

Consolidated Financial Results for 3rd Quarter of Fiscal Year Ending March 31, 2026



February 10, 2026
mitsui E&S Co., Ltd.



Note: This document has been translated from Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

- ※ •Sales and operating income continued to grow, resulting in higher sales and earnings.
- Based on the strong third-quarter performance, we have revised our operating income forecast for the fiscal year ending March 2026 upward.

3rd Quarter of FYE Mar. 2026 Results	◆ New Orders 207.6 Billion yen (YoY ↘) ◆ Net Sales 253.2 Billion yen (YoY ↗) ◆ Operating Income 31.1 Billion yen (YoY ↗)
FYE Mar. 2026 Forecast	◆ New Orders 300 Billion yen (compared to Nov. 12, 2025 →) ◆ Net Sales 340 Billion yen (compared to Nov. 12, 2025 →) ◆ Operating Income 35 Billion yen (compared to Nov. 12, 2025 ↗)
Topics	◆ Establishment of the “Port Digital Transformation Dept” ◆ Plan to Increase Production Capacity of Ammonia-Fueled Propulsion System ◆ Establish a Restricted Stock Incentive Plan for Employee Shareholding Association ◆ R&I Assigns New A-[Positive] Rating to MITSUI E&S Co., Ltd.

Summary of Results

※ • Sales and operating income improved significantly, driven by a large order backlog.

• Net income declined YoY due to the gain on the sale of shares in affiliated companies recorded in the previous year.

(JPY: Billion)

	FYE Mar. 2025 3Q Cumulative Total	FYE Mar. 2026 3Q Cumulative Total	Var.
New Orders	257.4	207.6	(49.8)
Net Sales	218.7	253.2	+34.4
Operating Income	13.8	31.1	+17.4
margin	6.3%	12.3%	-
Ordinary Income	19.3	36.0	+16.7
margin	8.8%	14.2%	-
Profit attributable to owners of parent	35.2	25.4	(9.8)

<Average FX>

	FYE Mar. 2025 3Q Cumulative Total	FYE Mar. 2026 3Q Cumulative Total
USD/JPY	151.21 Yen	152.57 Yen

Results Summary by Segment

※ •Orders decreased YoY due to the strong performance of the previous year, but they have progressed in line with the initial plan. However, revenue increased owing to steady progress on the existing order backlog.

•Operating income doubled, driven mainly by the Marine Propulsion Systems and Logistics Systems segments.

(JPY: Billion)

	New Orders			Net Sales			Operating Income		
	FYE Mar. 2025 3Q Cumulative Total	FYE Mar. 2026 3Q Cumulative Total	Var.	FYE Mar. 2025 3Q Cumulative Total	FYE Mar. 2026 3Q Cumulative Total	Var.	FYE Mar. 2025 3Q Cumulative Total	FYE Mar. 2026 3Q Cumulative Total	Var.
New Business Development	34.4	33.7	(0.7)	27.0	30.5	+3.5	4.1	5.6	+1.4
Marine Propulsion Systems	115.0	75.6	(39.4)	98.8	109.7	+10.9	6.2	13.2	+7.0
Logistics Systems	59.1	45.8	(13.3)	41.3	45.6	+4.3	4.1	10.1	+6.0
Peripheral Businesses	48.8	52.4	+3.6	50.2	67.3	+17.1	(0.8)	2.5	+3.3
Others	0.1	0.1	0	1.6	0.1	(1.4)	0.1	(0.3)	(0.3)
Total	257.4	207.6	(49.8)	218.7	253.2	+34.4	13.8	31.1	+17.4

Summary of Cash Flow

※ Improvement in operating cash flow driven by profit generation and the collection of accounts receivable related to container cranes.

(JPY : Billion)

	FYE Mar. 2025 3Q Cumulative Total	FYE Mar. 2026 3Q Cumulative Total	Var.	
Operating CF	8.4	33.1	+24.7	In the FYE Mar. 2026 3Q, the company posted a positive cash flow of 33.1 billion yen, driven by operating profit and progress in collecting accounts receivable related to container cranes.
Investing CF	62.9	1.1	(61.8)	The 62.9 billion yen recorded in the FYE Mar. 2025 3Q was mainly attributed to a cash-in from the sale of shares in an affiliated company.
Free CF	71.3	34.2	(37.1)	
Financial CF	(67.9)	(18.9)	+49.0	In the FYE Mar. 2025 3Q, the company significantly reduced short-term borrowings, primarily utilizing cash generated from the above-mentioned share sale.

