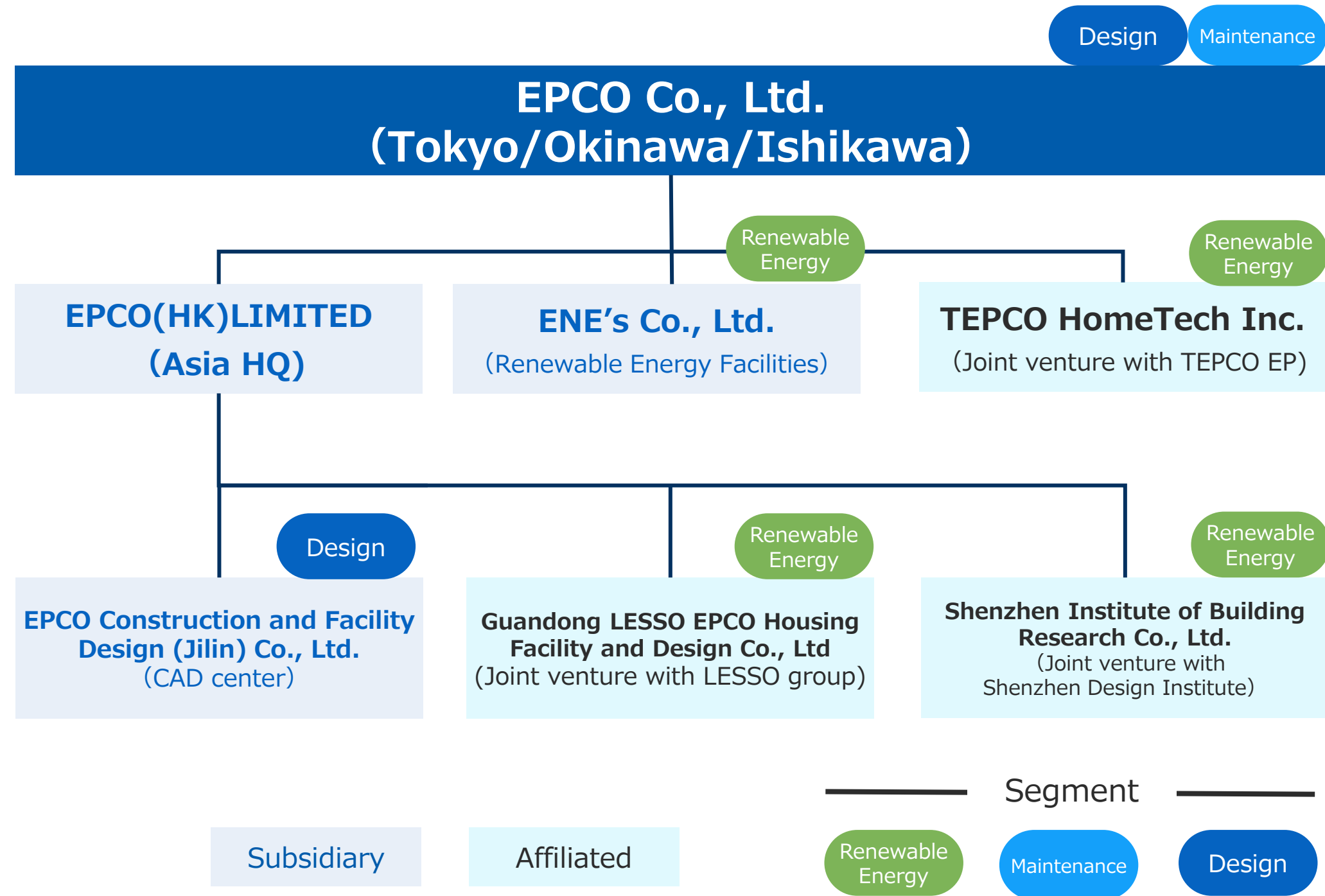
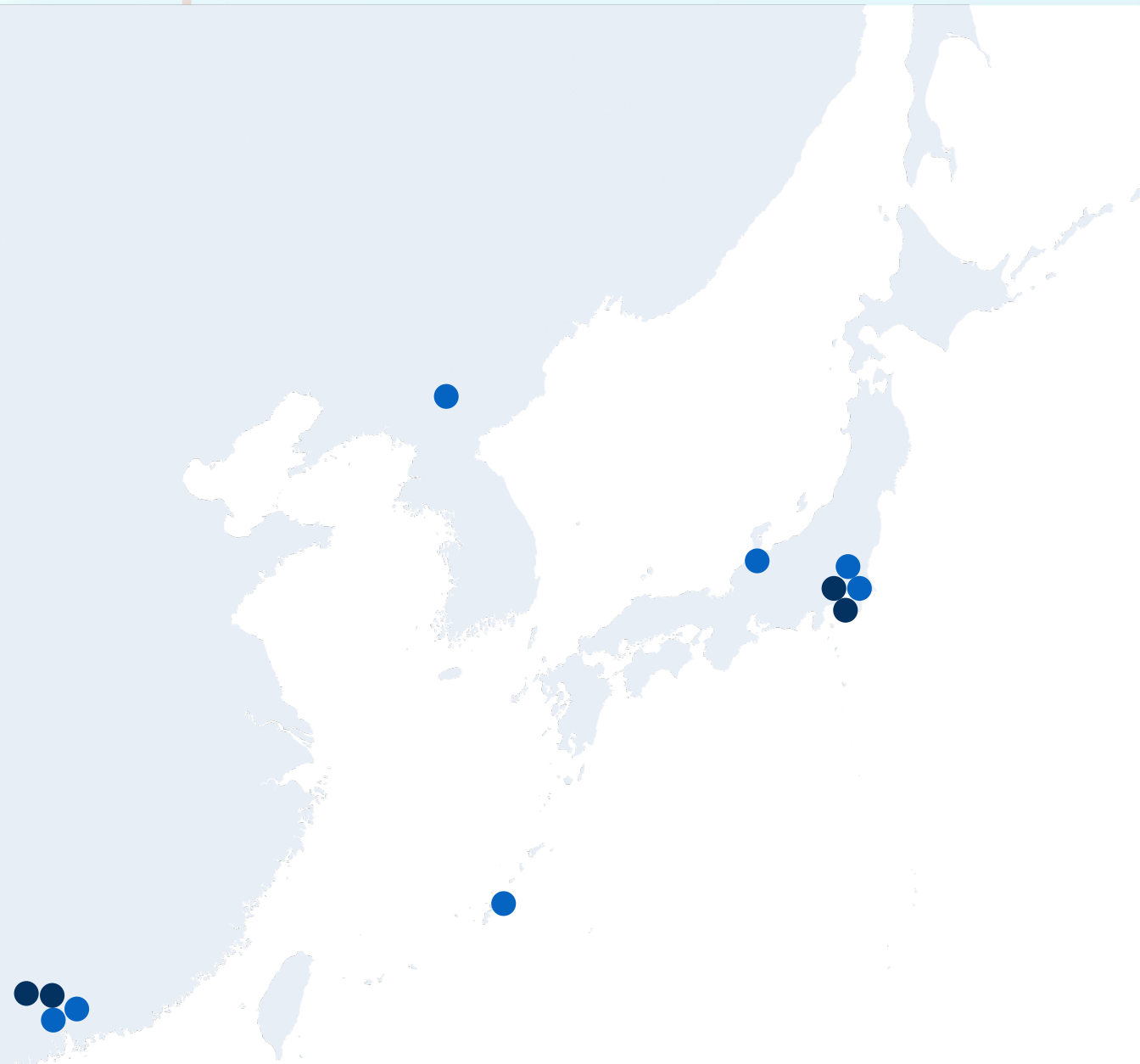
We pursue the happiness of our passionate employees and their family.  
 Purpose of our existence is to reduce social problems and contribute human's lives.  
 We aim to be infrastructure company to support the homes and lifestyles of people around the world.



