

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

May 15, 2026

MORE Sustainable, KEEP Innovating for a KINDHEARTED Society



An update for the Mitsubishi Kakoki Group’s Management Vision for 2050 (“Vision”)

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

●Purpose of the update

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

●Key point of the update

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

Item	Original in 2021	After the update this time
FY2029 Consolidated Business results	(No setting)	Net Sales JPY 100bil (GX business approx. 30%) Op. margin approx. 10%
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 approx. 10%

Advancement

Uplift

- No other updates than the above

●Background of the update

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

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

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

2) Key progresses of our management and business strategy

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

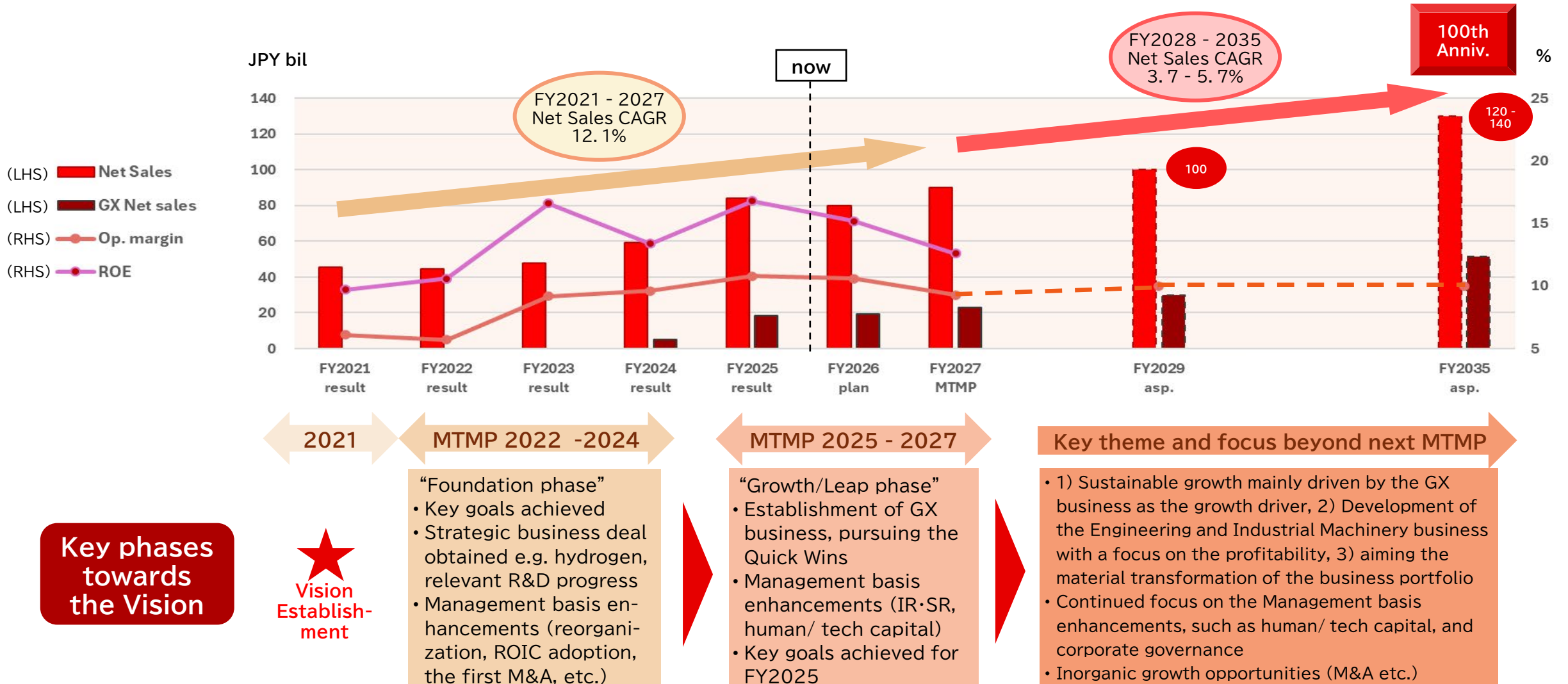
*1 In Plant construction deals etc., a business to undertake the full process of Engineering, Procurement & Construction