Summary of FYE Mar. 2026 Forecast

※ As the New Business Development segment, the Marine Propulsion Systems segment, and the Logistics Systems segment have been performing strongly, we have revised our operating profit forecast upward.

The annual dividend has been increased to 50 yen per share (Initial Forecast : 30 yen).

(JPY: Billion)

	Previous Forecast (Nov. 12, 2025)	Revised Forecast (Feb. 10, 2026)	Var.
New Orders	300.0	300.0	0
Net Sales	340.0	340.0	0
Operating Income	30.0	35.0	+5.0
Ordinary Income	31.0	40.0	+9.0
Profit attributable to owners	26.0	31.0	+5.0
Free CF	11.0	11.0	0
Debt with interest	95.0	95.0	0
Annual Dividends per Share	TBD (Initial Forecast : 30 Yen)	50 Yen	+20 Yen (vs. Initial Forecast)

※ Exchange rate assumption: USD/JPY:150

※ The USD/JPY exchange rate fluctuation has almost no impact on Operating Income.

Summary of FYE Mar. 2026 Forecast by Segment

※ The full-year operating income forecast has been revised upward, driven by the strong performance of the Marine Propulsion Systems and Logistics Systems segments.

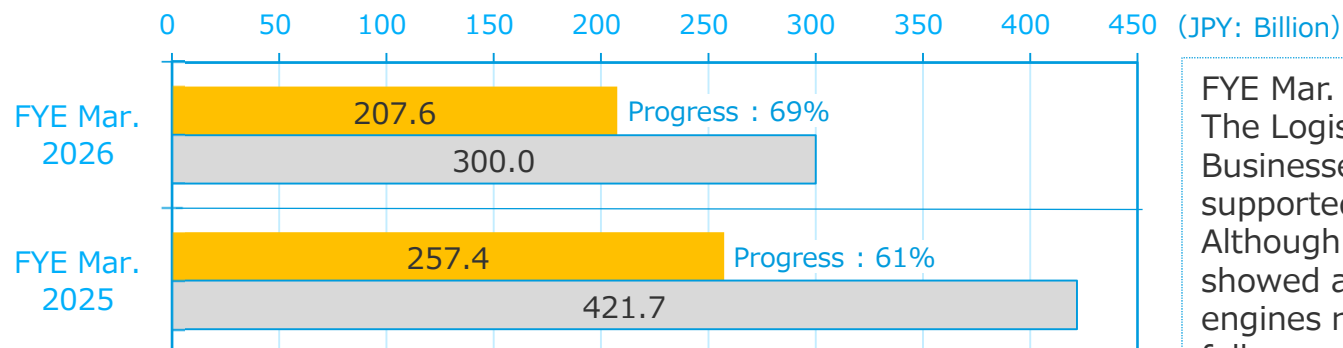
(JPY : Billion)

	New Orders			Net Sales			Operating Income		
	Previous Forecast Nov. 12, 2025	Revised Forecast Feb. 10, 2026	Var.	Previous Forecast Nov. 12, 2025	Revised Forecast Feb. 10, 2026	Var.	Previous Forecast Nov. 12, 2025	Revised Forecast Feb. 10, 2026	Var.
New Business Development	50.0	50.0	0	40.0	40.0	0	6.0	6.5	+0.5
Marine Propulsion Systems	120.0	120.0	0	150.0	150.0	0	12.0	14.5	+2.5
Logistics Systems	60.0	60.0	0	65.0	65.0	0	9.0	12.0	+3.0
Peripheral Businesses	70.0	70.0	0	85.0	85.0	0	3.0	2.0	(1.0)
Others	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0
Total	300.0	300.0	0	340.0	340.0	0	30.0	35.0	+5.0

FYE Mar. 2026 Forecast Progress

※ Orders and sales were generally in line with the plan, while operating income has been revised upward.