Representative Director Group CEO

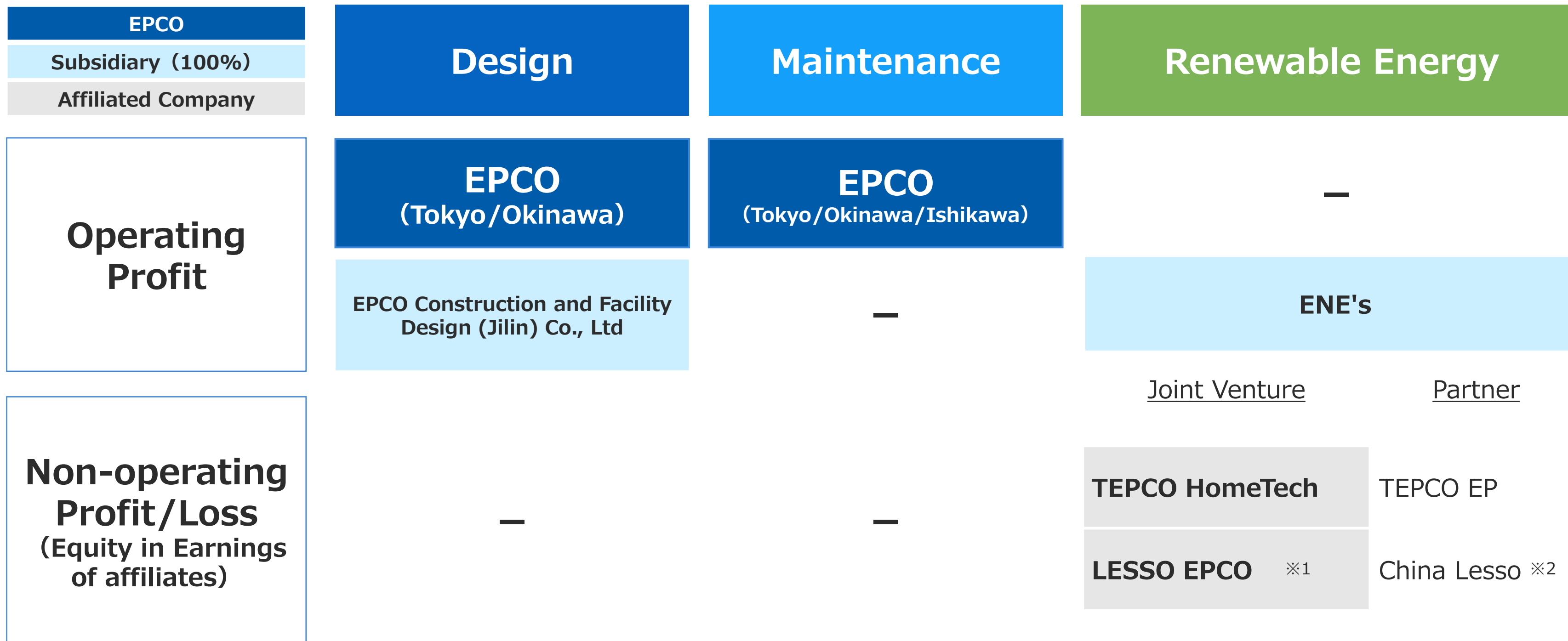
岩崎 辰之

<b>Name</b>	EPCO Co., Ltd (Energy Plan Company)	
<b>Head Office</b>	12F, OLINAS Tower, 4-1-3 Taihei, Sumida-ku, Tokyo, 130-0012, JAPAN	
<b>Securities Code</b>	2311 (TOKYO Stock Exchange Standard)	
<b>Establishment</b>	April 12, 1990	
<b>Capital</b>	JPY 87 mil.	
<b>Employee</b>	564 (Consolidated 797) *As of Dec. 31, 2025 Temporary and dispatch workers included	
<b>Director</b>	Representative Director, Group CEO Outside Director (ACM) Outside Director (ACM) Outside Director (ACM)	Yoshiyuki Iwasaki Takuo Akino Tadashi Tamura Yuka Ichiki
<b>Associate Senior Executive Officer</b>	D-TECH GM Group Sales GM CFO Corporate GM Renewable Energy Solutions GM & Chief of CEO's office	Yang Chao Takatsugu Urayama Tomohisa Hirakawa Tomoo Geshi
<b>Executive Officer</b>	H-M GM Renewable Energy Solutions Deputy GM & ENE's CEO THT Technical GM	Kazuhiro Kikuchi Atsushi Tsuchiya Yuki Adachi



# (Reference) EPCO Group Profit and Loss Structure

The EPCO Group management style is a group structure (group management) that actively utilizes joint ventures. All equity in earnings of joint ventures is included in ordinary profit of "Renewable Energy Services".



※1 Lesso EPCO : 廣東聯塑艾博科住宅設備設計服務有限公司

※2 China Lesso : 中国聯塑集团控股有限公司

## Company Information

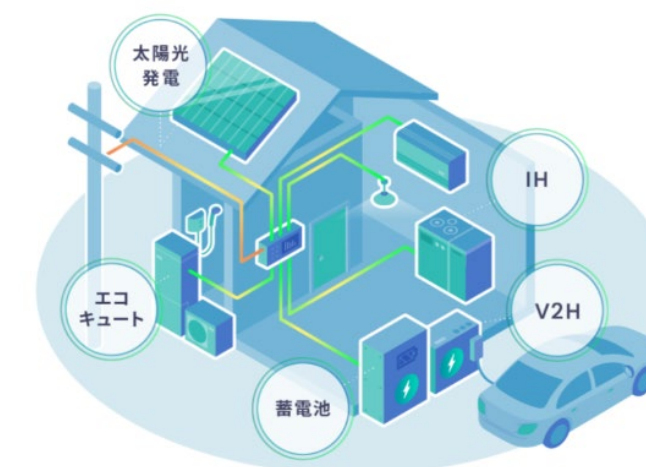
Name	<b>TEPCO HomeTech, Inc.</b>	
Establishment	August 9, 2017	
Representative	Chairman President	Yoshiyuki Iwasaki Takahiro Aoki
Capital	JPY 475 million	
Shareholder Composition	TEPCO Energy Partner, Inc 51% EPCO Co., Ltd 49%	
Location	Tokyo, Kyoto	
No. Of Employee	111 *As of Dec. 2025 (Including 40 temporary staff)	

## Main Business


- Residence facility fixed-rate subscription service "Enecari"
- Sales and installation of home equipment such as solar power, storage batteries, EV charger, Eco-Cute, etc.
- New House : Partner with housing companies. Standardize the installation of solar panel and storage batteries
- Existing House : Direct sales of solar panel to endusers
- Construction Structure : Organized affiliated stores

初期費用 0 円  
節約も。万が一の備えも。  
円で始めよう

おうちの省エネ設備 定額利用サービス  
**エネカリ**



## Company Information

Name	<b>ENE's Co., Ltd.</b>	
Establishment	November 22, 2001	
Representative	President	Atsushi Tsuchiya
Capital	JPY 20 million	
Shareholder Composition	EPCO Co., Ltd. 100%	
Location	Saitama, Gunma, Kanagawa	
No. of employee	55	As of Dec. 2025

## Main Business

- Installation of solar power system
- Equipment work of all-electric housing
- Installation of storage battery system



Advantage of EPCO's housing facilities and design and ENE's experience and knowledge for energy saving facilities plus TEPCO's name value

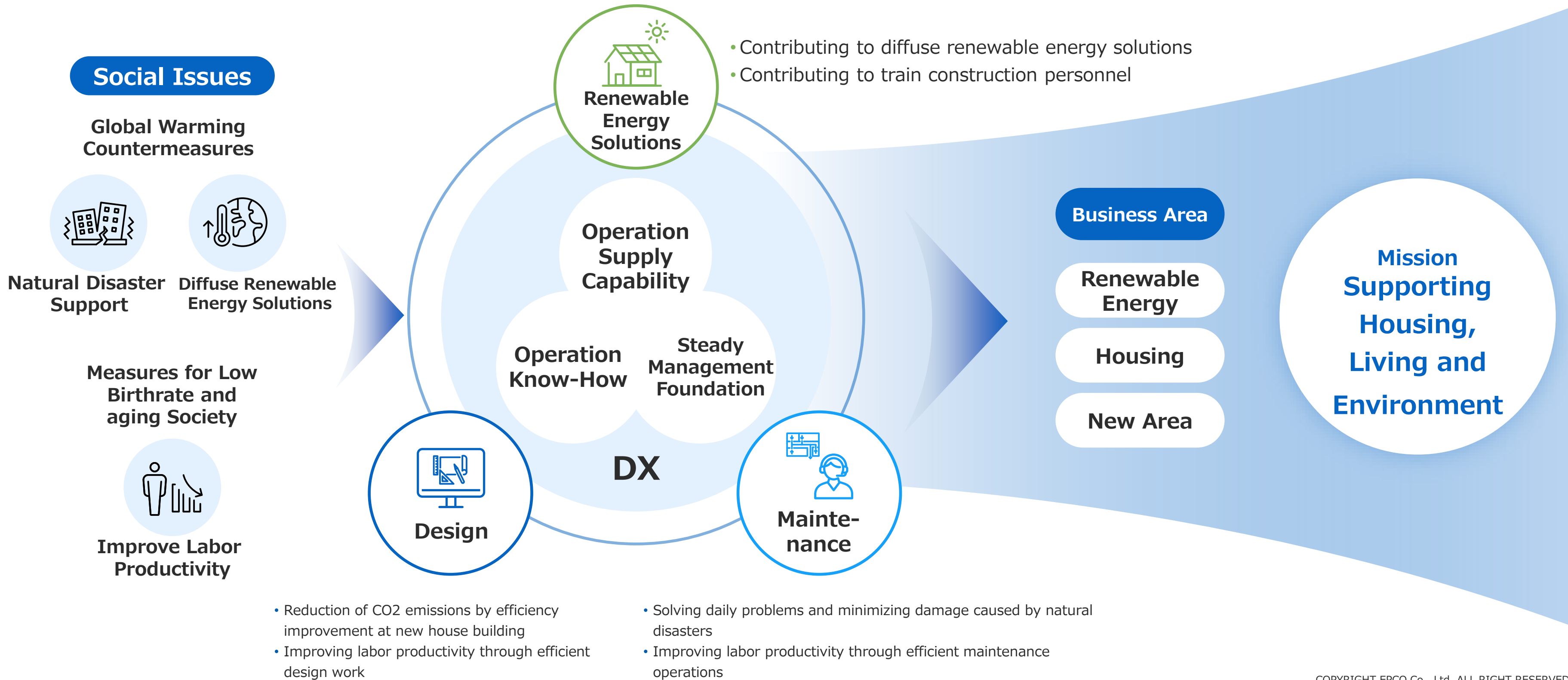
Installed 6,000cases/year of solar power system, storage battery and all-electric house in all Kanto area in 2025.  
(Solar Power 2,500-unit, Storage Battery 1,000-unit)



