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

Supplementary Materials: Financial Results for FY2026 2Q

November 6, 2026

TSUKISHIMA HOLDINGS CO., LTD.

Highlights for FY2026 2Q

TSUKISHIMA HOLDINGS

Financial results are progressing steadily

- **Net sales increased on steady project progress,** particularly orders in the Water Environmental Business remain strong, **leading to 10 billion yen upward revision to the full-year orders received forecast.**
- Although interim profit attributable to owners of parent and operating profit decreased, both declines were attributable to temporary factors that were within expectations.
  Interim Profit attributable to owners of parent ・・・ The absence of gain on the sale of non-current assets associated with the sale of the logistics facilities in the previous fiscal year
  Operating profit ・・・ Record of expenses related to the business integration with Mitsubishi Kakoki Kaisha, Ltd. (“Mitsubishi Kakoki”).

Upward revision of the dividend forecast (dividend increase) and measures to mitigate the EPS dilution resulting from the establishment of the integrated company

- Resolved to pay **a commemorative dividend of 5 yen per share** to commemorate the business integration with Mitsubishi Kakoki.
- **Discussions are underway between the two companies regarding more proactive shareholder returns** that exceed their current shareholder return policies.
- Shareholder benefits under our existing program will be provided to shareholders of record as of March 31, 2027. The introduction of a shareholder benefit program for the integrated company, based on our existing program, is under active consideration.
- They are considering commencing **a share repurchase*** as soon as practicable after the establishment of the integrated company, with the aim of offsetting and eliminating the dilutive impact on EPS.
  (* currently estimated at a total of approx. 25 billion yen)

Update on the Integrated Company with Mitsubishi Kakoki

- The integrated company’s Medium-term Management Plan for FY2028 through FY2031 is scheduled to be announced in the fall of 2027.
- In addition to the previously disclosed FY2035 target for integration synergies, the aspiration figures for FY2031, the midpoint toward that target, will also be disclosed.

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Consolidated results for FY2026 2Q

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Higher net sales supported by a strong order backlog; lower profit attributable to owners of parent and operating profit due to temporary factors

- **Orders received increased,** driven by the award of large-scale projects in the Water Environment Business. (※Order backlog reached a record high)
- **Net sales increased** as projects progressed, supported by a strong order backlog.
- **Operating profit decreased** despite the positive impact of higher net sales and improved profitability, due to temporary factors (approx. 0.4 billion yen : record of expenses related to the business integration with Mitsubishi Kakoki) and lower income following the sale of the logistics facilities in the previous fiscal year.
- **Interim profit attributable to owners of parent decreased** due to the absence of gain on the sale of non-current assets associated with the sale of the logistics facilities in the previous fiscal year.

【Unit：100 million yen】	FY2025 2Q Actual	FY2026 2Q Actual	Change
Orders received	698	833	+135
Order backlog	3,315	3,490	+175
Net sales	566	578	＋12
Operating profit	16	12	△4
Operating profit margin	2.9%	2.1%	△0.8%
Interim Profit attributable to owners of parent	118	29	△89
EBITDA	35	30	△5

【Orders Received, Net Sales, Operating profit by Segment 】

【Unit：100 million yen】		FY2025 2Q Actual	FY2026 2Q Actual	Change
Orders received	Water Environmental	442	636	+194
	Industrial	251	197	△54
Net sales	Water Environmental	357	376	+19
	Industrial	203	202	△1
Operating profit	Water Environmental (OP margin)	0 0. 0%	4 1. 1%	＋4 +1. 1%
	Industrial (OP margin)	14 6. 7%	12 6.2%	△2 △0.5%

Note: As figures related to "Other Business" are excluded, totals do not match consolidated figures.

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Consolidated results for FY2026 2Q（Orders received, Net Sales）

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Orders Received

【Water Environmental Business】… Increased

Water infrastructure … Received orders for two large-scale sewage sludge treatment projects. (a sewage sludge incinerator project in 1Q and EPC component of a DBO project for the effective use of sludge in 2Q)

