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

FYE 2026/03 (FY2025) Q2

Financial Results Briefing

Nov. 11, 2025

MORE Sustainable, KEEP Innovating for a KINDHEARTED Society

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Contents

Ⅰ. Summary/Business Overview

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Ⅰ. Summary

■ Financial Summary for FYE 2026/03 Q2 results and Full-year forecasts

Q2 Results	Orders received	23,644 Mil yen (YoY -33 %)	(QoQ↓) QoQ Decline Order backlog remains at a high level (91,272 mil yen as of the end of Sep. 2025)
	Net sales	36,123 Mil yen (YoY +36 %) Last FC: 37,500 Mil yen (vs. FC: -1,376 Mil yen)	[vs.FC↓] Delays in progress for some large-scale construction projects (QoQ↑) Progress of large-scale construction projects; Positive sales trend for Oil purifiers and its components, and ship equipment compliant with environmental regulations in Industrial Machinery Business
	Operating income	3,681 Mil yen (YoY +65 %) Last FC: 3,000 Mil yen (vs. FC: +681 Mil yen)	[vs.FC↑] Improvements in construction projects cost completed in the 1st half (QoQ↑) Increase in gross profit due to the increase in net sales

The full-year forecast announced at the beginning of the period (May 15, 2025) was revised on October 31, 2025.

Full-year Forecasts	Orders received	69,500 Mil yen (YoY +7 %) Last FC: 69,500 Mil yen (vs. FC: No Change)	[vs.FC→] Adjustments exist for each reportable segment, but there are no adjustments to the total figures (YoY↑) Expect to continuously acquire high level of orders mainly in GX Business and marine machinery field
	Net sales	88,500 Mil yen (YoY +50 %) Last FC: 84,500 Mil yen (vs. FC: +4,000Mil yen)	[vs.FC↑] Steady revenue recognition across all the businesses, including GX business (YoY↑) Contribution of the large-scale construction orders acquired in previous years, and the positive trend for ship equipment and components
	Operating income	8,550 Mil yen (YoY +50 %) Last FC: 7,500 Mil yen (vs. FC: +1,050Mil yen)	[vs.FC↑] Gross profit will be increase due to the increase in net sales; Improvements in construction projects cost completed in the 1st half (YoY↑) Gross profit will be increase due to the increase in net sales
	Annual dividend	86 Yen/share (YoY +16 Yen) Last FC: 80 Yen/share (vs. FC: +6 Yen)	[vs.FC↑] Increased dividend in line with the projected increase in net profit attributable to parent company shareholders (YoY↑) The dividend payout ratio is 35% (YoY: up 2.3 points)

Note: The performance forecast above was prepared based on available information as of the announcement date. The actual performance may differ due to various factors in the future.

Business Overview and Sales Composition

By Segment

Engineering Business

Sales composition FY2025(Forecast) Approx. 50%

Plants Construction
in a Wide Range of Industries

* The foundation of industries including chemicals, electronic materials, semiconductor materials, fine chemicals.
* Lifeline infrastructure including LNG, city gas, petrochemicals and sewage systems.
* Our know-how on high-purity and compact hydrogen generators

Top Market Share

Industrial Machinery Business

Sales composition FY2025(Forecast) Approx. 25%

A wide range of Manufacturing Machines lineup, using our core technology of "Separation and Filtration"

* The top market share established in the Oil Purifiers products (SJ series)
* Centrifuges, filters and agitators which meet various needs of our customers

Top Market Share

Green Transformation Business

Sales composition FY2025(Forecast) Approx. 25%

Newly setting up business segment, to realize our management vision for 2050

* Sustainable recycling society: such as Effective use of biogas
* Clean energy :such as effective use of hydrogen
* Saving labor and energy
* Developing next-generation technologies

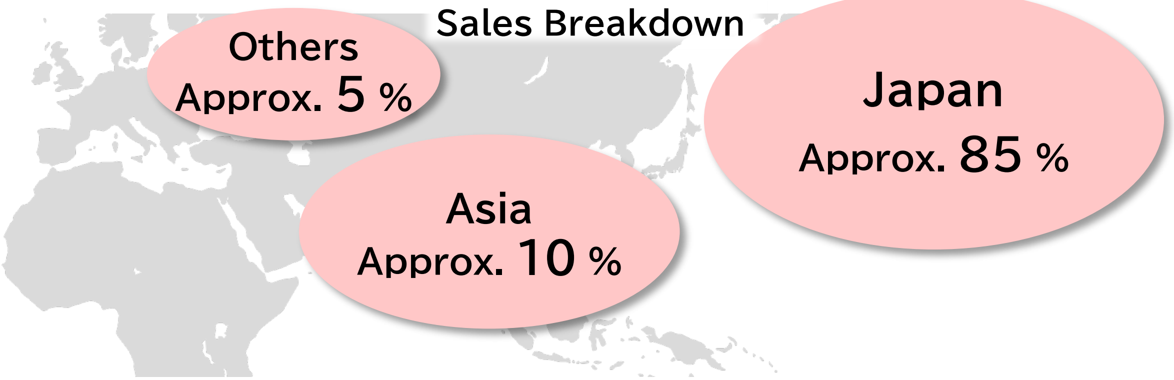
Five social issues estimated in 2050

Refer to Appendix, Management Vision for 2050

By Region

- Since the 1970s, we have accumulated a track record in plant construction, mainly in Southeast Asia, along with the overseas expansion of our client companies.
- Overseas sales ratio ranges from 10% to 30% along with the amounts of orders of large overseas projects.

Sales Breakdown



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Ⅱ. FYE 2026/03 Q2 Financial Results

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Consolidated Statements of Income and Comprehensive Income

- **35.7%↑ in net sales**: Steady progress of large-scale construction projects secured in previous years, Positive sales trend for ship equipment and components
- **65.4%↑ in operating income**: SG&A increased, but absorbed by increase in gross profit due to the increase in net sales

(Unit: Millions of yen)

	FYE2025/03-Q2 (FY2024-Q2)		FYE2026/03-Q2 (FY2025-Q2)					
			*Forecasts as of Jul. 2025				YoY change	
	Results	Ratio to Sales	Forecasts	Ratio to sales	Results	Ratio to sales	Inc/Dec amount	Inc/Dec ratio
Net sales	26,623	–	37,500	–	36,123	–	+9,500	+35.7%
Cost of sales	20,843	78.3%	30,400	+81.1%	28,268	78.3%	+7,425	+35.6%
Selling, general and administrative expenses	3,553	13.3%	4,100	+10.9%	4,173	11.6%	+619	+17.4%
Operating income	2,226	8.4%	3,000	8.0%	3,681	10.2%	+1,455	+65.4%
Ordinary income	2,168	8.1%	3,100	8.3%	3,864	10.7%	+1,695	+78.2%
Interim profit attributable to owners of parent	1,440	5.4%	2,150	5.7%	2,679	7.4%	+1,238	+86.0%
Interim net income per share (Unit: yen)	63.12	–	94.39	–	117.64	–	+54.52	–

*The Company carried out a three-for-one stock split of its common shares on April 1, 2025. Therefore, earnings per share for the current period have been calculated assuming this stock split occurred at the beginning of the previous consolidated fiscal year.
*At the end of the previous consolidated fiscal year, the provisional accounting treatment for the business combination was finalized, and the figures for the interim period of the fiscal year ending March 31, 2025 are shown after reflecting the significant revision of the initial allocation of the acquisition cost due to the finalization of the provisional accounting treatment.

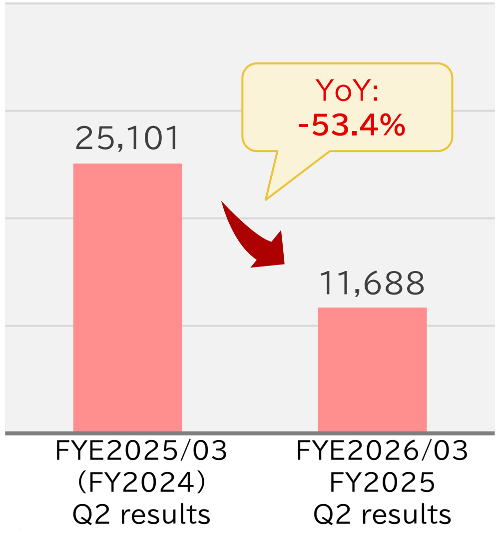
Segment Breakdown 1) Engineering Business

Points of financial Results

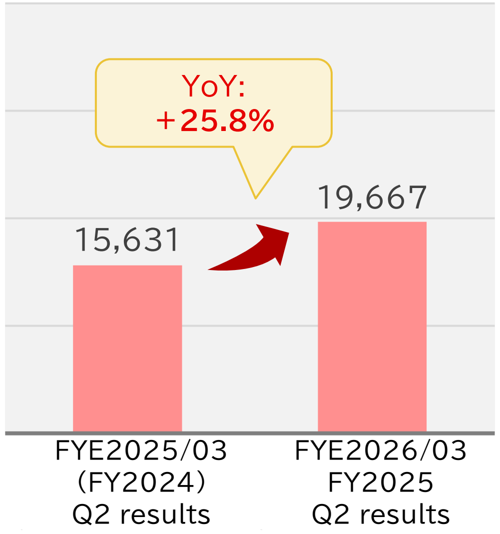
Order received	> Acquired in line with the plan, although no large-scale projects were secured and decreased YoY
Segment net sales	> Increased YoY, contributed by the order backlogs (mainly in domestic chemical plant business and sewage treatment facility) in previous fiscal years
Segment profit	> Increased YoY, because of increase in gross profit due to the increase in net sales, and of improvements in construction projects cost completed in the 1st half

Performance Results (Unit: Millions of yen)

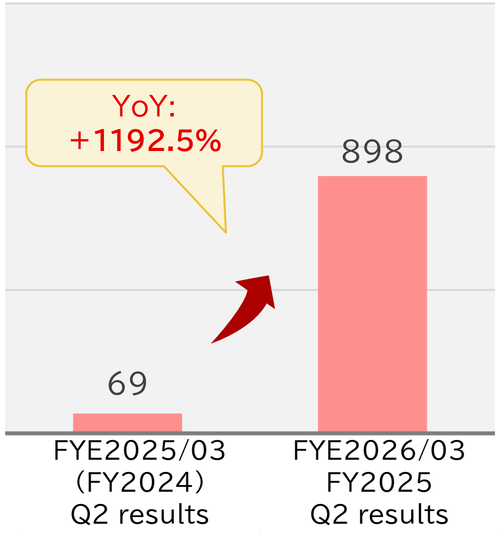
Order received



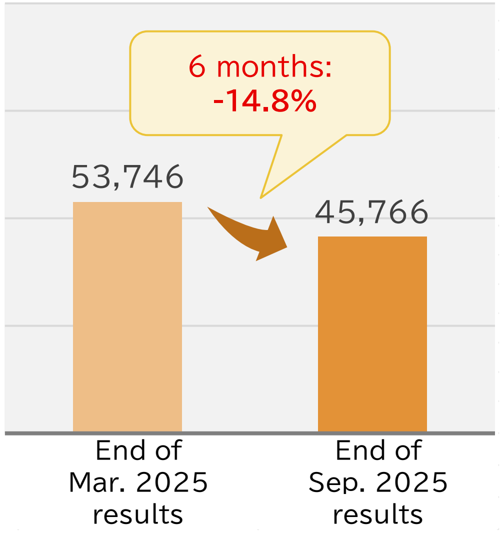
Segment net sales



Segment profit



Order backlog



Note: Segment information for the FYE 2025/03 (FY2024) -Q2 and as of the end of March 2025, is presented based on the revised reporting segment classifications.

