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

May 15, 2026

To whom it may concern,

Company name	Mitsubishi Kakoki Kaisha, Ltd.
Representative	Toshikazu Tanaka, Representative Director / President and CEO (Securities code: 6331; Prime of Tokyo Stock Exchange)
Inquiries	Tomoki Nakatani, Deputy Division Director, Planning & Administrative Division General Manager, Planning Department
Contact	https://www.kakoki.co.jp/en/inquiry/index.html

Notice Regarding an update of the "Mitsubishi Kakoki Group's Management Vision for 2050" (Accelerated and upwardly revised numerical aspirations)

Mitsubishi Kakoki Kaisha, Ltd. hereby announces an update of the “Mitsubishi Kakoki Group's Management Vision for 2050” (hereinafter “Vision”) by the decision made at a meeting of its Board of Directors held today as follows.

For details, please refer to the attached document.

1. Overview of the update
   1) Six-year advancement of the expected achievement period for 100 billion yen consolidated net sales from FY2035 to FY2029.
   2) Upward revision of FY2035 consolidated net sales point of time from 100 billion yen to a range of 120-140 billion yen.

2. Background and Purpose for the update
   1) Accelerated and clearer recognition of the “Path to realize the Vision”, driven by i) structural business environment changes and ii) progress in management and business strategy.
   2) To ensure an accurate message regarding our long-term growth potential and aspiration.

(Reference) The whole picture of Vision can be found on our website at the link below. Please also refer to it as appropriate.
https://www.kakoki.co.jp/en/ir/vision.html

MITSUBISHI KAKOKI KAISHA, LTD. (Tokyo Stock Exchange : 6331)

An update for the Mitsubishi Kakoki Group's Management Vision for 2050

May 15, 2026

MORE Sustainable, KEEP Innovating for a KINDHEARTED Society

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An update for the Mitsubishi Kakoki Group's Management Vision for 2050 ("Vision")

To advance the period to reach the consolidated net sales JPY 100bil by six years from FY2035 to FY2029, and to uplift the expected consolidated net sales in FY2035 from JPY 100bil to a range of JPY 120 - 140bil

●Purpose of the update

- To ensure an accurate message regarding our long-term growth potential and aspirations

●Key point of the update

- To advance and uplift the aspirational business performance expectations in FY2035, as the milestone ultimately looking ahead 2050

Item	Original in 2021	After the update this time	
FY2029 Consolidated Business results	(No setting)	Net Sales JPY 100bil (GX business approx. 30%) Op. margin appox. 10%	Advan-cement
FY2035 Consolidated Business results	Net Sales JPY 100bil (New biz. 50 - 60%) Op. margin 7 - 8%	Net Sales JPY 120 - 140bil (GX business 40 - 50%) Op. margin appox. 10%	Uplift

- No other updates than the above

●Background of the update

- Since the establishment of Vision in 2021, we have expanded the fundamental business scale in a faster pace than expected, as a result of business environment change and the solid progress of the business strategy, resulting in a clearer view of the path to realize the Vision
- We believe it appropriate to update the aspiration, originally aiming net sales JPY 100bil in FY2035, the 100th anniversary of foundation

1) The examples of the structural changes of our business environment

- ✓ Sharp increase of the deal size for EPC business*1, due to the inflations
- ✓ Rebound of the global sea transport increase trend, after the pandemic
- ✓ Increase of business opportunity for GX business, partly supported by the Japanese governmental laws, rules and initiatives

