# Fiscal Year 2025 (Ending March 2026)
# Consolidated Financial Results Presentation Materials

May 14, 2026

Torishima Manufacturing Co., Ltd. (6363)

# Sustaining the World
# Enhancing Life
# With Pumps

## "A Company Indispensable to Society:
## A Century of Commitment, A Future of Purpose."

**"Never lose the public trust, even if monetary loss proves unavoidable."**

Guided by this founding principle, we have supported the world's vital infrastructure for over a century.

**"Addressing Energy Issues"** and **"Providing Safety and Reliability"**

are universal needs that will remain unchanged 100 years from now.

Today, as **"One Torishima,"** our team across 36 global locations is united in our mission

to maximize **"Lifetime Benefit"** for our customers to forge a Sustainable Future

through cutting-edge technology and world class customer support.

# Agility, Market Dominance and Strategic Entries

**Rapid Transformation of the Power Market**

Explosive growth of generative AI driving a surge in electricity demand for data centres. Torishima has captured this opportunity with significant volume of orders in North America

**Agility**

**Highly Agile Sales, Engineering and Manufacturing**

**Market Dominance**
Remain Global #1 Pump Manufacturer for Large RO Desalination Market

**Business Resilience**
Slower year for desalination market demand, fully replaced by a focus on the power market.
***Record Revenues***

**Strategic Entry**
Positioned for Strategic Entry into O&G, LNG & Chemical

# Enhancing Internal Capacity, Strategic Aftermarket Expansion

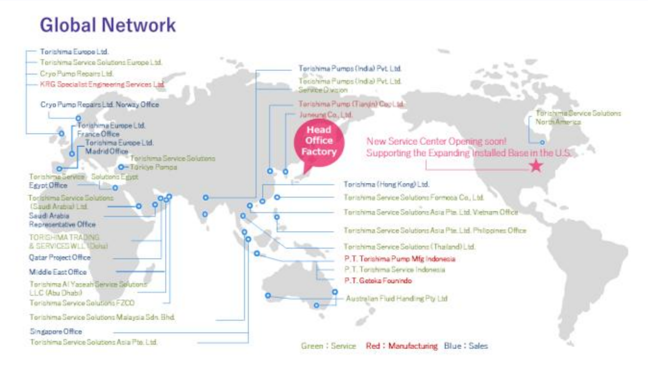
**Stronger Manufacturing**


## Improved Production Capacity

**■ Improved Machining Capacity and Capabilities：**
Strengthened global manufacturing by acquiring two machining businesses in South Korea and the UK.
Further invested in machining facilities in India.

**■ Productivity Gains：**
Implementation of 'front loading' & redesigned manufacturing flows, bringing design work forward, enhancing capacity for profitable future gorwth

**Aftermarket Expansion**




## Expanding our Customer Support

**■ Expanding our Global Presence：**
Expanding our footprint of service facilities.
Egypt and 2nd USA facilities underway - operational in FY26

**■ Enhancing Customer Support：**
Enhancing local service capabilities and customer focussed strategy, maximising total lifetime value of our pumps.

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# FY2025 Financial Highlights / FY2026 Consolidated Earnings Forecast

## Consolidated results for FY2025 (billion yen)

| | Results for Q1-Q4 of FY2025 | YoY | vs. Plan |
|---|---|---|---|
| Orders received | 94.9 | ▲0.7<br>▲0.7% | +4.9<br>+5.4% |
| Sales | 92.9 | +6.4<br>+7.4% | +3.9<br>+4.4% |
| Operating Profit | 5.0 | ▲ 0.4<br>▲7.4% | ▲0.8<br>▲13.8% |
| Recurring Profit | 5.2 | +0.7<br>+15.6% | +0.1<br>+2.0% |
| Net Profit | 6.0 | +1.9<br>+46.3% | +0.4<br>+7.1 |

## Consolidated earnings forecast for FY2026 (billion yen)

| | Plan | YoY |
|---|---|---|
| Orders received | 96.0 | +1.1<br>+1.2% |
| Sales | 95.5 | +2.6<br>+2.8% |
| Operating Profit | 5.2 | +0.2<br>+4.0% |
| Recurring Profit | 4.4 | ▲0.8<br>▲15.4% |
| Net Profit | 3.8 | ▲2.2<br>▲36.7% |