- 2023** Transferred to the Tokyo Stock Exchange Standard Market.  
Established BANHAO EPCO (SZ)LIMITED (Reform joint venture with CHINA LESSO group and EPCO SZ)
- 2022** Transferred from the First Section of the Tokyo Stock Exchange to the Prime Market  
Opened Kanazawa Operation center  
Established MEDX Co., Ltd.
- 2020** Acquired in System Engineering Co., Ltd. (Current ENE's Co., Ltd.) and made it as a subsidiary
- 2019** Listed on the first section of the Tokyo Stock Exchange  
Market change to the second section of the Tokyo Stock Exchange
- 2018** Relocated Okinawa call center
- 2017** Established TEPCO HomeTech Inc.
- 2016** Established EPCO Construction and Facility Design (Jilin) Co., Ltd.
- 2014** Relocated Tokyo Office
- 2011** Established EPCO (HK) LIMITED  
Established Guandong LESSO EPCO Housing Facility and Design Co., Ltd.
- 2005** Opened Okinawa office
- 2004** Established a subsidialy EPCO Construction and Facility Design (Shenzhen) Co., Ltd.
- 2002** Relocated head office to Adachi-ku, Tokyo  
Listed on JASDAQ
- 1992** Reorganized into EPCO Co., Ltd.
- 1990** Established EPCO Limited Company

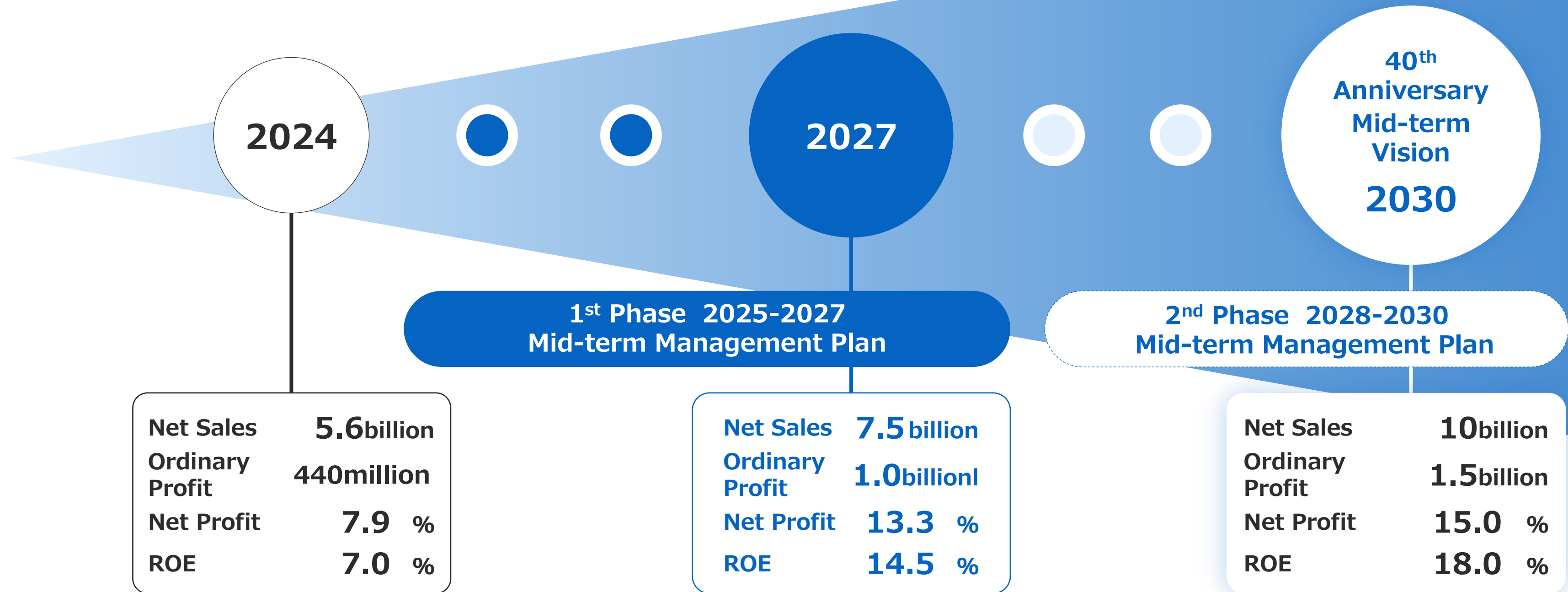
# Future State of EPCO Group (2030)

We are committed to solving social issues through our business and contributing to the protection of global environment and a secure life.



# Mid-term Management Plan Target

We aim to expand our business in the renewable energy sector and drive operational transformation in the housing sector, thereby increasing revenue and improving profit margins



# Performance Target by Business Segment

Setting performance targets for each segment based on the external environment and our medium- to long-term business strategy

【By segment FY2026 Net Sales and Ordinary Profit Target】

Net Sales by Segment	FY2024 Results	FY2025 Results	FY2026 Forecast	FY2027 Target	3-year average growth rate	
<b>Net Sales</b>	<b>5.6 billion</b>	<b>6.25billion</b>	<b>6.68billion</b>	<b>7.5billion</b>	<b>+9.2%</b>	
Renewable Energy	1.38 billion	2.1billion	2.32billion	<b>2.4billion</b>	+29.9%	
Maintenance	2.01 billion	1.93billion	2.13billion	<b>2.7billion</b>	+3.0%	
Design	2.21 billion	2.21billion	2.22billion	<b>2.4 billion</b>	+0.1%	

Ordinary Profit by Segment	FY2024 Results	FY2025 Results	FY2026 Forecast	FY2027 Target	(Ref.) Profit Margin	
					FY2025 Results	FY2026 Forecast
<b>Ordinary Profit</b>	<b>440mil.</b>	<b>480mil.</b>	<b>620 mil.</b>	<b>1,000mil.</b>	<b>7.7%</b>	<b>9.3%</b>
Renewable Energy	180mil.	250mil.	340mil.	<b>400mil.</b>	12.3%	14.9%
Maintenance	310mil.	290mil.	380mil.	<b>460mil.</b>	15.1%	18.1%
Design	360mil.	340mil.	430mil.	<b>620mil.</b>	15.6%	19.8%
Whole Company Cost	▲410mil.	▲410mil.	▲540mil.	▲480mil.		



		Business Environment	Sales	Profit
Renew-able Energy	THT	Renewable energy demand remain robust by policy support of national and local governments	Expand construction area to nationwide from only Kanto. <b>+21.2%</b> sales growth	Profit growth together with sales, achieving <b>+71.6%</b> <small>*Equity in earnings of affiliates</small>
	ENE's	THT's growth and steady demand from housing companies continue to remain solid	For THT : JPY 450mil. ( <b>+25.6%</b> ) Others : JPY 188mil. ( <b>+7.5%</b> )	Upfront investment for mid-long-term growth Resulted in a temporary <b>▲20.6%</b> drop in profit
Maintenance		Interest in the existing-housing market continues to grow with BPO demand from energy and housing equipment companies also on an upward	1.Order increase from existing and new customers 2.Sales increased by <b>+10.3%</b> due to service price adjustment	1.Improved productivity by DX investment 2.Profit increased by <b>+32.3%</b> with price adjustment
Design		The decline in owner-occupied housing starts is expected to keep the challenging situation	Housing equipment design continues to decline, offset with related work such as energy related design and BIM	Innovation project for design "D-TECH2.0" delivers profit increase by <b>+27.2%</b>

## Renewable Energy

Providing solutions to increase the energy efficiency of housing to contribute a decarbonized society.

