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

FYE 2027/03 (FY2026)Q1

Financial Results Briefing Meeting

Aug.6, 2026

MORE Sustainable, KEEP Innovating for a KINDHEARTED Society

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Highlights of the FYE 2027/03 Q1 Financial Results

The following points are the highlights in this financial results briefing

1 Orders, net sales and operating income all exceeded the previous year's Q1 results; the orders forecast has been revised upward

- Orders increased, driven by overseas chemical plants and hydrogen production facilities for the AI and semiconductor sectors in the Engineering Business, and oil purifiers for the Chinese market in the Industrial Machinery Business; we have revised our orders received forecast upward
- The GX business is driving the increase in net sales, by steadily realizing the abundant order backlog

2 The GX Business as the growth business, is steadily progressing

- The GX Business operating income increased significantly due to increased net sales, and turned into the black from the first quarter
- Regarding orders received, as the plan is focused on the second half of the fiscal year, the result was a slight decrease YoY but remained in line with the plan

3 Execution of growth investments, such as R&D and M&A

- Demonstration testing of methanation equipment has been begun at the Kawasaki Works
- Conducted capital and business alliance with SAITO SEPARATOR LIMITED, a company with a strength of land-used centrifuge business

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I. FYE 2027/3 Q1 Supplementary Explanation of Financial Results

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Ⅰ. Summary

Financial Summary for FYE 2027/03 Q1 results and Full-year forecasts

Q1 Results	Orders received	16,171 Mil yen	(YoY +56 %)	(YoY↑) Significantly increased YoY, driven by overseas chemical plants and hydrogen production facilities for the AI and semiconductor sectors in the Engineering Business, and strong orders of oil purifiers and its components in the Industrial Machinery Business
	Net sales	18,805 Mil yen	(YoY +19 %)	(YoY↑) Progress of large-scale construction projects, primarily in the GX Business, contributed to the increase
	Operating income	2,022 Mil yen	(YoY +40 %)	(YoY↑) Significantly increased YoY in gross profit due to the increase in net sales

Partial revision of the full-year forecast announced on June 8, 2026; uplift of orders received and timing of op. income, etc.

Full-year Forecasts	Orders received	82,000 Mil yen MTMP: 80,000 Mil yen	(YoY +15 %) (YoY: +10,667 Mil yen)	(YoY↑) Orders received will increase YoY, due to an increase in the Engineering Business such as chemical plants and hydrogen production facilities for the AI and semiconductor sectors. We also expect to exceed our initial forecast by 1 billion yen, based on the strong progress in the Industrial Machinery business
	Net sales	80,000 Mil yen MTMP: 77,000 Mil yen	(YoY -5 %) (YoY: -4,240 Mil yen)	(YoY↓) Although net sales will decrease YoY due to the completion of several large-scale projects in the first half of the year, we expect it to be at a higher level than our original MTMP
	Operating income	8,800 Mil yen MTMP: 7,500 Mil yen	(YoY -4 %) (YoY: -381 Mil yen)	(YoY↓) While gross profit will decrease due to the decline in net sales, the operating income margin is expected to improve
	Annual dividend	120 Yen/share MTMP: 90 Yen/share	(YoY +5 Yen)	(YoY↑) The dividend payout ratio will be increased to 40% (YoY: up 5 points)

Consolidated P/L forecast

(Unit: Millions of yen)

	FYE2026/03-Q1 (FY2025- Q1)		FYE2027/03-Q1 (FY2026-Q1)			
					YoY change	
	Results	Ratio to sales	Results	Ratio to sales	Inc/Dec amount	Inc/Dec ratio
Net sales	15,813	–	**18,805**	–	＋2,991	＋18.9%
Cost of sales	12,401	78.4%	**14,600**	**77.6%**	＋2,199	＋17.7%
Selling, general and administrative expenses	1,970	12.5%	**2,181**	**11.6%**	＋210	＋10.7%
Operating income	1,441	9.1%	**2,022**	**10.8%**	＋580	＋40.3%
Ordinary income	1,754	11.1%	**2,090**	**11.1%**	＋336	＋19.2%
Profit attributable to owners of parent	1,166	7.4%	**1,942**	**10.3%**	＋775	＋66.5%
Net income per share (Unit: yen)	51.20	–	**85.25**	–	+34.05	＋66.5%

Selling, General and Administrative Expenses

- 10.7% ↑ in monetary terms : R&D expenses for creating new products increased in line with the progress, Estimation costs also increased due to an increase of business inquiry cases
- 0.9 points ↓ in terms of sales ratio: SG&A expenses ratio fell from 12.5% to 11.6%

(Unit: Millions of yen)

	FYE2026/03-Q1 (FY2025-Q1)		FYE2027/03-Q1 (FY2026-Q1)			
					YoY change	
	Results	Ratio to sales	Results	Ratio to sales	Inc/Dec amount	Inc/Dec ratio
Salaries & bonuses	719	4.5%	**746**	**4.0%**	+26	+3.7%
Estimation cost	187	1.2%	**248**	**1.3%**	+61	+32.6%
R&D expenses	108	0.7%	**186**	**1.0%**	+77	+71.8%
Sales commission	70	0.4%	**69**	**0.4%**	−1	−1.5%
Depreciation	59	0.4%	**64**	**0.3%**	+4	+8.0%
Advertising expenses	71	0.4%	**41**	**0.2%**	−29	−40.9%
Other costs	754	4.8%	**824**	**4.4%**	+70	+9.3%
Total SG&A	1,970	12.5%	**2,181**	**11.6%**	+210	+10.7%

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FYE 2027/03 Forecasts; Consolidated business performance

- 5.0%↓ in net sales: Although net sales will decrease YoY due to the completion of several large-scale projects in the first half of the year, we remain at a high level due to high level of order backlogs in the Engineering & GX business and strong sales of marine equipment and its components, and it will enable the more net sales than our original MTMP
- 4.2%↓ in operating income: The decline in gross profit due to decreased net sales will cause a decrease, while the op margin will improve
- 9.2%↓ in net profit: The decrease in ordinary income will lead a decrease in net profit

(Unit: Millions of yen)

Forecast revision: Yes (for 1st half only)	FYE2026/03 (FY2025) Results		FYE2027/03 (FY2026) Forecasts *Forecasts as of July 2026					
							YoY change	
	Full-year results	Ratio to sales	1st half-year forecasts	Ratio to sales	Full-year forecasts	Ratio to sales	Inc/Dec amount	Inc/Dec Ratio
Net sales	84,240	–	43,000	–	80,000	–	-4,240	-5.0%
Cost of sales	65,976	78.3%	34,300	79.8%	62,000	77.5%	-3,976	-6.0%
Selling, general and administrative expenses	9,082	10.8%	4,500	10.5%	9,200	11.5%	+117	+1.3%
Operating income	9,181	10.9%	Rev. 4,200	9.8%	8,800	11.0%	-381	-4.2%
Ordinary income	9,462	11.2%	Rev. 4,300	10.0%	8,900	11.1%	-562	-5.9%
Interim and full-year net profit attributable to owners of parent	7,546	9.0%	Rev. 3,690	8.6%	6,850	8.6%	-696	-9.2%
Interim and full-year EPS (Unit: yen)	331.34	–	Rev. 161.98	–	300.69	–	-30.65	-9.3%

*We have revised upward our first-half forecasts for FYE 2027/3 (operating income, ordinary income, interim net profit attributable to owners of the parent, and interim EPS) from our initial forecasts. (Revised July 31, 2026) There has been no revision to the full-year operating income forecast.

Segment Breakdown 1) Engineering Business

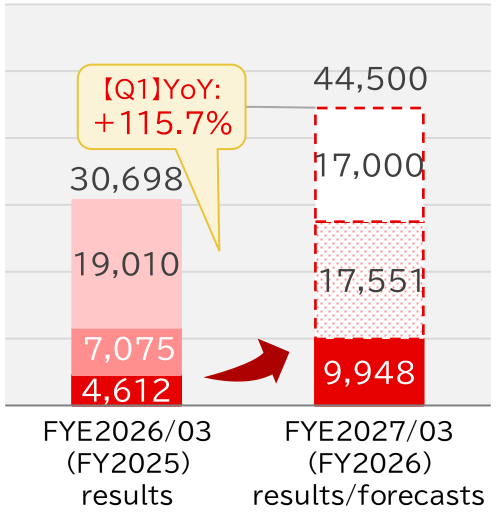
Points in performance

Order received	> (Q1) Significantly increased YoY due to the orders received of overseas chemical plants and hydrogen production facilities for the AI and semiconductor sectors > (Full-year) Expect a significant increase YoY, contributed by the orders received for chemical plants and hydrogen production facilities for the AI and semiconductor sectors, based on strong demands
Segment net sales	> (Q1) Decreased YoY but remained in line with the plan > (Full-year) Expected to remain at a high level, though it will decrease YoY due to the completion of several large-scale projects in the first half of the year
Segment profit	> (Q1) Although net sales decreased, operating income increased due to an improvement in the cost ratio driven by factors specific to individual projects and a decrease in SG&A expenses > (Full-year) Expect a decrease, due to the decline in gross profit and net sales

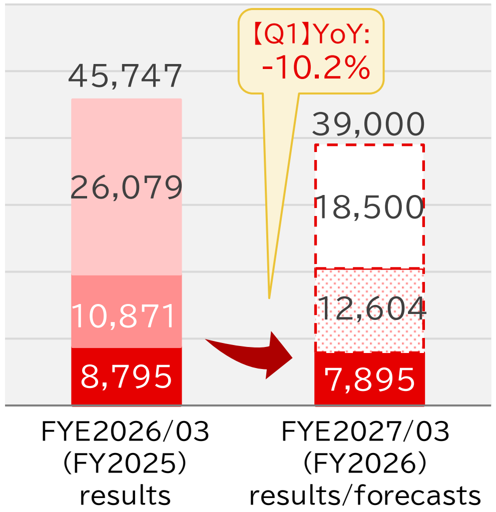
Performance outlook (Unit: Millions of yen)