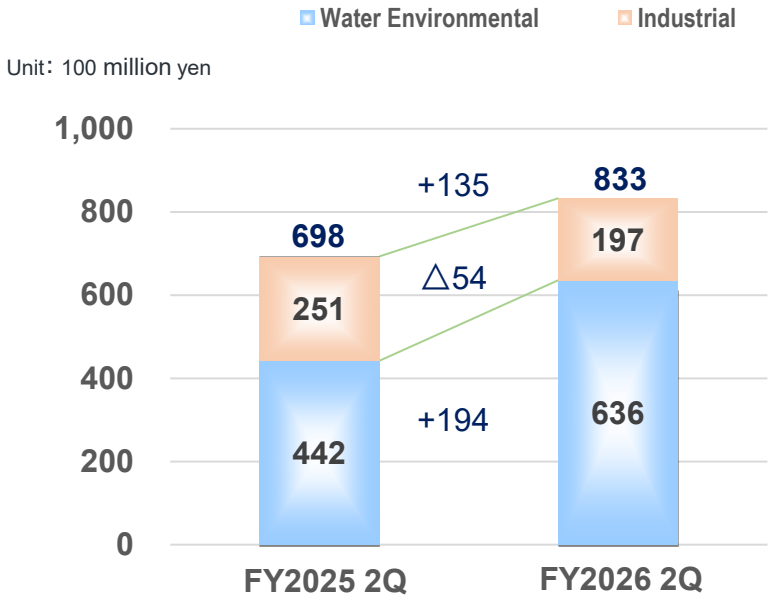
Life cycle business … Received orders for O&M projects and repair works steadily.

【Industrial Business】… Decreased

Concentration of project awards in the second half as anticipated at the beginning of the fiscal year

Industrial infrastructure … Received orders for chemical plant projects related to GX and equipment projects, including filters, dryers and mixers.

Environment … Received orders for wastewater treatment facilities for semiconductor manufacturers and incinerator refurbishment projects.



Net Sales

【Water Environmental Business】… Increased

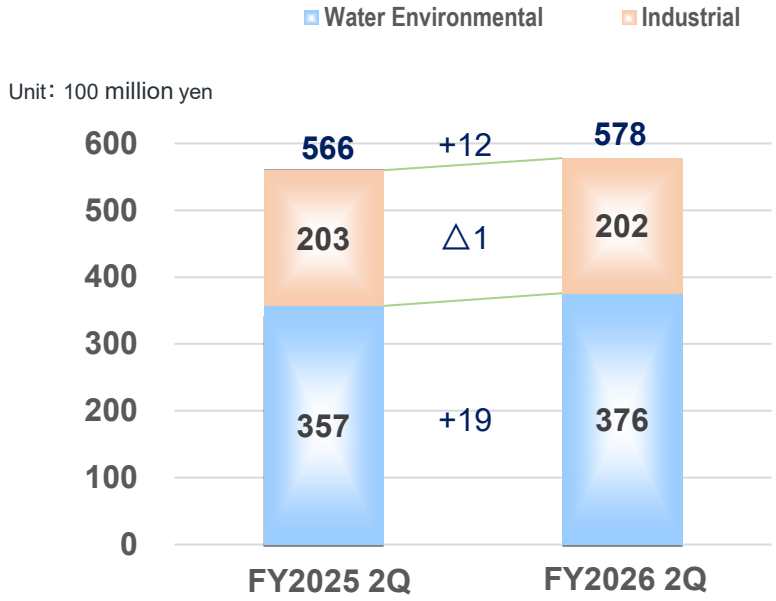
Water infrastructure … Multiple sewage sludge incinerator projects and water purification sludge treatment projects progressed.

Life cycle business … Multiple large-scale comprehensive O&M contracts progressed.

【Industrial Business】… Flat

Industrial infrastructure … Although the recognition of net sales was delayed for certain projects due to delays in separately contracted civil engineering work, chemical plant and equipment projects progressed steadily.

Environment … Waste gas treatment equipment projects and solid waste treatment projects progressed.



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Consolidated results for FY2026 2Q（After-sales services ratio, Operating profit)