**Net Sales** JPY 2.1 billion  
**Ordinary Profit** JPY250 million

ENE's

Renewal Energy Solutions include the following joint ventures with large enterprises.

Joint Venture	Partnership
TEPCO HomeTech	TEPCO
MEDX ※1	Mitsui & Co., Ltd
Banhao EPCO ※2	China Lesso
Lesso EPCO	China Lesso

## Design

A total design service to provide housing and renewable energy facility design related to utilities of house.

**Net Sales** JPY 2.21 billion  
**Ordinary Profit** JPY340 million

EPCO

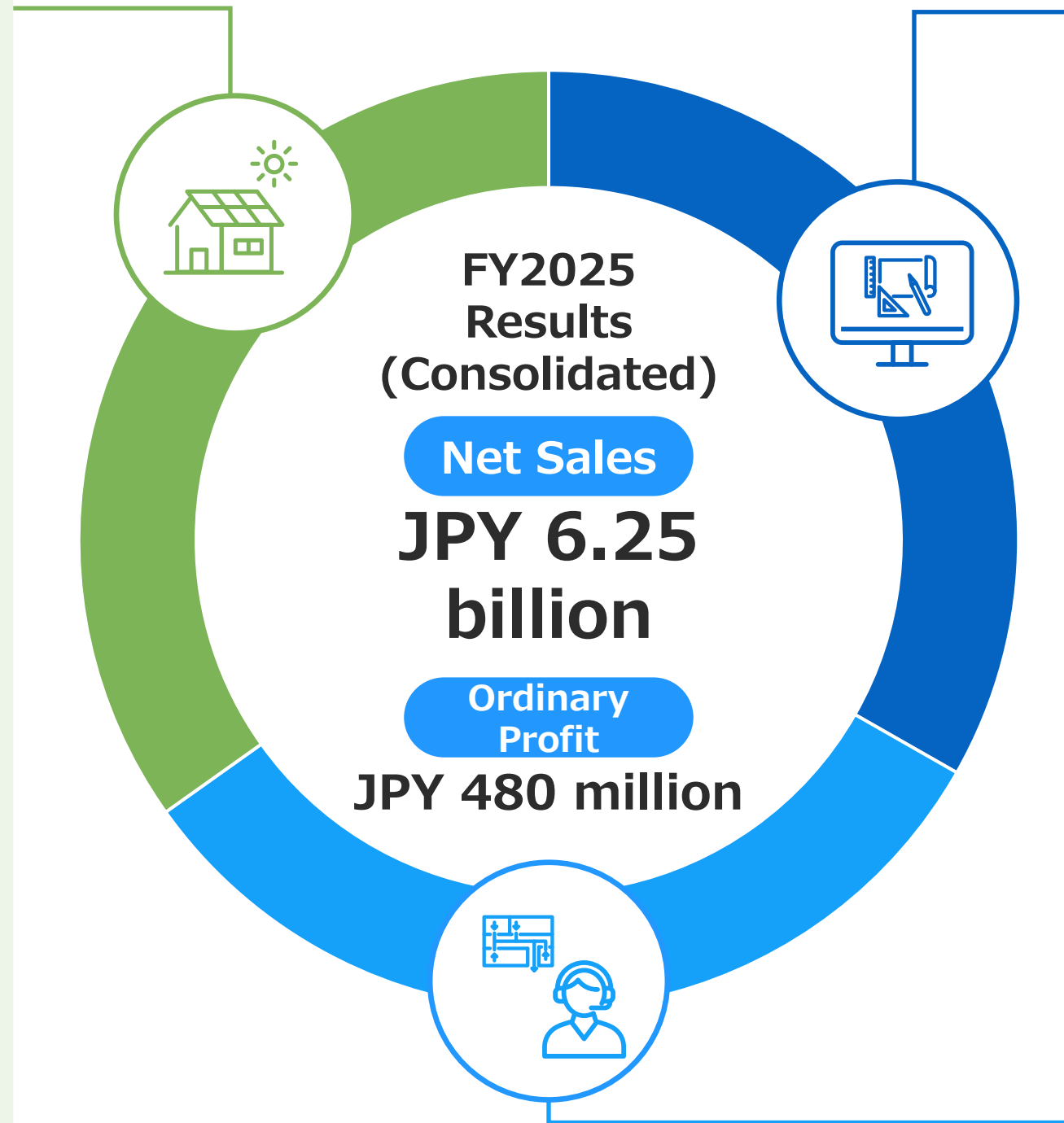
EPCO Construction and Facility Design (Jilin) Co., Ltd

## Maintenance

An operation center to handle all aspects of initial contact of customer from home maintenance to inside sales.

**Net Sales** JPY1.93 billion  
**Ordinary Profit** JPY 290 million

EPCO



※1 Due to company liquidation, business operations has ceased as of March 2025.

※2 Due to the partial transfer of shares, it has been excluded from the scope of equity method affiliates starting April 2025.



# Strength of EPCO Group



<b>Design</b>	<b>Maintenance</b>	<b>Construction</b>
Assign 400ppl (China/Okinawa/Tokyo)	Assign 300ppl (Okinawa/Kanazawa/Tokyo)	Assign 150ppl (THT/ENE's)

**Operation Know-How**

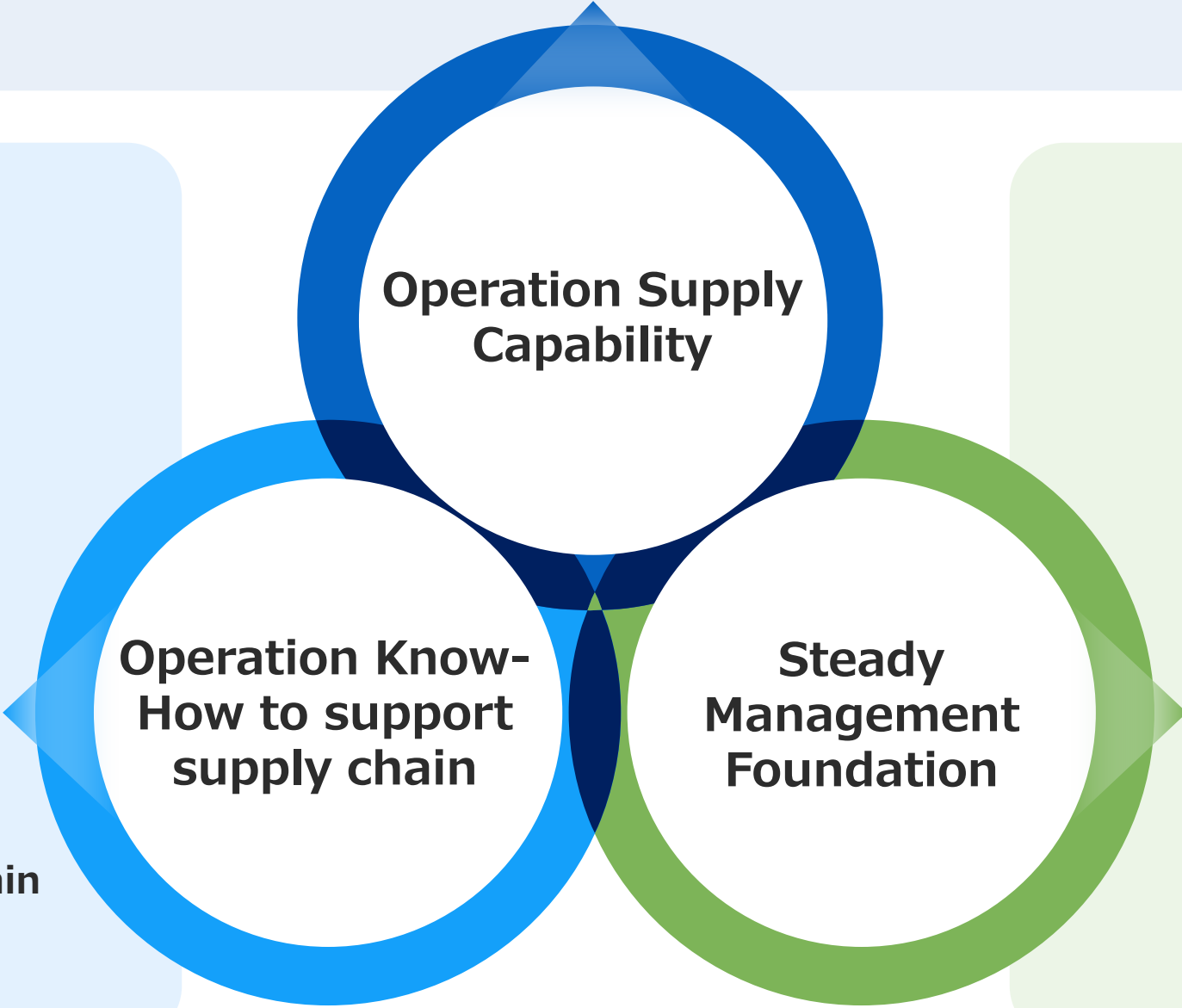
- Facility design/quantity survey
- Maintenance service