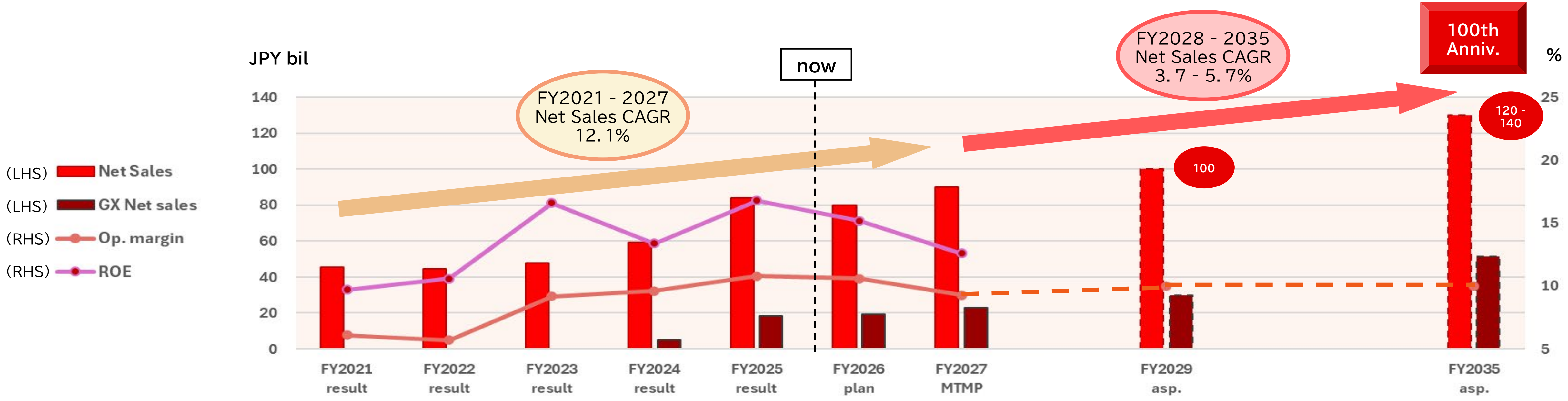
2) Key progresses of our management and business strategy

- ✓ Achieved the major goals of the former MTMP 2022 – 2024, as the foundation phase for the Vision
- ✓ Established the GX business as the growth driver in the current MTMP as the growth phase for the Vision, achieved major goals in FY 2025
- ✓ In Industrial Machinery business, increased our global share of our oil purifier product from approx. 30% to 50%※2 ,and the materialization of the equipment for the compliance with ship environmental regulations

※1 In Plant construction deals etc., a business to undertake the full process of Engineering, Procurement & Construction
※2 Our research basis

Key phases towards the Vision, and the long-term business performance trends

Five years since the establishment of Vision in 2021, a solid confidence for the progresses made so far
Focus on the ongoing MTMP 2025 – 2027, aiming a sustainable growth for the future milestones and 2050