## Point

### FY2025 Results

- Strong Demand: Orders and sales remain robust, driven by AI-related power demand and decarbonisation trends.
- Performance vs. Plan: Both orders and sales are exceeding targets, despite a slight YoY dip in orders from last year's record high.
- Recurring Profit(*1): Up +¥0.7B YoY. Improvement primarily due to reduced foreign exchange losses(*2) (from -¥1.4B to -¥0.5B).
- Net Income: Up +¥1.9B YoY, bolstered by a +¥2.8B gain on sales of investment securities.

### FY2026 Forecast

- Orders & Sales: Growth on track; ¥90-96B range set to account for Middle East risks on order placement timing.
- Operating Profit: Upward trend driven by improved export margins, despite YoY dip in domestic private service requirements.
- Recurring Profit(*1): Expected -¥0.8B based on ¥155.0/USD conservative FX rate. However, if the rate remains at ¥159.9/USD (previous year-end), the decline would be partially mitigated.
- Backlog: Strong foundation exceeding ¥100B, securing growth from FY2027 and onward.

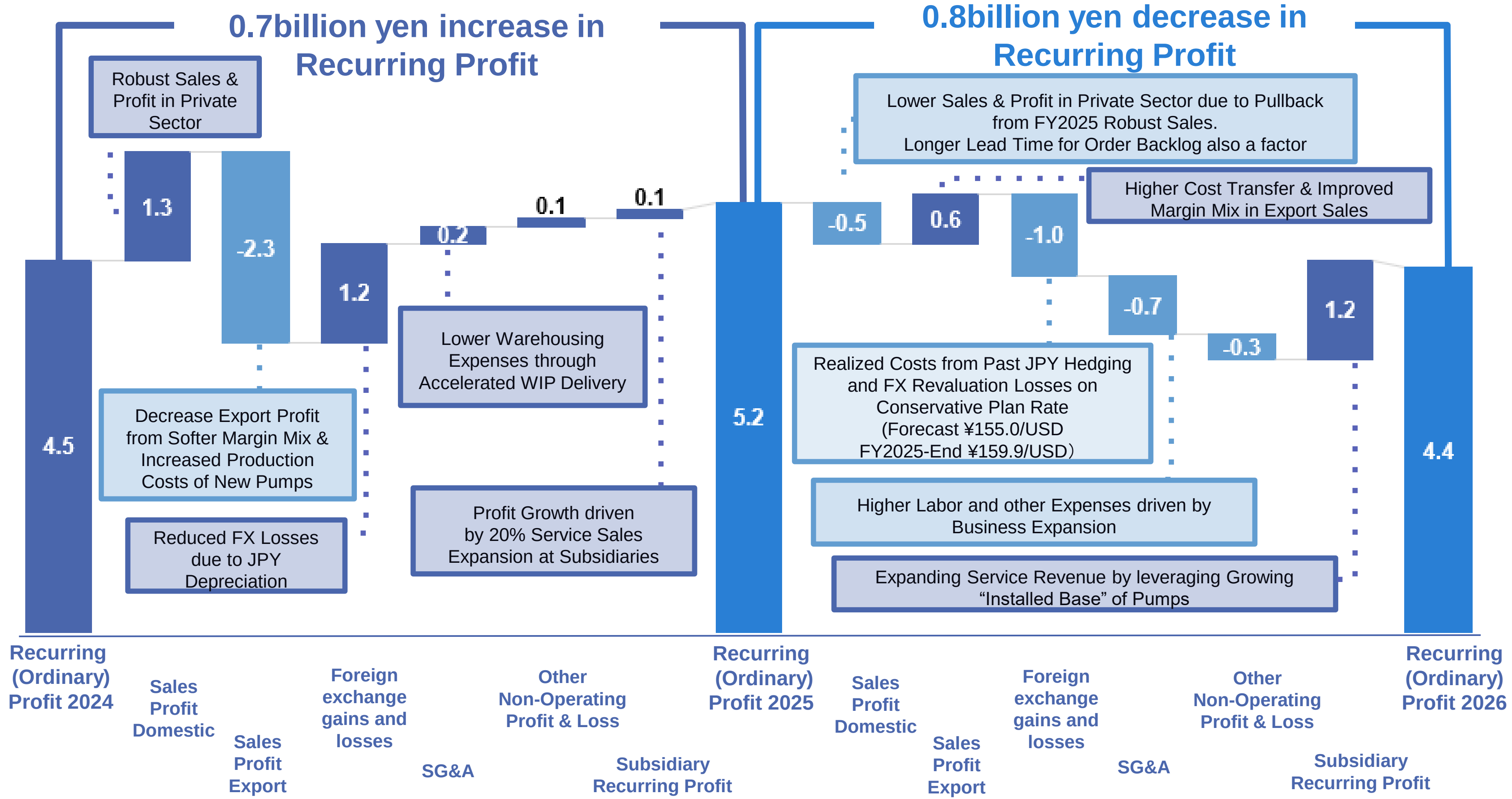
### Shareholder Returns

- FY2025: Increased dividend to ¥63 per share (vs. previous forecast of ¥62).
- FY2026: Planned dividend at ¥64 per share, continuing the steady upward trend.

*1: Due to increasing global operations and the significance of exchange rate impacts, the focus of our analysis of changes in profit has been shifted from Operating Profit to Recurring Profit from this period.
*2: Foreign exchange losses include realized gains and losses from currency hedge contracts and realized/unrealized foreign currency-denominated assets/liabilities.