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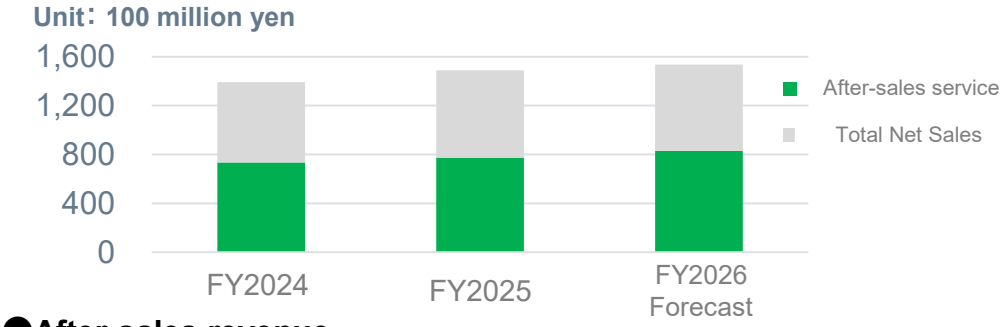
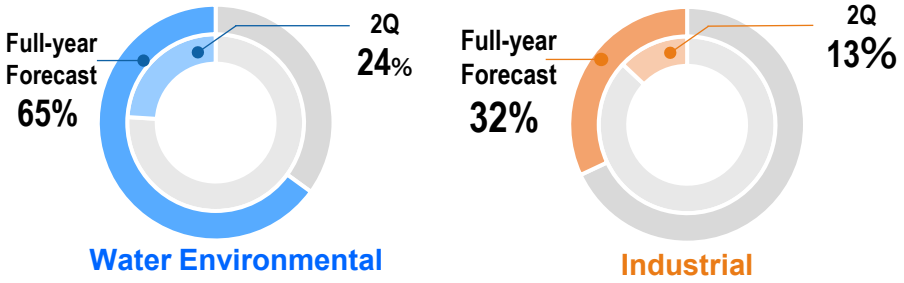
After-sales service ratio to net sales

- ✓ After-sales services are defined as repair work, operation and maintenance services (Water Environment Business only), maintenance services, and parts supply services.
- ✓ These businesses provide a recurring and stable earnings base that supports business growth and has continued to expand year by year.
- ✓ The ratio of after-sales services to net sales is expected to be 65% in the Water Environment Business and 32% in the Industrial Business for FY2026.
- ✓ As many after-sales service projects are received and recognized as net sales within the same fiscal year, the ratio of after-sales services to net sales is expected to increase toward 4Q.

●Trend in After-sales service Net Sales



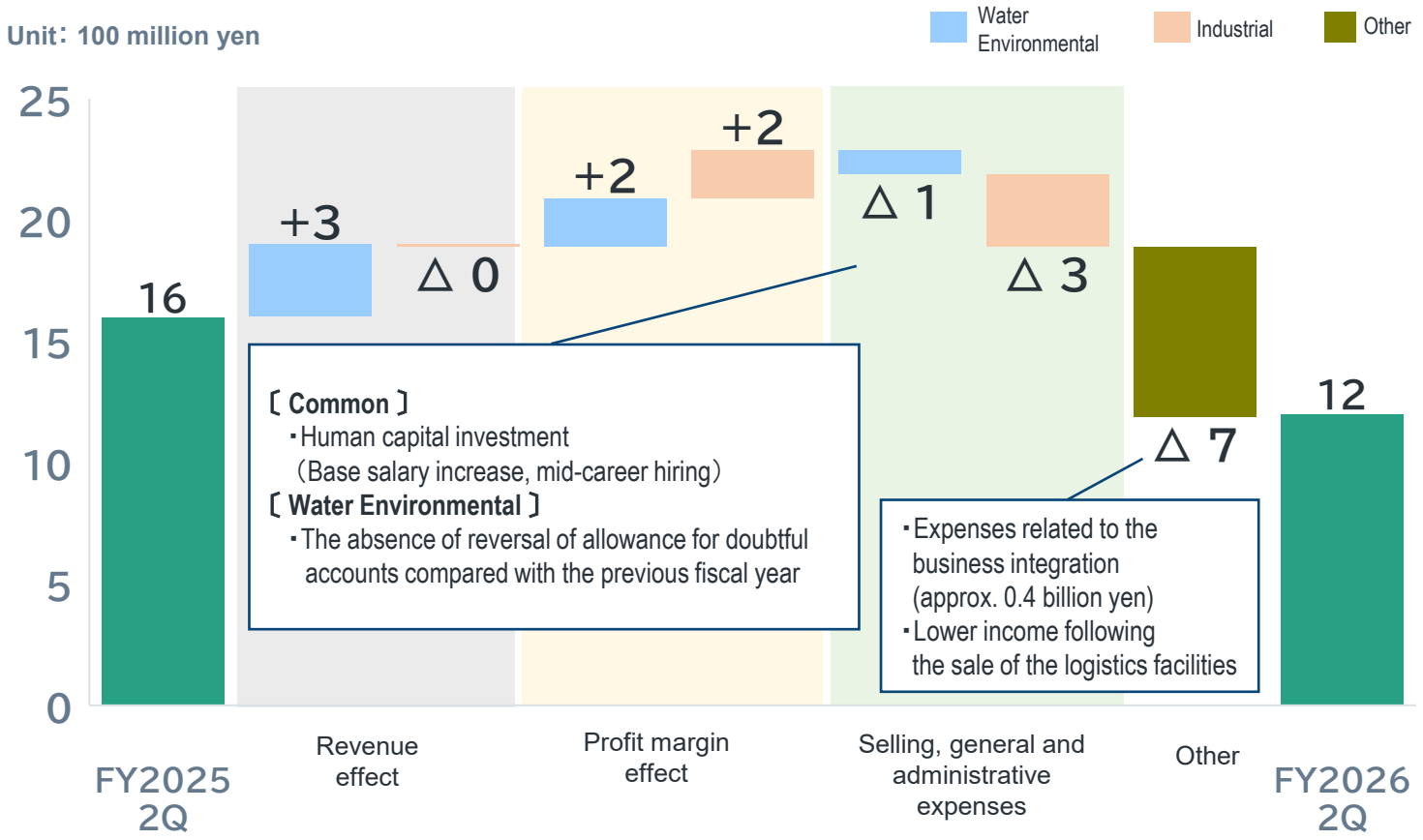
●After-sales revenue as a percentage of projected net sales for FY 2026