*2 Our research basis



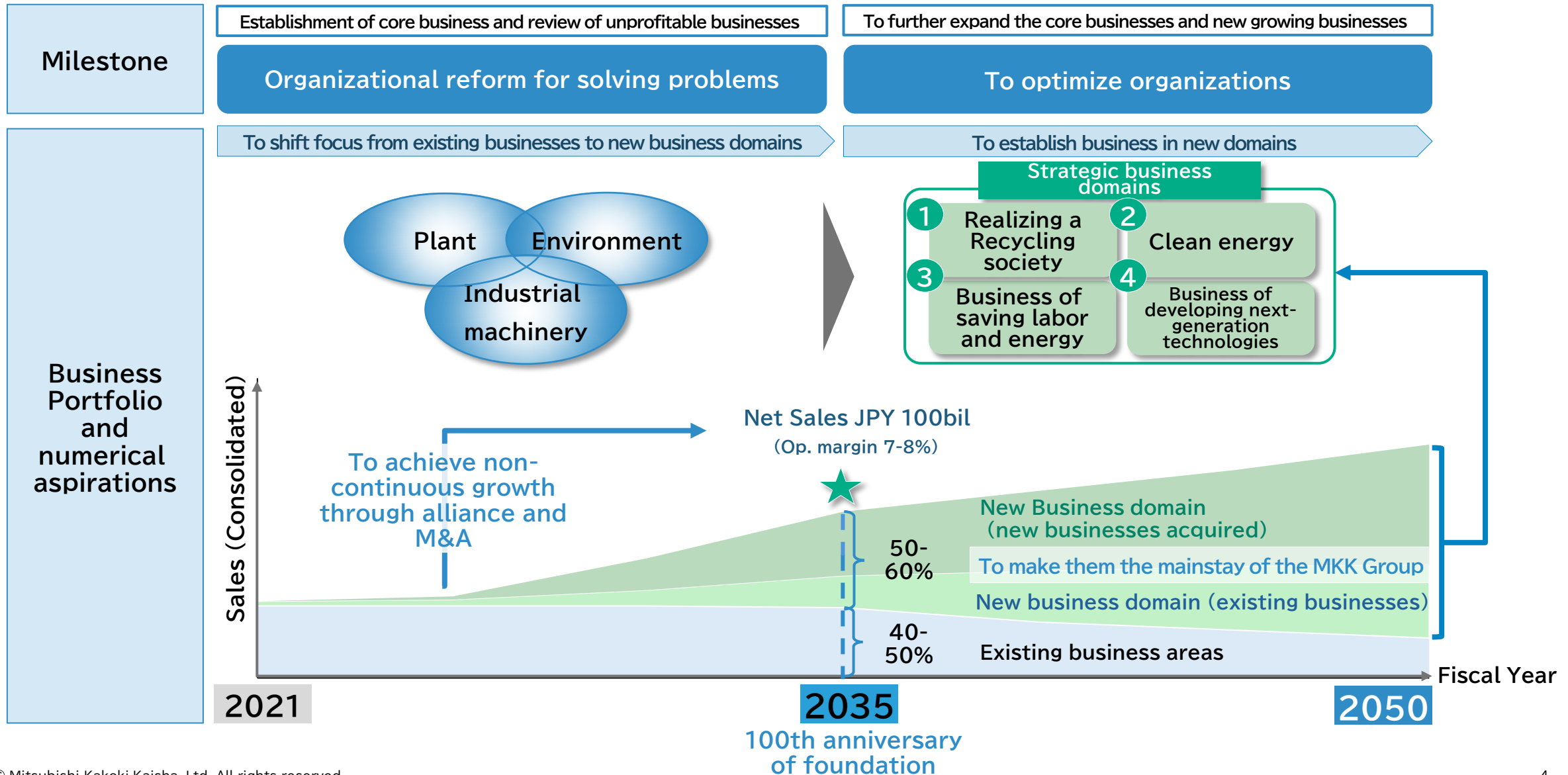
Key phases towards the Vision, and the long-term business performance trends