# Analysis of Changes in Recurring Income

Unit: billions of yen



# Value Creation - Business Opportunities and Operational Status

Focusing on two key materiality issues essential for sustainable earnings, particularly those facing significant environmental shifts.
We outline the "evolving business landscape" and our "specific strengths, initiatives, and challenges" in each area.

**Global Social Issues**

- Global warming
- Energy crisis
- Abnormal weather Flood disaster
- Aging infrastructure in developed countries
- Population growth, increasing demand for infrastructure in emerging countries
- Water shortage Food crisis
- Population decline, difficulty in passing on technology in developed countries

**Torishima's Contributions**

Key issues for Creating Shared Value

1. Addressing energy issues toward carbon neutrality
2. Providing Safety and Reliability
3. Establishing new manufacturing and services with the data and AI

**Essential foundation**

4. Maximize Employees' Energy
5. Corporate Governance
6. Improving Torishima quality

**Products and Services**

1. Boost Energy-efficiency Initiative with the Super-Eco Pumps
2. Provide pumps for clean energy market
3. Provide pumps for water shortage and food crisis
4. Enhance Technology for Specially Designed Pumps to Mitigate Heavy Flooding
5. Promote Smart Solutions based on Data

- Human resource development and DE&I
- Compliance management
- Strengthen risk management
- Promote environmental management