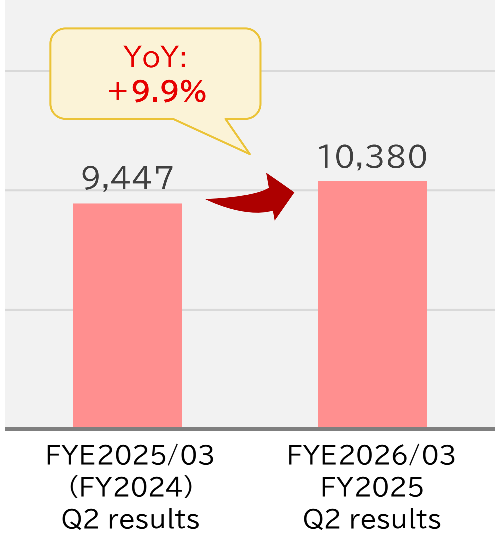
Segment Breakdown 2) Industrial Machinery Business

Points of financial Results

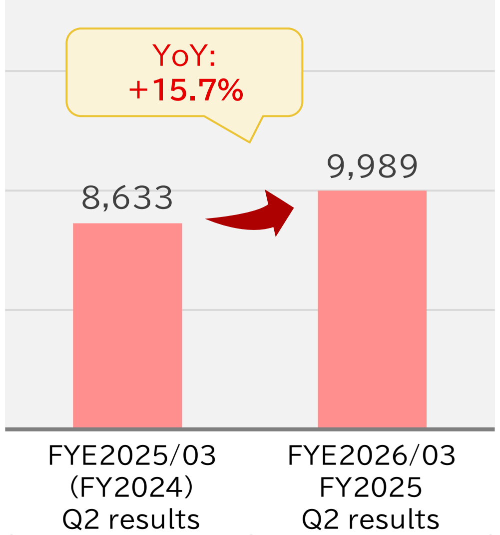
Order received	> Continuously increased in oil purifiers and its components and equipment compliant with ship environmental regulations, due to positive trend in the shipbuilding/shipping market
Segment net sales	> Increased YoY, due to the orders of oil purifiers and its components, and equipment compliant with ship environmental regulations
Segment profit	> Increased YoY, due to an increase in gross profit from higher sales as well as an increase in sales of highly profitable after-sales services

Performance Results (Unit: Millions of yen)

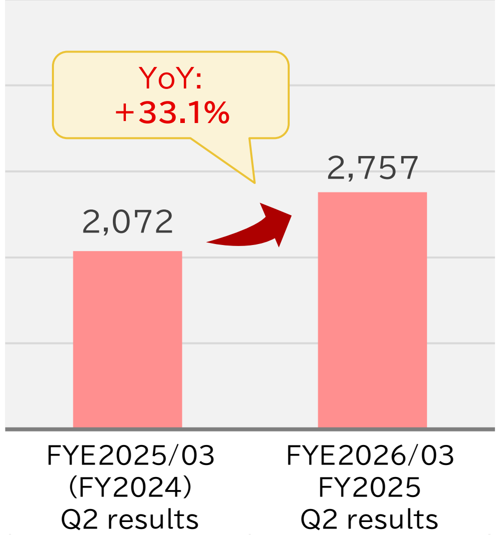
Order received



Segment net sales



Segment profit



Order backlog

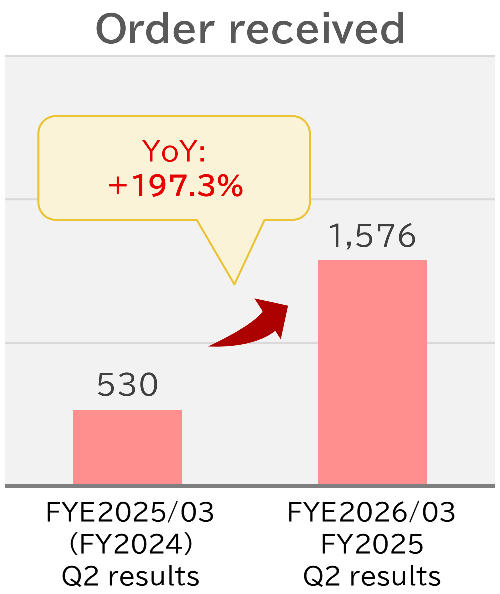
Note: Segment information for the FYE 2025/03 (FY2024) –Q2 and as of the end of March 2025, is presented based on the revised reporting segment classifications.

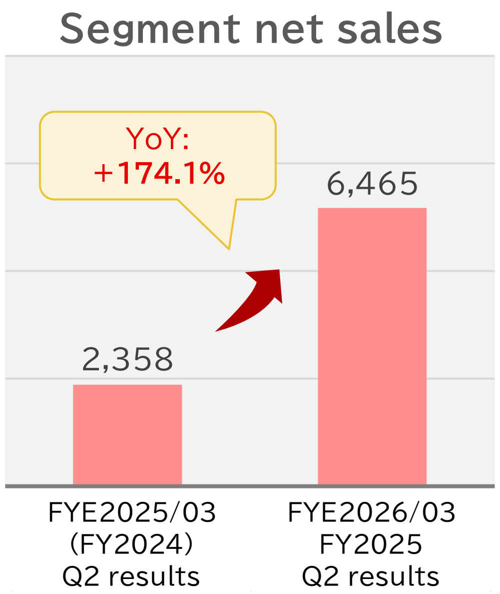
Segment Breakdown 3) GX Business

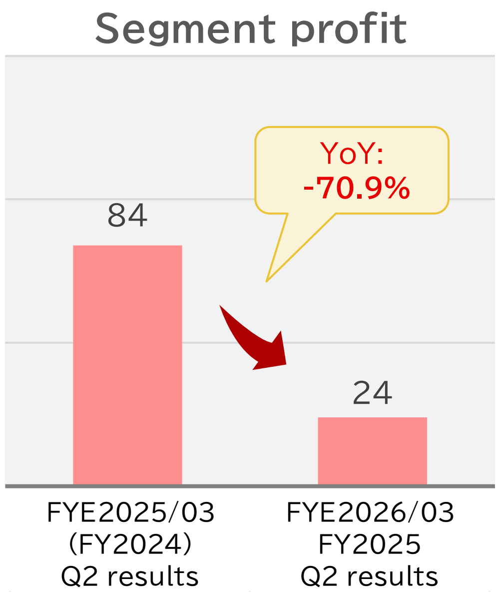
Points of financial Results

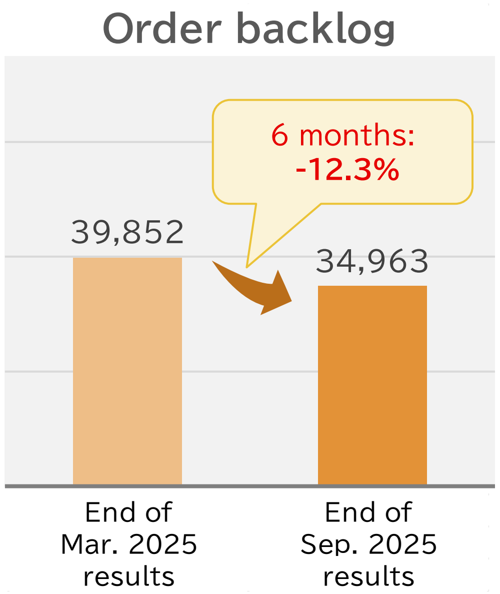
Order received	> Acquired in line with the plan
Segment net sales	> Increased YoY, contributed by the order backlogs (mainly in hydrogen production equipment) in previous fiscal years
Segment profit	> Decreased YoY on account of increase in SG&A expenses, including research and development costs although gross profit was increased due to the increase in net sales > Q1 ended in the loss, but Q2 results turned profitable

Performance Results (Unit: Millions of yen)









Note: Segment information for the FYE 2025/03 (FY2024) –Q2 and as of the end of March 2025, is presented based on the revised reporting segment classifications.

Selling, General and Administrative Expenses

- **17.4%↑ in the value terms:** While estimation cost decreased, labor costs, R&D expenses, advertising expenses and sales commissions increased
- **1.7point↓ in net sales ratio:** Sales SG&A ratio is decreased to 11.6% from 13.3%, due to increase in net sales

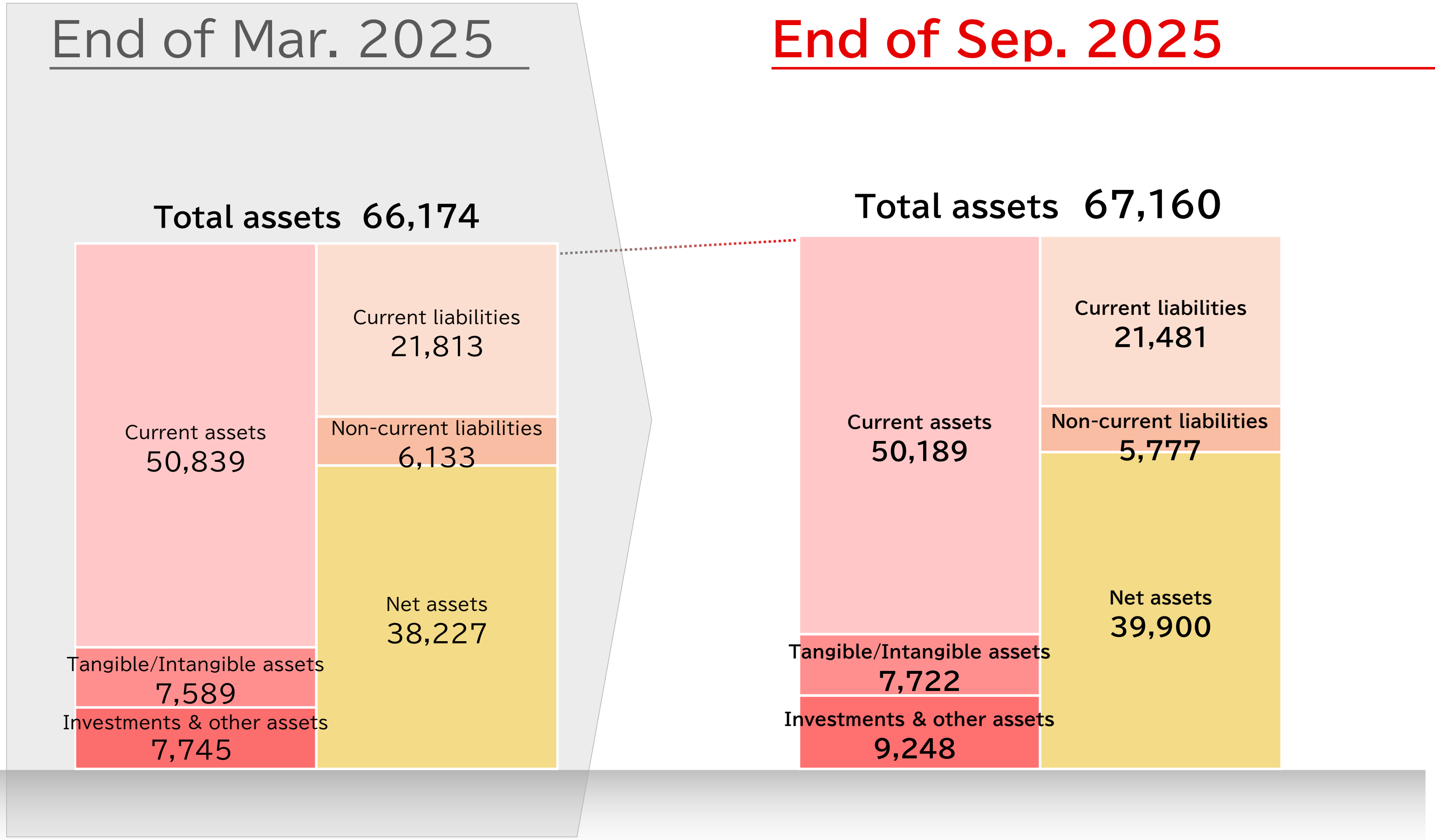
(Unit: Millions of yen)

	FYE2025/03-Q2 (FY2024-Q2)		FYE2026/03-Q2 (FY2025-Q2)			
					YoY change	
	Results	Ratio to sales	Results	Ratio to sales	Inc/Dec amount	Inc/Dec ratio
Salaries & bonuses	1,264	4.7%	1,476	4.1%	+212	+16.8%
Estimation cost	421	1.6%	395	1.1%	▲26	▲6.3%
R&D expenses	200	0.8%	323	0.9%	+122	+61.0%
Advertising expenses	67	0.3%	191	0.5%	+124	+183.8%
Sales commission	129	0.5%	166	0.5%	+37	+28.6%
Depreciation	122	0.5%	125	0.3%	+2	+2.3%
Other costs	1,346	5.1%	1,493	4.1%	+147	+10.9%
Total SG&A	3,553	13.3%	4,173	11.6%	+619	+17.4%

Consolidated Balance Sheets

- **Total assets slightly increased**: While accounts receivable and similar items decreased due to progress in collection, cash and deposits increased
- **Liabilities slightly decreased**: Accounts payable and similar obligations increased, but contract liabilities and similar obligations decreased
- **Equity ratio increased**: increased to 59.4% from the end of the previous fiscal year, due to an increase in net assets. (57.8% at the end of the previous fiscal year)