**Operation System**

- Design/quantity survey/customer management
- System cooperation with supply chain

**Operation Cooperation**

- Operation cooperation with supply chain
- Design/ maintenance data utilization



**Sound Financial Position**

Capital Adequacy Ratio  
Over 80%

**Stable Customer Network**

Main customer is major companies  
High Continuation Rate

**Group Management**

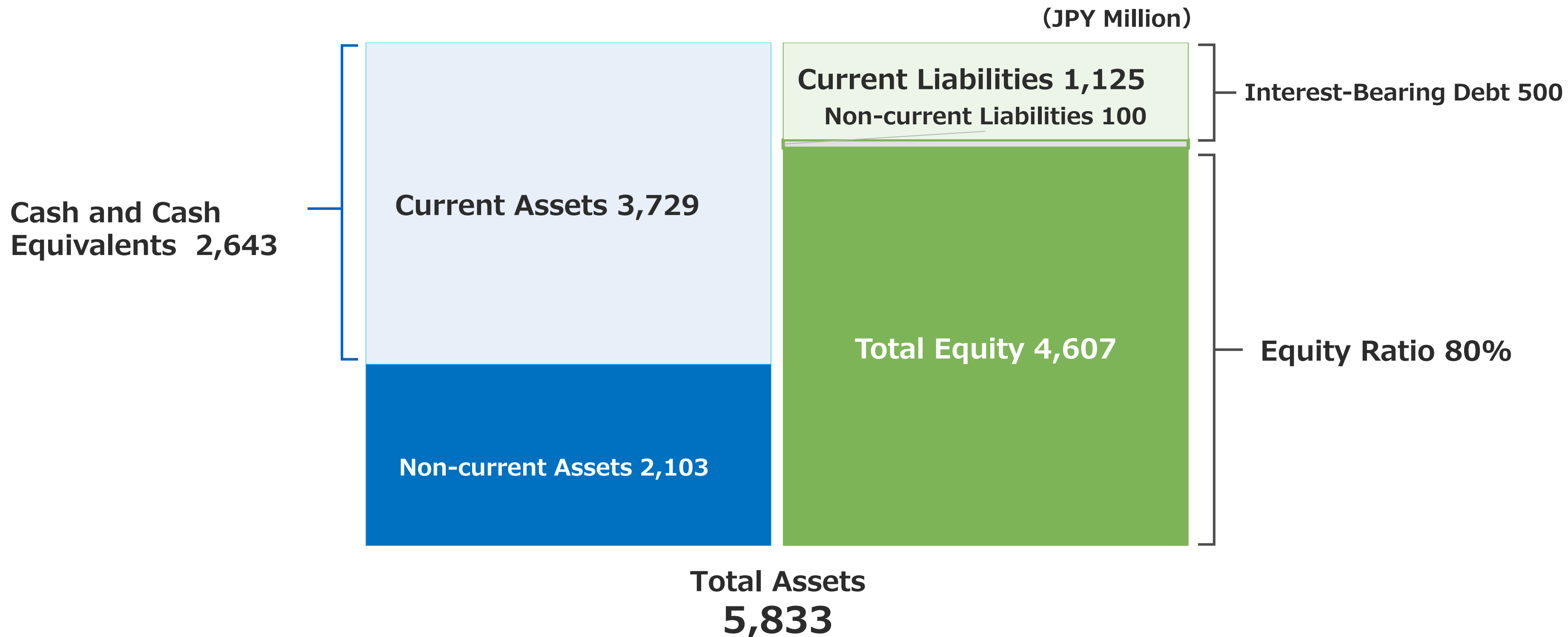
Wealth experience of joint venture  
with large enterprises



# Consolidated Financial Position (As of end of March 2026)

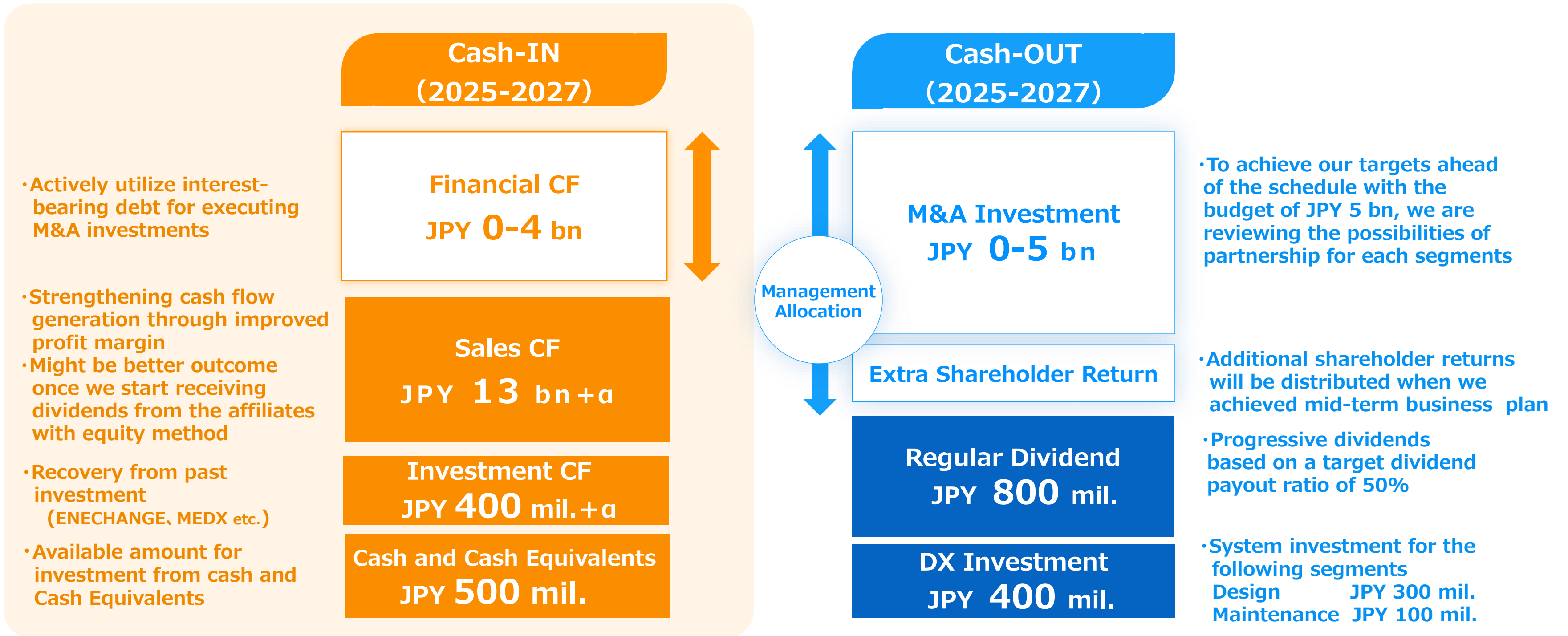


We will secure sufficient cash and cash equivalents to fund future investments while maintaining a sound financial position with an 80% equity ratio.



# Financial Strategy (Cash Allocation)

The company plans to pursue both sustainable growth and improved capital efficiency by investing in digital transformation (DX) and M&A onward, while also implementing proactive shareholder returns.