**To be Indispensable to Society**

# Addressing Energy Issues

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| Business Segment | Market Environment & Growth Potential | Strengths, Initiatives, Results & Outlook |
|---|---|---|
| Power Generation | **Surging Power Demand:** Massive thermal power investments in the US, India, and China driven by the AI data center boom.<br><br>**Policy Support:** Japan's "Long-term Decarbonized Power Source Auction" accelerating the transition to decarbonized power.<br><br>**Extended Order Visibility:** High backlog and longer lead times due to supply constraints at major manufacturers. | **Trusted Leader:** Leading manufacturer of Boiler Feed Pumps (BFP) for extreme conditions; high trust from major contractors and end users.<br><br>**One-Stop Solutions:** Comprehensive supply of essential pumps (BFP, circulation, condensate, cooling water, etc.).<br><br>**Enhanced Stability:** Rapidly growing orders ensure several years of future revenue; improving business predictability.<br><br>**Future Strategy:** Boosting production/service capacity while developing next-gen decarbonization solutions. |
| Energy Efficiency | **Industrial "Heart":** Pumps consume ~30% of Japan's electricity; urgent global need for high efficiency to curb power consumption.<br><br>**Expanding Needs:** Growing demand for efficient cooling in data centers and HVAC systems due to global warming. | **Advanced Technology:** Merging CFD (Computational Fluid Dynamics) with AI and 100+ years of proprietary design data.<br><br>**World-Class Efficiency:** "Super Eco Pump (SEP)" achieved world-leading efficiency, winning the 2024 METI Minister's Award.<br><br>**Strategic Growth:** Leveraging superior technology to drive further sales expansion across global markets. |
| Decarbonization | **Significant Potential:** Hydrogen markets projected to reach ¥1T in Japan and over ¥90T globally by 2040.<br><br>**Hydrogen/Ammonia Shift:** GTCC transition to H2/Ammonia-firing is central to decarbonization auctions, boosting pump demand. | **World-First Success:** Developed Superconducting Motor LH2 Pump with Kyoto University; world-first order for large-flow LH2 pump from Kawasaki Heavy Industries (Jan 2026).<br><br>**Supply Chain Coverage:** Targeting the entire "Produce, Transport, and Use" hydrogen value chain.<br><br>**Accelerated R&D:** Advancing large-flow and high-pressure technologies to become an indispensable player in the H2 market. |

# Providing Safety and Reliability

| Business Segment | Market Environment & Growth Potential | Strengths, Initiatives, Results & Outlook |
|---|---|---|
| **Desalination, Water Supply & Distribution** | **Market Expansion:**<br>Desalination market projected to double to ¥6T by 2033 due to global water scarcity.<br><br>**Technology Shift:**<br>Rapid demand growth for large, high-pressure pumps following the shift to energy-efficient RO (Reverse Osmosis).<br><br>**Strategic Mission:**<br>Maintaining a strong commitment to stable water infrastructure in the Middle East while monitoring geopolitical risks. | **Global Leader:**<br>World's top market share in large, high-pressure pumps for RO; driving the competitiveness of Japanese technology.<br><br>**Dual Value Creation:**<br>Achieving both stable water supply and $CO_2$ reduction through world-class efficiency.<br><br>**Steady Performance:**<br>Maintained dominant market position in FY2025, with improved market conditions projected for FY2026. |
| **Stormwater Drainage & Sewerage** | **National Policy Support:**<br>The Japanese government's "1st National Resilience Mid-term Plan" (¥20T over 5 years) starts in FY2026.<br><br>**Surging Resilience Demand:**<br>Rising national investment in "proactive disaster prevention" to combat climate change and aging infrastructure.<br><br>**Ongoing Growth:**<br>Strong outlook for new and replacement demand for large pumps to mitigate flood damage. | **Award-Winning Technology:**<br>"Immersible Motor Pump with Flood Resistance" won the 2026 Japan Resilience Award (Grand Prize).<br><br>**Global Expansion:**<br>Leveraging success in extreme environments (e.g., Pakistan) to accelerate deployment in flood-prone international markets.<br><br>**Social Contribution:**<br>Committed to building safe and secure communities through advanced flood control solutions. |

# Impacts of Middle East Conflict

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Overall impact is limited at this stage - service levels and local support remain strong and project deliveries not impacted at this stage. Longer term impacts remain to be seen.

## Financial Resilience

Despite conflict and regional tensions, Q1 performance is expected to remain in line with FY26 plan. Risk is contained through proactive contract and supply chain management.

## Operational Continuity and Safety

Project and service execution for power and desalination plants in the region continues. Logistics impacts and HSE requirements are monitored daily to minimize impact and prioritise safety.

## Critical Support to Regional Infrastructure

Desalination plants are critical infrastructure that supports the water essential to daily lives - Torishima has remained present and committed to its support. In the event that existing plants suffer damage, there is a possibility that demand for rapid restoration support may arise; we will maintain a system capable of fulfilling our commitment to ensure supply.