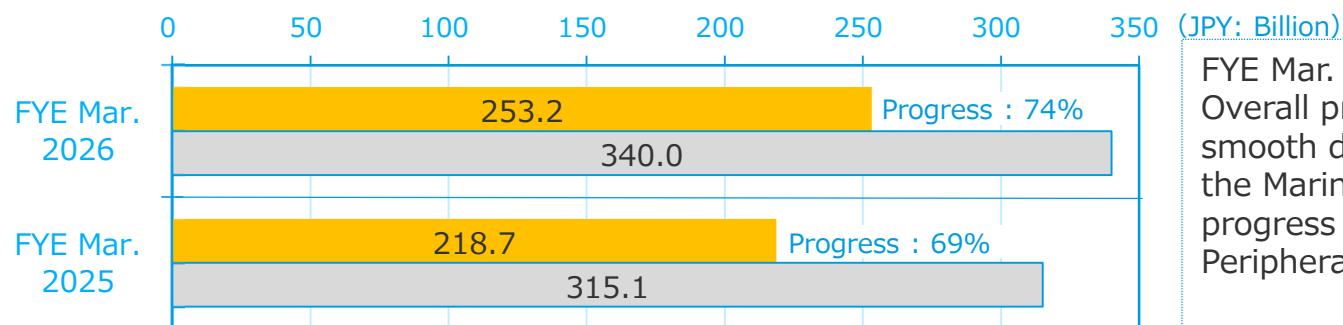
New Orders



FYE Mar. 2026 3Q :

The Logistics Systems segment and the Peripheral Businesses segment progressed as planned, supported by orders for large overseas projects. Although the Marine Propulsion Systems segment showed a low progress rate, demand for marine engines remains strong, and therefore the full-year forecast remains unchanged.

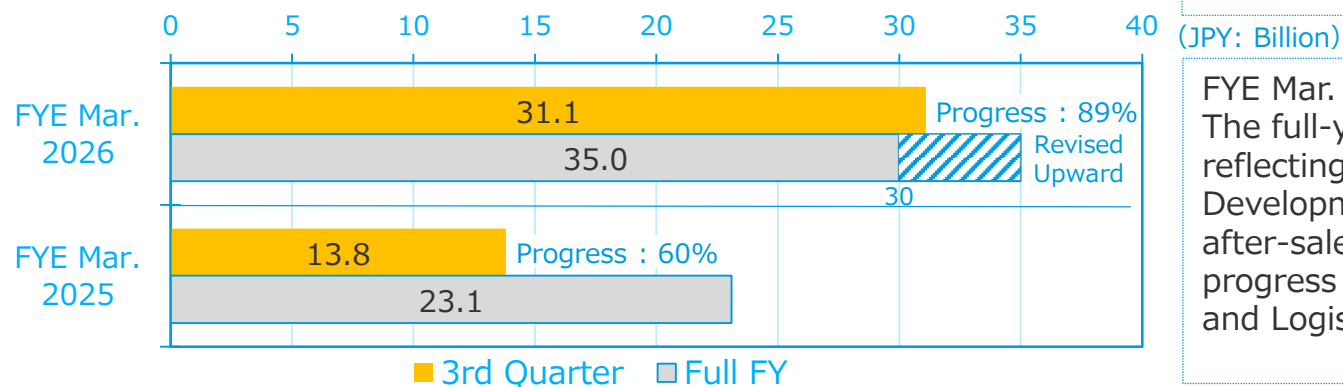
Net Sales



FYE Mar. 2026 3Q :

Overall progress was steady, supported by the smooth delivery of previously received orders in the Marine Propulsion Systems segment and the progress of large overseas projects in the Peripheral Businesses segment.