:Q1 Results :Q2 Results : Full-year results :Q2 Forecasts :Full-year forecasts

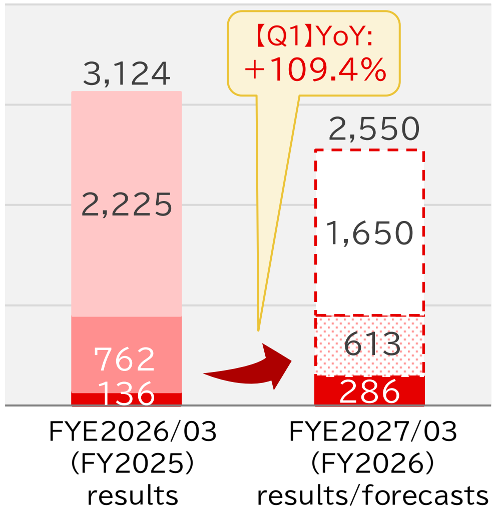
Order received



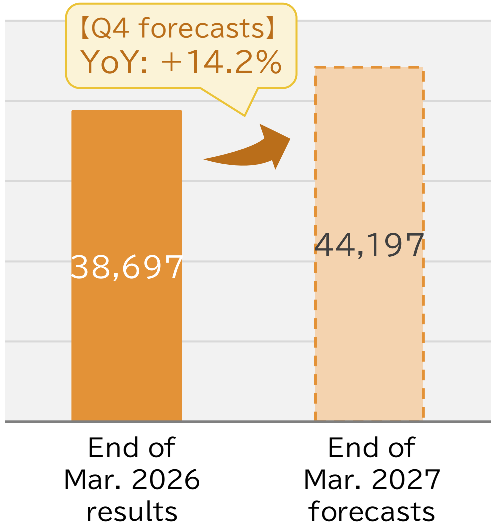
Segment net sales



Segment profit



Order backlog



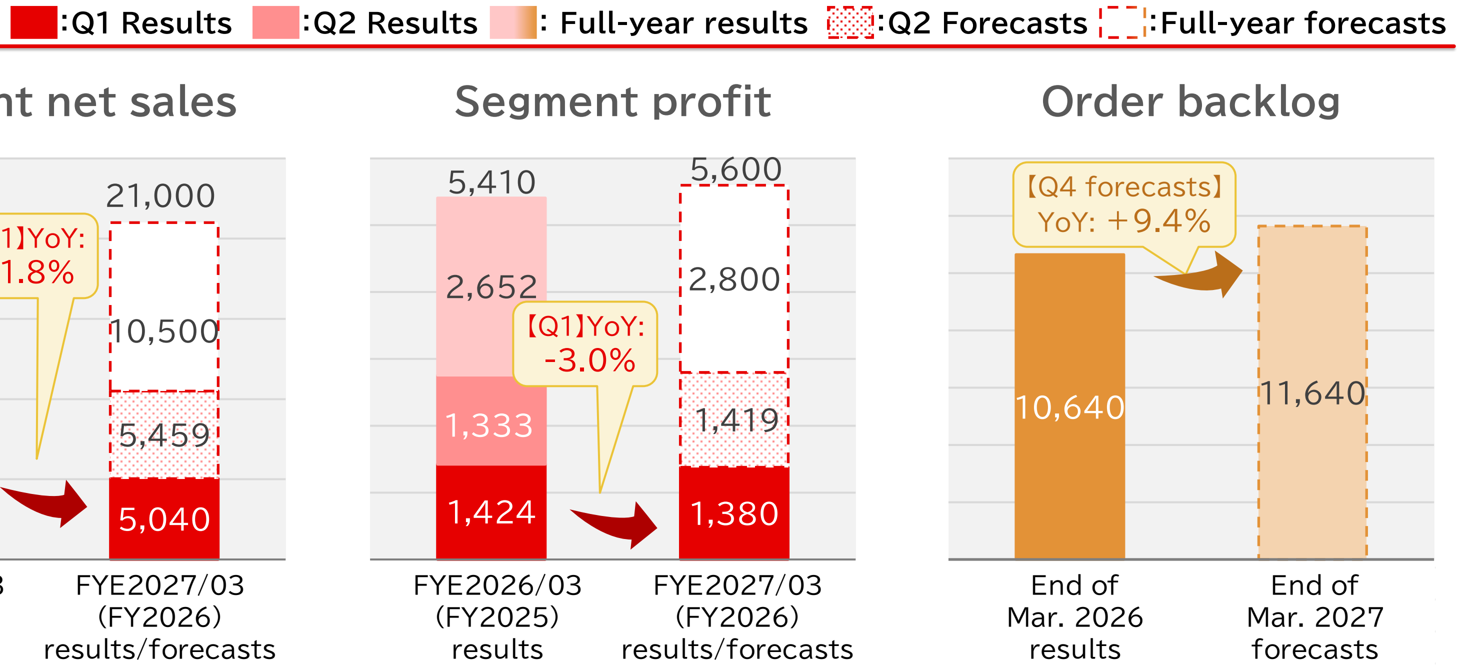
Segment Breakdown 2) Industrial Machinery Business

Points in performance

Order received	> (Q1) Supported by strong environments in the shipbuilding and shipping market, orders for domestic marine equipment and its components* remained at a high level, and orders for oil purifiers for the Chinese market also increased > (Full-year) Following the previous fiscal period, we expected to maintain a high level, supported by strong environments in the shipbuilding and shipping market, and have revised its forecast upward from the initial forecast of 21 billion yen to 22 billion yen
Segment net sales	> (Q1) Slightly decreased YoY but remained at a high level > (Full-year) Expect to remain at a high level, by steadily acquiring orders for marine equipment and its components*
Segment profit	> (Q1) Slightly decreased YoY but remained at a high level > (Full-year) Expect to slightly increase, due to the increase in gross profit and net sales

*oil purifiers and its after-sales service components, ship equipment compliant with ship environmental regulations

Performance outlook (Unit: Millions of yen)

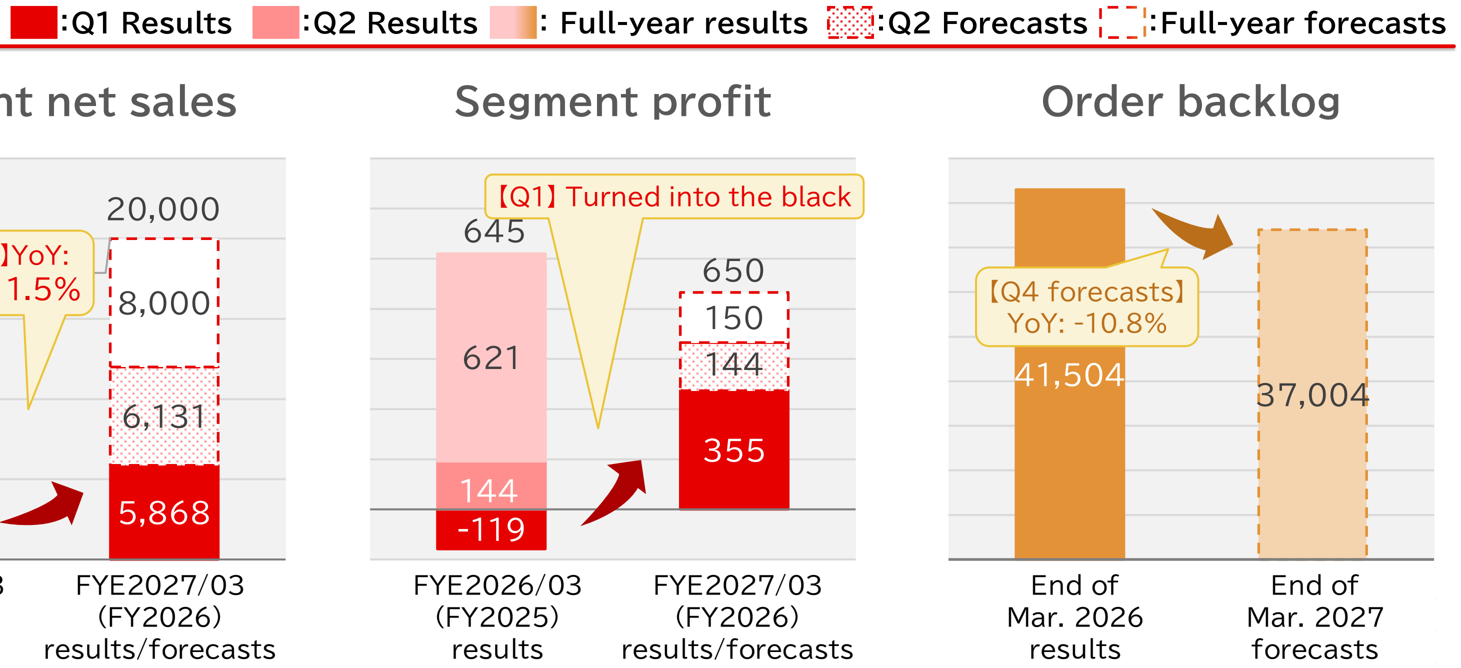


Segment Breakdown 3) GX Business

Points in performance

Order received	> (Q1) Decreased YoY but remained in line with the plan > (Full-year) Expect to remain at a high level while decreasing YoY, by acquiring orders relevant to the hydrogen utilization and biogas plant
Segment net sales	> (Q1) Increased YoY, due to the steady progress of large-scale construction projects > (Full-year) Expect to increase, contributed by the abundant order backlogs in previous fiscal years
Segment profit	> (Q1) increased due to increased net sales, and turned into the black > (Full-year) Although growth will be limited due to aggressive investment in R&D, operating income will be secured as planned

Performance outlook (Unit: Millions of yen)



Ⅱ. Macroeconomic Environment and Topics

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Impact of the Middle East situation

(Note)Updates from the FYE 2026/3 financial results briefing material are highlighted in blue

- Although the prices for some materials had sored and supply environment had been deteriorated due to shortages of crude oil and naphtha, the situation is now showing signs of recovery
- The overall impact at this point is limited, and performance forecasts has not been impacted. We will continue to monitor the situation closely

Impact on our manufacturing and construction processes

Material procurement

Impact on shipment volume, delivery time, and price of materials derived from crude oil and naphtha

Showing signs of recovery

rubber products | Thinner and paints | Lubricating oil | PVC and polyethylene products

Current situation

- Due to our efforts to diversify of suppliers, thorough inventory management and consideration of alternative materials, so far there has been no tangible impact on material availability — No change
- Because these materials account for only a small portion of our costs, the impact of price fluctuations on performance is not currently materialized — No change

Continue to monitor the impact on our performance

If the situation is prolonged or worsened

Potential impacts: Shortages of parts and paints for manufacturing equipment, delays in production plans due to soaring energy prices, prolonged periods for plant construction, and increased construction costs, etc.

We are currently establishing a plan to cope with the potential risks that may materialize in the future

Impact on orders

Currently, there are no postponements or cancellations of customers' investment plans triggered by the Middle East situation

No change

Postponement or cancellation of investment plans by customers using crude oil-derived chemicals, such as chemical plants

Deployment of On-Site Hydrogen Generator (HyGeia Series)

Decarbonization of the Steel Industry GX

CO_2 emissions from the steelmaking process account for 40 percent of Japan's total industrial sector emissions

Technology

In the steel industry, hydrogen-based steelmaking processes are being explored to reduce CO2 emissions

The hydrogen used in the demonstration plant will be produced by our hydrogen production facilities

Large-scale hydrogen production facility (Our EPC)

NEW

Actual case

Nippon Steel Corporation

- For verification of hydrogen-reduction steelmaking
- Investment in the transition to an electric arc furnace process

Order and Delivery History

- Large-Scale Hydrogen production facility; 37,500Nm³/hr × 2
- Medium-Sized Hydrogen Generator 「M-HyGeia 1000」× 3

Hydrogen Production from Biogas GX

Technology

Collecting biogas generated from waste treatment, such as sewage sludge, chicken manure and food waste

Hydrogen is produced using our hydrogen generators, and utilized at hydrogen stations and other locations

Actual case

- Fukuoka City "Hydrogen Leader City Project"
  Hydrogen generator and the hydrogen station using biogas derived from sewage
- Toyota Motor Corporation, Toyota Tsusho Corporation
  Hydrogen production in Thailand using biogas derived from chicken manure and food waste

Small-Scale On-Site Hydrogen Generator (HyGeia Series)

GX Hydrogen Station

Technology

Construction of hydrogen stations for fuel cell vehicles

- Construction of the station began in 2003
- We have a track record of delivering a total of 32 small-scale on-site hydrogen generators

Industrial Equipment Applications

Technology

Supplying hydrogen needed across various industrial sectors

【Main Applications】
Semiconductor manufacturing, metal heat treatment, optical fibers, quartz glass, oil and fat production, etc.

Start of Demonstration Testing for Methanation Equipment NEW

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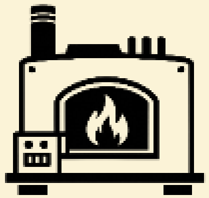
- We have begun demonstration testing of a methanation equipment at our Kawasaki Works (announced in June 2026)
- Methanation is a technology attracting attention for its role in the effective utilization of carbon dioxide, aiming the carbon-neutral society
- We will promote our GX Business, by bringing the methanation into practical use at an early stage and expanding carbon recycling technologies in conjunction with CO_2 capture equipment

GX Reducing CO_2 Emissions and Promoting Effective Utilization

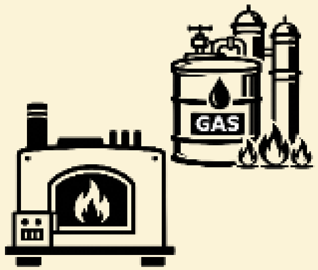


Capturing CO_2 from combustion facilities, etc.

- Boilers
- Industrial furnaces, etc

CO_2 + Hydrogen → Methane

Reuse



- Material of city gas
- Each combustion facilities, etc.

CO_2 Capture | **Methanation**

Our progress

Demonstration units installed at our Kawasaki Works
(Left: CO_2 capture equipment; Right: Methanation equipment)

In July 2024, a CO_2 capture equipment was installed at out Kawasaki Works, and after the demonstration test, commercialized in April 2026
In March 2026, a methanation demonstration equipment was installed at our Kawasaki Works, and the demonstration test started, aiming to the commercialization as early as possible

→ Accelerate commercialization and expand carbon recycling technologies in conjunction with CO_2 capture equipment →

- Expanding "business for realizing a sustainable recycling society"
- Aiming to become a company that supports our customers' decarbonization efforts

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Fields of Application for the Oil Purifier "SJ Series"

- We are developing new applications for the SJ series, one of our top market share products, to expand its usage for GX business

SAF Production

GX

Technology

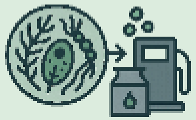
Removal of impurities for the production of SAF (Sustainable Aviation Fuel) from waste cooking oil

Actual case

Delivered for the first large-scale SAF production demonstration project in Japan (Provision of SAF started in 2025)

Algae Concentration

GX



Technology

Concentration of microalgae suspended in the culture medium as a process for utilizing algae

absorb CO_2 and grows

Microalgae

concentration

Oils and fats etc.

New biomass resources to replace fossil fuels

- Pharmaceuticals
- Cosmetic raw materials
- Biofuels, etc.