## Longer Term Impacts

Lasting impacts on the region and global economy remain unclear, but close monitoring of public finances and national budget execution of key customer countries.

| | FY 2026 |
|---|---|
| Number of Staff (April 26) | 288 People |
| Operating Locations in Region: UAE, KSA, Qatar | 8 Locations |
| 26 Plan Revenue for Region | JPY 21.8bn |

# Consolidated Financial Results (Full-Year) for Fiscal Year 2025

Unit: billions of yen

| | Results FY2024 | Results FY2025 | YoY Comparison | | Plan FY2025 | VS Plan | |
|---|---|---|---|---|---|---|---|
| Orders Received | 95.6 | 94.9 | ▲0.7 | ▲0.7% | 90.0 | +4.9 | +5.4% |
| Sales | 86.5 | 92.9 | +6.4 | +7.4% | 89.0 | +3.9 | +4.4% |
| Gross Profit<br>(Gross Profit Margin) | 23.5<br>(27.2%) | 24.3<br>(26.2%) | +0.8<br>(▲1.0) | +3.4% | 23.9<br>(26.9% | +0.4<br>(▲0.7pt) | +1.7% |
| SG&A Expense | 18.1 | 19.3 | +1.2 | +6.6% | 18.1 | +1.2 | +6.6% |
| Operating Profit<br>(Operating Profit Margin) | 5.4<br>(6.2%) | 5.0<br>(5.4%) | ▲0.4<br>(▲0.8pt) | ▲7.4% | 5.8<br>(6.5%) | ▲0.8<br>(▲1.1pt) | ▲13.8% |
| Non-operating Profit or loss | ▲0.9 | 0.2 | +1.1 | - | | | |
| Ordinary Profit | 4.5 | 5.2 | +0.7 | +15.6% | 5.1 | +0.1 | +2.0% |
| Extraordinary Profit or Loss | 1.4 | 2.8 | +1.4 | +100% | | | |
| Net Profit | 4.1 | 6.0 | +1.9 | +46.3% | 5.6 | +0.4 | +7.1% |
| | | | | | | | |
| ROE | 7.5% | 10.2% | +2.7pt | | | | |
| | | | | | | | |
| Exchange Rate (1USD / Closing) | ¥149.52 | ¥159.88 | +¥10.36 | | | | |
| Exchange Rate (1USD / Average) | ¥151.46 | ¥149.14 | ▲¥2.32 | | | | |

# Balance Sheet

Unit: billions of yen

| | End of FY2024 | End of FY2025 | YoY | |
|---|---|---|---|---|
| Total Assets | 115.6 | 120.2 | +4.6 | +4.0% |
| Current Assets | 81.2 | 83.6 | +2.4 | +3.0% |
| Cash and Deposits | 17.1 | 18.3 | +1.2 | +7.0% |
| Trade Receivables | 39.0 | 44.5 | +5.5 | +14.1% |
| Inventory | 21.2 | 18.1 | ▲3.1 | ▲14.6% |
| Other Current Assets | 3.9 | 2.7 | ▲1.2 | ▲30.8% |
| Non-Current Assets | 34.4 | 36.6 | +2.2 | +6.4% |
| Total Liabilities | 59.2 | 59.6 | +0.4 | +0.7% |
| Trade Payables | 14.5 | 11.9 | ▲2.6 | ▲17.9% |
| Interest-Bearing Debt | 22.7 | 22.2 | ▲0.5 | ▲2.2% |
| Other Liabilities | 22.0 | 25.5 | +3.5 | +15.9% |
| Total Net Assets | 56.4 | 60.6 | +4.2 | +7.4% |
| Shareholders' Equity | 47.1 | 50.7 | +3.6 | +7.6% |
| Other than Shareholders' Equity | 9.3 | 10.0 | +0.7 | +7.5% |