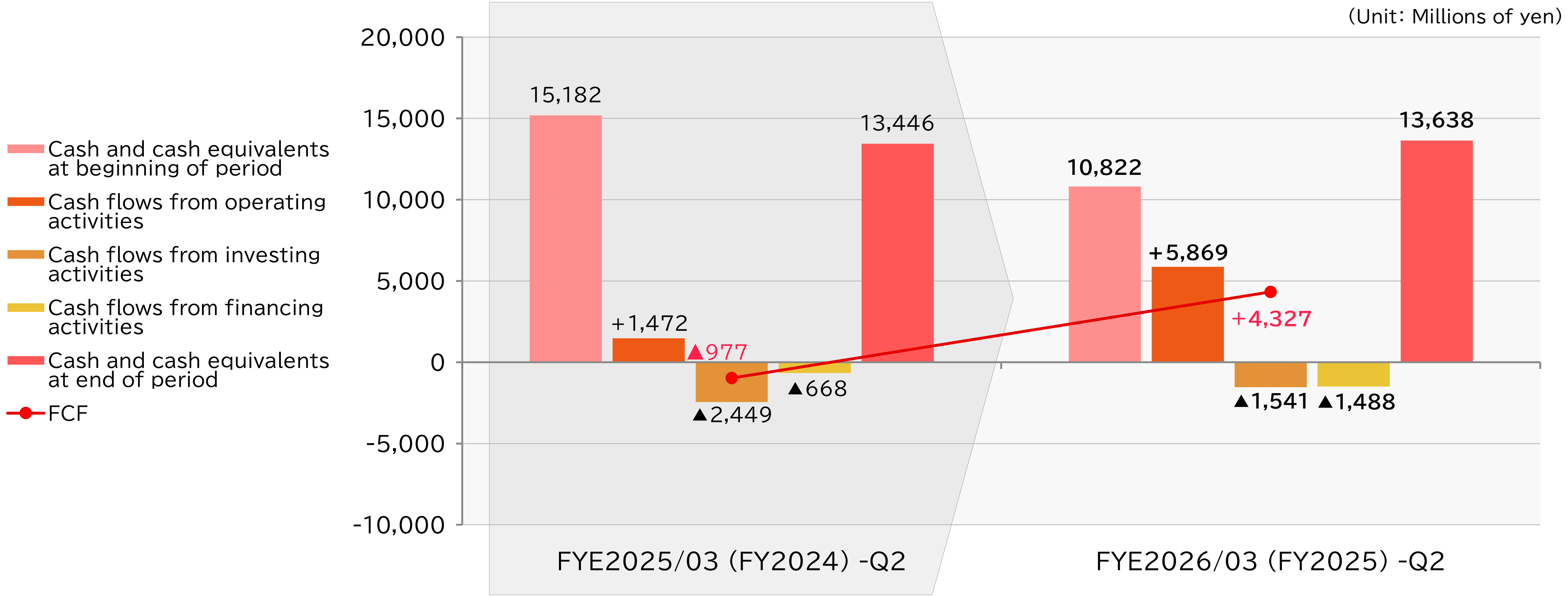
(Unit: Millions of yen)



6 months	
Current assets	▲649
Cash and bank deposits	+2,815
Accounts receivable	▲4,810
Tangible/Intangible assets	+132
Tangible assets	+213
Intangible assets	▲80
Investments & other assets	+1,502
Current liabilities	▲332
Notes and accounts payable – trade	+917
Electronically recorded obligations	▲278
Current portion of long-term borrowings	+500
Contract liabilities	▲694
Accrued bonuses	▲261
Non-current liabilities	▲356
Long-term debt	▲500
Net assets	+1,673
Retained earnings	+1,381

Consolidated Statements of Cash Flows

- **Operation cash flow is positive**: In addition to increased profits, progress was made in collecting accounts receivable
- **Investing cash flow is negative**: For the acquisition of fixed assets, investment securities, etc.
- **Free cash flow is negative**: Improved operating cash flow resulted in a positive outcome



Ⅲ. FYE 2026/03 Full Year Performance Forecasts

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Consolidated Forecasts of Income and Comprehensive Income

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- **49.5%↑ in net sales:** Contribution of the high-level order backlogs and the positive trend for ship equipment and components
- **50.1%↑ in operating income:** Increase in gross profit due to the increase in net sales
- **19.9%↑ in net profit:** The net profit growth rate is expected to be lower than the operating income growth rate, due to a decrease in extraordinary gains recorded in the previous fiscal year

Forecast revision: Yes
(By segment on the next page)

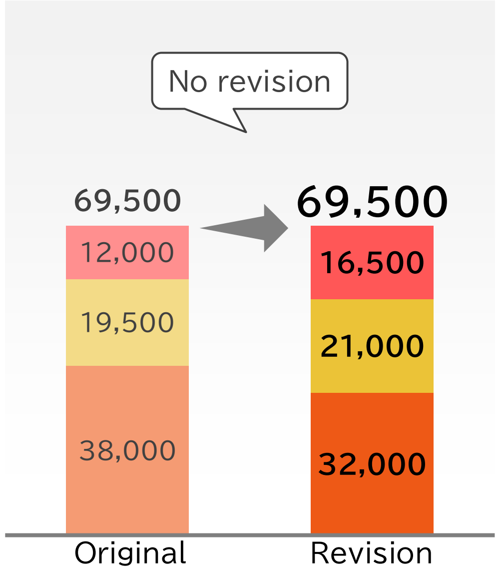
(Unit: Millions of yen)

	FYE2025/03 (FY2024)		FYE2026/03 (FY2025) *Forecasts as of Oct. 2025					
	Results	Ratio to sales	Q2 results	Ratio to sales	Full-year forecasts	Ratio to sales	YoY change Inc/Dec amount	YoY change Inc/Dec Ratio
Net sales	59,202	–	36,123	–	88,500	–	+29,297	+49.5%
Cost of sales	45,995	77.7%	28,268	78.3%	71,000	80.2%	+25,004	+54.4%
Selling, general and administrative expenses	7,511	12.7%	4,173	11.6%	8,950	10.1%	+1,438	+19.1%
Operating income	5,694	9.6%	3,681	10.2%	8,550	9.7%	+2,855	+50.1%
Ordinary income	5,626	9.5%	3,864	10.7%	8,650	9.8%	+3,023	+53.7%
Net Profit attributable to owners of parent	4,879	8.2%	2,679	7.4%	5,850	6.6%	+970	+19.9%
Net income per share (Unit: yen)	213.79	–	117.64	–	256.85	–	+43.06	+20.1%

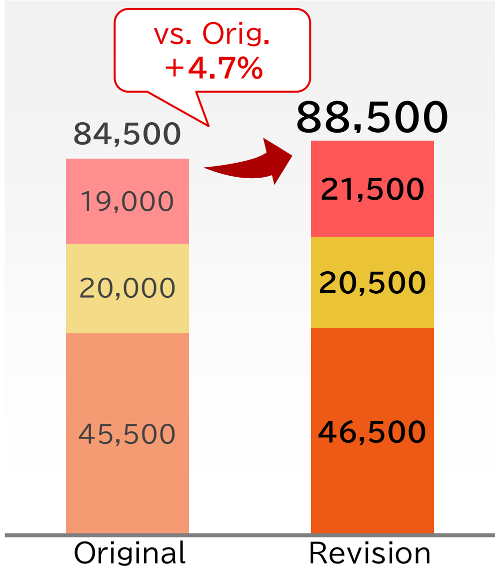
Note: The performance forecast above was prepared based on available information as of the announcement date. The actual performance may differ due to various factors in the future.

Revision to Full-Year Consolidated Forecasts

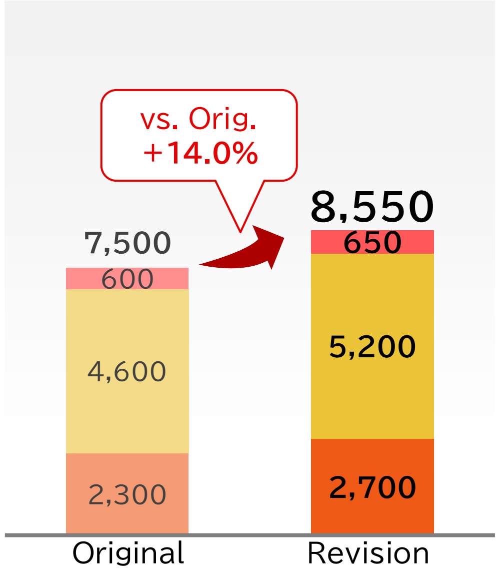
Orders received (Mil yen)



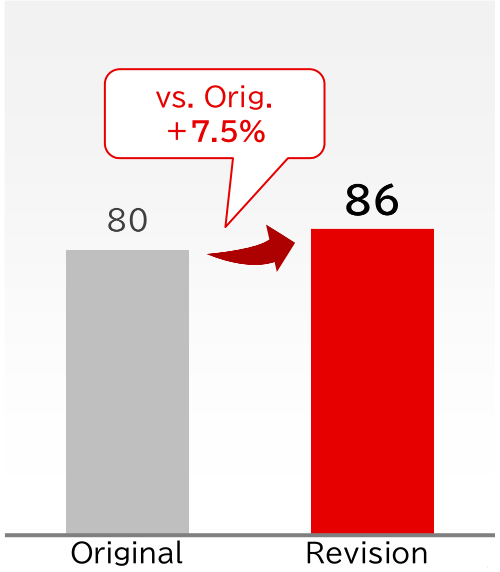
Net sales (Mil yen)



Opereation income (Mil yen)



Dividend per Share (Yen)



Engineering / Industrial machinery / GX

Annual dividend per share

- In the engineering business, delays and revisions in customer investment decisions are predicted to impact some projects, leading to a decline
- The GX business expects to expand orders in areas such as hydrogen utilization and biogas projects, while the Industrial machinery business anticipates increased orders in the marine sector
- Based on the above, the forecast for the total amount of orders received remains unchanged

- Engineering and GX businesses are expected to steadily recognize revenue from order backlogs accumulated in the previous fiscal years
- The Industrial machinery business continues to expand its oil purifier and marine environmental compliance equipment operations, supported by favorable shipbuilding/shipping market conditions

- Each business segment contributes to increased gross profit due to higher sales revenue
- The Engineering Business benefited from cost improvements in projects completed during the 1st half
- The Industrial machinery business remains positive in after-sales service and equipment meeting marine environmental regulations

- Increased dividend in line with higher net income forecast
- Payout ratio at 35.0% (in accordance with shareholder return policy under mid-term management plan)

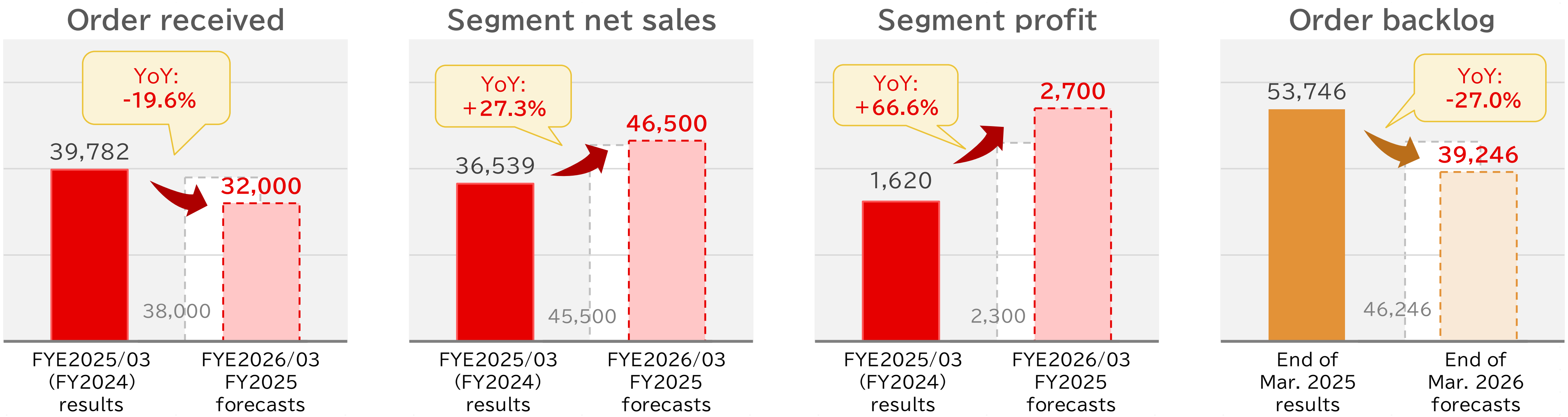
Note: The performance forecast above was prepared based on available information as of the announcement date. The actual performance may differ due to various factors in the future.

Segment Business Forecast 1) Engineering Business

Points of forecast

Order received	> Expect to decrease YoY, due to delays and revisions in customers' investment decisions for some PJ
Segment net sales	> Expect to increase YoY, contributed by the order backlogs in previous fiscal years
Segment profit	> Expect to increase YoY, as a result of net sales and gross profit increase > Improvements in construction projects completed cost in the 1st half contributes to segment profit

Performance outlook (Forecasts) (Unit: Millions of yen)



Note: The performance forecast above was prepared based on available information as of the announcement date. The actual performance may differ due to various factors in the future.
Note: Segment information for the FYE 2025/03 (FY2024) is presented based on the revised reporting segment classifications.