By incorporating a new variable impeller, the microalgae concentrate can be efficiently recovered from the culture medium

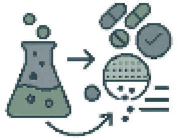
Actual case

In 2026, we received an order for a product equipped with a variable impeller for the purpose of concentrating microalgae in culture medium

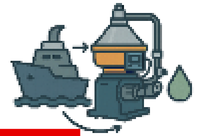
Removal of impurities from raw materials

Mitsubishi Selfjector (SJ series)

Collection of necessary components



Marine Oil Purifiers



Technology

Removal of impurities from fuel oil and lubricating oil used in ship engines

Top market share of oil purifiers (domestic: approx. 90%, global: approx. 50%*)

*our own research basis

Land Use Centrifuges

Technology

Classification and concentration of microparticles

- Separation in the chemical/pharmaceutical/food industries
- Oil recovery from animal fats
- Classification and concentration of metal powders, pigments, resins, etc.

NEW

Capital and business alliance with SAITO SEPARATOR LIMITED

See next page for detail

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Capital and Business Alliance with SAITO SEPARATOR LIMITED NEW

- In June 2026, we entered into a capital and business alliance with SAITO SEPARATOR LIMITED, including the acquisition of 52.5% of its outstanding shares
- SAITO SEPARATOR LIMITED specializes in large-scale centrifuges for land use, and we anticipate future synergies

SAITO SEPARATOR LIMITED

Centrifuge for Beverage Production (ADS Series)

- ✓ Strength: A diverse lineup of land-used centrifuges
- ✓ Strengths: Track record in the food and beverage Industry
- ✓ Strengths: Large-sized centrifuges

△ Challenge: Strengthening capital and business resources

Mutual Complementary in the product lineup

Mitsubishi Kakoki Kaisha, Ltd.

Mitsubishi Selfjector (SJ Series)

Small Centrifugal Disc Type Separators LABOCENT™

To expand our land-use applications, we began sales of the LABOCENT™, a small disc type centrifuge in January 2026

- ✓ Strength: Top market share of oil purifiers in marine oil purifiers
- ✓ Strengths: Track record in the chemical, food, and pharmaceutical industry
- ✓ Strengths: Small and medium-sized centrifuges

△ Challenge: Track record in land-used centrifuges

Meeting Market Needs

With the expansion to include large centrifuges,
- ➢ Meeting the demand for large-scale equipment in industries such as food industry
- ➢ Preparations for commercial-scale implementation in applications currently undergoing demonstration (algae, SAF, etc.)

Contribution to Our Management Vision

Topics of Particular Relevance
- Oil-Water Separation (Recycling)
- Micro algae (New Energy)
- SAF (New energy･Recycling)

1. Realizing a Recycling Society
2. Clean Energy
3. Labor and Energy Savings
4. Next-Generation Tech Development

Enhancing Our Competitiveness

Improvement of our product lineup and overall competitiveness

Appendix 1.　Performance Trends

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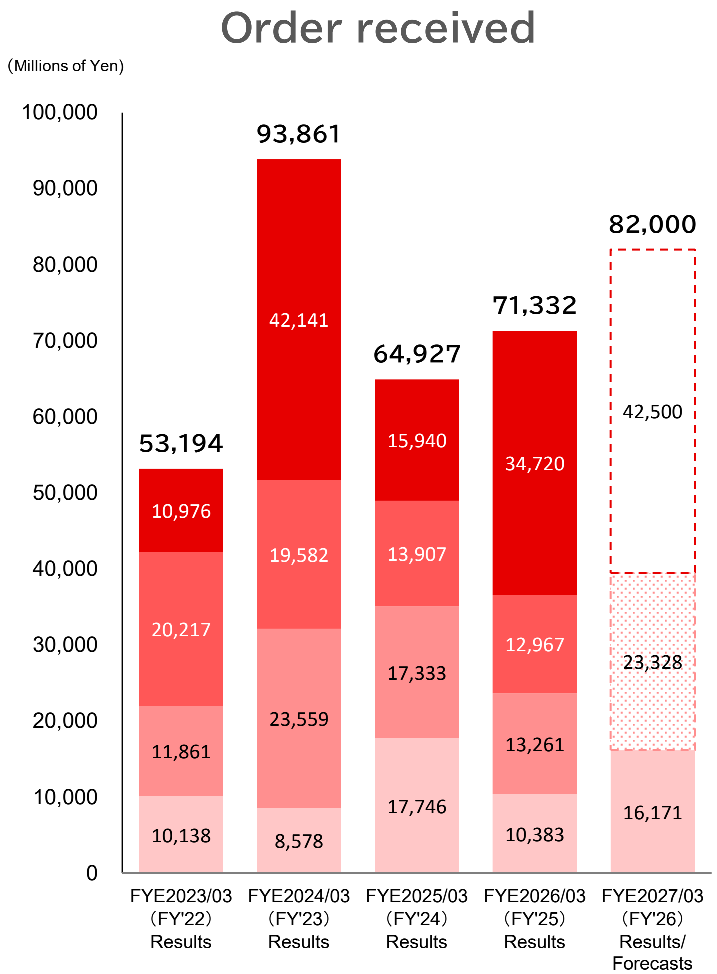
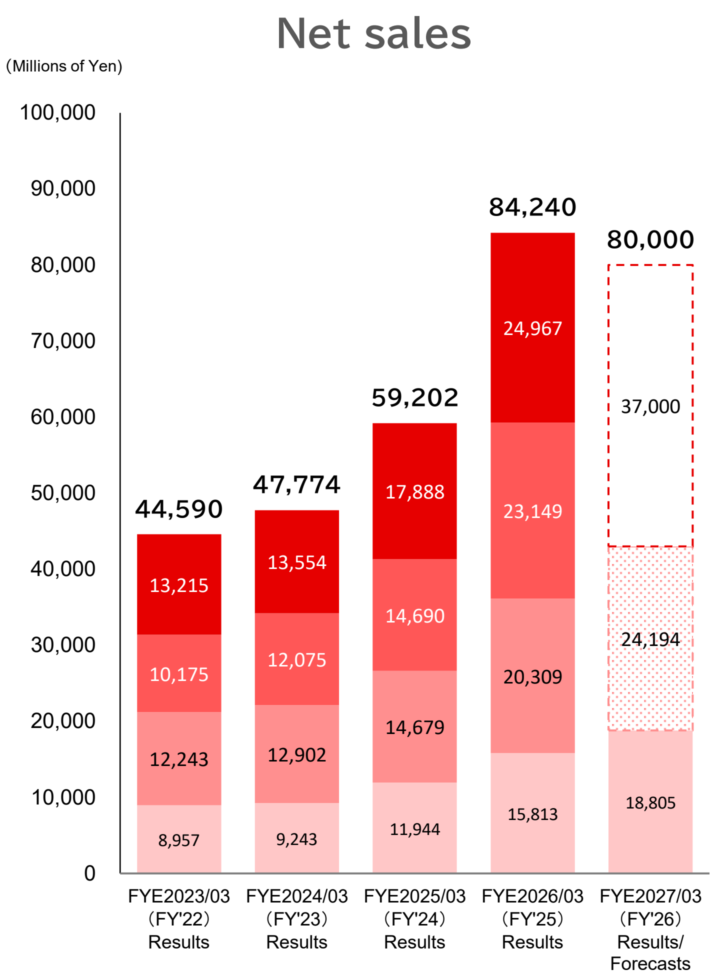
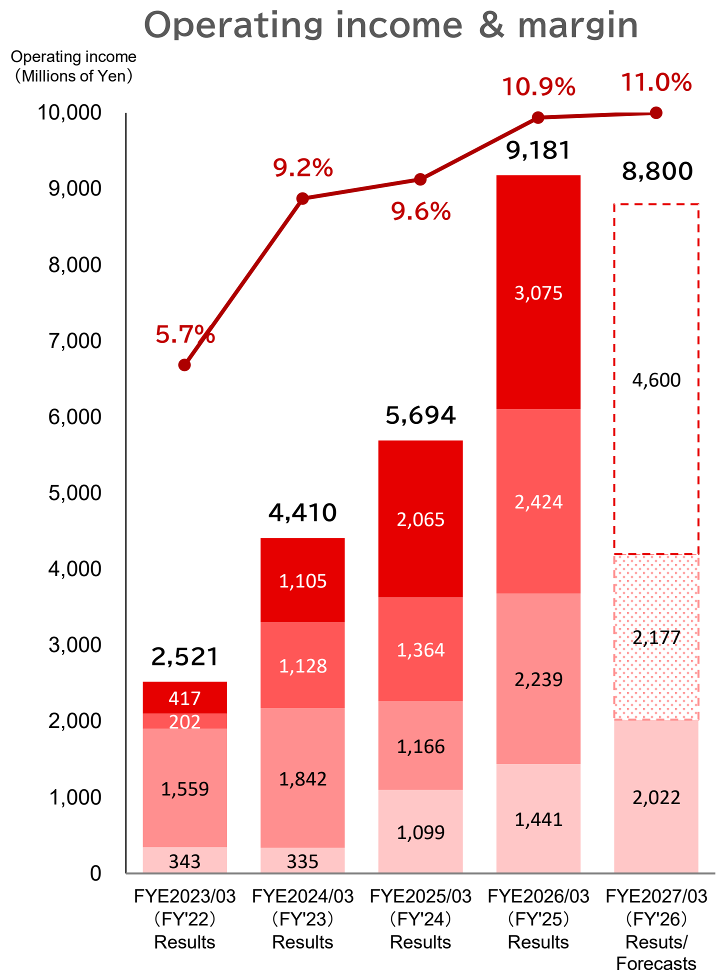
Performance Trends





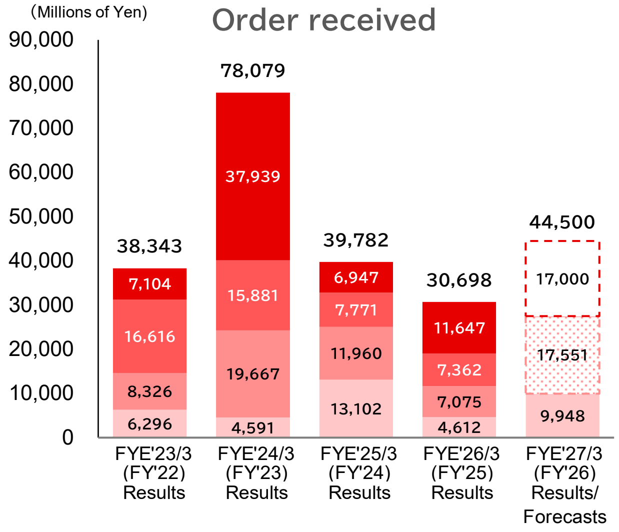


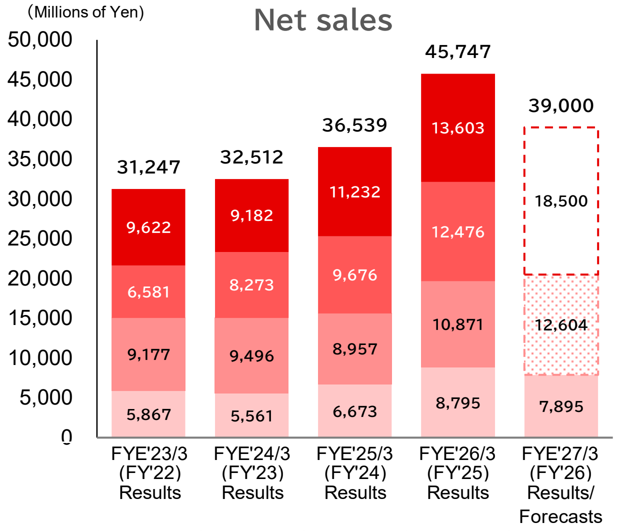
Forecasts for the first and second half of the FYE 2027/3 (order received) have been revised upward by 500 million yen respectively, from the initial forecasts (revised on July 31, 2026)

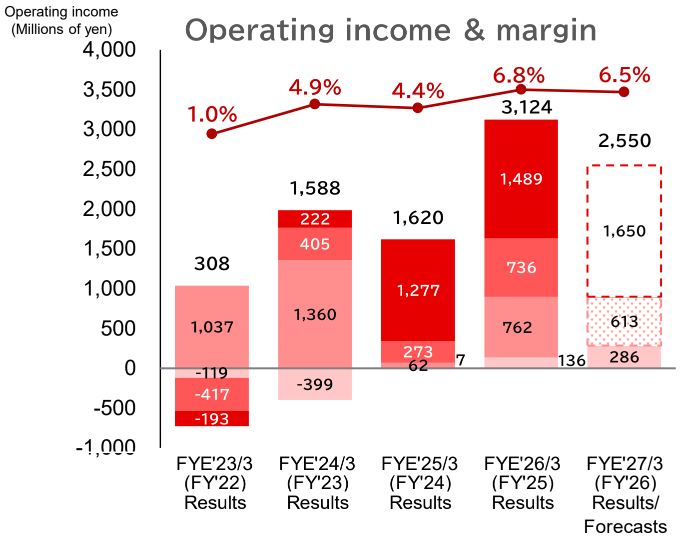
Q1 Results　Q2 Results　Q3 Results　Q4 Results　Q2 Forecasts　Q3+Q4 Forecasts　Operating income margin (Results/Forecasts)