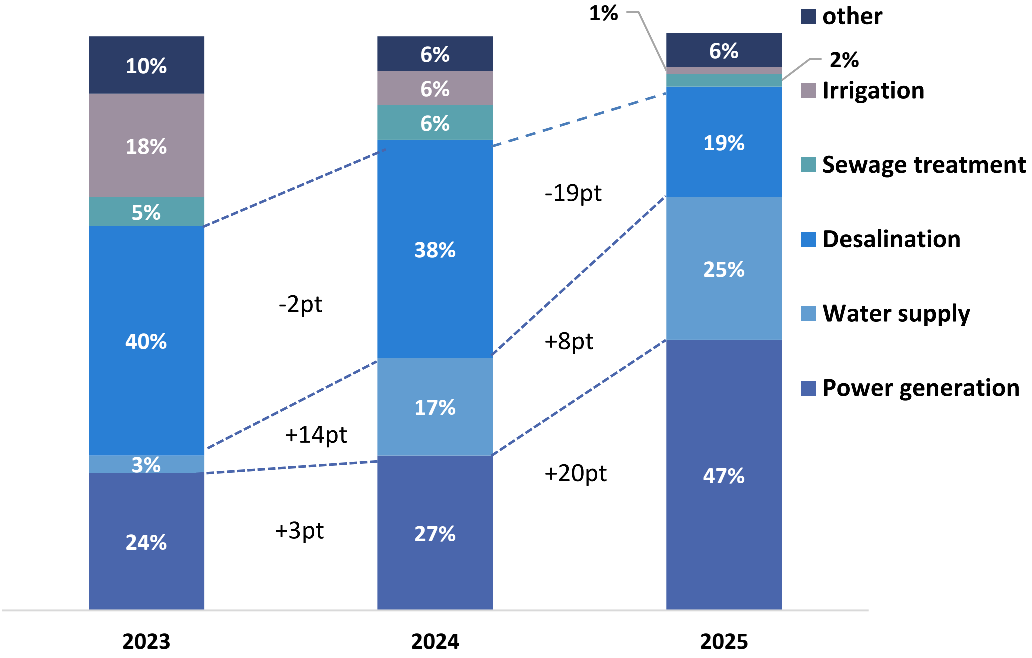
# Cash Flow

Unit: billions of yen

| | End of 2024 | End of 2025 | YoY |
|---|---|---|---|
| Cash Flow from Operating Activities | -0.7 | 4.5 | +5.2 |
| Cash Flows from Investing Activities | -1.6 | ▲0.2 | +1.4 |
| Free Cash Flow | -2.3 | 4.3 | +6.6 |
| Cash Flows from Financing Activities | 5.8 | ▲4.0 | ▲9.8 |

# Trends in the Breakdown of Overseas Orders by Sector

【 Breakdown by Delivery Sector in Overseas Markets (Based on Order Value) 】




**Shift in Mix:**
Transitioning from a Desalination-heavy 2023 and 2024 to a more balanced mix with growth in Power Generation and Water Transmission.

**Resilient Portfolio:**
Strong growth in pumps for Power Generation offset a slower year for projects in the Desalination market. Water Transmission is also rising steadily, with a strong pipeline for future growth.
Our portfolio stays robust by leveraging the different growth cycles of each sector.

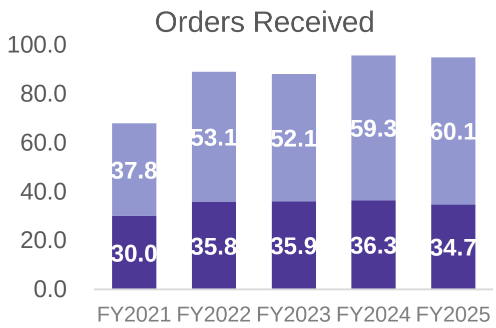
**Agile Response:**
Torishima is able to quickly capture opportunities in markets where demand is rising. In 2025, our sale and production shifted to different products in different regions, capitalising on the AI-driven energy and infrastructure demand.

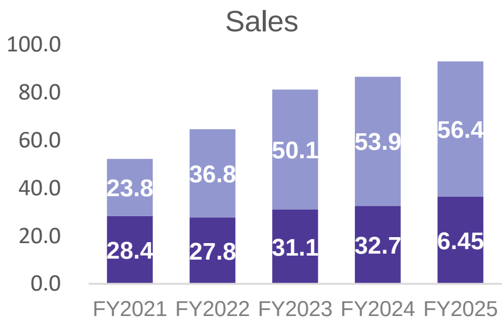
Domestic Market: Performance remained stable, underpinned by solid demand from public projects (storm water drainage and water/sewerage systems) and power generation plants.