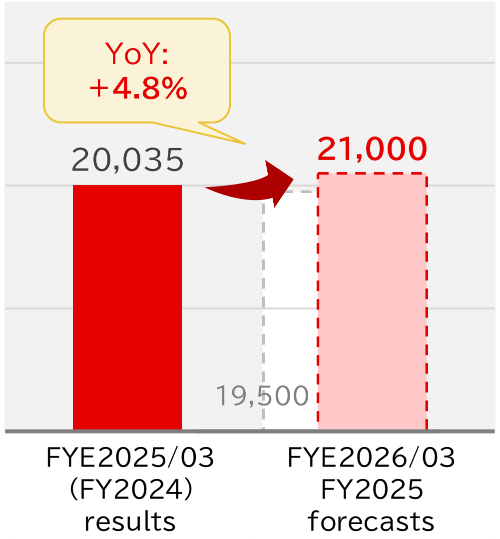
Segment Business Forecast 2) Industrial Machinery Business

Points of forecast

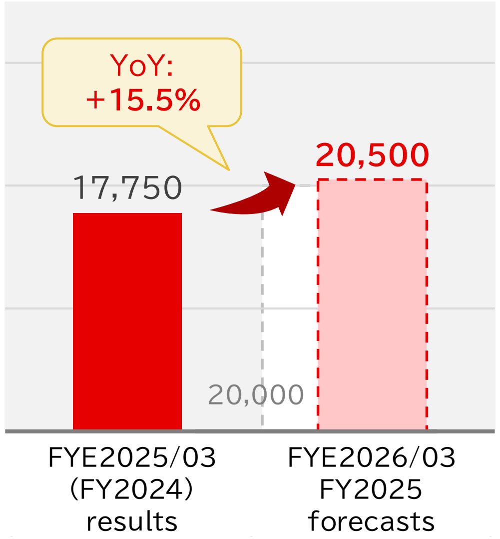
Order received	> Expect to continuously acquire high level of orders, based on the robust shipbuilding/shipping market
Segment net sales	> Expect to increase YoY, by steadily acquiring orders for Oil purifiers and its components, and ship equipment compliant with ship environmental regulations
Segment profit	> Expect to increase YoY, as a result of net sales and gross profit increase > Robust after-sales service has contributed to improving the cost ratio

Performance outlook (Forecasts) (Unit: Millions of yen)

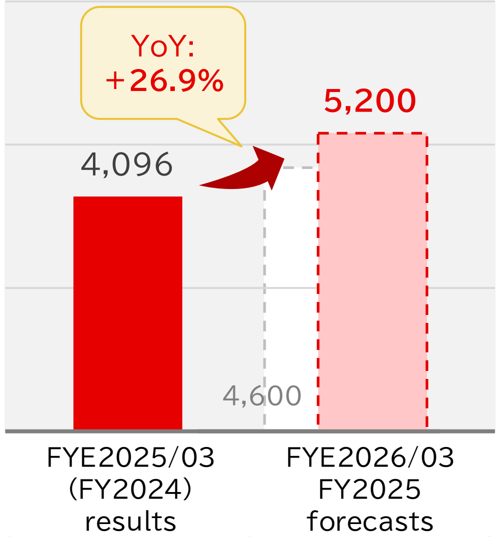
Order received



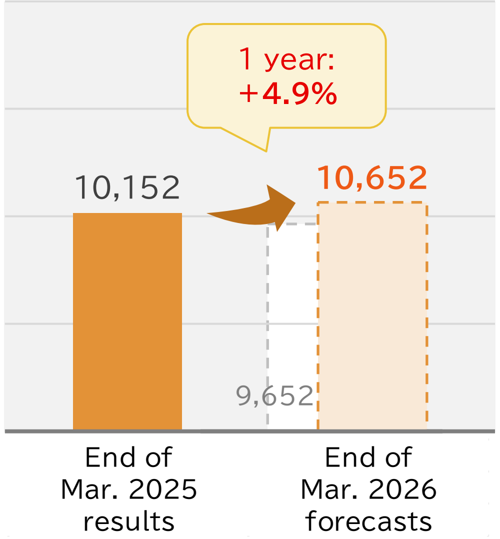
Segment net sales



Segment profit



Order backlog



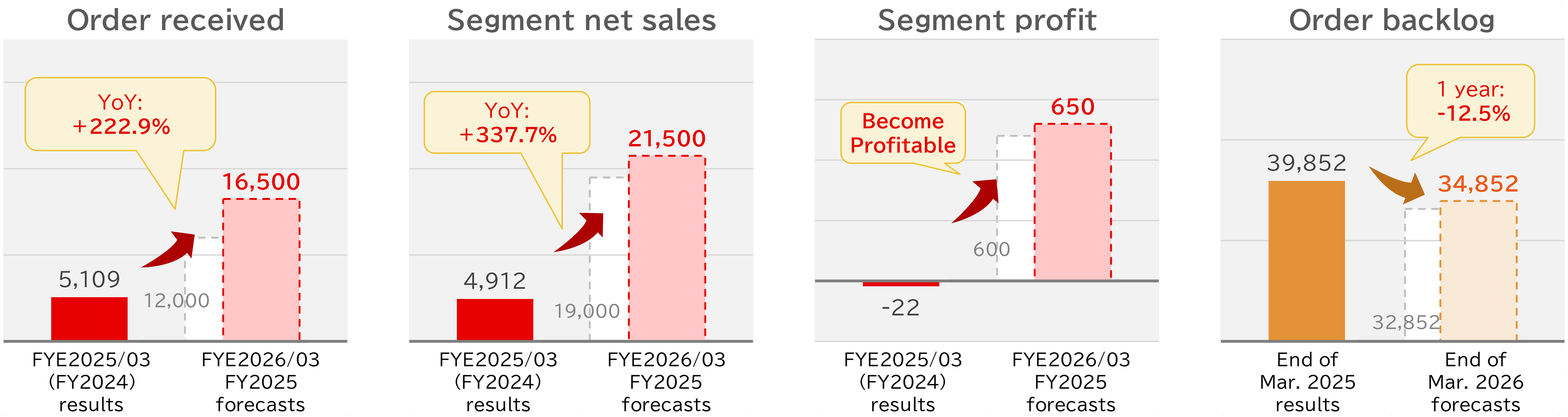
Note: The performance forecast above was prepared based on available information as of the announcement date. The actual performance may differ due to various factors in the future.
Note: Segment information for the FYE 2025/03 (FY2024) is presented based on the revised reporting segment classifications.

Segment Business Forecast 3) GX Business

Points of forecast

Order received	> Expect to acquire orders relevant to the hydrogen utilization and biogas plant
Segment net sales	> Expect to significantly increase, contributed by the order backlogs in previous fiscal years
Segment profit	> Expect to increase YoY, as a result of net sales and gross profit increase

Performance outlook (Forecasts) (Unit: Millions of yen)



Note: The performance forecast above was prepared based on available information as of the announcement date. The actual performance may differ due to various factors in the future.
Note: Segment information for the FYE 2025/03 (FY2024) is presented based on the revised reporting segment classifications.

Ⅳ. Progress of Medium-Term Management Plan

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The Medium-Term Management Plan on Our Road Map

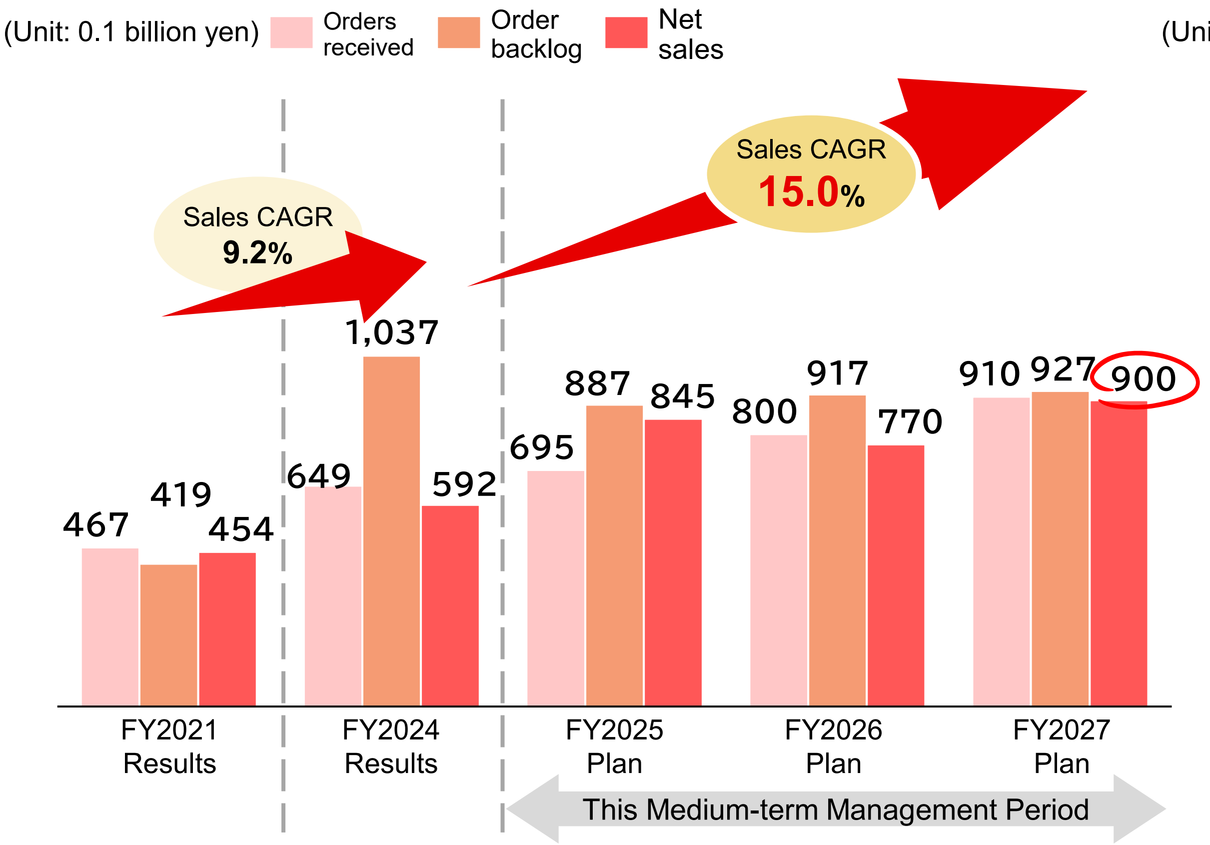
- The 2025－2027 medium-term management plan period is positioned as the “3 years for a leap forward”, to facilitate the growth of our GX business, achieve higher sales, toward the realization of our management vision.

	Preparation phase the previous medium-term management plan period(~FY2024)	Growth phase Medium-term management period (FY2025 to 2027)	Where we aim to be FY2035
Our visions	The Company explores businesses and R&D to contribute to decarbonization by working collaboratively with customers, while supporting the industry through its engineering and manufacturing.	**The Company expands the lines of its products and services for its 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.**	The Company supports the sustainable development of society as a professional in the areas of realizing a sustainable recycling society, clean energy, and saving labor and energy, which are the core of the GX business.
Business portfolio	Strategic business fields; Engineering; Industrial machinery	Actively allocate resources and speed up product development to commercialize the business 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, the business will grow to the point where its sales make up more than 50% → GX Expand our operation into peripheral /new markets and ensure differentiation to maintain business scale while improving profitability → Engineering; Industrial machinery
Financial results and targets (final fiscal year)	－ Sales: 59.2 billion yen － Operating income ratio: 9.6% － ROE: 13.4% － PBR: 0.81	**3 years for a leap forward** **－Sales: 90 billion yen** **－From GX: 23 billion yen** **－Operating income ratio: 9% or higher** **－ROE: 12% or higher** **－PBR: Above 1**	－ Sales: 100 billion yen － From GX: 50 to 60 billion yen － Operating income ratio: － ROE: － PBR: Further improvement

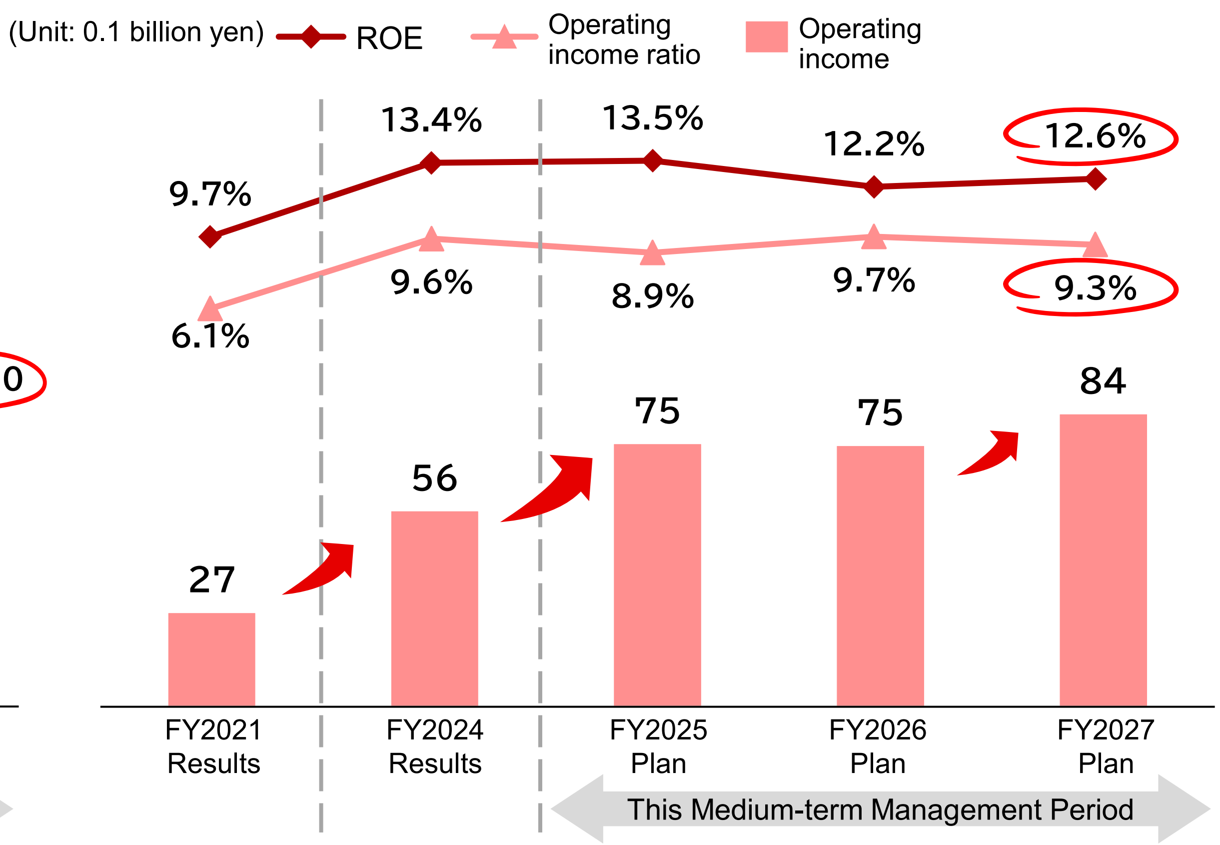
Planned Figures in the Medium-Term Management Plan

- Based on the high-level of order backlog carried over from the preceding medium-term management plan, we aim to increase net sales exceeding 80 billion yen in FY2025, and then achieve net sales of 90 billion yen, 9% or higher operating income ratio, and 12% or higher ROE in FY2027.

