



November 12, 2025

Consolidated Financial Results for the Six Months Ended September 30, 2025 (Under Japanese GAAP)

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 Listing: Tokyo Stock Exchange
 Securities code: 7003
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 Scheduled date to file semi-annual securities report: November 13, 2025
 Scheduled date to commence dividend payments: December 11, 2025
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes (for analysts)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated Financial Results for the Six Months Ended September 30, 2025 (from April 1, 2025 to September 30, 2025)

(1) Consolidated Operating Results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating income		Ordinary income		Profit attributable to owners of parent	
Six months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 30, 2025	165,548	14.1	19,801	114.9	22,734	70.8	17,531	(45.7)
September 30, 2024	145,041	7.0	9,216	38.7	13,310	125.5	32,285	706.9

Note: Comprehensive income For the six months ended September 30, 2025: ¥ 23,132 million [(18.4%)]

For the six months ended September 30, 2024: ¥ 28,339 million [191.2%]

	Earnings per share	Earnings per share (diluted)
Six months ended	Yen	Yen
September 30, 2025	173.76	173.71
September 30, 2024	318.10	317.97

(2) Consolidated Financial Position

	Total assets	Net assets	Shareholders' equity to total assets ratio
As of	Millions of yen	Millions of yen	%
September 30, 2025	454,451	195,295	42.0
March 31, 2025	449,212	174,154	37.8

Reference: Equity As of September 30, 2025: ¥ 190,901 million

As of March 31, 2025: ¥ 169,792 million

2. Dividends

	Annual dividend per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
Fiscal year ended/ending	Yen	Yen	Yen	Yen	Yen
March 31, 2025	-	0.00	-	20.00	20.00
March 31, 2026	-	15.00			
March 31, 2026 (Forecast)			-	TBD	TBD

Note: Revisions to the most recently announced dividends forecasts: Yes

3. Forecasts for Financial Results (from April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating income		Ordinary income		Profit attributable to owners of parent		Earnings per share
Fiscal year ending	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
March 31, 2026	340,000	7.9	30,000	29.7	31,000	11.7	26,000	(33.5)	257.70

Note: Revisions to the most recently announced forecasts for financial results: Yes

Reference: Estimate is based on exchange rate of USD1.00 = JPY145.0

* Notes

(1) Significant changes in the scope of consolidation during the period: None

Newly included: -

Excluded: -

(2) Adoption of accounting treatment specific to the preparation of semi-annual consolidated financial statements: Yes

(3) Changes in accounting policies, changes in accounting estimates, and restatement

i) Changes in accounting policies due to revisions of accounting standards and other regulations: None

ii) Changes in accounting policies due to other reasons: None

iii) Changes in accounting estimates: None

iv) Restatement: None

(4) Number of issued shares (common stock)

i) Number of issued shares at the end of the period (including treasury stock)

As of	shares
September 30, 2025	103,098,717
March 31, 2025	103,098,717

ii) Number of treasury stock at the end of the period

As of	shares
September 30, 2025	2,202,582
March 31, 2025	2,210,318

iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Six months ended	shares
September 30, 2025	100,893,880
September 30, 2024	100,884,439

* Semi-annual financial results reports are exempt from review conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

(Notice regarding forward-looking statements)

The forecasts for financial results are based on information available at the time this report was released. These forecasts and other forward-looking statements are not guarantees of future performance. Actual operating results may differ from the above forecasts due to known and unknown risks, uncertainties, and other factors. Please refer to "1. Overview of Operating Results and Others, (3) Explanation of Forecasts for Consolidated Financial Results and Other Forward-Looking Statements" on page 4 (attached materials) for the assumptions used in forecasting business results and precautions regarding the use of business results forecasts, etc.

(Where to get the supplementary explanatory materials)

Supplementary material was posted on TDnet (Timely Disclosure Network) on the same day and is also available on our website.

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1. Overview of Operating Results and Others

(1) Overview of Operating Results for the Six Months Ended September 30, 2025

The global economy during the six months ended September 30, 2025, maintained moderate growth overall, although some regions showed signs of slowdown. While the tariff policies of the U.S. and geopolitical risks remain concerns, the stabilization of inflation rates and shifts in the monetary policies of major countries are somewhat mitigating downside risks to the economy. Signs of fiscal expansion and a recovery in consumer spending are also emerging across countries, leading to a decline in pessimistic outlooks for the future. The domestic economy is also gradually recovering due to various factors such as a rebound in consumer spending and solid corporate performance, although the uncertainty persists.