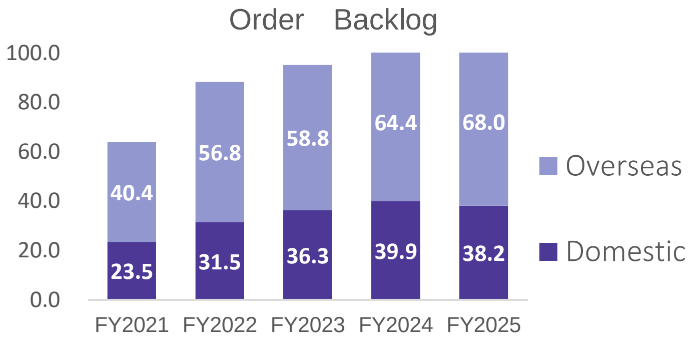
# 5-Year Order Received / Sales / Order Backlog (Breakdown by Segment and Market)

Unit: billions of yen

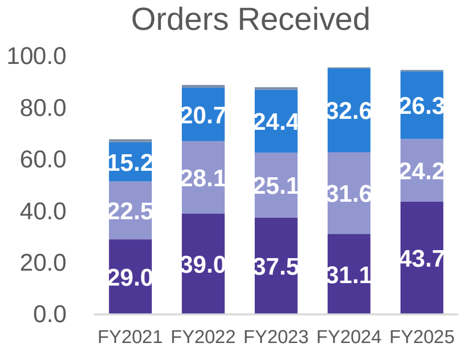
## Breakdown of Orders Received / Sales / Order Backlog by Market