Business Scale Targets over this Medium-term Management Period



Targets for Profitability Indicators over this Medium-term Management Period



During this medium-term management period, we aim to accelerate the net sales growth ratio, and further raise the profit ratio.

Key Points and Measures in the Medium-Term Management Plan

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- 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 operating income ratio, PBR above 1.0 times, and 12% or higher ROE

Business and financial strategies

Key Point 1
Evolution of our business portfolio
- Establishing the 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
- Increasing 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 sustainability

An Order Acquired for a Complete Set of Extraction Equipment for One of the World's Largest Microalgae Production Facilities

Key Point 1 Evolution of our business portfolio

- Establishing the GX business

CHITOSE

A picture of Extraction equipment

Factors contributing to acquire the project order

Filtration and Separation technology

Overseas EPC know-how

Our knowledge related to algae

MITSUBISHI KAKOKI KAISHA

An Order acquired for a complete set of extraction equipment

Provided data from: Chitose Laboratory Corporation／the facility of NEDO (New Energy and industrial Technology Development Organization)

contributing to the creation of a sustainable society

Continuing the development of algae cultivation/separation/extraction technologies which we have been engaged in for many years

Four strategic business domains

1 Sustainable recycling society

2 Clean energy

3 Saving labor and energy

4 Developing next-generation technologies

Fields of Application for the “SJ Series”

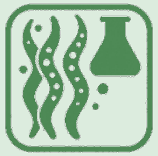
SAF Production GX

Technology

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

【proposition】
Delivered for the first large-scale SAF production demonstration project in Japan
(Production volume: 30,000 kiloliters/year)

Algae Concentration GX



Technology

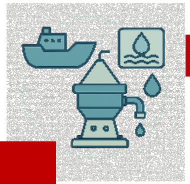
As a process for *utilizing algae, we concentrate it suspended in the culture medium. Our company is also developing and validating technologies for algae cultivation and component extraction.

*Oils extracted from algae that absorb CO_2 and grow are expected to find industrial applications as a new biomass resource to replace fossil fuels.

Removal of impurities from raw materials

Mitsubishi Selfjector (SJ series)

Extraction of necessary components



Marine Oil Purifiers

Technology

Remove impurities from fuel oil and lubricating oil used in ship engines

Top market share of oil purifiers (domestic: approx. 90%, global: approx. 40%)

Land Use Centrifuges

Technology

Classification of functional material microparticles

・Separation in the chemical/pharmaceutical/food industries
・Oil recovery from animal fats
・Concentration of metal powders, pigments, resins, etc.

Business Topics

Key Point 1 | Evolution of our business portfolio
- Boosting the competitiveness of our fundamental businesses

Topics	Major achievements and progresses	Main reporting segments

Hydrogen generator

HyGeia-A : Small-Scale On-Site Hydrogen Generator

- **Shipment of the on-site hydrogen generator “HyGeia” series remains steady**
  - For the use in the semiconductor, electronic materials, and carbon neutral fields.

Trend of the HyGeia series shipment numbers			
FY2022	FY2023	FY2024	FY2025 (forecast)
2 units	6 units	11 units	4 units

Main reporting segments:
- GX business
- Engineering business

Oil purifier

Oil purifier, Mitsubishi Selfjector (SJ) series

- **Strong orders received**
  - High demand for new buildings against a backdrop of demand for ships operating at reduced speed for decarbonization, and demand for dual fuel-fired ships fueled by LNG, methanol, and heavy oil
- **In the medium to long term, a continued demand of oil purifiers for processing fuel oil is expected**
  - Although there is a trend toward the widespread use of engines that are compatible with decarbonized fuels (ammonia, hydrogen, etc.) partially observed, dual-fuel engines are expected to be the mainstream for the time being, and demand for processing fuel oil is also expected to continue
- **Aiming to expand market share in China while maintaining the top share in Japan**
- **The ceremony was held for Mitsubishi Oil Purifier 120,000th Unit Production Commemorative**

Main reporting segments:
- GX business
- Industrial Machinery business

Inauguration of MKK PROJECT by Mitsubishi Kakoki

Key Point 1 Evolution of our business portfolio

- Implementing our business expansion strategies

The challenges to supply technologies in local circular energy systems



Costs

The shortage of human resources

Challenge 1 There is a limitation for MKK alone to work on such projects

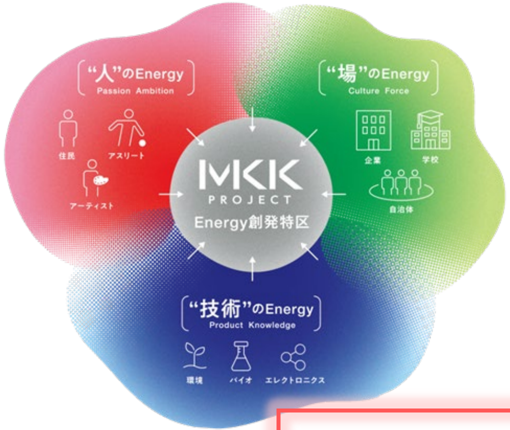
Challenge 2 Product-out approaches take precedence, without sufficient demand creation, that often causes a low business profitability

MKK PROJECT by Mitsubishi Kakoki

Solution/Initiative

Challenge 1 ⇒Collaborating with Kawasaki City, local businesses, and residents

Challenge 2 ⇒Adopting a market-in approach and based on the concept of “business design”, we tackle technology development and market expansion



Started in July 2025

Based in Kawasaki city, this project will create new business models and elevate MKK into global brands

Case1

＊Utilizing hydrogen as fuel for cooking equipment to reduce CO_2 emissions

Promoting understanding of carbon neutral society

Experience the use of hydrogen as a clean energy through food ⇒Promoting decarbonization as an accessible experience for general public

Case2

We aim to introduce clean energy technologies to DeNA’s new Kawasaki Arena PJ

Please refer to MKK PROJECT website： https://www.kakoki.co.jp/mkkpj/

Dividend Trends / Stock split

Key Point 2

Establishment of management conscious of capital costs and our stock prices

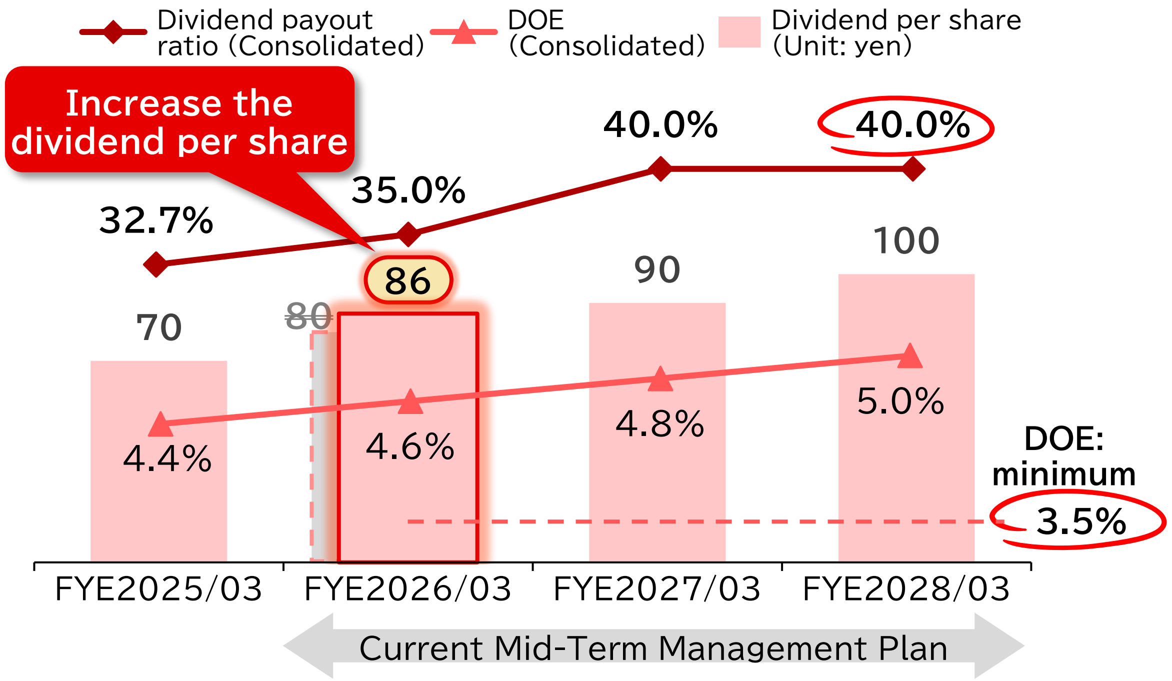
- Increasing shareholder return / Publishing information that boosts growth expectations

MITSUBISHI KAKOKI KAISHA

Increasing shareholder return

- **Following the revision of the earnings forecast, increase dividends for the FYE 2026/03**
  - ➤ Expect an upward revision to net income attributable to shareholders of the parent company.
  - ➤ In accordance with the shareholder return policy outlined in the Mid-Term Management Plan, we have decided to increase the dividend for the FYE 2026/03, as shown in the table below.

【Orig.】	Interim: ¥40 +	Final: ¥40 =	Annual: ¥80
【Rev.】	Interim: ¥40 +	Final: ¥46 =	**Annual: ¥86**



Execution of stock split

- **Purpose: Increase liquidity of shares**
  - ➤ Aim to improve stock liquidity by lowering the minimum purchase amount and increasing the number of shares traded in the stock market.
  - ➤ Respect the request from the stock exchange to reduce the minimum investment unit

Overview of the stock split	
Split Ratio	1 for 3
Effective Date	April 1st, 2025 (Record date of split: March 31, 2025)

Communications That Heighten Growth Expectations

Key Point 2
Establishment of management conscious of capital costs and our stock prices
- Increasing shareholder return / Publishing information that boosts growth expectations

MITSUBISHI KAKOKI KAISHA

- Making its debut at an IR fair to raise awareness among individual investors
- To promote understanding of our business, we participated in a television program featuring our company.

Topics	Contents

IR Fair 9/26・27

First-time exhibitor at the "Nikkei/TSE IR Fair 2025" @ Tokyo Big Sight

Purpose

Strengthening Outreach to Individual Investors

- Established contact with approximately 300 individual investors (including large-scale briefing sessions)
- It provided a valuable opportunity for mutual understanding by allowing us to hear the unfiltered voices of individual investors.

Investors understanding
Leading to enhanced engagement

Grasp individual investors' information needs and utilize them for future approaches

Appearance on a television 8/23

※Used with permission from Trasco Nakayama Co., Ltd. Unauthorized reproduction or modification is prohibited.

TV TOKYO Corporation "Unknown Gulliver: Excellent Company Files" featured our company

Purpose

Enhancing our company's visibility
+
Enhancing Corporate Value

- The program, which introduces hidden Japanese companies with outstanding technology, featured our oil purifier "SJ Series" and "HyGeia Series"
- Promote our business activities and growth strategy widely

- Increased recognition from individual investors and our corporate value
- Increase in inquiries related to the introduced technology

Advancing Human Capital Strategy and Manufacturing Strategy

Key Point 3 Stronger human and technical capital
- Pursuing our human capital strategy
- Implementing our manufacturing strategy

● To realize our management vision and current mid-term management plan, we will strengthen our GX human resources, ensure technology succession, and enhance employee engagement.