In the shipbuilding industry, which is closely related to the Group's Marine Propulsion Systems business, a trajectory of advancing Japan-U.S. collaboration is gradually emerging. Additionally, for the time being, building berths are fully booked up to four years ahead, and shipyards in Japan have secured sufficient volumes of work on hand. In Logistics Systems business, the Group continues to maintain its competitive edge in the U.S. market. The order environment for the Group's core businesses is favorable for the time being as demand remains strong in the Asian region and Japan, mainly due to new construction and the expansion of existing facilities, as well as the replacement of existing facilities due to aging.

While attention must be paid to factors such as the response of each country to U.S. policies and sudden fluctuations in interest and exchange rates, the Group is dealing with each risk appropriately through measures such as maintaining interest-bearing debt at an appropriate level and using forward exchange contracts.

To achieve sustainable growth in light of the uncertain and rapidly changing external environment, the Group has adopted a rolling mid-term business plan, that will constantly update its goals rather than commit to fixed ones for the next three years. Based on the financial results for FY2024, the Group has formulated the "MITSUI E&S Rolling Vision 2025" in May 2025, which includes updated functional strategies (finance and human resources) and business strategies until FY2027, three years from now. In this plan, the Group will make business investments to further grow the Group's core businesses and expand new business towards the Group's vision for 2030, as well as returning profits to shareholders through an appropriate dividend policy and striving to improve corporate value by balancing the cost of equity and the cost of liabilities.

In Marine Propulsion Systems business, the Group will strengthen the development and manufacturing of dual fuel engines, such as ammonia dual fueled engines, based on the Group's green strategy, as well as expand related peripheral equipment businesses. As a marine propulsion system supplier, the Group will continue to contribute to the realization of a decarbonized society in the field of marine logistics. As part of this initiative, we obtained Approval in Principle (AiP) from the Nippon Kaiji Kyokai General Incorporated Foundation (ClassNK) for an LPG/ammonia carrier that can use liquid ammonia as the ship's fuel, in collaboration with Kawasaki Heavy Industries, Ltd. This has enhanced the technical reliability towards the practical application of ammonia fueled engines.

In Logistics Systems business, the Group received the delivery of the crane transport vessel "YAMATO" in April 2025. By owning this vessel, the Group has strengthened its maritime transportation capacity. This has established a foundation for expanding into the global market, and the Group is also advancing investments to increase its production capacity in the future. Additionally, we began an on-site operation demonstration of cargo handling equipment powered by hydrogen fuel cells at the Yokohama Port, promoting the development of environmentally friendly technologies. Following strong orders for Southeast Asia, we also received an order for two Ship to Shore Gantry Cranes (MITSUI-PACECO Portainer®) for the Port of Long Beach in the U.S., steadily advancing our overseas expansion. Through these efforts, the Group aims to make a greater contribution to the container terminal operations of its domestic and international customers.

In New Business Development business, the Group will strengthen the maintenance and inspection-service areas using digital technology. Specifically, the Group is developing new services such as "FALCONS (Fouling Advanced Lifecycle Control Service)" for managing hull fouling, offering drone inspection and maintenance services for various facilities, including port cranes and industrial plants, and providing solutions to improve the operational efficiency of port terminals.

In addition, the Company received a BBB+ rating, a two-notch upgrade, from Japan Credit Rating Agency, Ltd. (JCR) for its long-term issuer rating on July 18, 2025.

Orders received during the six months ended September 30, 2025 decreased by 24,674 million yen (down 14.5%) year on year to 145,978 million yen. Net sales were 165,548 million yen, an increase of 20,506 million yen (up 14.1%) year on year mainly due to an increase in net sales of dual fuel engines in Marine Propulsion Systems and the steady progress in large projects in Logistics Systems. Operating income increased by 10,585 million yen (up 114.9%) year on year to 19,801 million yen mainly due to an increase in net sales and improved profitability in Marine Propulsion Systems and Logistics Systems. Ordinary income was 22,734 million yen, an increase of 9,424 million yen (up 70.8%) year on year, mainly due to an increase in operating income. Profit attributable to owners of parent was 17,531 million yen, a decrease of 14,754 million yen (down 45.7%) year on year, mainly due to a decrease in gain on sales of subsidiaries and affiliates' stocks.