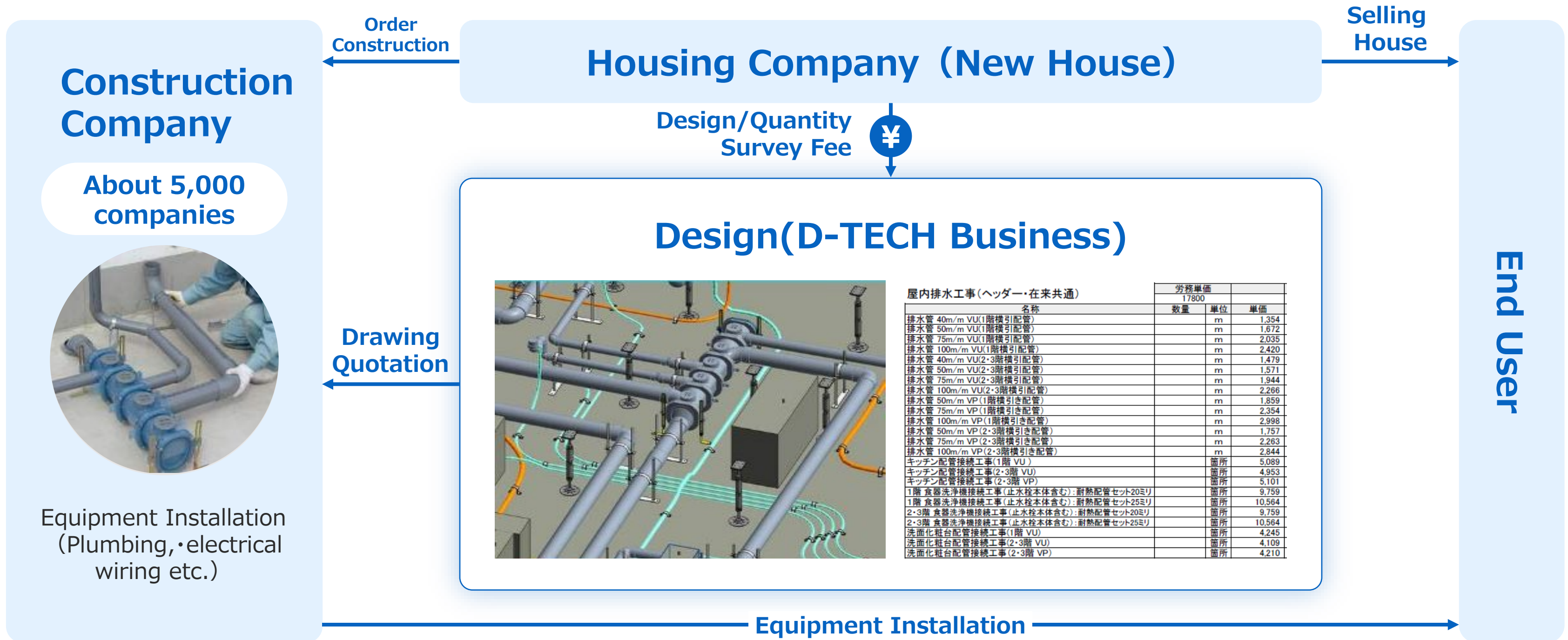


# Core Business of EPCO Group | General View

Since its founding in 1990, the EPCO Group has established three core businesses (design, maintenance, and renewable energy solutions) and these become a stable revenue base.



- One of Japan's largest design organization to support the supply chain of house builder (About 400 designer)
- Design performance is approx. 100,000 unit/year in residential field.  
(Market share of new low-rise residence is 14%)



**Construction Company**

About 5,000 companies

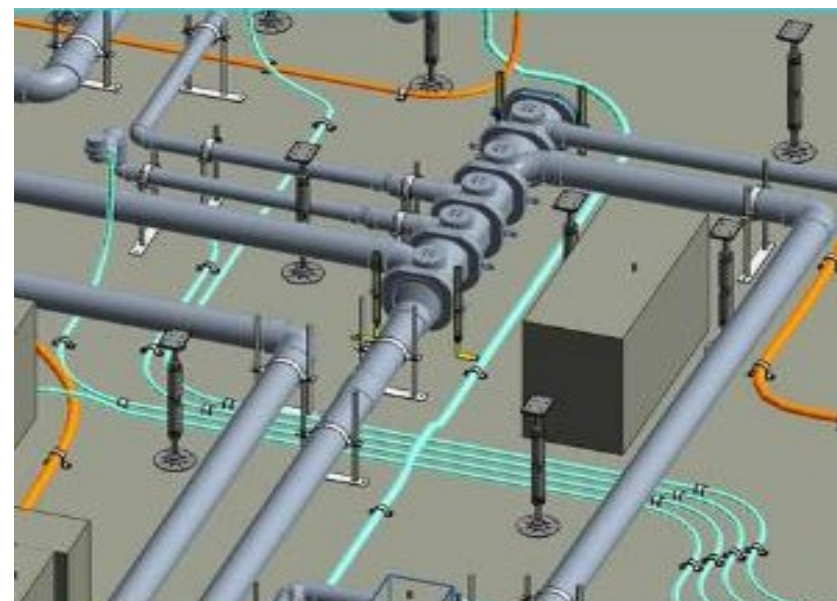


Equipment Installation  
(Plumbing, electrical wiring etc.)

**Housing Company (New House)**

Design/Quantity Survey Fee (¥)

**Design (D-TECH Business)**



屋内排水工事(ヘッダー・在来共通)

名称	労務単価		
	数量	単位	単価
排水管 40m/m VU(1階横引配管)		m	1,354
排水管 50m/m VU(1階横引配管)		m	1,672
排水管 75m/m VU(1階横引配管)		m	2,035
排水管 100m/m VU(1階横引配管)		m	2,420
排水管 40m/m VU(2・3階横引配管)		m	1,479
排水管 50m/m VU(2・3階横引配管)		m	1,571
排水管 75m/m VU(2・3階横引配管)		m	1,944
排水管 100m/m VU(2・3階横引配管)		m	2,266
排水管 50m/m VP (1階横引き配管)		m	1,859
排水管 75m/m VP (1階横引き配管)		m	2,354
排水管 100m/m VP (1階横引き配管)		m	2,998
排水管 50m/m VP (2・3階横引き配管)		m	1,757
排水管 75m/m VP (2・3階横引き配管)		m	2,263
排水管 100m/m VP (2・3階横引き配管)		m	2,844
キッチン配管接続工事(1階 VU)		箇所	5,089
キッチン配管接続工事(2・3階 VU)		箇所	4,953
キッチン配管接続工事(2・3階 VP)		箇所	5,101
1階 食器洗浄機接続工事(止水栓本体含む):耐熱配管セット20ミリ		箇所	9,759
1階 食器洗浄機接続工事(止水栓本体含む):耐熱配管セット25ミリ		箇所	10,564
2・3階 食器洗浄機接続工事(止水栓本体含む):耐熱配管セット20ミリ		箇所	9,759
2・3階 食器洗浄機接続工事(止水栓本体含む):耐熱配管セット25ミリ		箇所	10,564
洗面化粧台配管接続工事(1階 VU)		箇所	4,245
洗面化粧台配管接続工事(2・3階 VU)		箇所	4,109
洗面化粧台配管接続工事(2・3階 VP)		箇所	4,210

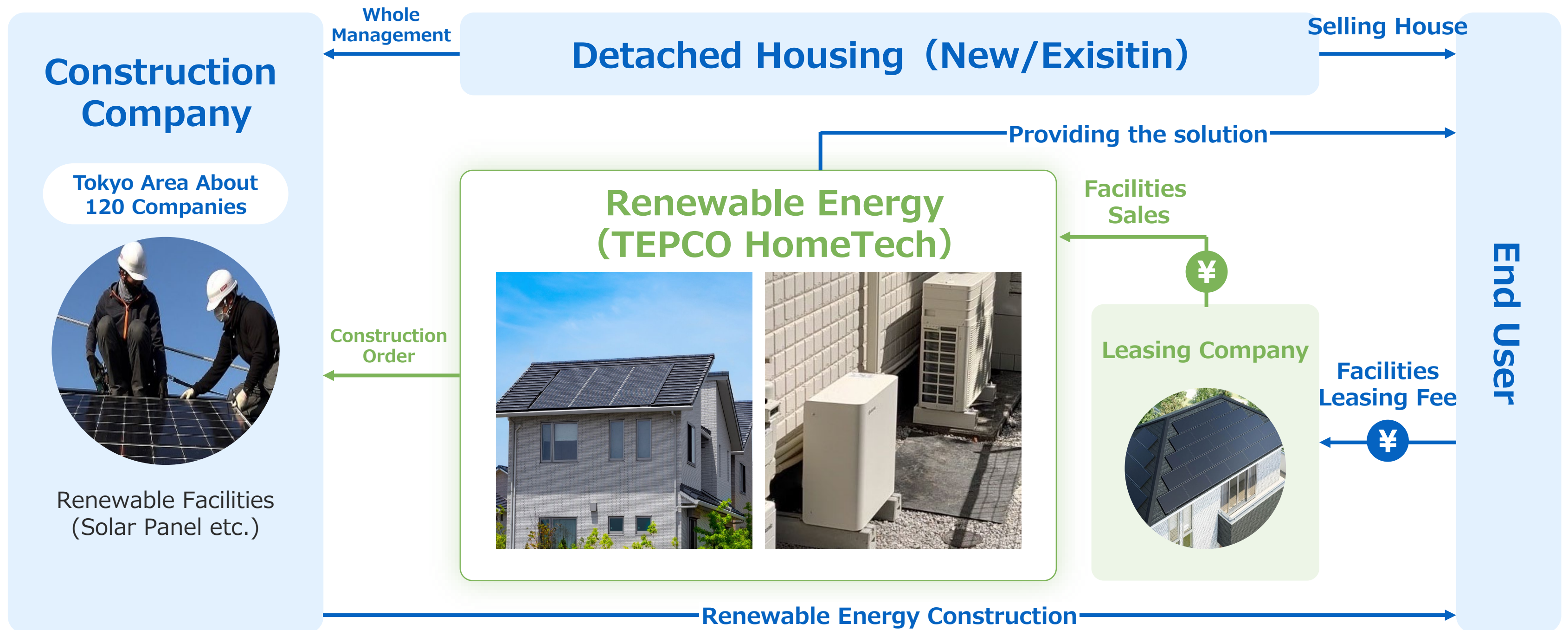
**End User**

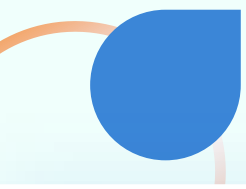
**Equipment Installation**

- 24/7 call center network to support maintenance service of house builder (About 300 operators)
- Approx. 667,000 cases of maintenance request received annually. (Managing 1.75mil. household nationwide)