Operating Income



FYE Mar. 2026 3Q :

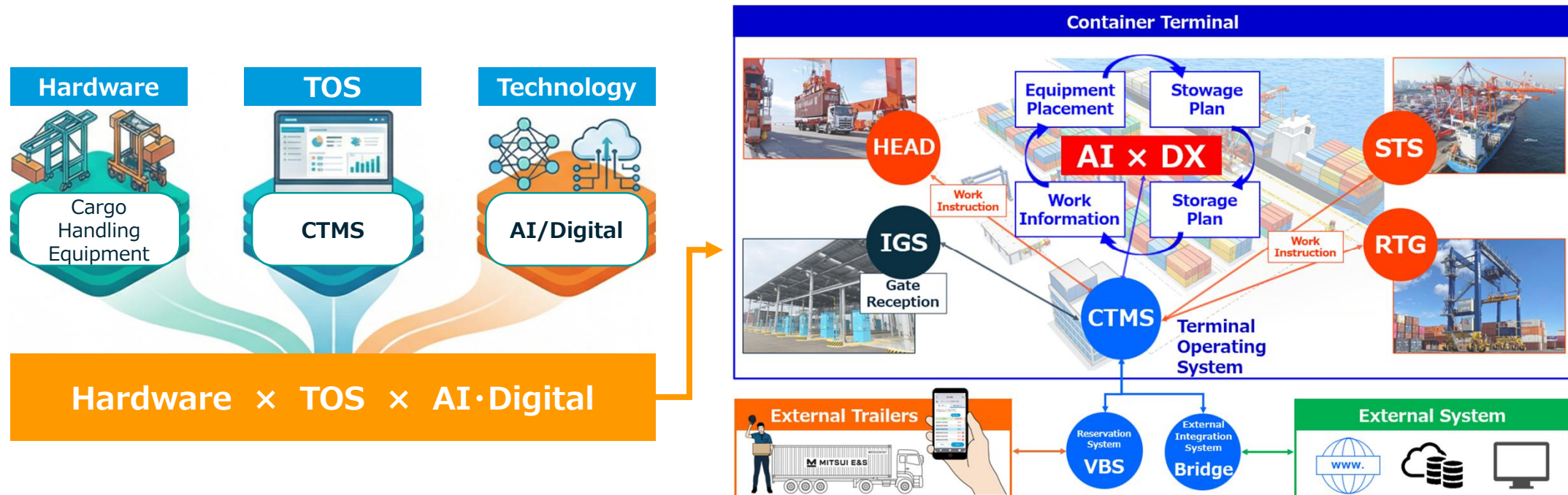
The full-year forecast has been revised upward, reflecting strong performance in the New Business Development segment—particularly in the after-sales service business—as well as solid progress in both the Marine Propulsion Systems and Logistics Systems segments.

Establishment of the “Port Digital Transformation Dept”

※ To accelerate DX (Digital Transformation) at container terminals, a new “Port Digital Transformation Dept ” will be established within the Logistics Systems Div.

By integrating digital technologies and AI technologies with our existing technologies—hardware (Portainer/Transtainer) and the Terminal Operation System (TOS)—we aim to realize the next generation of container terminals.

Toward safe, human-supportive, and sustainable container terminals



We will create a structure to promote the digitalization and advancement of port operations, and generate new value in the port and logistics sectors.

Plan to Increase Production Capacity of Ammonia-Fueled Propulsion System

※“Plan to Increase Production Capacity of Ammonia-Fueled Propulsion System” is selected under “Zero Emission Ship Construction Promotion Project”

“Zero Emission Ship Construction Promotion Project”

This project aims to establish a domestic production system for zero-emission ships, thereby strengthening industrial competitiveness and driving economic growth.

In addition to the dual-fuel engines already in production, which utilize LNG, LPG, and methanol, we will accelerate the production of dual-fuel engines (and fuel supply systems) that use ammonia through upfront investments enabled by this project.

Furthermore, Japan’s marine industry aims to double shipbuilding capacity by 2035, and as a leading manufacturer of marine engines, our company will fulfill its supply responsibilities to help achieve this objective.

Dual-fuel engines	FYE Mar. 2025	FYE Mar. 2031 – FYE Mar. 2041
Fuel Lineup	LNG, LPG, Methanol, etc	LNG, LPG, Methanol, etc + <u>Ammonia</u>



By strengthening the production framework for marine engines, we will contribute to expanding the global share of ships built in Japan and to the growth of the shipping industry.

Establish a Restricted Stock Incentive Plan for Employee Shareholding Association

※ The Company will grant ESOP-type restricted stock to the Employee Shareholding Association as equity compensation for employees.