The overview by reportable segment is as follows. From the first quarter of FY2025, the Group changed the reportable segment classifications, and the year-on-year comparison shown is based on the reportable segment classifications after the change. For details, please refer to "2. Semi-annual Consolidated Financial Statements and Major Notes, (4) Notes to Semi-annual Consolidated Financial Statements (Notes on Segment Information, etc.)."

(New Business Development)

Orders received increased by 2,128 million yen (up 11.9%) year on year to 20,006 million yen, driven by steady performance in industrial machinery products and land-based diesel power generator sets. Net sales and operating income increased by 2,673 million yen (up 17.6%) year on year to 17,905 million yen and by 1,223 million yen (up 72.8%) year on year to 2,905 million yen, respectively, driven by growth in industrial machinery products.

(Marine Propulsion Systems)

Orders received decreased by 26,630 million yen (down 29.8%) year on year to 62,772 million yen, mainly due to the receipt of bulk orders for multiple large engines in the previous fiscal year. Net sales increased by 7,770 million yen (up 11.5%) year on year to 75,147 million yen, mainly due to an increase in dual fuel engines. Operating income increased by 4,720 million yen (up 111.2%) year on year to 8,965 million yen, mainly due to an increase in net sales and strong performance in the after-sales service.

(Logistics Systems)

Orders received decreased by 3,905 million yen (down 10.6%) year on year to 32,820 million yen, mainly due to the receipt of large projects in the same period of the previous fiscal year. Net sales increased by 4,240 million yen (up 15.8%) year on year to 31,077 million yen, due to steady progress in large projects. Operating income increased by 4,314 million yen (up 179.9%) year on year to 6,712 million yen, due to an increase in net sales and improved profitability of large projects.

(Peripheral Businesses)

Orders received increased by 3,732 million yen (up 14.1%) year on year to 30,281 million yen, mainly due to an increase in orders for large projects. Net sales increased by 7,262 million yen (up 21.3%) year on year to 41,317 million yen, mainly due to increases at overseas subsidiaries. Operating income increased by 1,168 million yen (up 240.7%) year on year to 1,654 million yen, mainly due to an increase in net sales.

(2) Overview of Financial Position for the Six Months Ended September 30, 2025

i) Assets, Liabilities and Net Assets

Total assets as of September 30, 2025, were 454,451 million yen, increased by 5,238 million yen from the end of the previous fiscal year. This was mainly due to increases in cash and time deposits by 9,527 million yen, work in progress by 6,146 million yen and investment securities by 7,152 million yen despite a decrease of 12,600 million yen in notes and accounts receivables - trade, and contract assets.

Total liabilities were 259,156 million yen, decreased by 15,902 million yen from the end of the previous fiscal year. This was mainly due to decreases in short-term borrowings by 10,694 million yen, others in current liabilities by 6,897 million yen and long-term borrowings by 4,197 million yen despite an increase of 8,867 million yen in contract liabilities.

Total net assets were 195,295 million yen, increased by 21,140 million yen from the end of the previous fiscal year. This was mainly due to the recording of profit attributable to owners of parent and an increase in net unrealized holding gains on securities.

ii) Cash Flows

Cash and cash equivalents (hereinafter, "cash") as of September 30, 2025, were 43,017 million yen, increased by 9,641 million yen from the end of the previous fiscal year.

The summary of cash flows during the six months ended September 30, 2025 were as follows.

(Cash flows from operating activities)

Net cash provided by operating activities during the six months ended September 30, 2025 was 25,188 million yen (4,118 million yen was provided in the same period of the previous fiscal year). This was mainly due to inflows from the recording of profit before income taxes, a decrease in trade receivables and contract assets and an increase in contract liabilities despite outflows from an increase in inventories, a decrease in other liabilities and income taxes paid.

(Cash flows from investing activities)

Net cash provided by investing activities during the six months ended September 30, 2025 was 2,267 million yen (66,199 million yen was provided in the same period of the previous fiscal year). This was mainly due to proceeds from sales of shares of subsidiaries and affiliates despite outflows from capital expenditure.