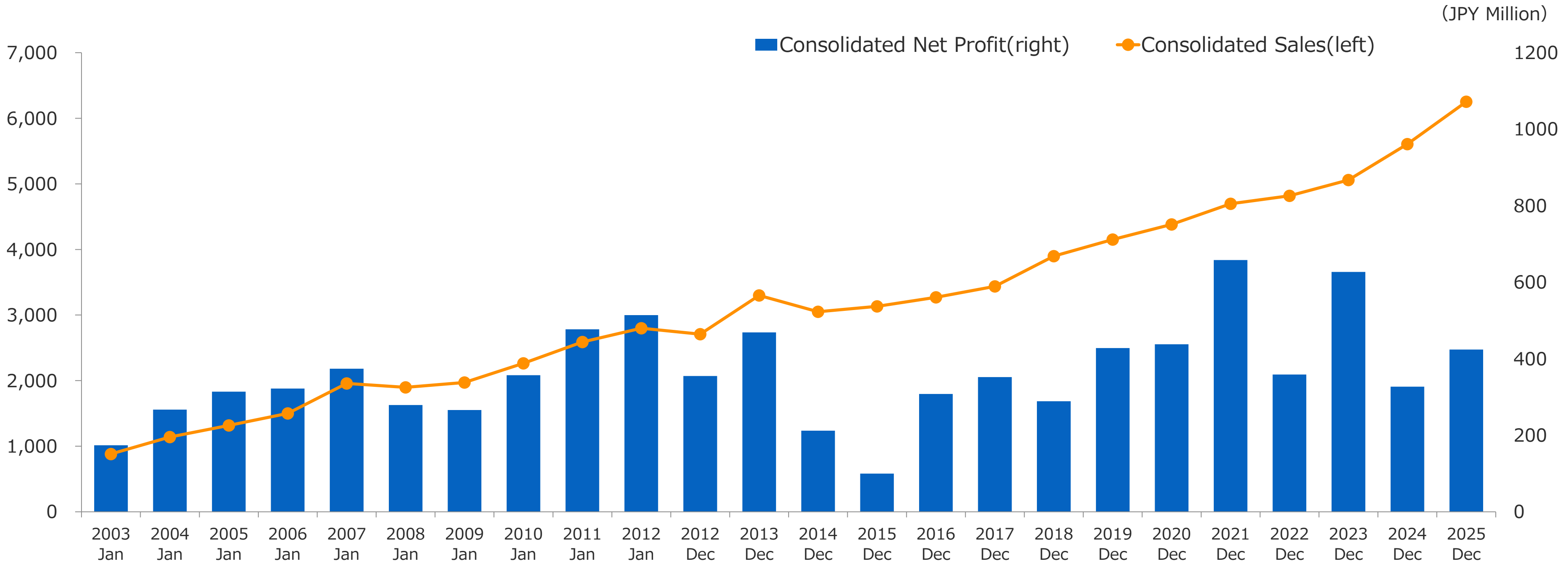


- TEPCO HomeTech is joint venture with TEPCO Energy Partner, Inc.
- Subscription service of renewable energy facilities leasing (Flat-rate usage with zero initial cost) has been adopted and increased in major housing companies