Performance Trends by Segment 1)Engineering / Industrial Machinery

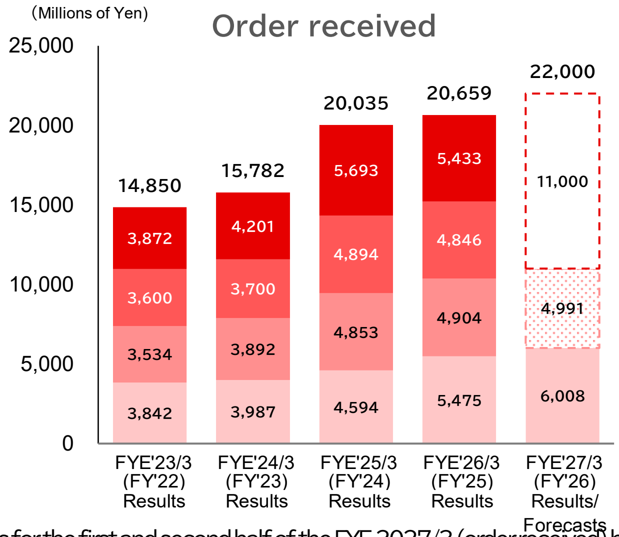
Engineer-ing

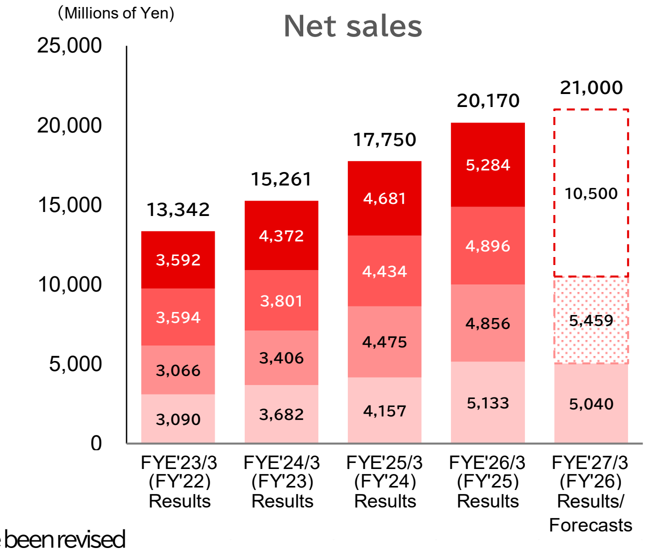


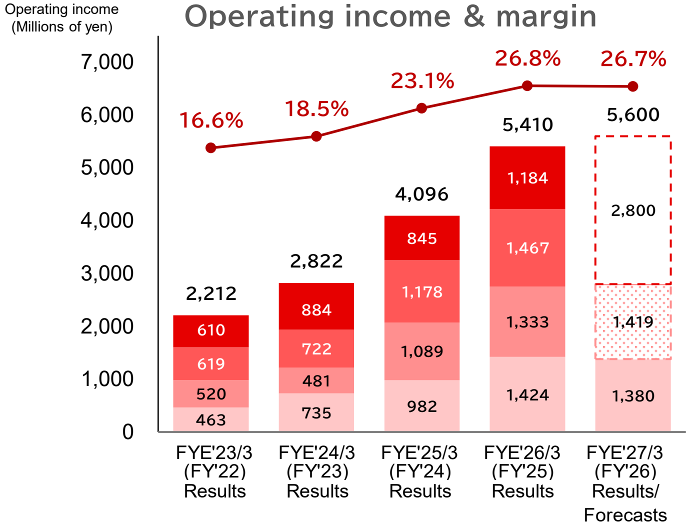




Industrial Machinery







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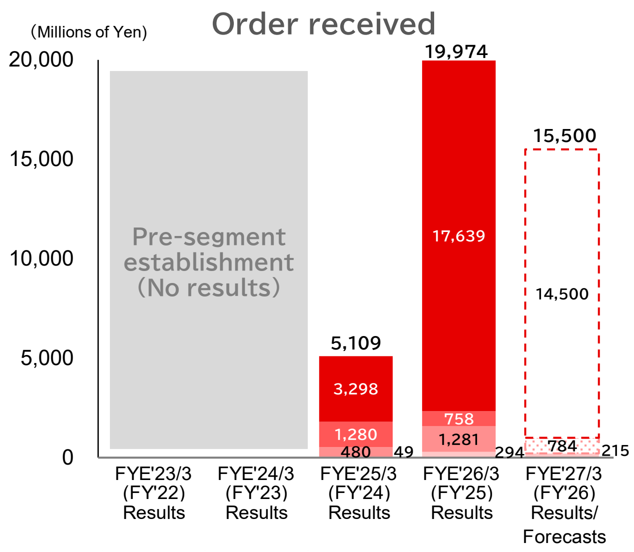
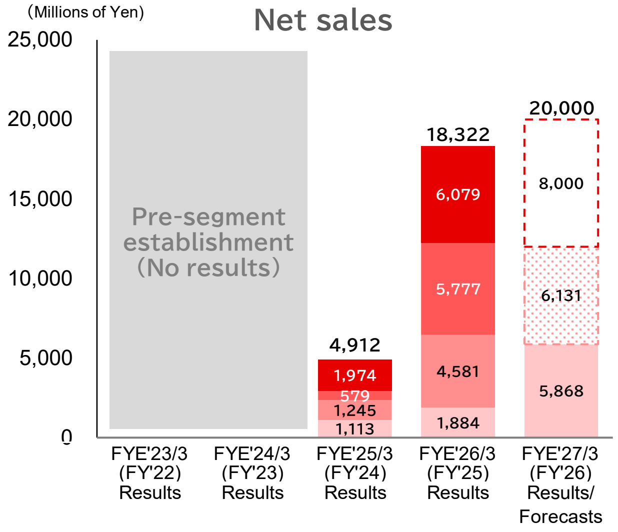
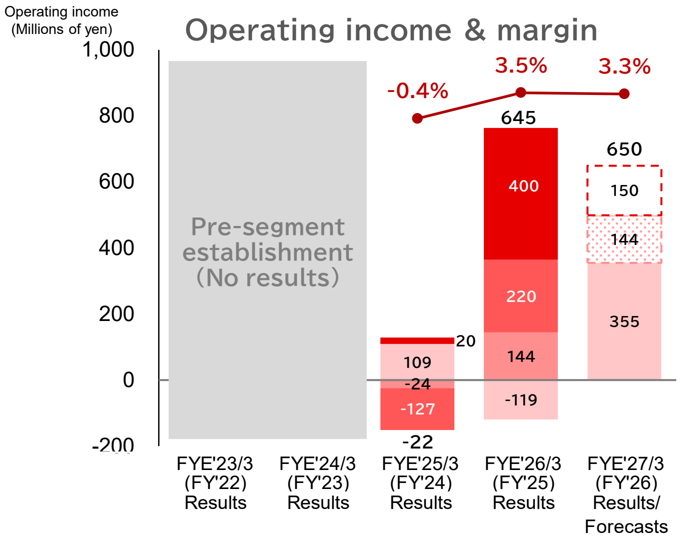
Q1 Results Q2 Results Q3 Results Q4 Results Q2 Forecasts Q3+Q4 Forecasts Operating income margin (Results/Forecasts)

Performance Trends by Segment 2)GX / Engineering+GX(for reference)

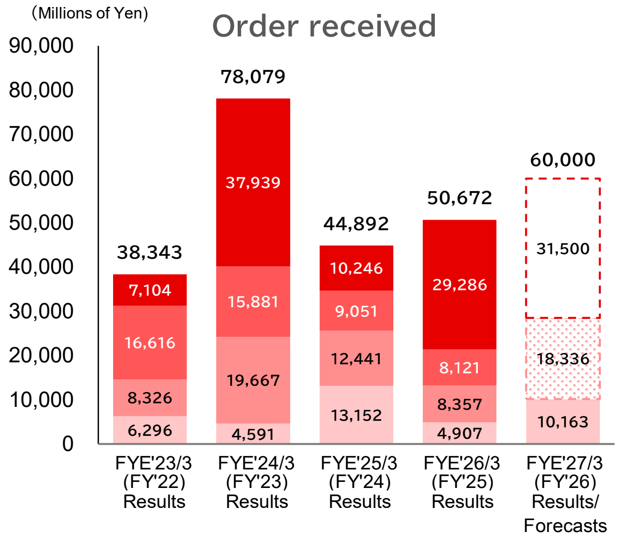
GX

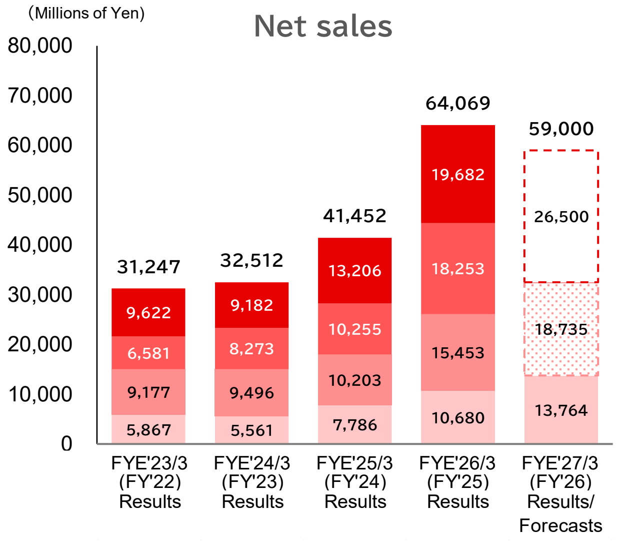


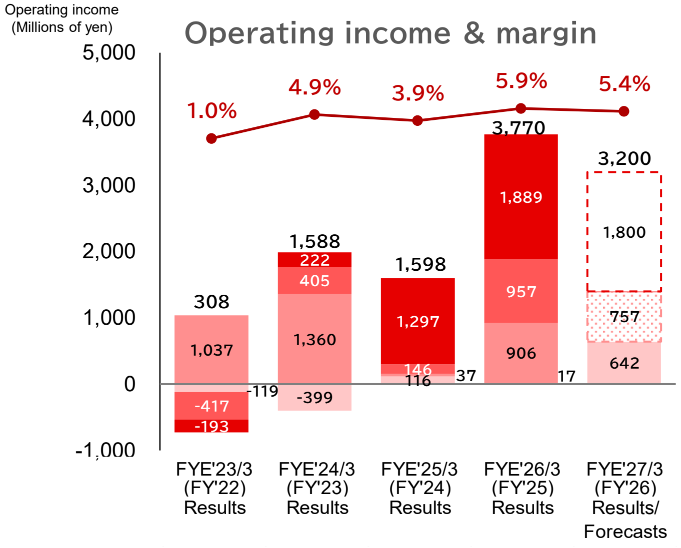




Engineer-ing + GX







Q1 Results　Q2 Results　Q3 Results　Q4 Results　Q2 Forecasts　Q3+Q4 Forecasts　Operating income margin (Results/Forecasts)

Appendix 2. Corporate Profile

MORE Sustainable, KEEP Innovating for a KINDHEARTED Society

MKK

Company Overview (As of Mar. 31, 2026)

Company Name	Mitsubishi Kakoki Kaisha, Ltd.
Representative Director	Toshikazu Tanaka Representative Director / President and CEO
Head Office	**Registered Office:** 2-1, Ohkawa-cho, Kawasaki-ku, Kawasaki, Kanagawa 210-8560, Japan **Head Office:** Solid Square East tower 580 Horikawa-cho, Saiwai-ku, Kawasaki, Kanagawa 212-0013, Japan
Established	September of 1949 (Founded: May of 1935)
Capital	3,956,975,000 yen
Number of Employees (Consolidated)	1,044
Business area	- Engineering, procurement and construction of industrial and chemical plants and environmental control facilities. - Manufacturing and sales of industrial machineries and equipments.

Listing category	Tokyo Stock Exchange Prime Market
Security code	6331
Industry classification	Machinery
Total Number of Shares Authorized to be issued	48,000,000 shares
Total Number of Shares issued	23,741,850 shares
Number of shares per unit	100 shares
Major shareholders	The Master Trust Bank of Japan, Ltd. (Trust Account) Meiji Yasuda Life Insurance Company Mitsubishi Kakoki Client Stock Ownership Custody Bank of Japan, Ltd. (Trust Account) Mitsubishi Kakoki Employee Stock Ownership BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC) The Bank of Yokohama, Ltd. DFA INTL SMALL CAP VALUE PORTFOLIO STATE STREET BANK AND TRUST COMPANY 505223 DAIICHI JITSUGYO CO., LTD.