(Cash flows from financing activities)

Net cash used in financing activities amounted to 17,683 million yen during the six months ended September 30, 2025 (67,468 million yen was used in the same period of the previous fiscal year). This was mainly due to outflows from repayments of short-term and long-term borrowings, and dividends paid.

(3) Explanation of Forecasts for Consolidated Financial Results and Other Forward-Looking Statements

The Company revised the forecasts for consolidated financial results for the current fiscal year as stated in "Notice Concerning Revisions to Full-Year Consolidated Financial Results Forecasts for FY2025" which was announced on November 12, 2025.

i) Reasons for revision

In Marine Propulsion Systems and Logistics Systems segments, the Company group steadily carried out relatively profitable projects concentrated in the first half of the fiscal year. Together with the benefits of cost reduction initiatives, the results for the first half of the year exceeded initial expectations.

The after-sales service business is also expected to remain strong. As uncertainties surrounding U.S. tariff policies and geopolitical risks gradually ease, the Company has decided to revise its forecasts upward for Operating income, Ordinary income and Profit attributable to owners of parent for the fiscal year ending March 31, 2026.

In addition, the foreign exchange rate assumption underlying these forecasts has been revised from 140 yen to 145 yen per U.S. dollar.

ii) Forecasts for consolidated financial results for FY2025 (from April 1, 2025 to March 31, 2026)

	Net sales	Operating income	Ordinary income	Profit attributable to owners of parent	Earnings per share
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Yen
Previous forecasts (A)	340,000	24,000	23,000	20,000	198.23
Revised forecasts (B)	340,000	30,000	31,000	26,000	257.70
Change (B-A)	-	6,000	8,000	6,000	
Change ratio (%)	-	25.0	34.8	30.0	
(Reference) Actual results for FY2024	315,112	23,130	27,756	39,074	385.39

iii) Forecasts for consolidated financial results by segment for FY2025 (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Previous forecasts		Revised forecasts		Change	
	Net sales	Operating income	Net sales	Operating income	Net sales	Operating income
New Business Development	40,000	6,000	40,000	6,000	-	-
Marine Propulsion Systems	150,000	9,000	150,000	12,000	-	3,000
Logistics Systems	65,000	6,000	65,000	9,000	-	3,000
Peripheral Businesses	85,000	3,000	85,000	3,000	-	-
Others	0	0	0	0	-	-
Total	340,000	24,000	340,000	30,000	-	6,000

Note : Above forecasts are based on information currently available to the Company and certain assumptions that the Company considers reasonable. Actual results may differ from the above figures due to various factors in the future.

2. Semi-annual Consolidated Financial Statements and Major Notes

(1) Semi-annual Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2025	As of September 30, 2025
Assets		
Current assets		
Cash and time deposits	35,353	44,881
Notes and accounts receivables - trade, and contract assets	102,955	90,355
Electronically recorded monetary claims - operating	4,987	4,426
Merchandise and finished goods	10,625	10,740
Work in progress	52,473	58,619
Raw materials and supplies	6,829	7,205
Others	27,427	26,477
Allowance for doubtful accounts	(1,006)	(421)
Total current assets	239,646	242,283
Non-current assets		
Property, plant and equipment		
Land	65,728	63,298
Others, net	50,421	49,025
Total property, plant and equipment	116,149	112,324
Intangible assets		
Goodwill	6,477	6,432
Others	7,661	7,838
Total intangible assets	14,138	14,271
Investments and other assets		
Investment securities	29,674	36,827
Others	49,730	48,823
Allowance for doubtful accounts	(126)	(78)
Total investments and other assets	79,278	85,571
Total non-current assets	209,566	212,167
Total assets	449,212	454,451

(Millions of yen)