【Purpose】

To invest in human capital
(motivation and talent retention)

【Outline of the Plan】

The Company shall provide monetary claims of 50,000 yen to each applicable employee through the Shareholding Association.

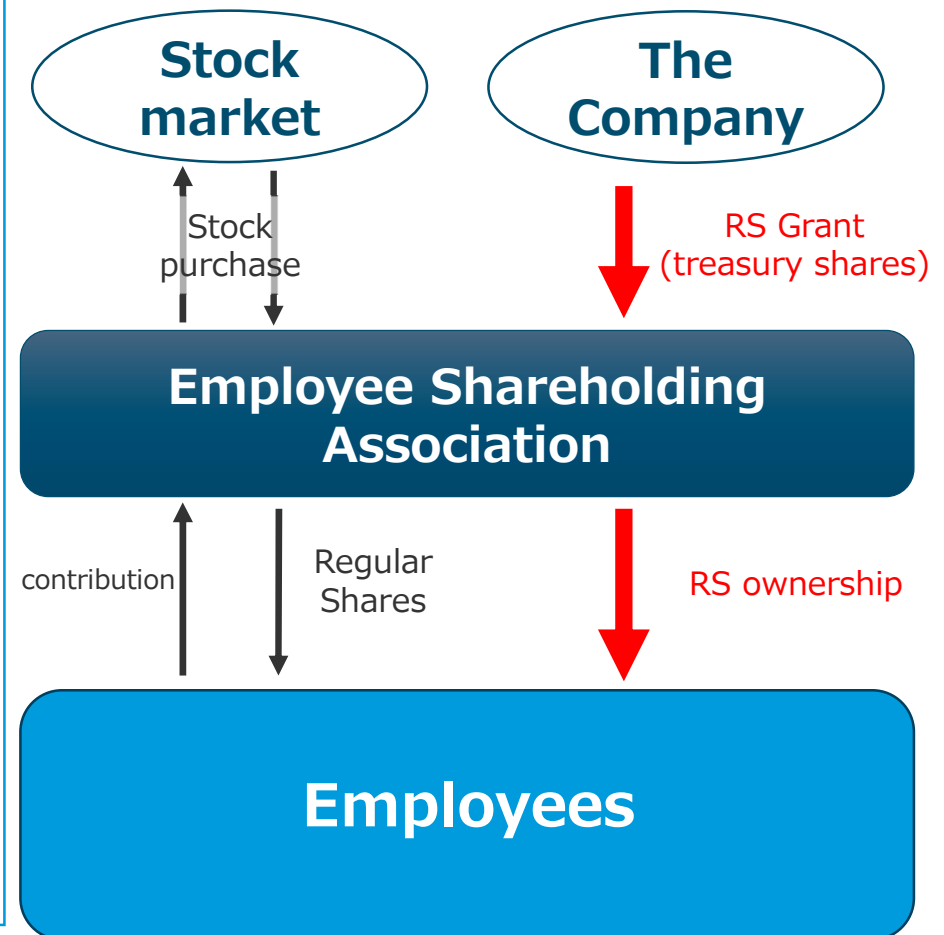
The shares may be sold after a five-year transfer restriction period.

【Expected Effects】

By strengthening the sense of unity between management and employees through the Shareholding Association, the Company can accelerate business growth and enhance corporate value.

(The impact on the market will be still minor taking into account the dilution.)

※Please visit our website for further details.
(https://www.mes.co.jp/news/2026/0210_02/)



We establish the Plan for the purpose of providing the applicable employees with incentives to achieve sustainable improvement of the Company's corporate value.

※ Rating and Investment Information, Inc. (R&I) Assigns New A-[Positive] Rating to MITSUI E&S Co., Ltd.

	New Rating
Issuer Rating	A –
Rating Outlook	Positive

Date : December 24, 2025

<RATIONALE>

- The company's core businesses include marine engines and port cranes, along with a wide range of industrial equipment.
- Many of its products hold strong market positions in Japan.
- Certain effects from the diversification of earnings sources are expected, and the company's overall earnings base is solid.
- Supported by robust demand, the company has raised its profit level, achieving a relatively strong earning capacity.
- The balance between debt and cash flow and the debt-equity structure are approaching favorable levels.