Group Companies (As of Jun. 30, 2026)

Business segment / Subsidiaries		Business Activities	GX Business	Engineering business	Industrial Machinery Business
Mitsubishi Kakoki Kaisha, Ltd.	Plant / Hydrogen and Energy / Environment	Petrochemical, semiconductor, electronic materials, pharmaceutical and food-related plant construction / Hydrogen generator, hydrogen stations, city gas-related plants / Various water treatment facilities, waste treatment facilities, biogas plants	●	●	
Mitsubishi Kakoki Kaisha, Ltd.	Industrial Machinery / Marine machinery	Centrifuges, filters, agitators, dust removal equipment, environmental regulation-compliant equipment for marine vessels, vacuum high-temperature heat treatment technology equipment	●		●
Subsidiaries	Mitsubishi Kakoki Advance, Ltd.	Planning, designing, manufacturing, constructing, after-sales service, maintenance and management of plants and sewage treatment facilities, environmental measurement, temporary staffing, etc.	●	●	●
Subsidiaries	MKK TOHOKU Corporation	Manufacture and sales of products using FRP(Fiber-Reinforced Plastic) / Maintenance and management of sewage facilities	●	●	
Subsidiaries	Nissei Kogyo Co, Ltd. (under MKK TOHOKU Corporation)	Fabrication and supervision of smokestacks, construction of plant piping	Non-consolidated Subsidiaries		
Subsidiaries	MKK Asia Co., Ltd (Thailand)	Design and EPC for plants and facilities and maintenance, conversions of existing plant in Southeast Asia.		●	
Subsidiaries	MKK EUROPE B. V. (Netherlands)	Sales, maintenance, repair and other services for marine equipment and parts in Europe			●
Subsidiaries	MKK BUSINESS PLUS CO., Ltd.	Internal business service for companies in Mitsubishi Kakoki Kaisha Group	Non-consolidated Subsidiaries		
Subsidiaries	MKKi Co., Ltd.	Exploration of new business forms and development of business model design, innovative human resource development, etc.	Non-consolidated Subsidiaries		
Subsidiaries	SAITO SEPARATOR LIMITED	Manufacturing of large-scale land use centrifuges, primarily for the food and beverage industry	Non-consolidated Subsidiaries		
Subsidiaries	RYOKA MECHANICAL TECHNOLOGY (SHANGHAI) CO., LTD.	Sales of and technical support, maintenance, repairs and other after-sales services for oil purifiers marine equipment and centrifuges and filter including supply of spare parts in China region	Non-consolidated Subsidiaries		

(Main Reporting Segments: GX Business / Engineering business / Industrial Machinery Business)

Appendix 3. Management Vision for 2050 The Medium-Term Management Plan

MORE Sustainable, KEEP Innovating for a KINDHEARTED Society

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Mitsubishi Kakoki Group's Management Vision for 2050

- We established the "Mitsubishi Kakoki Group's Management Vision for 2050" in 2021
- We have defined five social issues that our Group should address and are developing four strategic business domains to address them

Toward 2050, we have established five social issues that our group aims to resolve

Our Capabilities

To address these issues, we have established 4 strategic business domains

1. Business for realizing a **sustainable recycling society**
2. Hydrogen-based **clean energy business**
3. Business of **saving labor and energy** utilizing digital technology
4. Business of **developing next-generation technologies for solving issues related to water, food and natural disasters**

In April 2025, we established the **GX business** as our new reportable segment, to enable the quantitative and transparent monitoring, aiming to further promote and accelerate our strategic business areas

MITSUBISHI KAKOKI KAISHA

2026/05 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

1. Purpose of the update

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

2. 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

(Reference) 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

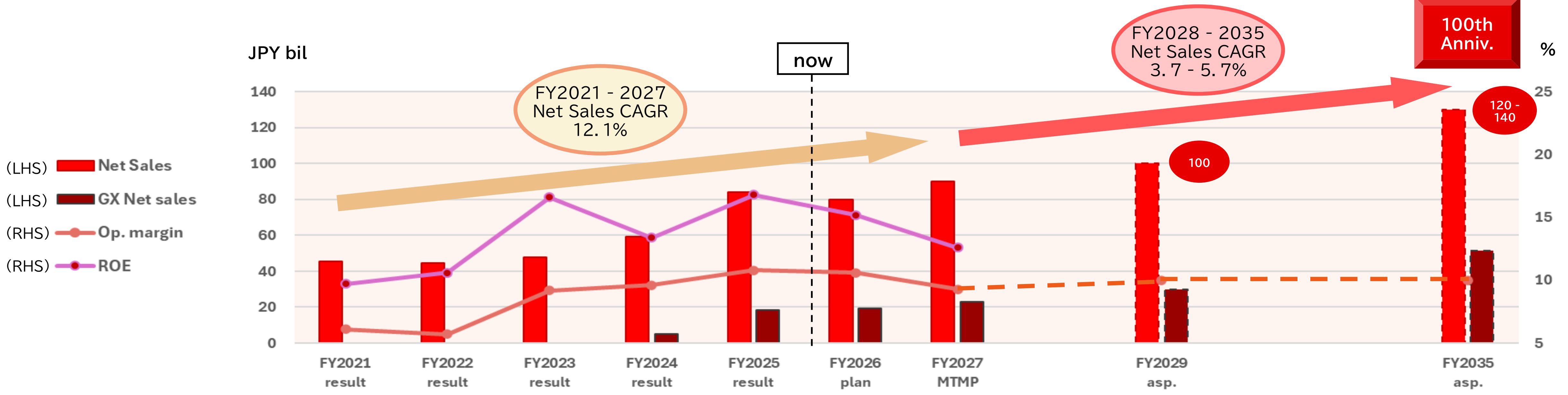
2) Key progresses of our management and business strategy

- ✓ 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

MITSUBISHI KAKOKI KAISHA

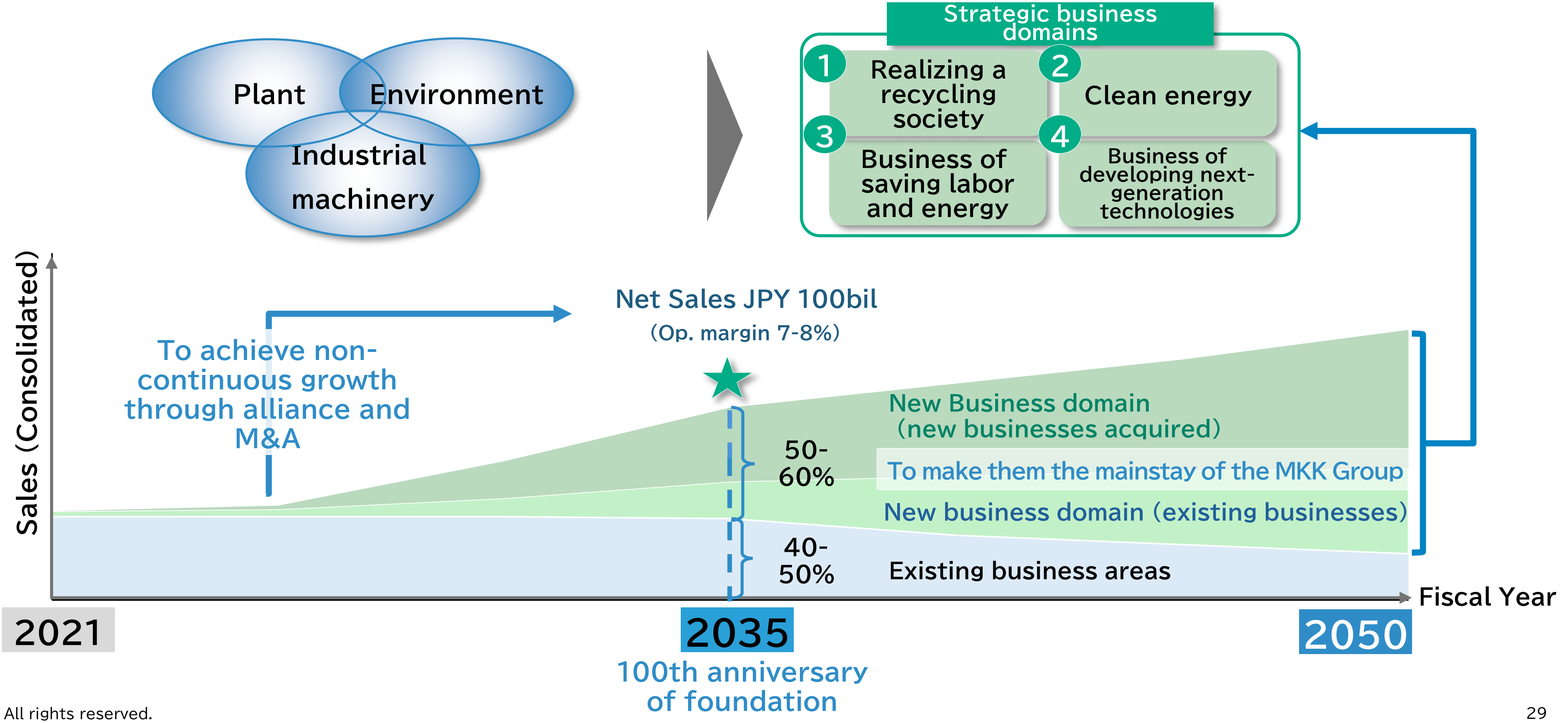
Milestone

	Establishment of core business and review of unprofitable businesses	To further expand the core businesses and new growing businesses
Milestone	Organizational reform for solving problems	To optimize organizations

Business Portfolio and numerical aspirations

To shift focus from existing businesses to new business domains

To establish business in new domains



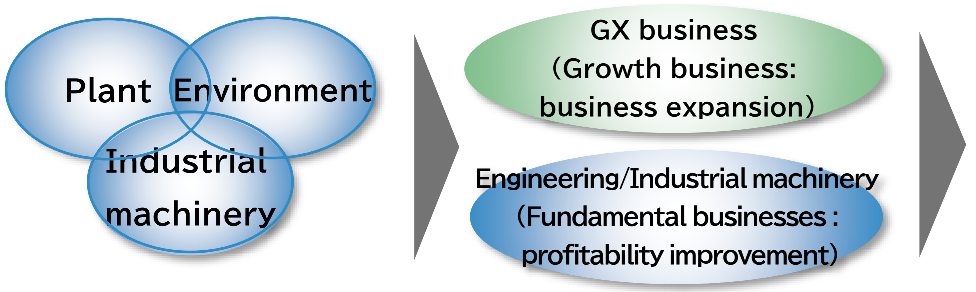
【After the Update in 2026】 Mitsubishi Kakoki Group’s Management Vision for 2050: Business Portfolio Roadmap

MITSUBISHI KAKOKI KAISHA

Milestone	Establishment of core business and review of unprofitable businesses	To further expand the core businesses and new growing businesses
	Business portfolio transformation (including org. reform) Establishment of a roadmap to make GX business a growth driver	Completion of business portfolio transformation and realization/execution of the growth strategy

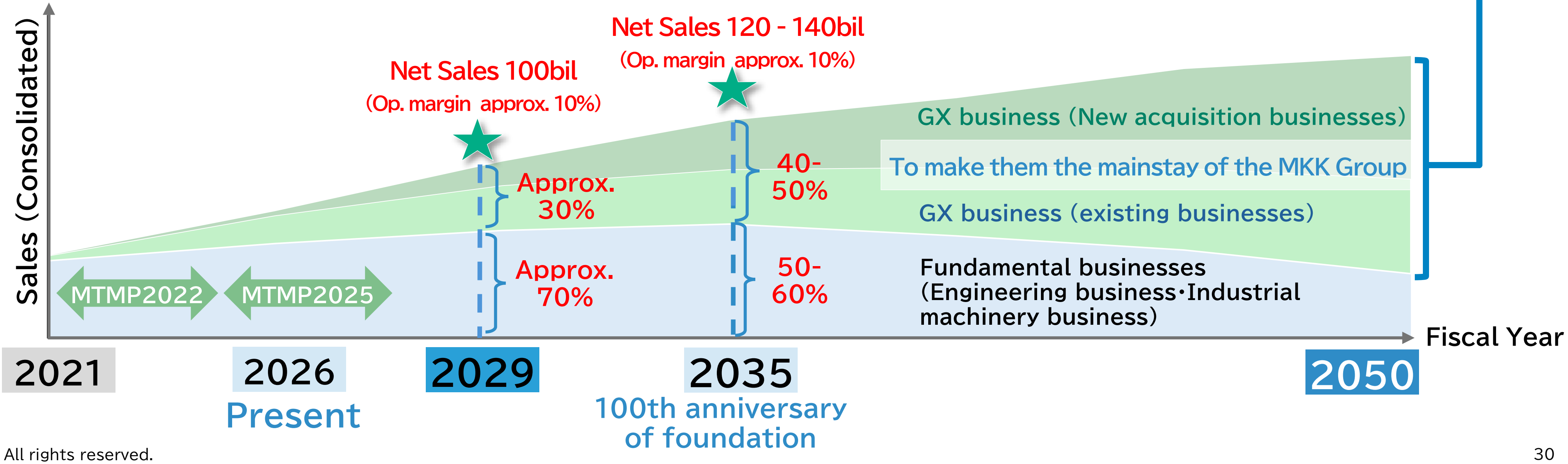
Business Portfolio and numerical aspirations