As of March 31, 2025 As of September 30, 2025

Liabilities		
Current liabilities		
Trade payables	45,610	44,497
Electronically recorded obligations - operating	13,526	13,284
Short-term borrowings	47,854	37,160
Current portion of long-term borrowings	6,166	6,242
Accrued income taxes	5,120	8,551
Contract liabilities	44,187	53,055
Provision for bonuses	6,171	4,537
Provision for losses on construction contracts	4,837	3,979
Provision for demolition and removal	1,142	713
Other provisions	4,705	4,265
Asset retirement obligations	106	70
Others	21,362	14,464
Total current liabilities	200,792	190,822
Long-term liabilities		
Long-term borrowings	43,829	39,632
Provision for business restructuring	1,110	1,110
Provision for contract losses	3,845	3,535
Other provisions	284	307
Net defined benefit liabilities	4,565	4,627
Asset retirement obligations	1,481	1,018
Others	19,149	18,101
Total long-term liabilities	74,265	68,333
Total liabilities	275,058	259,156
Net assets		
Shareholders' equity		
Share capital	8,846	8,846
Capital surplus	2,792	2,793
Retained earnings	104,494	120,660
Treasury stock	(4,590)	(4,575)
Total shareholders' equity	111,543	127,724
Accumulated other comprehensive income		
Net unrealized holding gains on securities	6,890	14,809
Unrealized gains on hedging derivatives	2,723	2,696
Revaluation reserve for land	25,438	24,782
Foreign currency translation adjustments	9,085	7,755
Remeasurements of defined benefit plans	14,111	13,134
Total accumulated other comprehensive income	58,249	63,177
Subscription rights to shares	58	44
Non-controlling interests	4,303	4,348
Total net assets	174,154	195,295
Total liabilities and net assets	449,212	454,451

(2) Semi-annual Consolidated Statements of Operations and Comprehensive Income

Semi-annual Consolidated Statements of Operations

(Millions of yen)

	April 1, 2024 to September 30, 2024	April 1, 2025 to September 30, 2025
Net sales	145,041	165,548
Cost of sales	121,942	131,240
Gross profit	23,099	34,307
Selling, general and administrative expenses	13,883	14,506
Operating income	9,216	19,801
Non-operating income		
Interest income	202	121
Dividend income	127	241
Share of profit of entities accounted for using equity method	5,643	3,166
Foreign currency exchange gains	-	712
Others	741	320
Total non-operating income	6,715	4,561
Non-operating expenses		
Interest expenses	1,553	1,014
Foreign currency exchange losses	58	-
Others	1,009	614
Total non-operating expenses	2,621	1,628
Ordinary income	13,310	22,734
Extraordinary income		
Gain on disposal of non-current assets	180	48
Gain on sales of subsidiaries and affiliates' stocks	24,032	254
Total extraordinary income	24,212	302
Extraordinary losses		
Loss on disposal of non-current assets	255	108
Loss on change in equity	1,124	-
Provision for losses on liquidation of subsidiaries and affiliates	485	-
Total extraordinary losses	1,865	108
Profit before income taxes	35,657	22,928
Income taxes	3,541	5,267
Profit	32,116	17,661
Profit (loss) attributable to non-controlling interests	(169)	130
Profit attributable to owners of parent	32,285	17,531

Semi-annual Consolidated Statements of Comprehensive Income

(Millions of yen)

	April 1, 2024 to September 30, 2024	April 1, 2025 to September 30, 2025
Profit	32,116	17,661
Other comprehensive income		
Net unrealized holding gains on securities	3,752	7,888
Unrealized losses on hedging derivatives	(280)	(264)
Foreign currency translation adjustments	2,204	(345)
Remeasurements of defined benefit plans	(768)	(808)
Share of other comprehensive income of affiliates accounted for using equity method	(8,683)	(999)
Total	(3,776)	5,470
Comprehensive income	28,339	23,132
Comprehensive income attributable to		
Owners of parent	28,610	23,114
Non-controlling interests	(270)	17

(3) Semi-annual Consolidated Statements of Cash Flows

(Millions of yen)

	April 1, 2024 to September 30, 2024	April 1, 2025 to September 30, 2025
Cash flows from operating activities		
Profit before income taxes	35,657	22,928
Depreciation and amortization	3,711	3,959
Amortization of goodwill	492	538
Decrease of allowance for doubtful accounts	(34)	(645)
Increase in net defined benefit liabilities	315	38
Decrease (increase) in net defined benefit assets	554	(629)
Decrease in provision for losses on construction contracts	(2,642)	(927)
Increase in provision for losses on liquidation of subsidiaries and affiliates	485	-
Interest and dividend income	(330)	(363)
Interest expenses	1,553	1,014
Share of profit of entities accounted for using equity method	(5,643)	(3,166)
Foreign currency exchange losses (gains)	49	(24)
Gain on sales of subsidiaries and affiliates' stocks	(24,032)	(254)
Loss on disposal of non-current assets	75	59
Loss on change in equity	1,124	-
Decrease in trade receivables and contract assets	8,815	13,471
Increase in inventories	(4,056)	(6,648)
Decrease in trade payables	(10,556)	(2,256)
Increase in contract liabilities	4,261	8,608
Decrease in other assets	4,727	454
Decrease in other liabilities	(3,412)	(9,403)
Others, net	(1,790)	1,409
Sub-total	9,324	28,162
Interest and dividend received	1,395	2,354
Interest paid	(1,673)	(1,209)
Income taxes paid	(4,928)	(4,119)
Net cash provided by (used in) operating activities	4,118	25,188