Operating profit

Other : Segment related to real estate management and leasing

Operating profit decreased despite the positive impact of higher net sales and improved profitability, due to temporary factors (approx. 0.4 billion yen : record of expenses related to the business integration with Mitsubishi Kakoki) and lower income following the sale of the logistics facilities in the previous fiscal year.



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Forecast for FY2026

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Orders received, net sales, and operating profit are expected to hit record highs

- **Orders received** are expected to **increase**, supported by upward revision of 10 billion yen due to favorable progress in securing large-scale projects in the Water Environmental Business.
- **Net sales** are expected to **increase** as projects in the order backlog progress in both businesses.
- **Operating profit** is expected to **increase** mainly due to higher profit in the Water Environmental Business.
- **Profit attributable to owners of parent** is expected to **decrease** due to the absence of gains from the sale of logistics facilities in the previous fiscal year.

【Unit：100 million yen】	FY2026 2Q Actual	FY2026 Forecast	2Q Progress
Orders received	**833**	**2,000** (+100 from the initial forecast)	**41.7%**
Order backlog	**3,490**	**3,715**	**-**
Net sales	**578**	**1,520**	**38.0%**
Operating profit	**12**	**110**	**10.9%**
Operating profit margin	**2.1%**	**7.2%**	**-**
Profit attributable to owners of parent	**29**	**85**	**34.1%**
EBITDA	**30**	**146**	**20.5%**
ROIC	**-**	**around 7%**	**-**
ROE	**-**	**mid 8% range**	**-**

Impact of military conflict in the Middle East

As the potential impacts listed below are anticipated, we will continue to closely monitor the situation.

[Orders received]
- Potential impact on customers' capital investment decisions in the Industrial Business.

[Net sales, Operating profit]
- Increased costs due to rising prices and delivery delays due to procurement difficulties of petroleum-derived products
- Challenges in securing utilities (chemicals, etc.) for operation and maintenance business in the Water Environmental Business, as well as rising costs.

⇒Although we plan to recover costs through negotiations with customers, the magnitude and outlook of the impact remain difficult to estimate at this point.

【Orders Received, Net Sales, Operating profit by Segment 】

【Unit：100 million yen】		FY2026 2Q Actual	FY2026 Forecast
Orders received	Water Environmental	**636**	1,400 (+100)
	Industrial	**197**	600
Net sales	Water Environmental	**376**	1,000
	Industrial	**202**	520
Operating profit	Water Environmental (OP margin)	**4** **1.1%**	70 7.0%
	Industrial (OP margin)	**12** **6.2%**	43 8.3%

Note: As figures related to "Other Business" are excluded, totals do not match consolidated figures.

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Forecast for FY2026

TSUKISHIMA HOLDINGS

Orders received

【Water Environmental Business】
Upwardly revised in 2Q.
A significant increase is expected due to the securing of large-scale projects.

【Industrial Business】
Orders are expected to be concentrated in the second half, in line with the initial forecast, and to remain broadly unchanged from the previous year.

Net sales

【Water Environmental Business】
Net sales are expected to increase as a large number of projects in the order backlog progress.