To shift focus from existing businesses to GX business → Sustainable growth centered on the GX business



GX business

1. Realizing a recycling society
2. Clean energy
3. Business of saving labor and energy
4. Business of developing next-generation technologies



The Medium-Term Management Plan (FY2025 to 2027)
1) The position of the current MTMP

● This period is positioned as "3 years for a leap forward" towards the management vision, driven by GX business growth

	Preparation phase	Growth phase	Where we aim to be
	the previous MTMP period(~FY2024)	**Ongoing MTMP period (FY2025 to 2027)**	FY2035
Our visions	We explore businesses and R&D to contribute to decarbonization by working with customers, while supporting the industry through engineering and manufacturing	**We intend to be our customers' business partner towards decarbonization, with expanding our GX business mostly in the areas of sustainable recycling society and clean energy**	We aim to be a professional to support the sustainable development of society, by promoting our GX business in the areas of sustainable recycling society, clean energy and saving labor and energy
Business portfolio	Strategic business fields: Engine-ering, Industrial machinery	Actively allocate resources and speed up to reach to the commercialization phase as soon as possible → GX Develop technologies and markets to lay a solid foundation for these businesses → Engineering, Industrial machinery	Taking advantage of market growth, raise the GX business portfolio share to the majority level of our total sales → GX Improve profitability with maintaining the business scale, by developing the new markets and differentiating businesses → Engineering, Industrial machinery
Financial results or targets (final FY)	− Sales: 59.2 billion yen − Op. margin: 9.6% − ROE: 13.4% − PBR: 0.81	**3 years for a leap forward** **− Sales: 90 billion yen** **− From GX: 23 billion yen** **− Op margin: 9% or higher** **− ROE: 12% or higher** **− PBR: Above 1**	− Sales: 100 billion yen (see note) − From GX: 50 to 60 billion yen − Op. margin:, − ROE:, − PBR: Further improvement

"Mitsubishi Kakoki Group's Management Vision for 2050" was updated on May 15, 2026
→ The projected figures for fiscal year 2035 have been updated to the numbers shown on the right (details are provided on pages 27-30)

- Sales: 120-140 billion yen
  - From GX: 40-50%
- Op. margin: Approx.10%

The Medium-Term Management Plan (FY2025 to 2027)
2) Key Points and Measures

- We will evolve our business portfolio and establish management, conscious of the capital costs and our stock prices, which will be supported by a stronger and sustainable management foundation.

Goals

Expand the lines of our products and services for our GX businesses mostly in the areas of realizing a sustainable recycling society and clean energy, thereby serving as a partner in customers' efforts toward decarbonization.

Achieve the sales of 90 billion yen, 9% or higher op margin, PBR above 1.0 times, and 12% or higher ROE

Business and financial strategies

Key Point 1 — Evolution of our business portfolio

- Establishing GX business
- Boosting the competitiveness of our fundamental businesses
- Implementing our business expansion strategies

Key Point 2 — Establishment of management conscious of capital costs and our stock prices

- Making growth investments
- Enhancing capital efficiency
- Strengthening shareholder return / Publishing information that boosts growth expectations

Stronger management base

Key Point 3 — Stronger human and technical capital

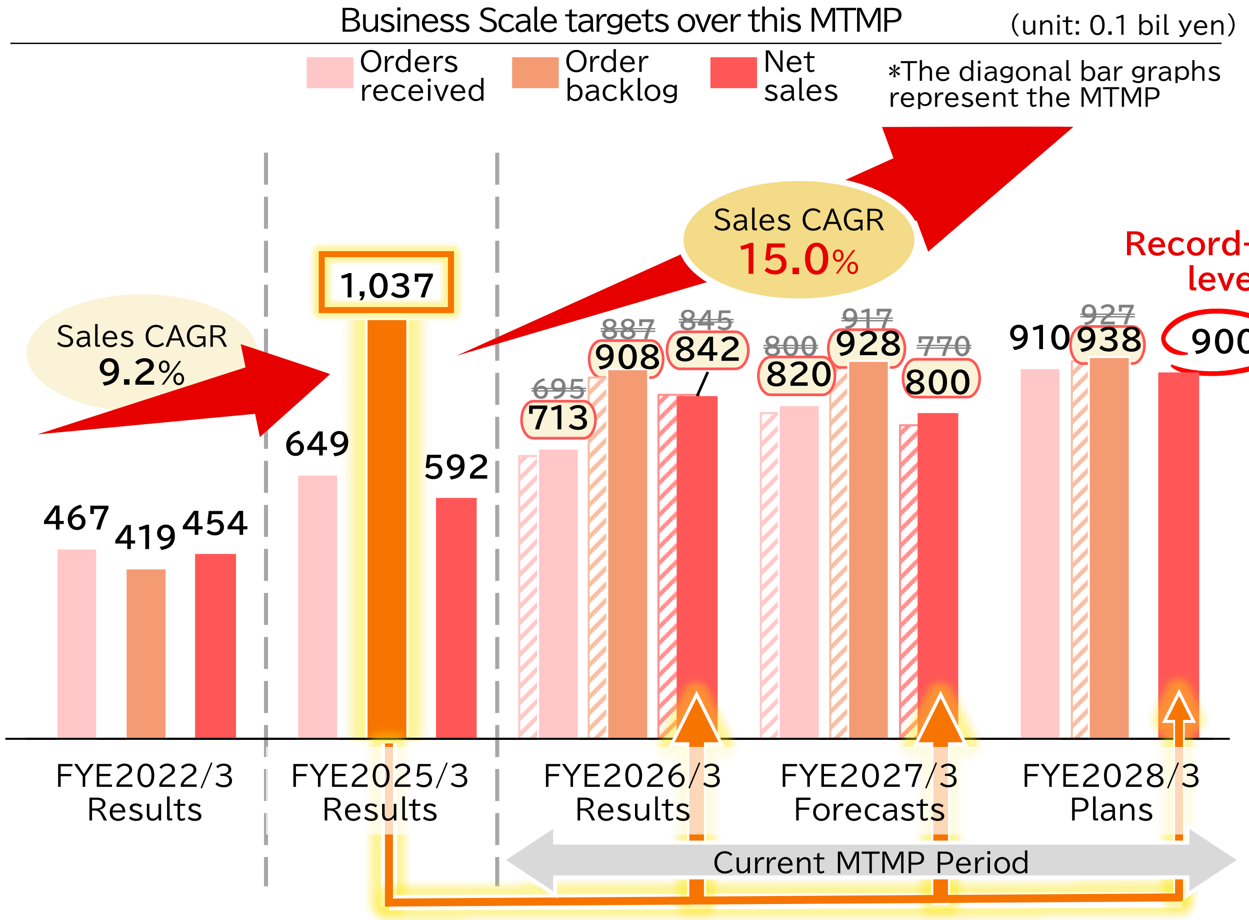
- Pursuing our human capital strategy
- Implementing our manufacturing strategy

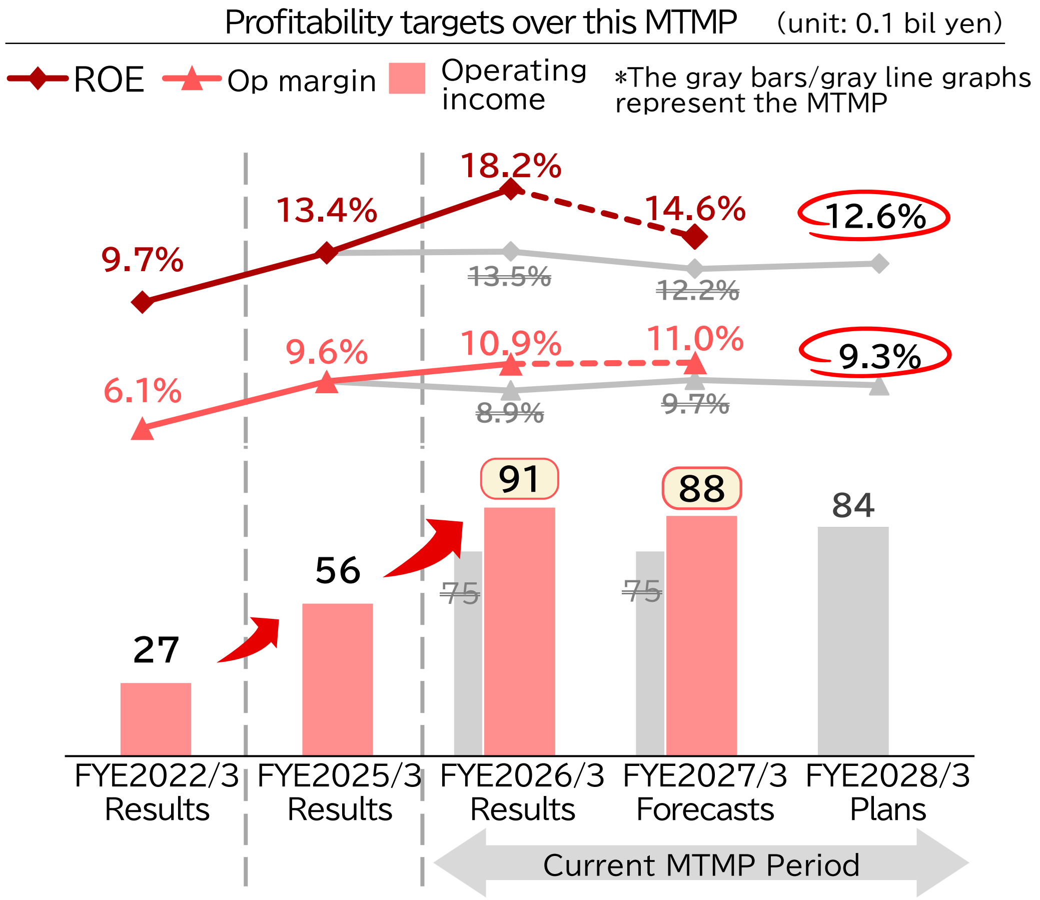
Key Point 4 — Improved transparency of corporate governance

- Managing our business portfolio / Practicing ROIC-oriented management
- Pursuing a sustainability corporate management

Progress for the First Year of Medium-Term Management Plan
1) Planned Figures

- For FYE 2026/3 as the first fiscal year of the MTMP, orders received, net sales and operating income largely met the targets
- For FYE 2027/3, we expect to exceed our targets set in the original MTMP again