(Millions of yen)

	April 1, 2024 to September 30, 2024	April 1, 2025 to September 30, 2025
Cash flows from investing activities		
Net decrease (increase) in time deposits	317	(41)
Capital expenditure	(3,417)	(4,677)
Proceeds from sales of non-current assets	591	3,020
Proceeds from sales of shares of subsidiaries resulting in change in scope of consolidation	330	-
Proceeds from sales of shares of subsidiaries and affiliates	68,528	4,174
Payments for asset retirement obligations	-	(107)
Others, net	(151)	(101)
Net cash provided by (used in) investing activities	66,199	2,267
Cash flows from financing activities		
Net decrease in short-term borrowings	(95,073)	(10,618)
Proceeds from long-term borrowings	39,725	1,400
Repayments of long-term borrowings	(705)	(5,521)
Repayments of lease obligations	(1,001)	(911)
Purchase of treasury stock	(9,196)	-
Cash dividends	(1,202)	(2,001)
Dividends paid to non-controlling interests	(39)	(42)
Others, net	24	11
Net cash provided by (used in) financing activities	(67,468)	(17,683)
Effect of exchange rate changes on cash and cash equivalents	958	(88)
Net increase in cash and cash equivalents	3,807	9,683
Cash and cash equivalents at beginning of period	33,516	33,376
Decrease due to changes in scope of consolidation	-	(42)
Cash and cash equivalents at end of period	37,323	43,017

(4) Notes to Semi-annual Consolidated Financial Statements**(Notes on Going Concern Assumption)**

Not applicable.

(Notes in the Event of Significant Changes in Shareholders' Equity)

Not applicable.

(Notes on Application of Specific Accounting Treatment for Preparing Semi-annual Consolidated Financial Statements)

(Tax expense calculation)

After applying tax effect accounting to profit before income taxes for the fiscal year, which includes the six months ended September 30, 2025, the Group makes a reasonable estimate of the effective tax rate and multiplies the profit before income taxes by that estimated effective tax rate. If the estimated effective tax rate is unavailable, the amount of the significant difference, other than temporary differences, etc. is added to or deducted from profit before income taxes, and the result is multiplied by the statutory effective tax rate. Income taxes - deferred are included in the presentation of income taxes.

(Notes on Segment Information, etc.)**I For the six months ended September 30, 2024 (from April 1, 2024 to September 30, 2024)****1. Information about sales and segment income or loss for each reportable segment**

(Millions of yen)

	New Business Development	Marine Propulsion Systems	Logistics Systems	Peripheral Businesses	Sub total	Others	Total	Adjustments	Consolidated
Net Sales:									
Outside customers	15,232	67,376	26,837	34,054	143,500	1,540	145,041	-	145,041
Inter segment	506	337	29	6,572	7,445	-	7,445	(7,445)	-
Total	15,738	67,713	26,867	40,626	150,946	1,540	152,486	(7,445)	145,041
Segment income	1,682	4,245	2,397	485	8,810	405	9,216	-	9,216

Notes 1: "Others" is the segment which is not included in reportable segment and includes Engineering businesses, etc.

2: Segment income is consistent with operating income shown on Semi-annual Consolidated Statements of Operations.

2. Information about loss on impairment of non-current assets, goodwill, etc. for each reportable segment

(Significant loss on impairment of non-current assets)

Not applicable.

(Significant changes in the amount of goodwill)

Not applicable.

(Significant gain on bargain purchase)

Not applicable.