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



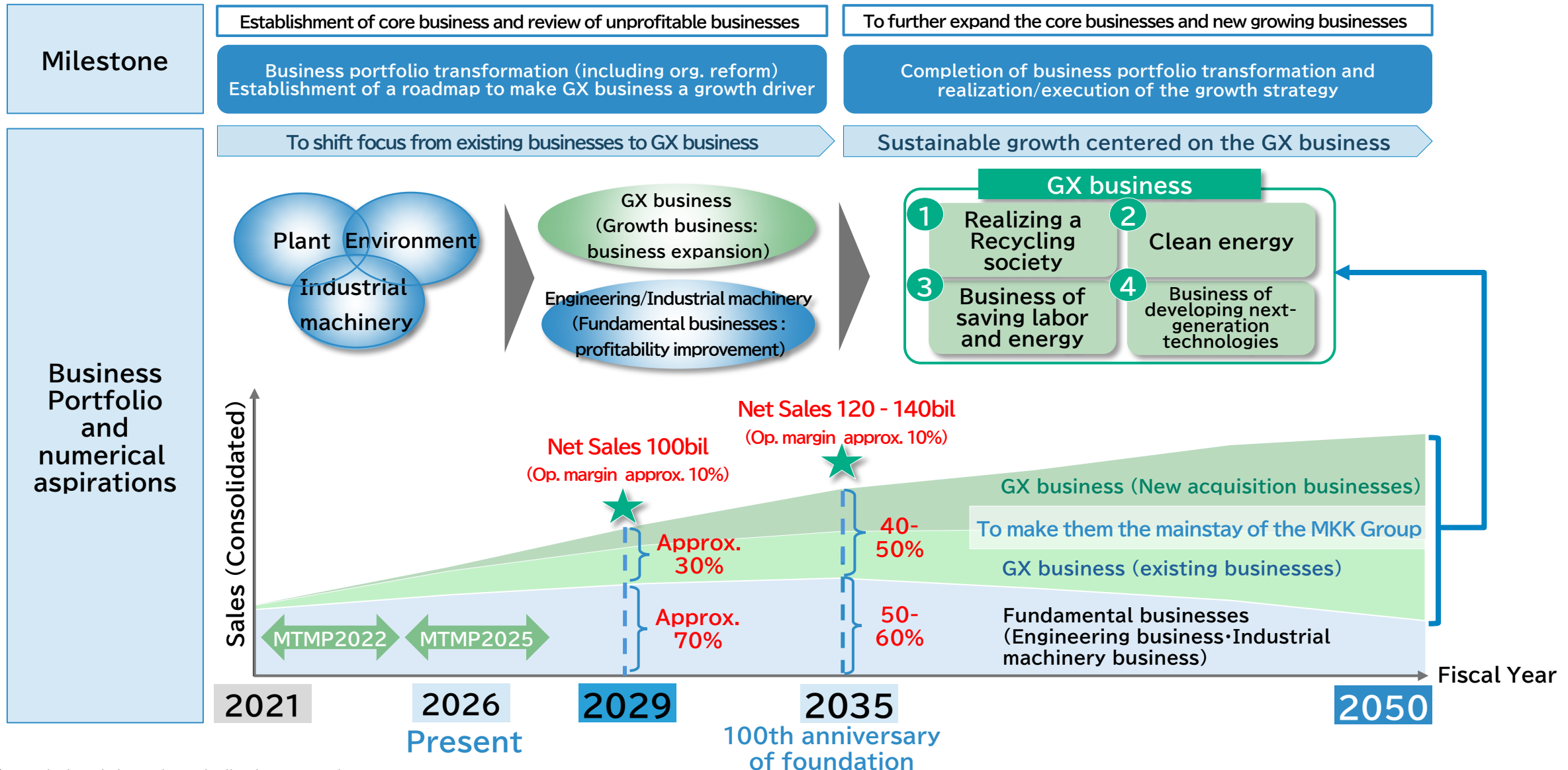
[Original as of 2021]

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



[After the Update in 2026]

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



Inquiries related to IR

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Forward Looking Statements

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