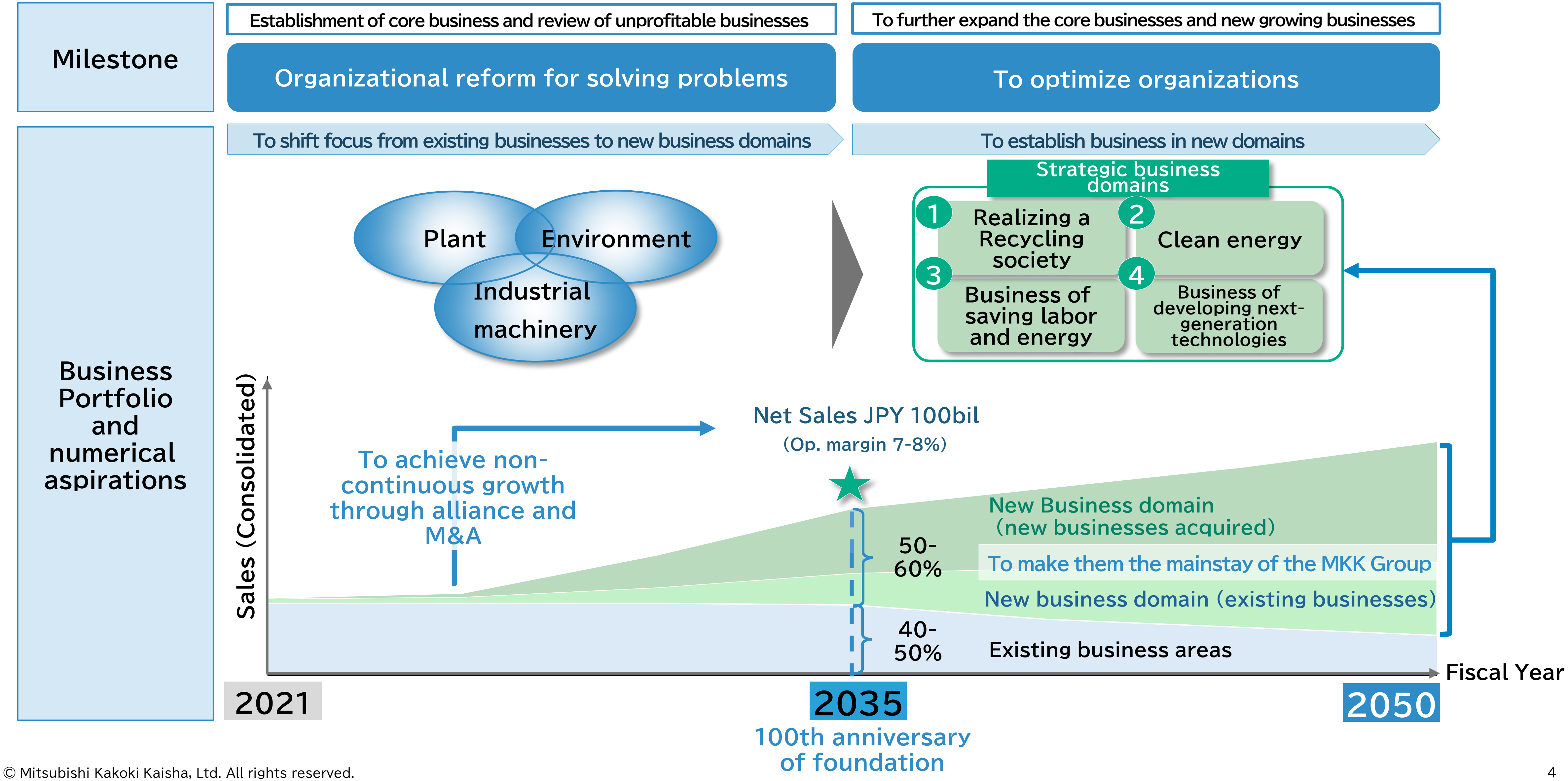


2021	MTMP 2022 -2024	MTMP 2025 - 2027	Key theme and focus beyond next MTMP
Vision Establish-ment	"Foundation phase" • Key goals achieved • Strategic business deal obtained e.g. hydrogen, relevant R&D progress • Management basis en-hancements (reorgani-zation, ROIC adoption, the first M&A, etc.)	"Growth/Leap phase" • Establishment of GX business, pursuing the Quick Wins • Management basis enhancements (IR·SR, human/ tech capital) • Key goals achieved for FY2025	• 1) Sustainable growth mainly driven by the GX business as the growth driver, 2) Development of the Engineering and Industrial Machinery business with a focus on the profitability, 3) aiming the material transformation of the business portfolio • Continued focus on the Management basis enhancements, such as human/ tech capital, and corporate governance • Inorganic growth opportunities (M&A etc.)