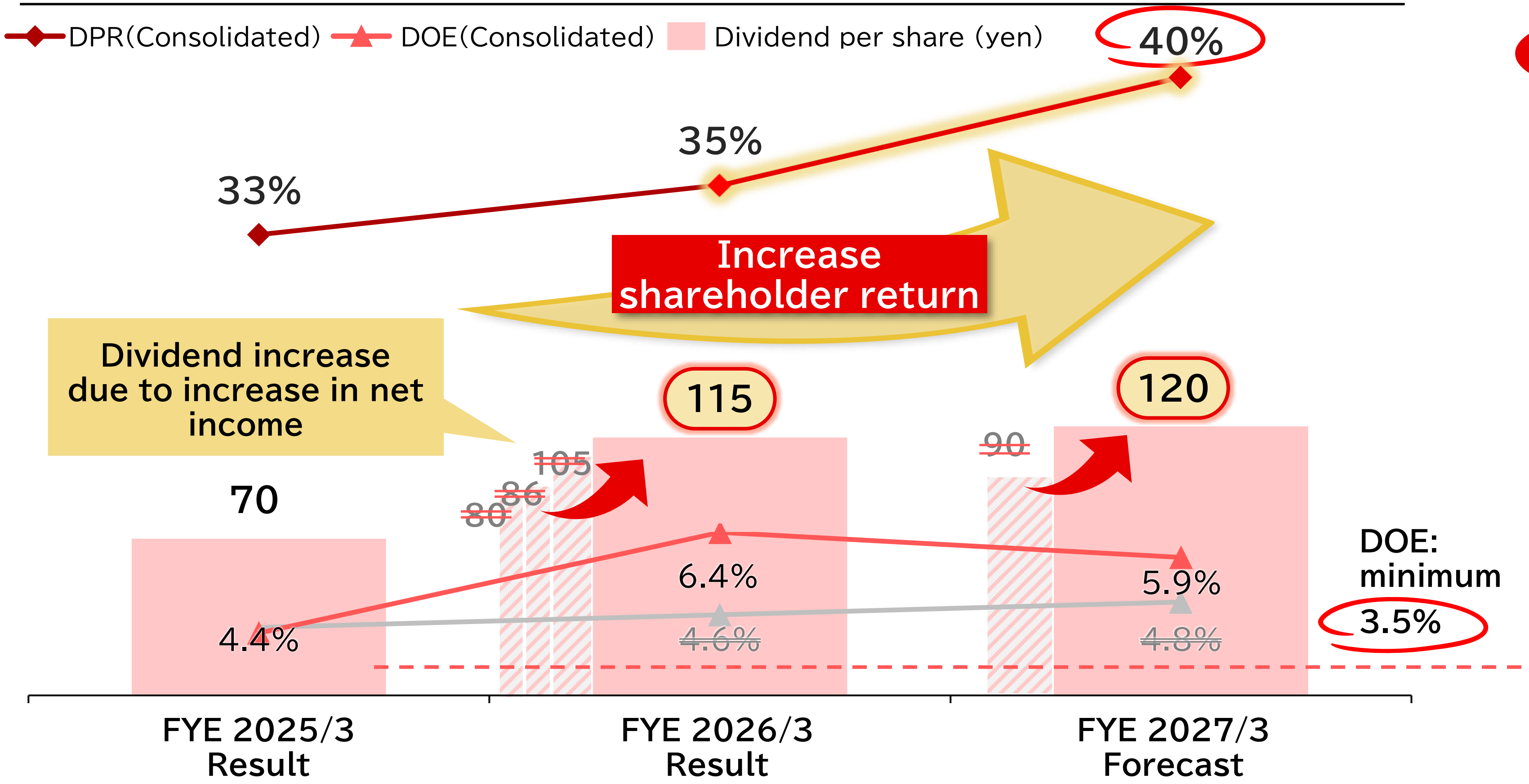


During this MTMP period, we aim to accelerate the net sales growth ratio, and also to raise the profit ratio

Progress for the First Year of Medium-Term Management Plan
2) Dividend Trends

- For FYE 2026/3, we increased a dividend payout ratio to 35% as planned, and with an increase in net income, resulting in the dividend of 115 yen per share
- For FYE 2027/3, in line with the MTMP, we increased the dividend payout ratio to 40%, resulting in the increase of dividend per share to 120 yen

Results of Shareholder Return and Planned Return for the MTMP Period



Policy to strengthen shareholder returns

- In FYE 2026/3, in addition to an increase in net income, we increased dividends in line with our MTMP shareholder return policy
- The dividend payout ratio for the current period is 40%

35% → 40%
FYE 2026/3 FYE 2027/3

- Maintaining stable dividends with a minimum dividend on equity (DOE)

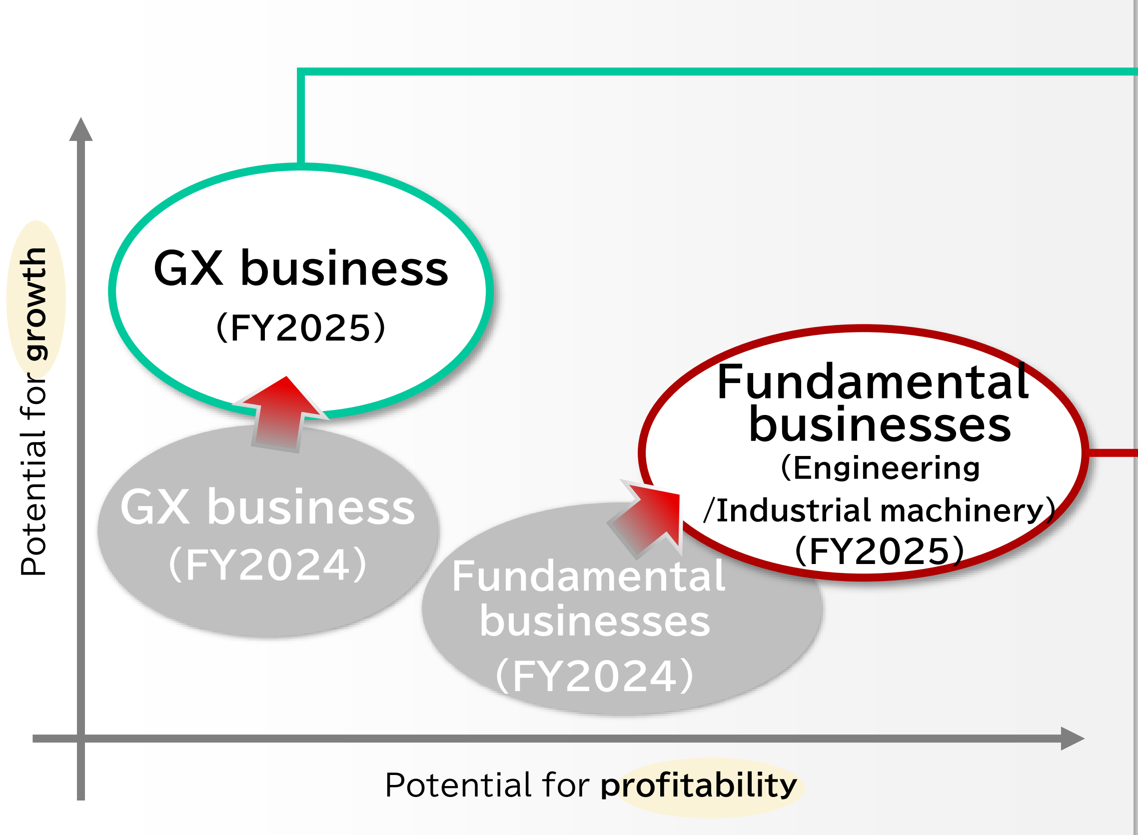
*On April 1, 2025, we conducted a 3-for-1 stock split. The figures before FYE 2025/3 have been calculated considering the stock split.

Progress for the First Year of Medium-Term Management Plan

Key Point 1. Evolution of our business portfolio

● The GX business realized the business scale growth, and the fundamental businesses improved profitability, achieving the progress in line with the MTMP as a whole

Progress The business portfolio transition in line with the plan



GX business: Sales growth

■ Order received and net sales significantly increased YoY

Trends in Order Volume and Sales for the GX Business

GX business	FYE25/3	FYE26/3	Increase ratio
Orders received	5.1 bil yen	19.9 bil yen	+290.9%
Net sales	4.9 bil yen	18.3 bil yen	+273.0%

Fundamental businesses: Greater profitability

■ Operating income margins improved in both the engineering business and the industrial machinery business

Trends in operating income margins

Op margin	FYE25/3	FYE26/3	Increase/ Decrease
Engineering business	4.4%	6.8%	+2.4pt
Industrial machinery business	23.1%	26.8%	+3.7pt

Progress for the First Year of Medium-Term Management Plan

Key Point 2. Establishment of management conscious of capital costs and our stock prices

MITSUBISHI KAKOKI KAISHA

- The steady execution of business and management plans in line with the MTMP, has caused the significant improve of our stock price, P/B ratio, and stock liquidity
- The steady execution of growth investments and strengthened information dissemination have also contributed to the enhancement of corporate value

Progress Following the announcement of this MTMP, stock prices, P/B, and stock liquidity improved significantly ◀ Due to the steady execution of the MTMP

Index	25/03/31 (End of last month of the previous fiscal year)	25/05/30 (End of the month of announcement of the MTMP)	25/09/30 (End of the first half of the first year of the MTMP)	26/03/31 (End of the last month of FYE 26/03)	26/06/30 (The last day of the month at the end of the most recent quarter)
stock price	1,355 yen※ P/B: 0.8x	1,937 yen	2,681 yen	2,914 yen P/B: 1.5x	3,650 yen
		Following the announcement of MTMP plan on May 15th 2025, the stock price has continued to rise			Continuing to enhance corporate value
Trading volume *Daily average	FYE25/3 average: 141k shares/day※	4/1 Stock split	FYE26/3 average: 320k shares/day		FYE2027/3 (4/1-6/30) average: 246k shares/day

*We conducted a stock split at a ratio of 3 shares for every 1 share of common stock effective April 1, 2025. The listed stock price and trading volume reflect this stock split.

Other progress on Key Point 2

Execution of growth investments

■ Actively making investments to lead business expansion, such as R&D and M&A, steady progress

Growth investment in MTMP

R&D First year results: 810 million yen ✖ **M&A·Alliance, investment** First year results: 3 cases

FY2025 results

- We will actively invest after considering factors such as business viability and the timing of commercialization (Quick-Win) Example: Conversion to blue hydrogen of manufactured hydrogen (CO2 capture)

- We have invested in three projects with promising synergies:
1) MKK Tohoku acquires shares in Nissei Kogyo Co, Ltd.
2) Investment in Japan Hydrogen Fund, L.P.
3) Investment in Japan Suiso Energy, Ltd.

Information dissemination that raises expectations for growth

- **Strengthening IR/SR activities**
  - The number of IR interviews conducted almost doubled (YoY +80%)
  - The first appearances at the Nikkei IR Fair and in investor-focused media, and strengthening IR for individual investors
  - SR:We conducted our first major shareholder engagement meeting
- **Strengthen public relations activities**
  - Started appearing on television programs and other media
  - Promoting strategic public relations activities through the MKK PROJECT

Progress for the First Year of Medium-Term Management Plan
Key Point 3. Stronger human and technical capital

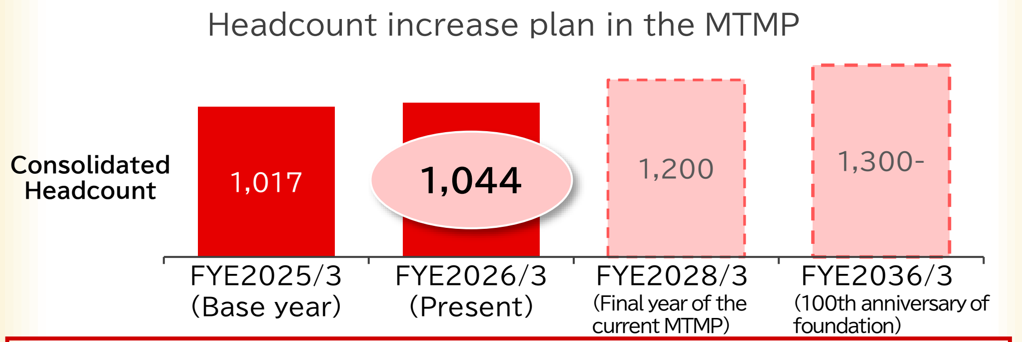
- To strengthen human capital, we are implementing recruitment, training and employee engagement enhancement measures, resulting in a steady headcount plan progress
- As part of our efforts to strengthen technological capital, we are making progress on measures aimed at maximizing our manufacturing capabilities, including the restructuring of the Kawasaki Works

Human Capital Strategy

■ Strengthen measures related to human resources development and acquisition, and improving employee engagement

Strengthening recruitment of new graduates and mid-career professionals	→ The number of hires is increasing
Strengthen education and training programs and infrastructure	→ Training hours are increasing
Further promotion of work style reform	→ Ensuring diversity and contributing to work-life balance
The president continues town hall meetings Fulfilling employee stock ownership plan	→ Contributes to improved engagement

■ Personnel plans are progressing steadily



Company-wide productivity*1	58Mil yen/person	80Mil yen/person	75Mil yen/person	100Mil yen/person*2

*1 Company-wide productivity is calculated as sales per employee
*2 Calculated using projected figures after the management vision update in May 2026

Manufacturing Strategy

■ Focus on restructuring the head office and Kawasaki Works

- In order to make it the mother factory for product development and production activities, we are continuing to consider the necessary and sufficient equipment and systems, and are making progress on measures that will contribute to maximize our manufacturing capabilities

Situation as of April 2026:
Reinforcement bar assembly process

■ Promoting organic collaboration among factories

- We newly established Production Strategy Planning Office, that leads the initiatives to build a system allowing a flexible coordination of production activities among the group factories

DX Strategy

Digital Transformation Certification

- We have implemented AI in multiple projects to improve the sophistication and efficiency of our operations
  … We will promote the creation of an environment that allows employees to focus on high value-added tasks, contributing to a further increase in operating income margins
- Certified under the METI's DX certification program
- We are currently selecting a DX partner to promote the production and factory DX

Progress for the First Year of Medium-Term Management Plan

Key Point 4. Improved transparency of corporate governance

- Our efforts regarding materiality are generally progressing smoothly
- Regarding the labor safety and health, we are currently working on creating a system to prevent recurrence of the accidents