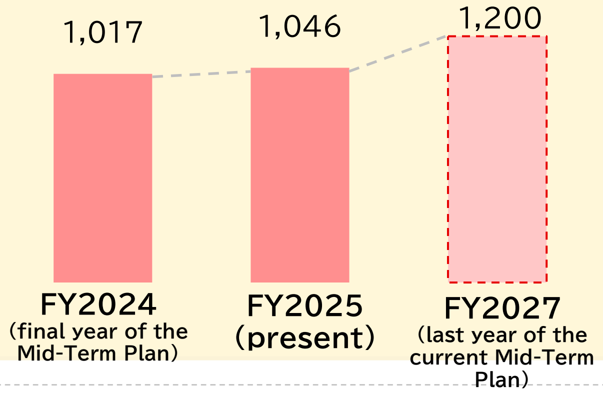
Topics	Contents

Progress of Personnel Planning

Hire and Train Human Resources in alignment with our business strategies

Ensure greater employee engagement

Number of Employees (Consolidated)



【Hire and Train Human Resources】
- Number of employees as of Sep. 30: 1,046
- Monitoring of indicators related to human resource development, such as growth rates, has commenced.
- Promoting the implementation of the internal job posting system

【Ensure greater employee engagement】
- Town Hall Meeting

Restructuring of Head office / Kawasaki Works

Reorganize the Head Office/Kawasaki Works as the manufacturing hub for our company

Purpose

Advanced and optimized manufacturing, development, and supply chain management
⇒As the manufacturing hub for our group, it will support the expansion of our GX business.

【Progress of the Plan】
Demolition work on the old factory is progressing smoothly

Sustainability Initiatives

● Through our business activities, we contribute to the realization of a sustainable society

Topics	Contents

Scope 3 Emissions Calculation

To reduce supply chain emissions, calculating Scope 3 emissions

Purpose

Supply Chain Emissions Reduction

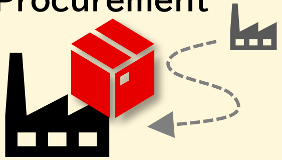
- To identify high-emission areas within the supply chain for effective reduction planning, Scope 3 emissions are calculated by category.
  - ➢ In the 2025 integrated report, emissions are partially disclosed by category.

Promoting Sustainable Procurement

Implementation of Sustainable Procurement Guidelines

Purpose

Realizing a Sustainable Procurement

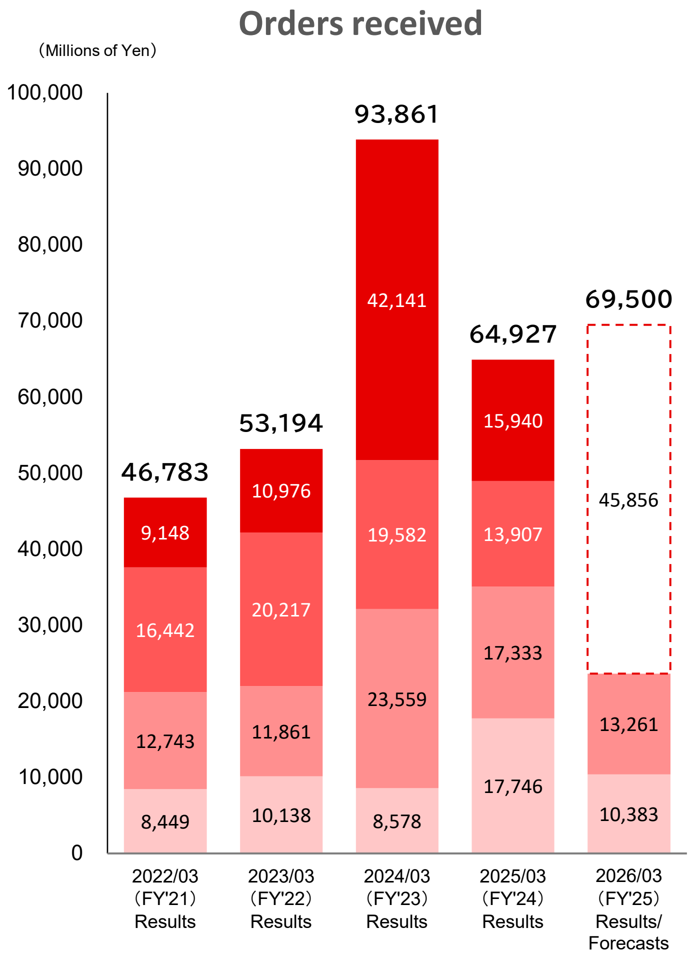


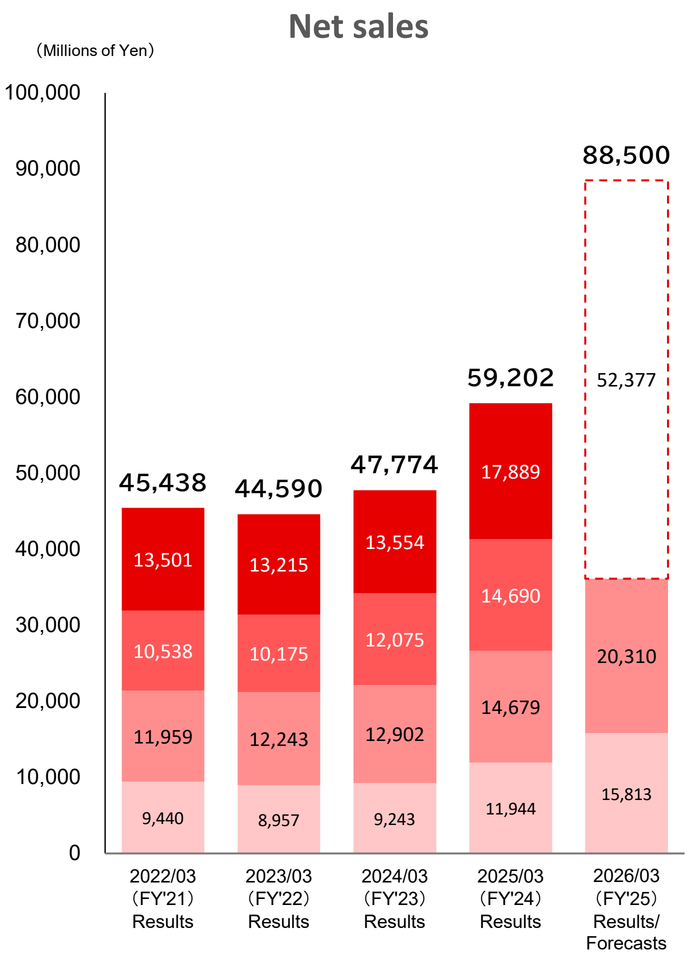
- Held an explanatory meeting for business partners (left photo shows the meeting):
  - ➢ Promote understanding and implementation of our Procurement Guidelines (Established April 2024)
- Conducted CSR Procurement Survey for Business Partners (First Edition): Identifying ESG Risks
  - ➢ Going forward, we will consider providing feedback on evaluation results and conducting individual follow-ups.
  - ➢ Planning the second survey (to be conducted in fiscal year 2026), For the second survey, we are considering expanding the number of suppliers in scope

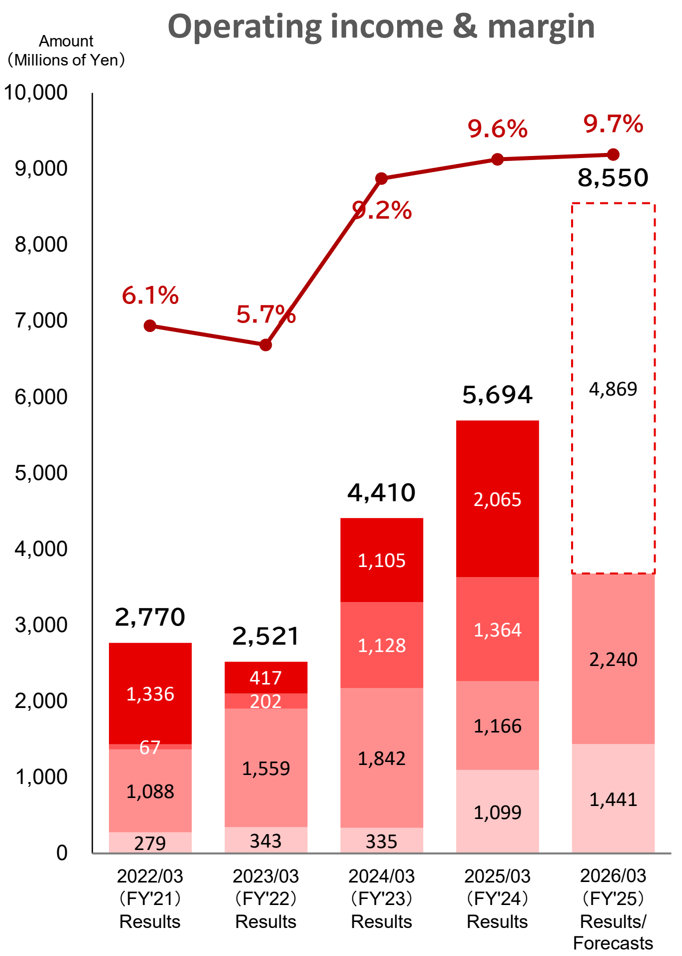
Appendix 1. Performance Trends

MORE Sustainable, KEEP Innovating for a KINDHEARTED Society

Performance Trends





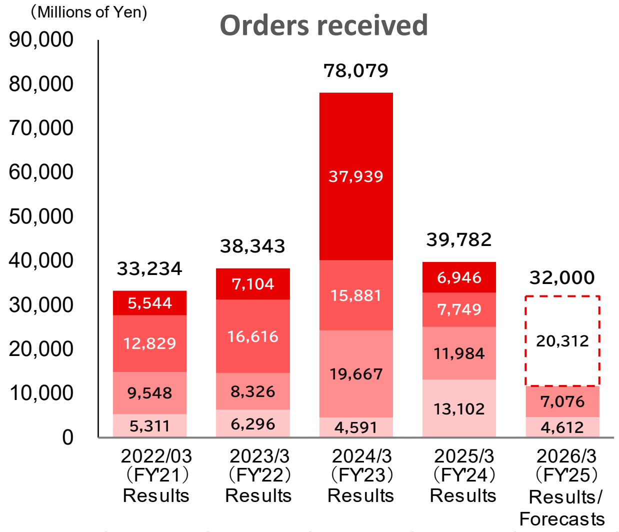


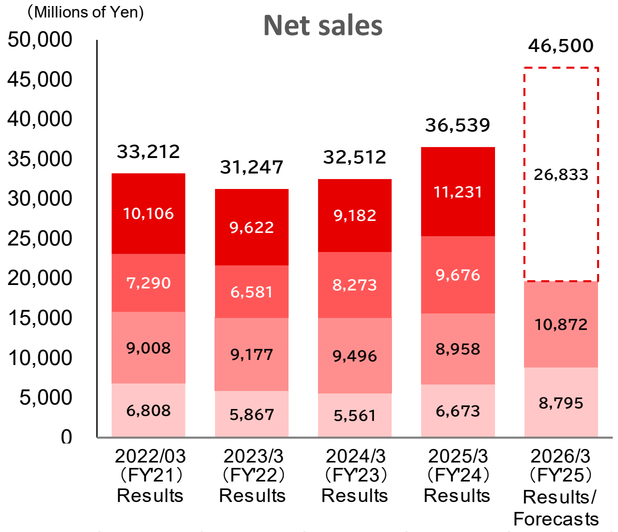
Q1 Results　Q2 Results　Q3 Results　Q4 Results　Q3+Q4 Forecasts　Operating income margin (per year)

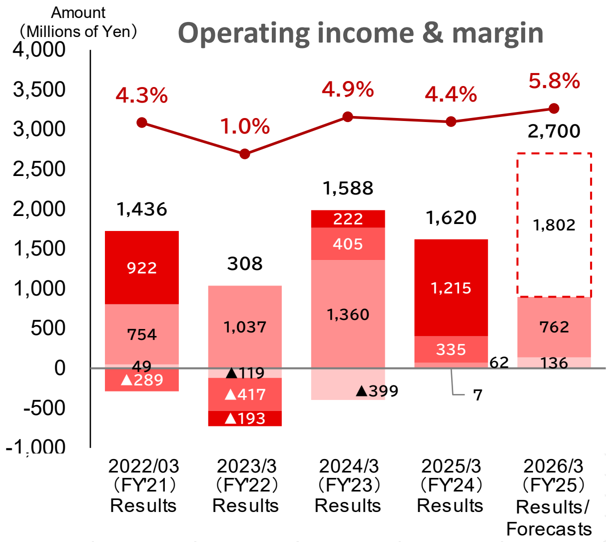
Note: The performance forecast above was prepared based on available information as of the announcement date. The actual performance may differ due to various factors in the future.