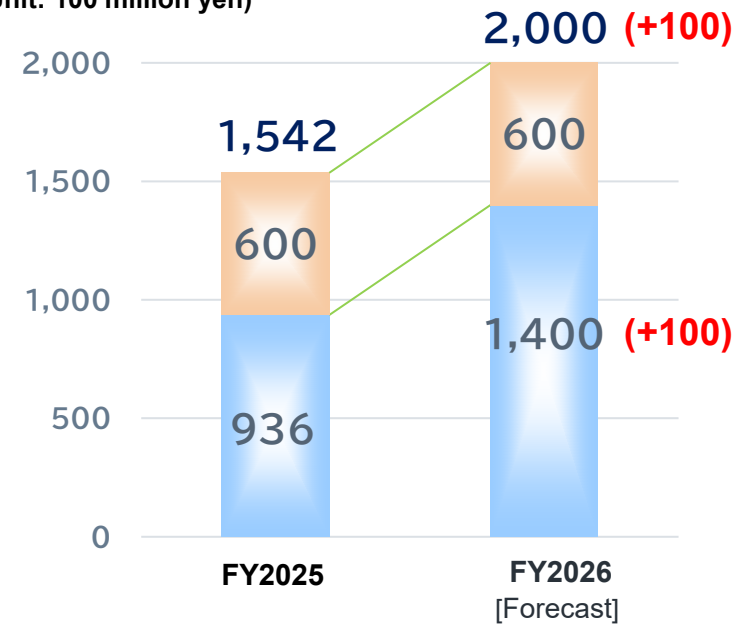
【Industrial Business】
Net sales are expected to increase as projects in the order backlog progress.

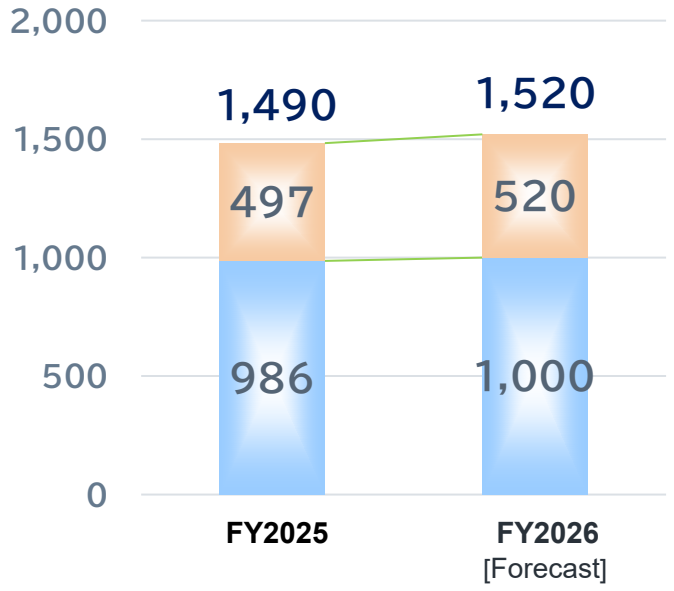
Operating profit

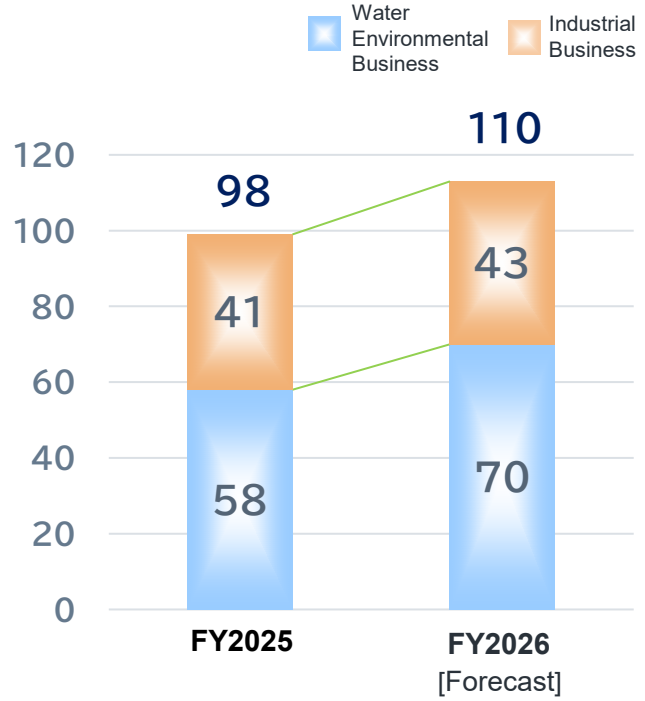
【Water Environmental Business】
Profit is expected to increase due to improved profitability.