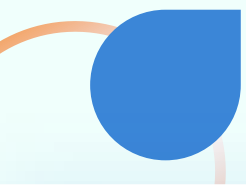




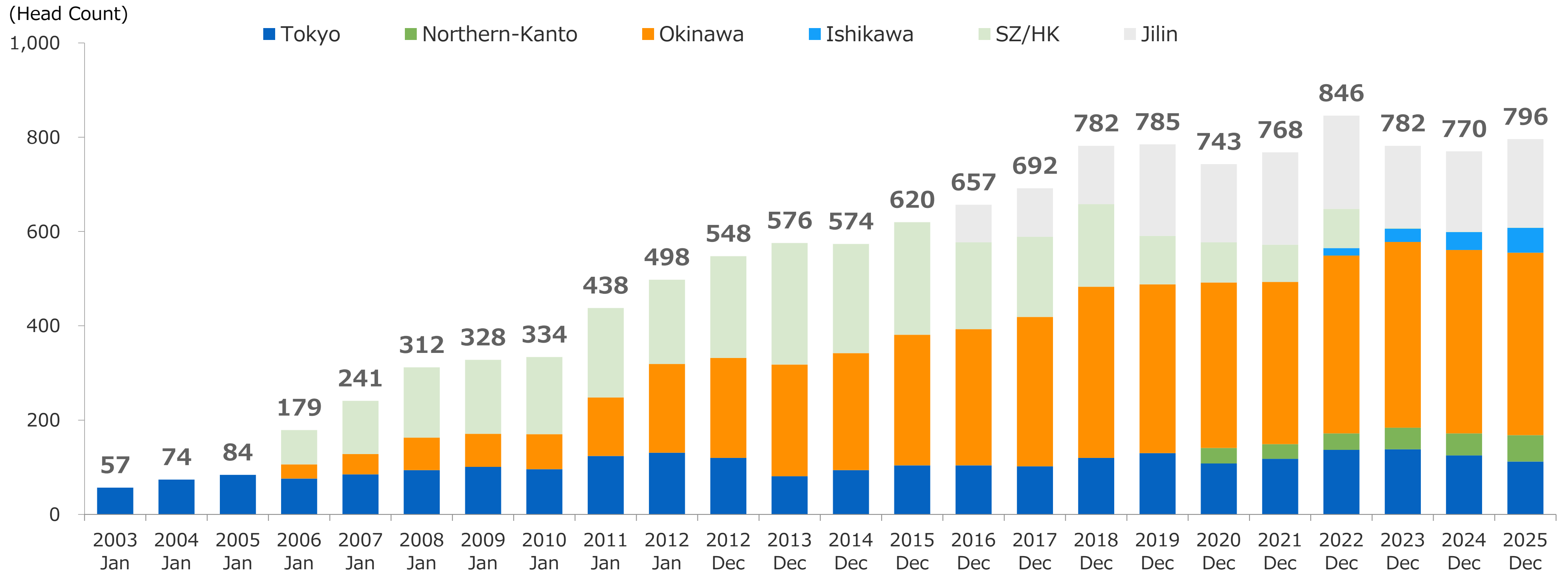
# Transition of Consolidated Results



Strategic Investment Period to Energy Business



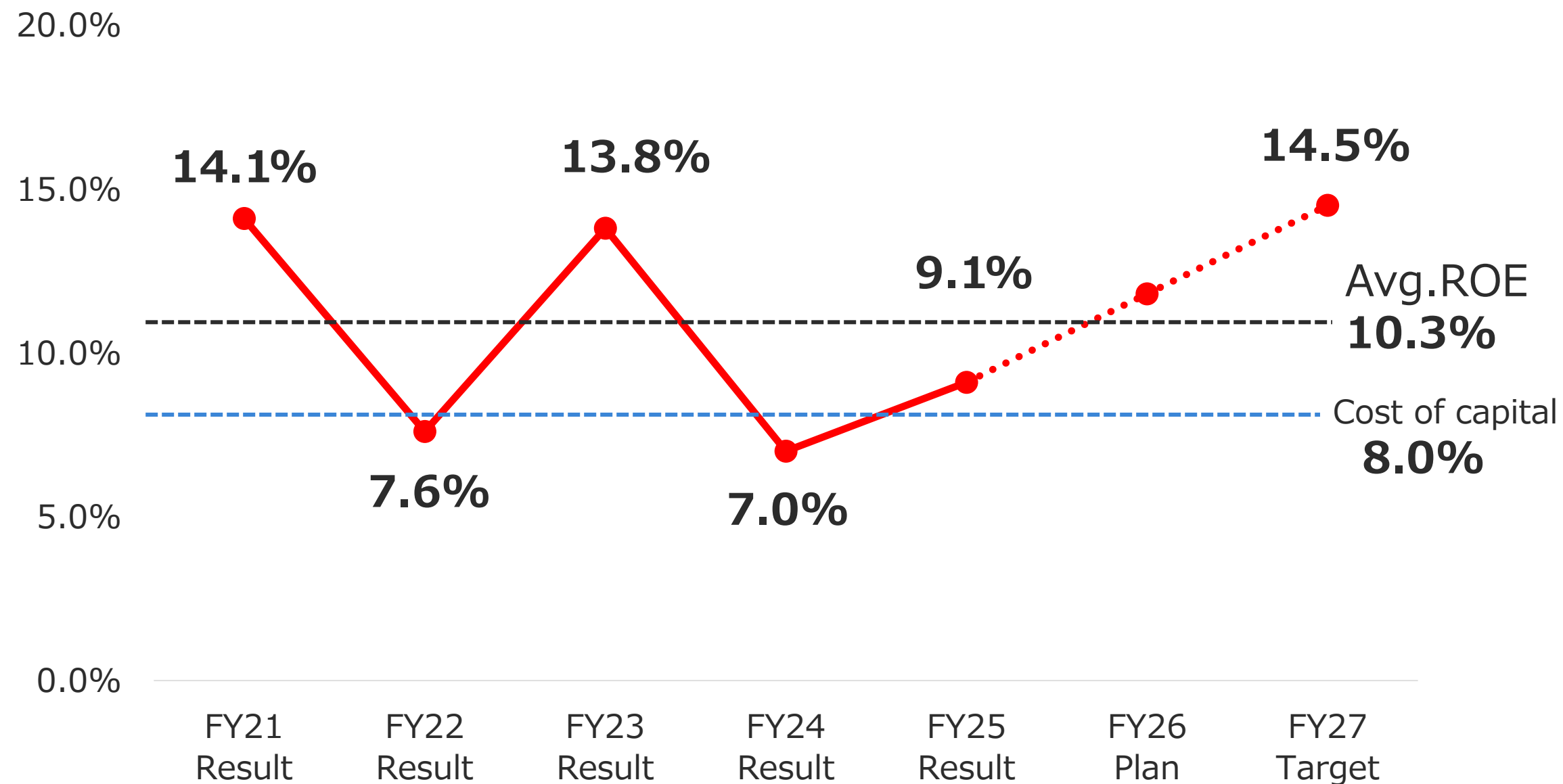
# Consolidated Numbers of Employee



\*Including temporary employees (Counted temporary employee as average during the period)

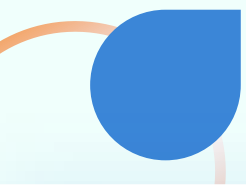
Our five-year average ROE stands at 10.3%, and we are targeting 14.5% in FY2027 through steady execution of our mid-term management plan. To improve capital efficiency, we will pursue active shareholder returns guided by 50% dividend payout ratio.

### 【ROE History】

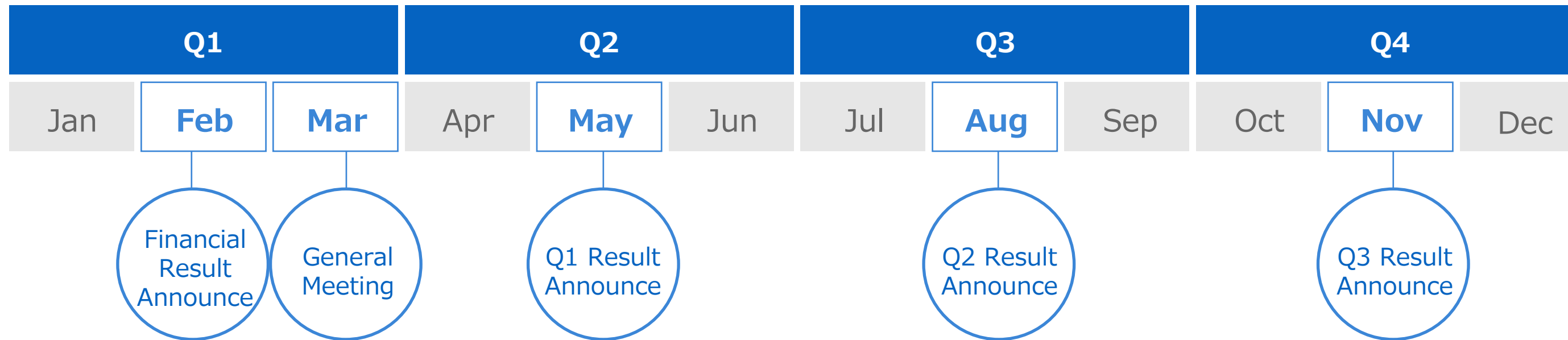


### Measures to improve ROE

- 1. Profitability Improvement**  
 We aim to improve the net profit margin by increasing our operation profit margin and expanding equity in earnings.
- 2. Capital Efficiency Improvement**  
 To enhance capital efficiency, we will implement proactive shareholder return measures based on 50% dividend payout ratio, effectively utilizing capital rather than accumulating equity.



# IR Schedule 2026 (Planned)



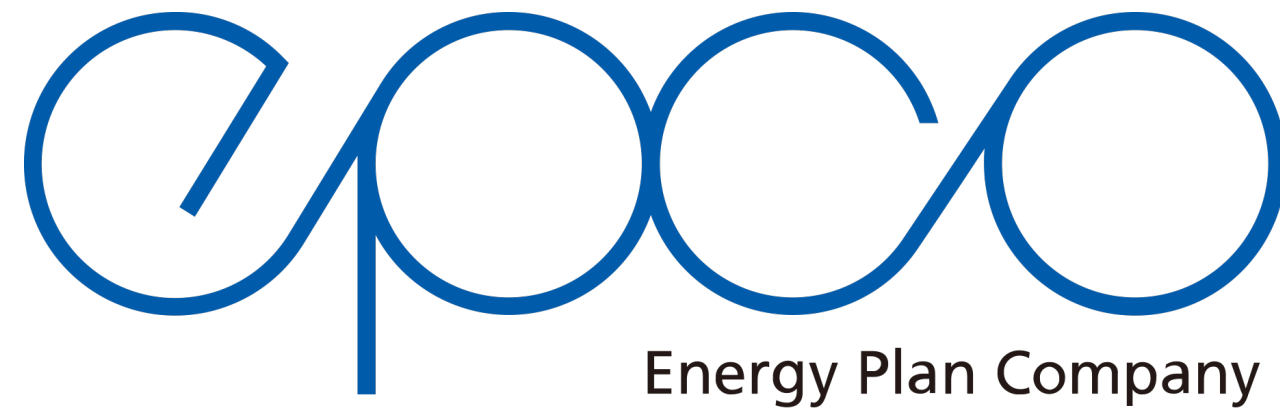
## 2026

Feb. 12 Thu	FY2025 Financial results announcement	Aug. 7 Fri	FY2026 Q2 results announcement
Feb. 27 Fri	FY2025 Business plan briefing (Full-year)	Late August	FY2026 Business plan briefing (Q2 results)
Mar. 27 Fri	36 <sup>th</sup> Ordinary general shareholder meeting	Nov. 12 Thu	FY2026 Q3 Results announcement
May. 14 Thu	FY2026 Q1 Results announcement	Dec. 28 Mon	Final date of year-end dividend rights acquisition
June. 26 Fri	Final date of Q2 dividend rights acquisition	Dec. 29 Tue	EX-rights date
June. 29 Mon	EX-rights date		



# IR and Contact Information

<p>IR INFORMATION IR情報</p>	<p>IR Website</p>	<p><a href="https://www.epco.co.jp/ir/">https://www.epco.co.jp/ir/</a></p>	
<p>企業と投資家をツナグ RIMSNET IR情報 メール配信 配信のご登録はこちら</p>	<p>IR information E-mail distribution service</p>	<p><a href="https://www.epco.co.jp/ir/mail">https://www.epco.co.jp/ir/mail</a></p>	
<p>ENGLISH (IR)</p>	<p>ENGLISH (IR)</p>	<p><a href="https://www.irstreet.com/new/en/brand/index.php?brand=159">https://www.irstreet.com/new/en/brand/index.php?brand=159</a></p>	
<p>CONTACT お問い合わせ</p>	<p>Contact Us</p>	<p><a href="https://www.epco.co.jp/contact">https://www.epco.co.jp/contact</a></p>	



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