By steadily generating profits and cash flow in response to robust demand,
we continue to strengthen our financial base,
aiming for further rating upgrades.

Appendix) Summary of Income Statement

- ※ •Sale of large assets such as shares in affiliated companies had been completed.
 •The profit structure centered on core business, with little impact from extraordinary income and losses.

(JPY: Billion)

	FYE Mar. 2025 3Q Cumulative Total	FYE Mar. 2026 3Q Cumulative Total	Var.	
Net sales	218.7	253.2	+34.4	
Gross profit	34.3	54.0	+19.6	
Selling, general and administrative expenses	20.6	22.8	+2.2	
Operating income	13.8	31.1	+17.4	
Non-operating income	8.4	7.2	(1.2)	Decrease in equity in earnings mainly due to the sale of shares in affiliated companies
Non-operating expenses	2.9	2.4	(0.5)	
Ordinary income	19.3	36.0	+16.7	
Extraordinary income	24.2	0.3	(23.9)	The 24.2 billion yen in the FYE Mar. 2025 3Q is mainly due to gains on the sale of shares in affiliated companies
Extraordinary losses	4.4	2.5	(1.9)	
Profit before income taxes	39.1	33.7	(5.4)	
Income taxes	3.9	8.0	+4.1	The increase in the FYE Mar. 2026 3Q is mainly due to the reversal of deferred tax liabilities in the FYE Mar. 2025 3Q
Profit attributable to non-controlling interests	0	0.3	+0.3	
Profit attributable to owners of parent	35.2	25.4	(9.8)	

Appendix) Summary of Balance Sheet

- ※ •Steady net income led to an improvement in equity ratio.
 •Working capital improved due to the collection of accounts receivable. (JPY : Billion)

	FYE Mar. 2025	FYE Mar. 2026 3Q	Var.	
Total assets	449.2	475.2	+26.0	
(Cash and time deposits)	35.4	50.8	+15.4	
(Notes and accounts receivables - trade, and contract assets etc.)	107.9	93.6	(14.3)	Decrease mainly due to a collection of accounts receivable for container cranes
(Inventory)	69.9	81.5	+11.6	Increase in work-in-process inventories mainly in the ongoing marine engine projects
(Fixed Assets)	130.3	127.8	(2.5)	
(Investment securities)	29.7	46.8	+17.1	Increase associated with the rise in stock price
Total liabilities	275.1	266.1	(8.9)	
(Trade payables etc.)	59.1	61.1	+2.0	
(Contract liabilities)	44.2	48.6	+4.4	
(Debt with interest)	97.8	83.7	(14.2)	Decrease due to the repayment of short-term and long-term borrowings
Short-term borrowings	54.0	43.3	(10.7)	
Long-term borrowings	43.8	40.4	(3.4)	
Total net assets	174.2	209.1	+34.9	
(Equity)	169.8	204.5	+34.7	Increase mainly due to the accumulation of retained earnings
(Equity capital ratio)	37.8%	43.0%	-	
Working capital (*)	70.1	60.4	(9.7)	Decrease mainly due to a collection of accounts receivable
D/E ratio	0.6	0.4	-	

(*) Trade receivables(except Advances from customers) + Inventory - Trade payables

Appendix) Marine Engines

※ While retaining a substantial order backlog, we steadily increased our production output.

	FYE Mar. 2025 3Q Cumulative Total		FYE Mar. 2026 3Q Cumulative Total		FYE Mar. 2026 Forecast	
	Unit	Horse Power (10Kps)	Unit	Horse Power (10Kps)	Unit	Horse Power (10Kps)
New Orders	81	233	49	108	—	—
Deliveries	108	219	96	215	—	—
Back logs	93	245	107	310	—	—
Production	99	200	109	237	146	316



mitsui E&S

Engineering & Services for Evolution & Sustainability

In this document, performance forecasts, targets, plans, strategies, etc. of the Company in regard to the future contain forward-looking statements. These are forecasts that the Company reasonably determined based on information available at the present time and include both known and unknown risks and uncertainties. Accordingly, actual results or developments of our company in the future could differ significantly.