【Industrial Business】
Profit is expected to increase due to higher net sales.

(Unit: 100 million yen)







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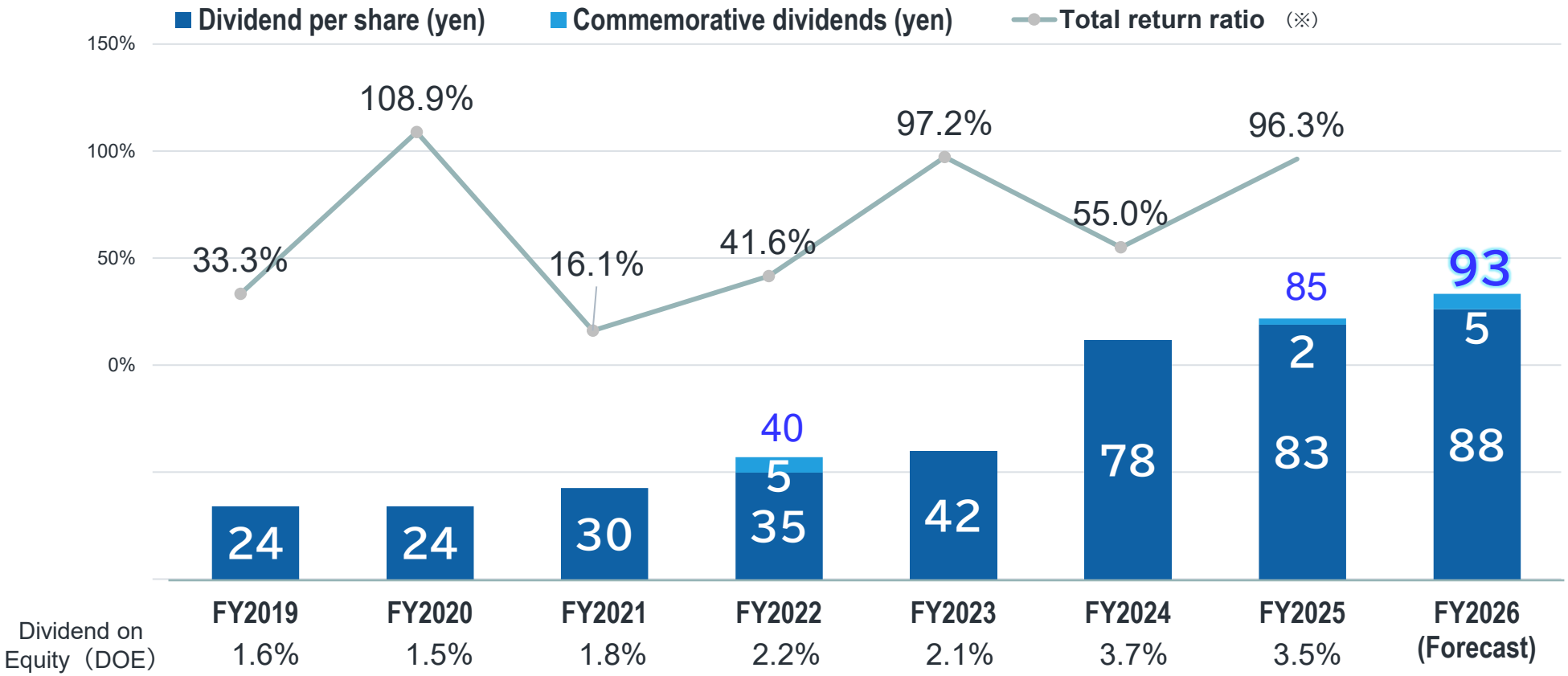
Shareholder Return policy

- **Shareholder return policy: "The level of stable dividends will be set with a minimum DOE of 3.5%, and a total return ratio will be 50% or more."**
- Dividend for FY2026: The Company aims to maintain stable dividends and continue increasing dividends, with a planned dividend of 88 yen per share.
  ⇒ **To commemorate the business integration with Mitsubishi Kakoki and to express the Company's gratitude to shareholders for their continued support,**
  a commemorative **year-end dividend of 5 yen per share is planned for FY2026**, bringing the planned annual dividend to **93 yen** per share.
  (For details of the commemorative dividend, please refer to the "Notice Concerning Determination of Dividend of Surplus (Interim Dividend) and Revision of Year-End Dividend Forecast" dated November 6, 2026.)
- Share repurchase announced on September 30 : up to 3 billion yen and 1,000,000 shares (repurchase period: October 5, 2026 to March 19, 2027)