MTMP Sustainability KPI progresses

Materiality	KPI	Results for FY2025: ○/×	Results for FY2025: results	Results for FY2025: Main initiatives
1 Creation of social value related to the four strategic business fields	a) Net sales from the GX business in the 3rd year: 23.0 billion yen or more b) M&A/Investment plans carried out: At least 1 plan	a) ○ b) ○	18.3 Bil yen 1	● One incident resulting in lost workdays occurred →We are currently working on creating a system to prevent recurrence
2 Establishment of stronger relationships with customers (quality and safety)	a) Accidents requiring at least 4 days off from work ※1: 0 b) Ratio of the cost of quality (loss) to net sales※2: Lower than the previous medium-term plan period	a) × b) ○	1 Achieved reduction	
3 Promotion of development and use of personnel while valuing diversity	a) Average employee engagement score※3: Up at least 3 points b) Ratio of female employees※3: At least 20%	a) ○ b) ○	+2pt(66pt) 15.5%	● A "town hall meeting" was held where all employees and the president could engage in dialogue →Incorporating employee feedback into management contributes to improve employee engagement
4 Reduction of environmental burdens from business activities	a) Emissions from Scopes 1 and 2※1: Levels below the targets for 2030(1,417tCO2) maintained b) Emissions from Scope 3: Figures calculated and disclosed	a) ○ b) ○	959tCO2(estimate) 5 categories disclosed 3 categories currently being calculated	
5 Establishment and promotion of manufacturing strategy	a) DX in plants: DX adopted by the Group's plants, including Kawasaki Works b) Material procurement risk management: Supply chain management	a) ○ b) ○	Partner selection in progress The first initiative was implemented	● To promote sustainable procurement, we identified ESG issues through a CSR survey of key suppliers and are taking a follow-up action →The implementation structure has been fixed, and the second phase is underway for FY 2026
6 Enhancement of corporate governance	By fully functioning governance, our effort to meet KPIs supported	Monthly monitoring of KPI progresses		

※1 Targets for all periods within this medium-term plan period※2 Target for the current 3-year medium-term plan compared to the average for the previous 3-year medium-term plan
※3 Targets for the final year of the current medium-term plan (FY2027) compared to the final year of the previous medium-term plan (FY2024)

Appendix 4. Our Strength and Business Model

MORE Sustainable, KEEP Innovating for a KINDHEARTED Society

MKK

Relevance of Japanese government policy guidelines and our business

- Wide range of our business areas aligns with various fields among the seventeen(17) strategic fields selected by the Japanese government

17 STRATEGIC FIELDS

- Quantum technology
- Defense industry
- AI and semiconductors
- Fusion energy
- Disaster prevention and national resilience
- Digital and cybersecurity
- Drug discovery and advanced medicine
- Food tech
- Port logistics
- Materials
- Content industry
- Aviation and space
- Marine and ocean
- Shipbuilding
- Resource, energy security and green transformation
- Information and communications
- Synthetic biology and biotechnology

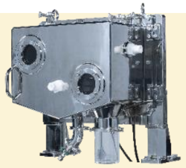
Engineering Business

- Semiconductor materials (electronic materials) plants construction
- Sewage plants construction
- Biopharmaceutical plants construction


Plant construction example

Industrial Machinery Business

- Separation and filtration equipment for pharmaceutical raw materials
- Separation and filtration machine for recycling resource
- Marine oil purifiers and equipment compliant with marine environmental regulations


MiD-CURUPO™


Mitsubishi Selfjector (SJ series)

GX Business

- Hydrogen production facilities used in the manufacture of SAF and synthetic fuels
- Cultivation, concentration, and extraction technologies for the utilization of algae


Large-scale hydrogen production facility


Microalgae cultivation facility (sealed glass tubes type photobioreactor)

Business Overview

- Engineering business: EPC (Engineering, Procurement and Construction) of chemical and electronic material plants, hydrogen and energy plants, and environmental facilities
- Industrial Machinery business: Manufactures various types of equipment such as centrifuges and filtration equipment using our core separation and filtration technologies
- GX business: Contributing to solving the social issues of “CO_2 emissions and climate change,” “Circulation of resources,” “water and food,” “Shortage of manpower,” and “Natural disaster,” as stated in our management vision.

25% GX business



- Hydrogen supplychain-related equipment
- Hydrogen station
- Hydrogen Generator for GX
- Microalgae cultivation technology
- GX-related plant
- Equipment for effective use of biogas
- Thermal sludge solubilizer
- Centrifuge for SAF
- iFactory®
- Electric field filter
- GX-related equipment

In development

- CO_2 capture equipment
- Methanation
- Water electrolysis hydrogen production equipment
- CO_2 liquefaction devices
- Hydrogen storage alloy compressor
- Ammonia decomposition

50% Engineering Business

50% Plant



- Chemical plant
- Plant related to electronic materials (semiconductors)
- Fine chemical plant
- Vegetable oil plant
- Pharmaceuticals and food-related plant

10% Hydrogen / Energy



- Hydrogen generator
- LNG and city gas-related equipment
- Petroleum refining-related equipment

40% Environment



- Sewage treatment facility
- Waste treatment facility
- Deodorization equipment
- Landfill leachate wastewater treatment equipment

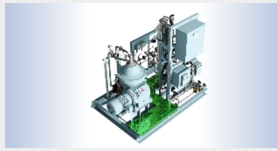
25% Industrial Machinery Business

20% Industrial Machinery



- Centrifuge
- Filter
- Agitator
- Dust removal equipment for seawater intake

80% Marine Machinery

- Oil purifier
- Equipment compliant with environmental regulations for marine vessels

Sustainable recycling society | Clean energy | Saving labor and energy | Developing next-generation technologies

Align with strategic business areas that contribute to solving social issues as stated in the management vision through the development of new technologies, improvement of existing technologies and products, and development of new applications

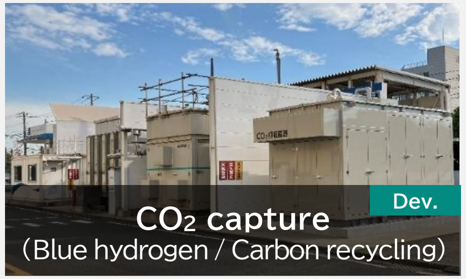
*The percentages in each business segment diagram indicate the sales ratio forecast value for FYE 2027/03.

Products and Services for GX businesses 1) Four Strategic Business Domains

- Expand the business by introducing main products such as hydrogen production equipment to meet the recent growth in demand for hydrogen.
- Promote R&D to bring low-carbon hydrogen (blue/green hydrogen), which is expected to grow in the future, and carbon recycling, such as CO_2 capture, to market during the period of this medium-term management plan

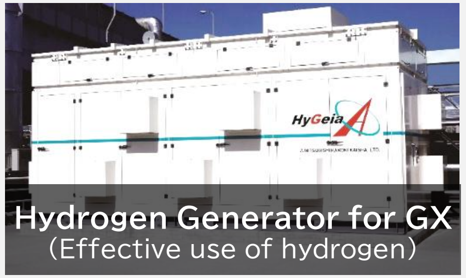
1 Sustainable **business for realizing a recycling society** Quick-Win


Biogas power generation
(Effective use of biogas)


Dev.
CO_2 capture
(Blue hydrogen / Carbon recycling)

- Hydrogen generation from biogas (Effective use of biogas)
- Thermal sludge solubilizer (Effective use of biogas)
- Methanation (Carbon recycling / Effective use of hydrogen) Dev.
- CO_2 liquefaction devices (Carbon recycling) Dev.

2 Hydrogen-based **clean energy business** Quick-Win



Hydrogen Generator for GX
(Effective use of hydrogen)

Hydrogen stations

- Algae Cultivation
- Hydrogen absorption alloy delivery system Dev.
- Hydrogen Storage Alloy Compressor (Hydrogen absorption alloy) Dev.
- Ammonia decomposition (Effective use of hydrogen) Dev.
- Water electrolysis hydrogen production equipment (Green hydrogen) Dev.

3 **Business of saving labor and energy** utilizing digital technology


iFactory®
(Energy-efficient pharmaceuticals manufacturing)

4 **Business of developing next-generation technologies** for solving issues related to water, food, natural disaster


Electric Field Filter "Ele-Fil®"
(New technology development)

Dev. : Businesses in development stage

Business model

Engineering(EPC)

Average lead time: 2-3 years

- Feasibility studies
- Proposals
- Inquiries
- Quotations
- Order receive
- Design — Engineering
- Equipment manufacturing / Material procurement — Procurement
- Construction — Construction
- Commissioning / Delivery
- Operation / Maintenance

Project Types

Designed and constructed according to customer requirements

Mitsubishi Kakoki Kaisha Products and Services

Large-scale hydrogen production facility

Continuous Rotary Filter CURUPO®

Delivery destination (Customer)

Chemical companies

Semiconductor -related manufacturers

Food companies

Sewage plants

Energy companies

Shipyards

etc.

Manufacturing

Average lead time: 6 months to 2 years

- Product development
- Proposals
- Inquiries
- Quotations
- Order receive
- Design
- Parts procurement
- Assembling / Commissioning
- Inspections / Shipping / Delivery
- Maintenance

Made-to-order types

After receiving an order, we start by manufacturing the parts.

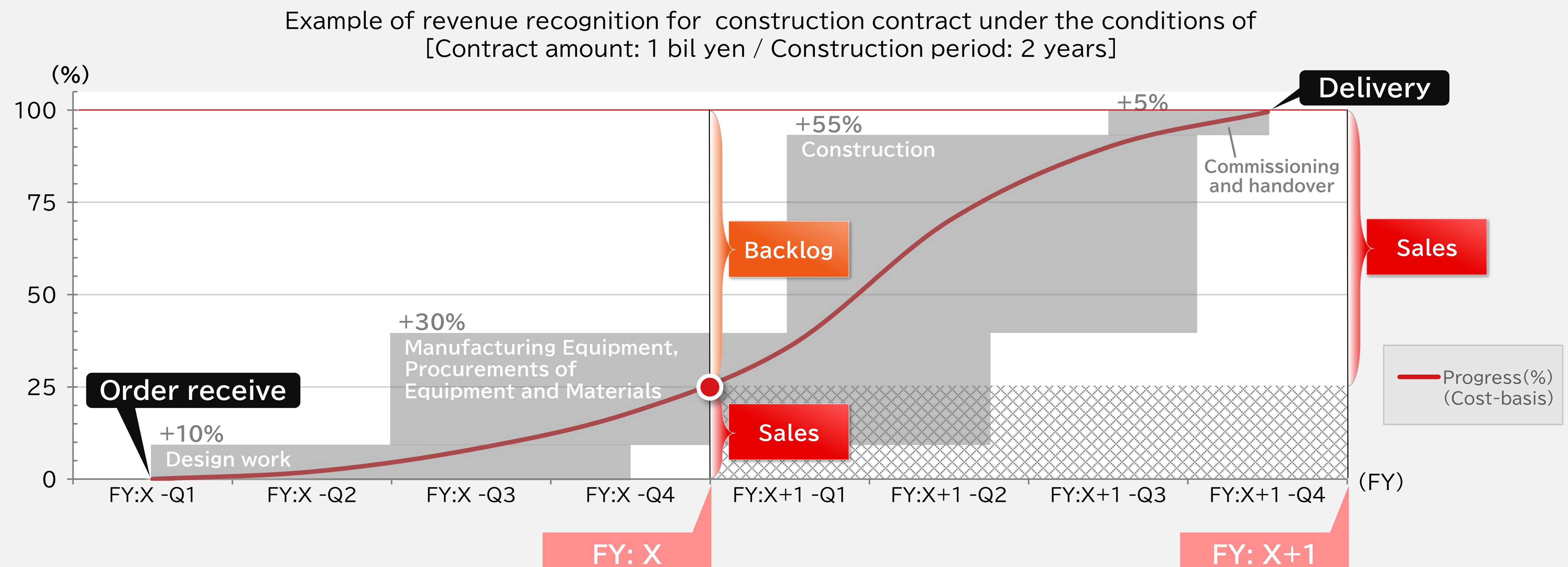
Make-to-stock production type

Required parts are produced in advance and stocked

Recognition Criteria for Revenue and Expenses

- Most of plant engineering construction contract’s revenue are recognized based on the percentage of work completed (as shown in the diagram below).
- Various equipment’s revenue is recognized at the time of goods delivered

Image of Revenue Recognition for Construction Projects (Percentage of Completion method)



FY: X — Recorded 250 mil yen based on the 25% work completion (the remaining 750 mil yen is treated as backlog)

FY: X+1 — Recorded 750 mil yen as at 75% remaining work completion (backlog of orders for this project is zero)

IR Contact

Inquiries related to IR

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Mitsubishi Kakoki Kaisha, Ltd.

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Forward Looking Statements

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