Performance Trends (by Segment)

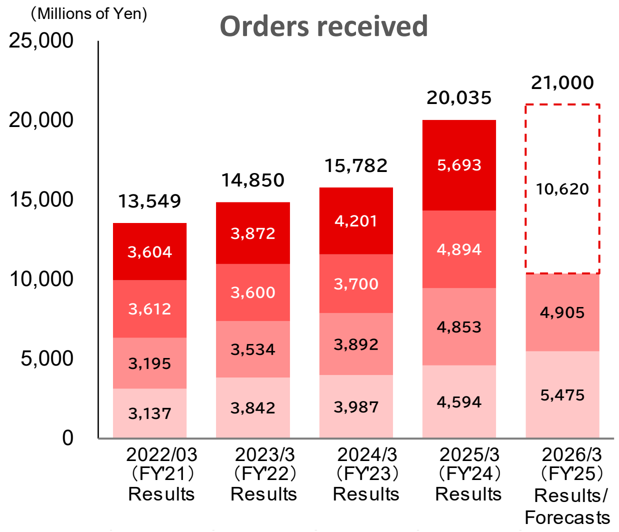
Engineer-ing

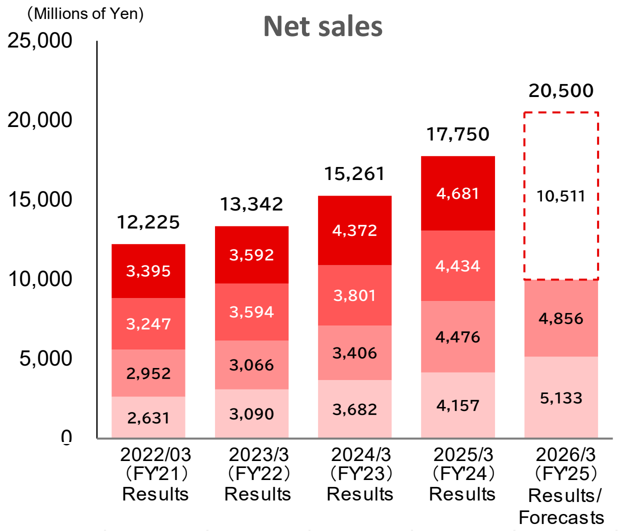


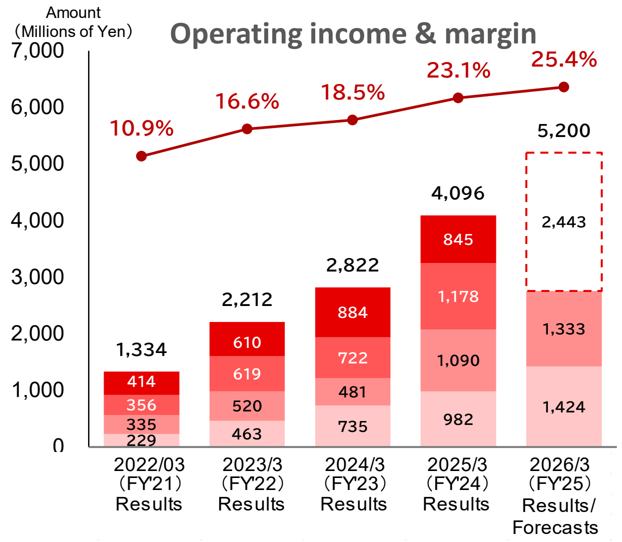




Industrial Machinery



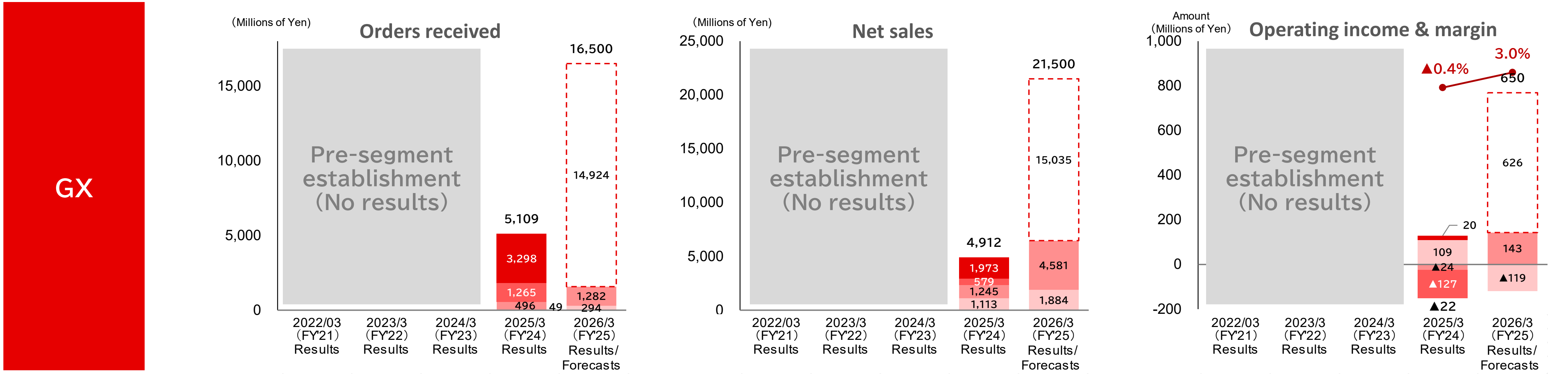


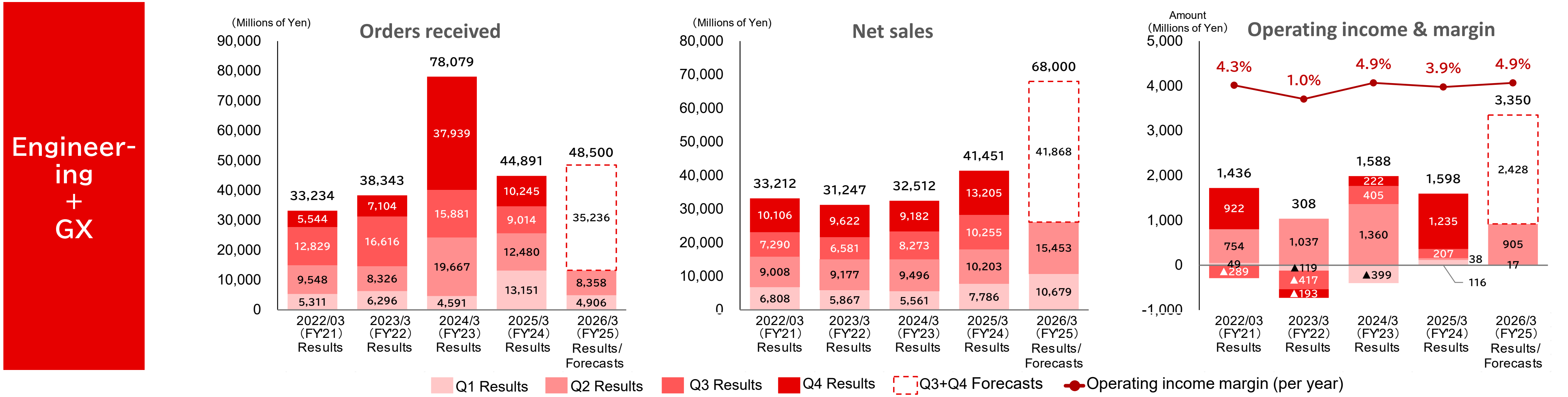


Q1 Results Q2 Results Q3 Results Q4 Results Q3+Q4 Forecasts Operating income margin (per year)

Note: The performance forecast above was prepared based on available information as of the announcement date. The actual performance may differ due to various factors in the future.
Note: Prior to FYE2024/03 (FY2023) is presented based on before segment change, after FYE2025/03 (FY2024) is presented based on after segment change.

Performance Trends (by Segment)





Note: The performance forecast above was prepared based on available information as of the announcement date. The actual performance may differ due to various factors in the future.
Note: Prior to FYE2024/03 (FY2023) is presented based on before segment change, after FYE2025/03 (FY2024) is presented based on after segment change.

Appendix 2. Corporate Profile

MORE Sustainable, KEEP Innovating for a KINDHEARTED Society

MKK

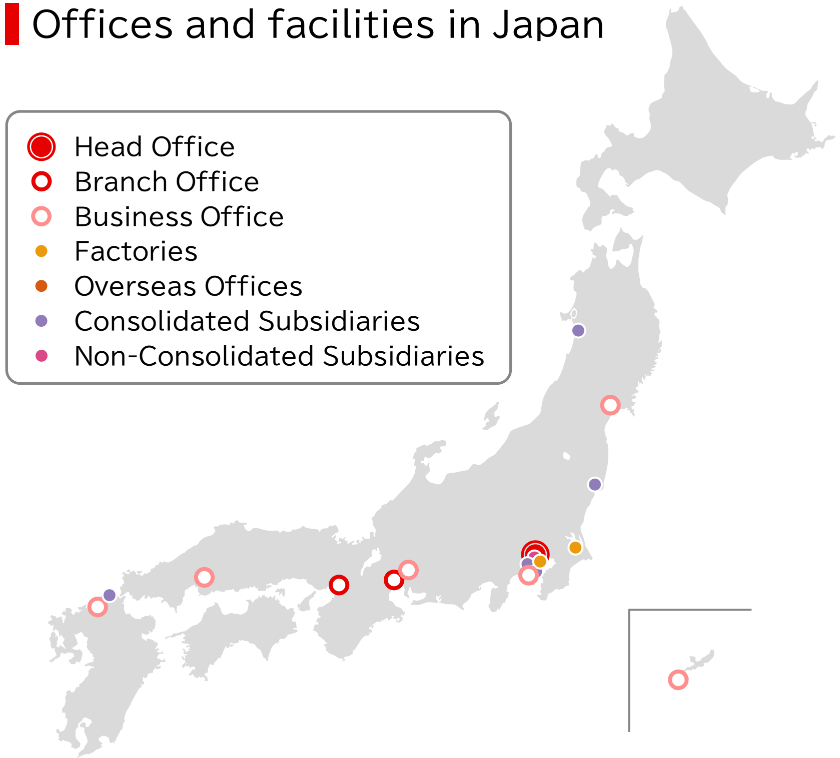
Company Overview (As of Sep. 30, 2025)

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)	1,046
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) Custody Bank of Japan, Ltd. (Trust Account) Meiji Yasuda Life Insurance Company Mitsubishi Kakoki Client Stock Ownership BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC) Mitsubishi Kakoki Employee Stock Ownership The Bank of Yokohama, Ltd. STATE STREET BANK AND TRUST COMPANY 50523 MSIP CLIENT SECURITIES DAIICHI JITSUGYO CO., LTD.

Office Locations (As of Sep. 30, 2025)

Offices and facilities in Japan



Overseas offices

Head Office	◉ Registered Office ◉ Head Office	Business Office	○ Business Office (Tohoku, Yokohama, Nagoya, Hiroshima, Kyushu, Okinawa)
		Factories	● Kawasaki Works ● Kashima Factory
Branch Office	○ Osaka Branch Office ○ Yokkaichi Business Office	Overseas Offices	● Taiwan Branch ● Malaysia Sales Office ● Indonesia Representative Office

Subsidi-aries	Consolidated Subsidiaries	● Mitsubishi Kakoki Advance, Ltd. ● Kitakyushu Factory ● MKK TOHOKU Corporation(Registered office / Akita Factory) ● Iwaki Factory ● MKK Asia Co., Ltd.(Thailand) ● MKK EUROPE B.V. (Netherlands)
	Non-Consolidated Subsidiaries	● MKK BUSINESS PLUS CO., Ltd. ● MKKi Co., Ltd. ● RYOKA MECHANICAL TECHNOLOGY (SHANGHAI) CO., LTD. (China)

Group Companies

	Business segment / Subsidiaries	Business Activities	Main Reporting Segments: GX Business	Main Reporting Segments: Engineering business	Main Reporting Segments: 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	●	●	
	Industrial Machinery / Marine machinery	Centrifuges, filters, agitators, dust removal equipment, environmental regulation-compliant equipment for marine vessels	●		●
Consolidated 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.	●	●	●
	MKK TOHOKU Corporation	Manufacture and sales of products using FRP(Fiber-Reinforced Plastic) / Maintenance and management of sewage facilities	●	●	
	MKK Asia Co., Ltd (Thailand)	Design and EPC for plants and facilities and maintenance, conversions of existing plant in Southeast Asia.		●	
	MKK EUROPE B. V. (Netherlands)	Sales, maintenance, repair and other services for marine equipment and parts in Europe			●
Major Non-consolidated Subsidiaries	MKK BUSINESS PLUS CO., Ltd.	Internal business service for companies in Mitsubishi Kakoki Kaisha Group			
	MKKi Co., Ltd.	Exploration of new business forms and development of business model design, innovative human resource development, etc.			
	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			