(※) (Average number of shares outstanding during the period × dividend per share + amount of treasury share acquisition) ÷ profit attributable to owners of parent

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Measures to Mitigate EPS Dilution and Improve ROE, and Shareholder Returns

- **The Medium-term Management Plan (FY2028-2031), is scheduled to be announced in the fall of 2027.**
- **Prior to that, the integrated company aims to announce its capital policy focused on improving EPS and ROE around May 2027, in conjunction with the announcement of its financial results.**

Repurchase of Treasury Shares

- The two companies are jointly considering a share repurchase to offset and eliminate the dilutive impact of the Share Exchange on EPS.
- The companies aim to commence the share repurchase as soon as practicable after the establishment of the integrated company and complete it within approx. two years from the effective date of the Share Exchange.
- Required share repurchase amount currently estimated at approx. 25 billion yen.

Shareholder Returns

- The companies are discussing a more proactive shareholder return policy for the new integrated company at a level exceeding those currently indicated by each company.

Shareholder Benefits

- Constructive discussions are underway with Mitsubishi Kakoki regarding the introduction of a shareholder benefit program for the integrated company based on our company's existing program which has been well received by shareholders. Details are scheduled to be announced promptly after the establishment of the integrated company.
- Shareholder benefits under the existing program will be provided to shareholders recorded in the shareholder registry as of March 31, 2027.

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TSUKISHIMA HOLDINGS

Strategy and Synergies from the Business Integration

Maximize the synergies from the Business Integration and aim for group management targets in the fiscal year ending March 2036 of net sales of 350 billion yen and operating income of at least 30 billion yen

1 Strengthening the business foundation by leveraging the strengths of the Companies

- Mutually leveraging the Companies' strengths and competitive advantages
- Strengthening the value chain for equipment, from development, design, and manufacturing through after-sales service
- Further expanding earnings base through cross-selling

2 Creating new growth opportunities by leveraging synergies

- Creating high-value-added solutions by combining technologies, products, and customer bases
- Developing a “water, energy, and resource circulation solution”
- Inorganic growth through M&A, acceleration of overseas business development, and strengthened collaboration with the Mitsubishi group

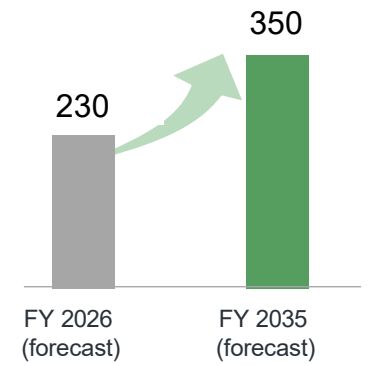
3 Enhancing the management foundation and creating corporate value through collaboration

- Improving productivity through optimized personnel allocation and integration/consolidation of core systems
- Improving efficiency and enhancing cost competitiveness through the introduction of the latest digital technologies
- Enhancing expertise through personnel exchanges and fostering a collaborative corporate culture

Effects of synergy measures

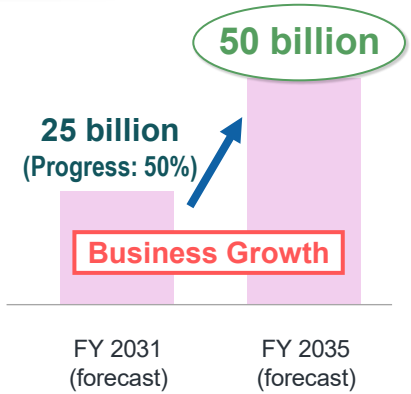
In addition to the previously disclosed FY2035 target for integration synergies, the aspiration figures for FY2031, the midpoint toward that target, will also be disclosed.