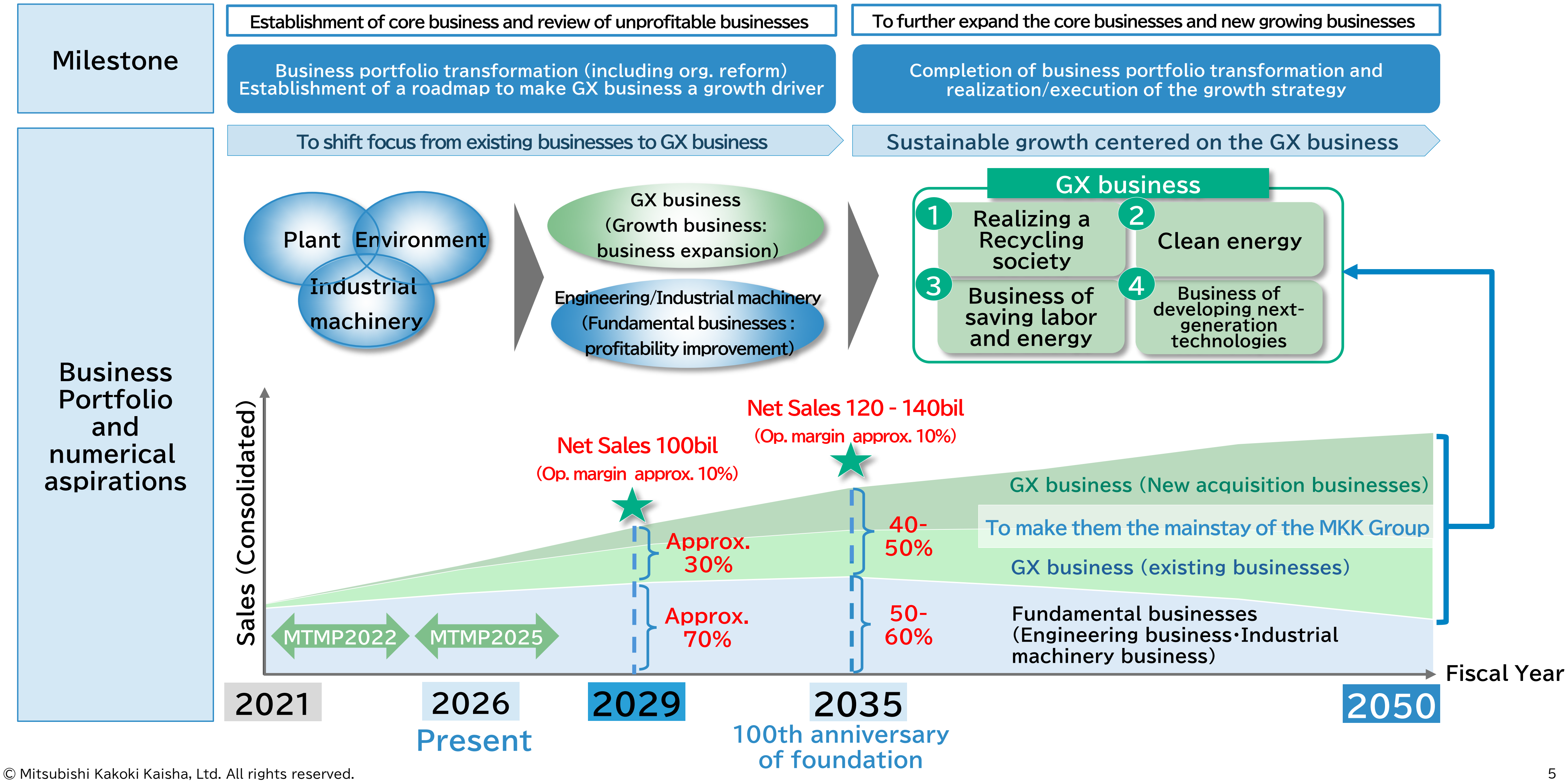
Key phases towards the Vision

【Original as of 2021】

Mitsubishi Kakoki Group ‘s Management Vision for 2050: Business Portfolio Roadmap



【After the Update in 2026】
Mitsubishi Kakoki Group's Management Vision for 2050: Business Portfolio Roadmap



IR Contact

Inquiries related to IR

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Forward Looking Statements

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