Mitsubishi Kakoki Group's Management Vision for 2050: Background of Formulation

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, natural disasters

Reform of the Business Portfolio and an Envisioned Revenue Structure

Milestone

Establishment of core businesses and review of unprofitable businesses

Organizational reform for solving problems

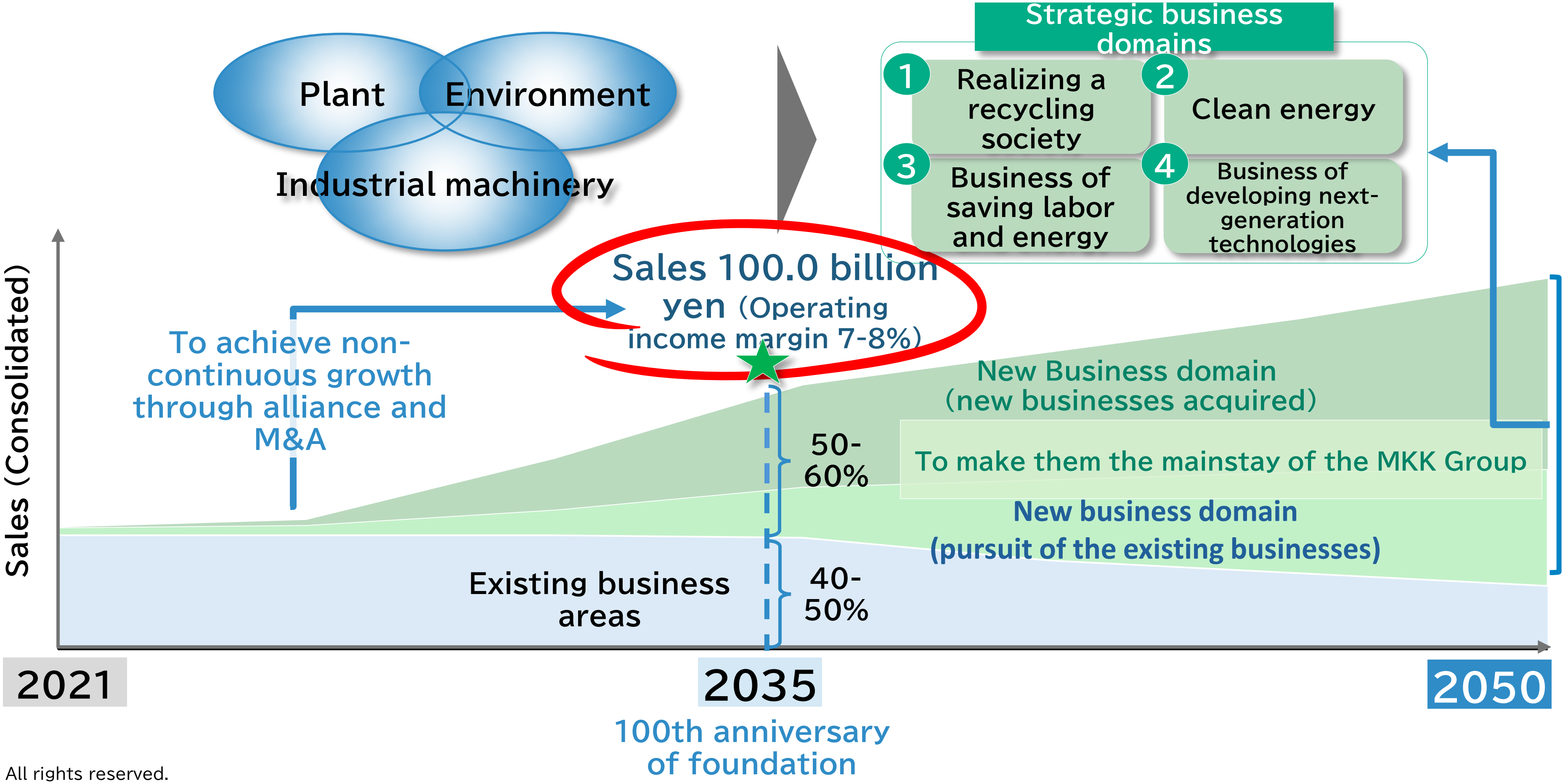
To further expand the core businesses and new growing businesses

To optimize organizations

Business Portfolio and numerical goals

To shift focus from existing businesses to new business domains

To establish business in new domains



Appendix 3. Our Strength and Business Model

MORE Sustainable, KEEP Innovating for a KINDHEARTED Society

MKK

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.

GX business

- Hydrogen supplychain-related equipment
- Hydrogen station
- Hydrogen Generator for GX
- Microalgae production 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

Engineering Business

Plant

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

Hydrogen / Energy

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

Environment

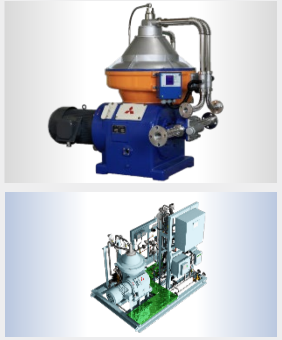
- Sewage treatment facility
- Waste treatment facility
- Deodorization equipment
- Landfill leachate wastewater treatment equipment

Industrial Machinery Business

Industrial Machinery

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

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

Products and Services for GX businesses

- 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


Thermal sludge solubilizer
(Effective use of biogas)

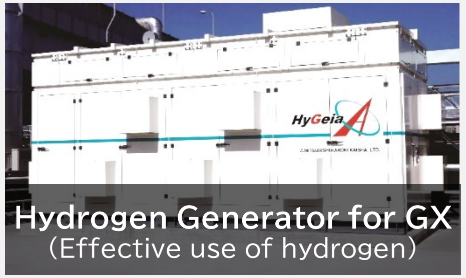

Biogas power generation
(Effective use of biogas)

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

3 Business of saving labor and energy utilizing digital technology


iFactory®
(Energy-efficient pharmaceuticals manufacturing)

2 Hydrogen-based clean energy business



Hydrogen Generator for GX
(Effective use of hydrogen)


Dev.
CO_2 capture
(Blue hydrogen / Carbon recycling)

- Hydrogen stations
- 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.

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

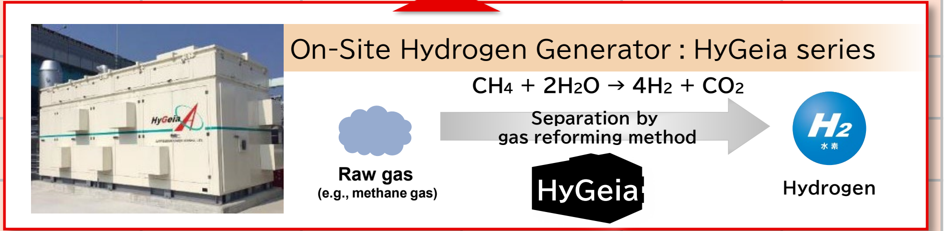

Electric Field Filter "Ele-Fil®"
(New technology development)

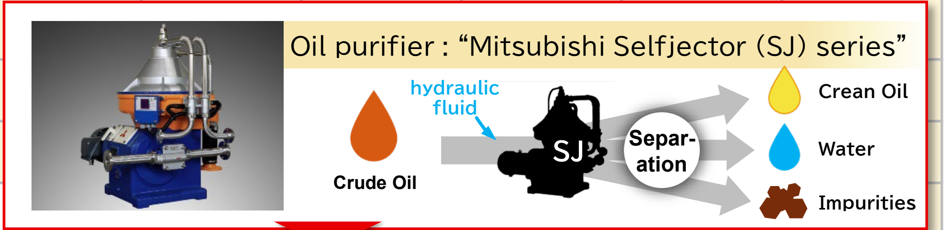
Dev. : Businesses in development stage

History of Top Share Products and Core Technologies

- Along with the development of Japan's chemical industry, we have corresponded to the social issues and needs of the times in the fields such as environmental, energy, marine and industrial machinery fields and more, by combining new technologies from Japan and abroad with our expertise.

Segment /	Business Division	Main Products / Service Areas	1930~40s Responding to requests for adoption of overseas technologies in Japan	1950~60s Responded to the demand for equipment associated with a rapid increase in consumer demand	1970~80s Promoting overseas business development while responding to pollution prevention needs due to worsening pollution	1990~2000s Support for clean energy facilities	2010s~ Contributing to the realization of a sustainable society through technology and product development
Engineering	Plant	Chemical Plant Construction					
		Overseas Plant Construction					
	Hydrogen and Eneregy	Hydrogen Generator				Established the top market share	
		LNG Facility					
	Environment	Sewage Treatment Facility					
		Industrial Wastewater Treatment Facility					
		Air Pollution Control Technology					
Industrial Machinery	Machinery	Filtration Equipment					
		Centrifugal Separator					
		Screening Equipments and mixers					
	Marine Machinery	Equipment for compliance with ship environmental Regulations					
		Oil Purifier			Established the top market share		





Through the accumulation of these achievements, we have developed our core technology for "separating solids, liquids, and gases."

Business model overview 1) Engineering

Mitsubishi Kakoki Kaisha Group

Engineering

- Feasibility studies
- Proposals
- Inquiries
- Quotations
- Contracts
- Design
- Equipment manufacturing, material procurement
- Construction
- Commissioning, delivery
- Operation, maintenance

▶ Chemical plant construction

▶ Hydrogen generator

▶ Biogas systems

For example,
- Hydrogen production systems,
- LNG-related facilities,
- Electronic material (semiconductor) related plants,
- Sewage treatment facility
- Waste treatment facilities,

…etc.

Clients

- Energy companies
- Chemical companies
- Food companies
- Semiconductor manufacturers
- Sewage plants

Business model overview 2) Industrial Machinery

Mitsubishi Kakoki Kaisha Group

Industrial Machinery

- Product development
- Proposals
- Inquiries
- Quotations
- Order receive
- Design
- Material procurement
- Manufacturing
- Inspections, shipping
- Maintenance

▶ Marine machinery

▶ Industrial machinery

In-house factory
(Kawasaki Works)

For example,
- Oil purifiers
- Centrifugal separators
- Filtration machines
- Dust collectors
- Equipment compliant with ship environmental regulations

…etc.

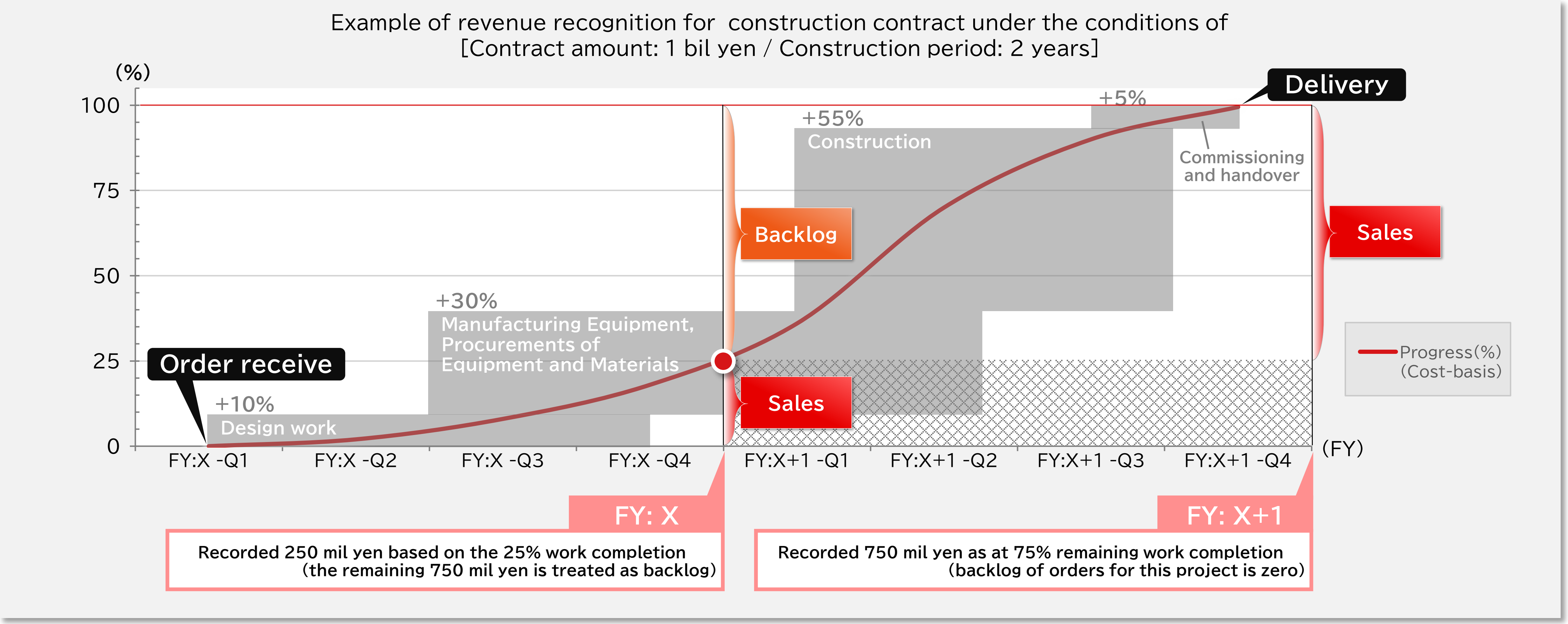
Clients

- Shipyards
- Chemical companies
- Food companies
- Pharmaceutical companies
- Non-ferrous metal companies
- Energy companies

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)



IR Materials

● Please refer to our website to find the latest information for IR purposes

MITSUBISHI KAKOKI GROUP Integrated Report

URL:https://www.kakoki.co.jp/en/ir/library/integrated report/index.html

Financial Results Briefing Presentation materials

URL:https://www.kakoki.co.jp/en/ir/library/materials/index.html

Mitsubishi Kakoki Group's Management Vision for 2050

URL:https://www.kakoki.co.jp/en/ir/vision.html

Medium-Term Management Plan

URL: https://www.kakoki.co.jp/en/ir/midterm plan.html

Note

IR Contact

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Forward Looking Statements

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