Net sales (JPY billion)

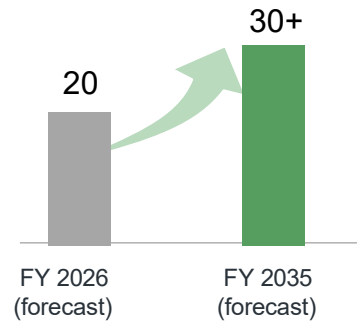


Drive revenue growth through business and technology synergies

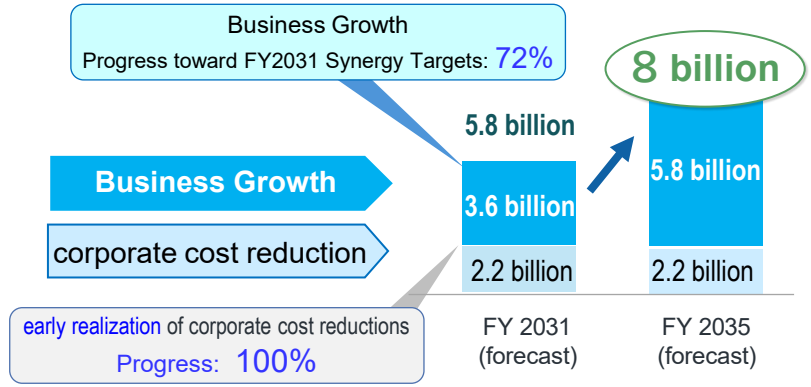
Synergy effect + **JPY 50 billion**



Operating income (JPY billion)



Synergy effect + **JPY 8 billion**



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【Important Notice】Business Integration with Mitsubishi Kakoki ③

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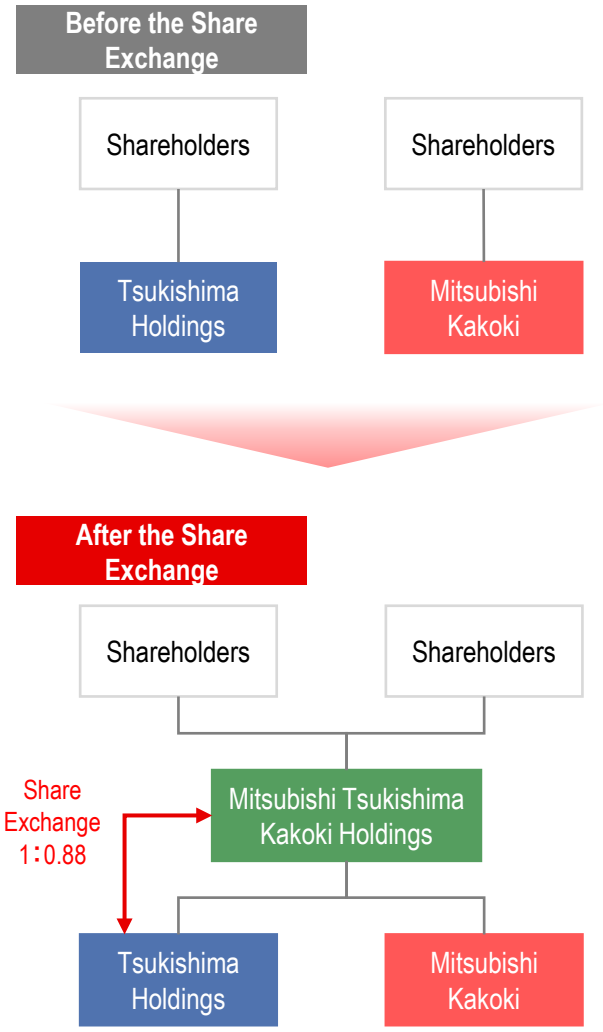
Overview and Schedule of the Share Exchange



Method of the Business Integration	**Implementation of a share exchange in which Mitsubishi Kakoki will be the wholly owning parent company and Tsukishima Holdings will be the wholly owned subsidiary** • This business integration was initially considered, based on the spirit of equality, with the establishment of a new integrated company through a joint share transfer as the basic approach. • However, it was found that, if this method were adopted, the filing of Form F-4 with the U.S. Securities and Exchange Commission (SEC) would be required, involving significant time and costs for the necessary procedures. • Therefore, from the perspective of facilitating and accelerating the business integration, the companies decided to adopt a share exchange method under which shares of Mitsubishi Kakoki will be allotted to our shareholders. • For accounting purposes, our company is expected to be the accounting acquirer.	
Share Exchange Ratio	**1:0.88**	0.88 shares of the common stock of Mitsubishi Kakoki will be allotted and delivered for each share of the common stock of Tsukishima Holdings.
Schedule	September 30, 2026	Execution of the Business Integration Agreement and the Share Exchange Agreement
	December 4, 2026	Extraordinary shareholders' meeting of the Companies (Record Date: October 16, 2026)
	March 30, 2027 (Scheduled)	Delisting date of Tsukishima Holdings
	April 1, 2027 (Scheduled)	Effective Date of the absorption-type company split and share exchange

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