II For the six months ended September 30, 2025 (from April 1, 2025 to September 30, 2025)

1. Information about sales and segment income or loss for each reportable segment

(Millions of yen)

	New Business Development	Marine Propulsion Systems	Logistics Systems	Peripheral Businesses	Sub total	Others	Total	Adjustments	Consolidated
Net Sales:									
Outside customers	17,905	75,147	31,077	41,317	165,448	100	165,548	-	165,548
Inter segment	602	605	33	6,824	8,066	-	8,066	(8,066)	-
Total	18,508	75,753	31,111	48,141	173,514	100	173,614	(8,066)	165,548
Segment income (loss)	2,905	8,965	6,712	1,654	20,238	(437)	19,801	-	19,801

Notes 1: "Others" is the segment which is not included in reportable segment and includes Engineering businesses, etc.

2: Segment income (loss) is consistent with operating income shown on Semi-annual Consolidated Statements of Operations.

2. Changes in Reportable Segment, etc.

(Changes in Classification of Reportable Segment)

In the previous consolidated fiscal year, MODEC, INC. and its related companies, which constituted "Ocean Development," were excluded from the scope of application of the equity method due to a partial sale of MODEC, INC. shares. As a result, effective from the first quarter of FY2025, the Group has changed the classification of its reportable segment to 4 segments: "New Business Development," "Marine Propulsion Systems," "Logistics Systems," and "Peripheral Businesses."

Segment information for the previous Semi-annual has been presented based on the reportable segments after the changes.

3. Information about loss on impairment of non-current assets, goodwill, etc. for each reportable segment

(Significant loss on impairment of non-current assets)

Not applicable.

(Significant changes in the amount of goodwill)

Not applicable.

(Significant gain on bargain purchase)

Not applicable.

(Notes on Significant Subsequent Events)

Not applicable.

3. Supplementary Information

Information about new orders and sales

(Percentages in FY2024 and FY2025 indicate composition ratio.)

New Orders

	2Q FY2024 (from April 1, 2024 to September 30, 2024)		2Q FY2025 (from April 1, 2025 to September 30, 2025)		Increase/Decrease	Change ratio	FY2024 (from April 1, 2024 to March 31, 2025)	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
New Business Development	17,878	10.5	20,006	13.7	2,128	11.9	45,953	10.9
Marine Propulsion Systems	89,403	52.4	62,772	43.0	(26,630)	(29.8)	212,932	50.5
Logistics Systems	36,725	21.5	32,820	22.5	(3,905)	(10.6)	76,112	18.1
Peripheral Businesses	26,549	15.6	30,281	20.7	3,732	14.1	86,562	20.5
Others	95	0.0	96	0.1	1	1.1	137	0.0
Total	170,652	100.0	145,978	100.0	(24,674)	(14.5)	421,699	100.0

Sales

	2Q FY2024 (from April 1, 2024 to September 30, 2024)		2Q FY2025 (from April 1, 2025 to September 30, 2025)		Increase/Decrease	Change ratio	FY2024 (from April 1, 2024 to March 31, 2025)	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
New Business Development	15,232	10.5	17,905	10.8	2,673	17.6	40,017	12.7
Marine Propulsion Systems	67,376	46.4	75,147	45.4	7,770	11.5	135,506	43.0
Logistics Systems	26,837	18.5	31,077	18.8	4,240	15.8	62,767	19.9
Peripheral Businesses	34,054	23.5	41,317	24.9	7,262	21.3	75,193	23.9
Others	1,540	1.1	100	0.1	(1,440)	(93.5)	1,626	0.5
Total	145,041	100.0	165,548	100.0	20,506	14.1	315,112	100.0

Order Backlogs

	FY2024 (as of March 31, 2025)		2Q FY2025 (as of September 30, 2025)		Increase/Decrease	Change ratio	2Q FY2024 (as of September 30, 2024)	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
New Business Development	40,124	8.2	42,134	9.0	2,010	5.0	37,639	9.2
Marine Propulsion Systems	161,819	33.3	148,067	31.4	(13,751)	(8.5)	106,643	25.9
Logistics Systems	95,884	19.7	97,028	20.6	1,144	1.2	90,739	22.1
Peripheral Businesses	188,789	38.8	183,978	39.0	(4,810)	(2.5)	175,958	42.8
Others	104	0.0	118	0.0	14	13.6	131	0.0
Total	486,722	100.0	471,328	100.0	(15,393)	(3.2)	411,112	100.0