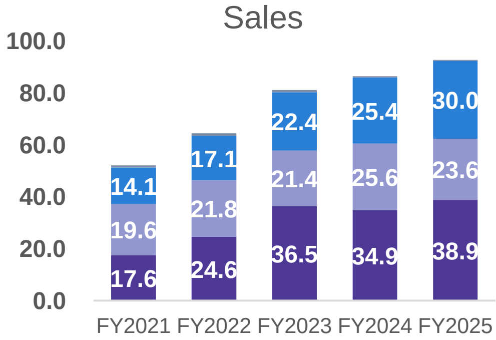


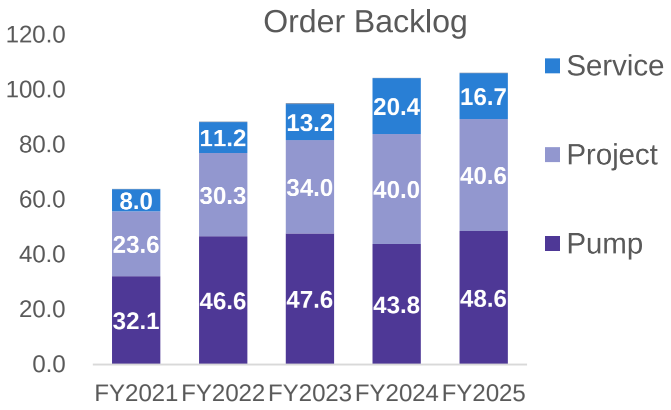




## Breakdown of Orders Received / Sales / Order Backlog by Segment



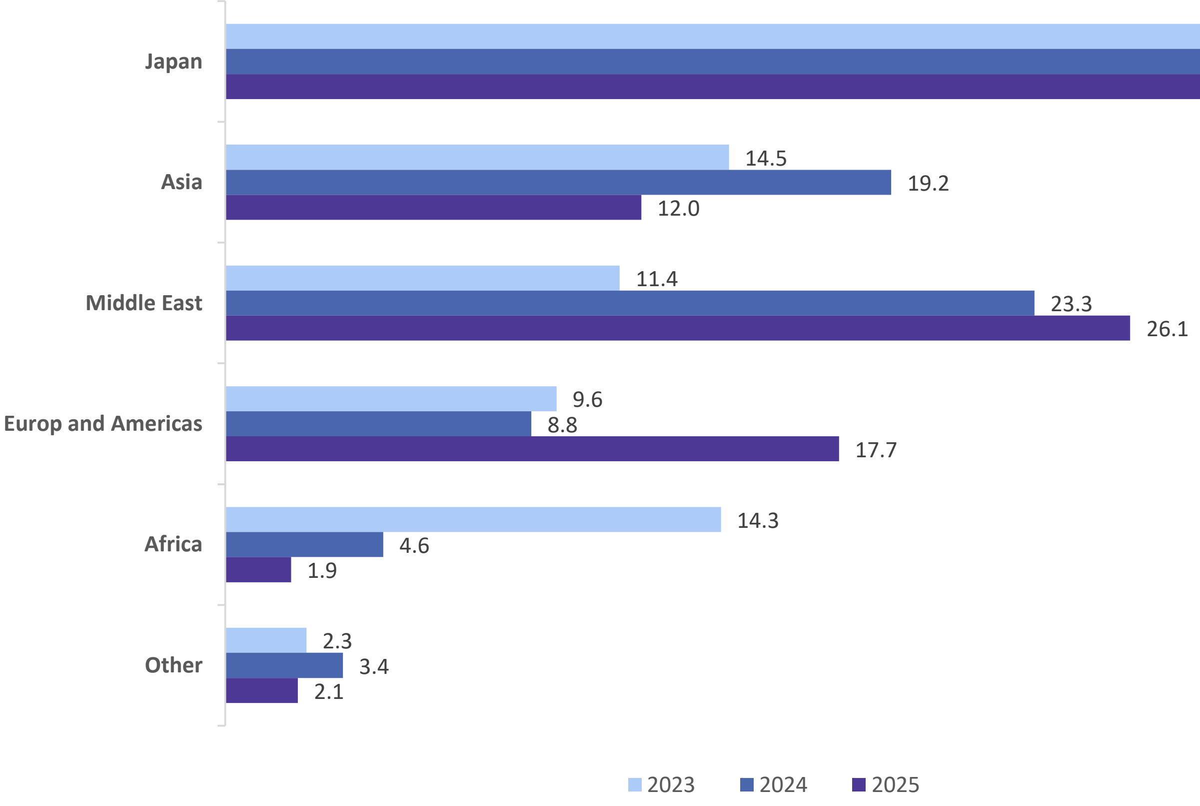
# FY2025 Order Received / Sales / Order Backlog (Breakdown by Segment and Market)

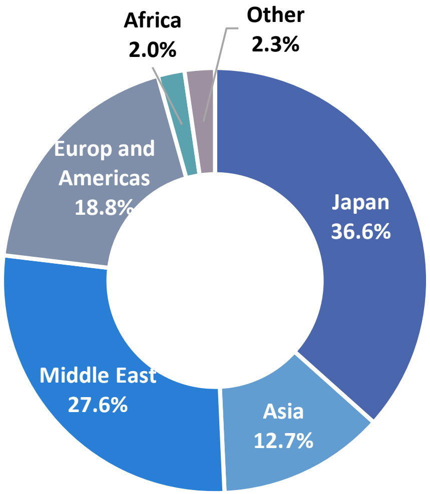
| | | | Results FY2024 | | | Results FY2025 | | | YoY Amount | | | YoY % | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Orders Received | Pump | Domestic*1 | 95.6 | 31.1 | 5.1 | 94.9 | 43.7 | 7.5 | ▲ 0.7 | +12.6 | +0.9 | ▲0.7% | 40.5% | 47.1% |
| | | Overseas | | | 26.1 | | | 36.2 | | | +10.1 | | | 38.7% |
| | Project | Domestic*2 | | 31.6 | 22.7 | | 24.2 | 19.2 | | ▲ 7.4 | ▲ 3.5 | | ▲23.4% | ▲15.4% |
| | | Overseas | | | 9.0 | | | 5.1 | | | ▲ 3.9 | | | ▲43.3% |
| | Service | Domestic*1 | | 32.6 | 8.3 | | 26.4 | 7.5 | | ▲ 6.2 | +0.8 | | 14.4% | 9.6% |
| | | Overseas | | | 24.3 | | | 18.9 | | | ▲ 5.4 | | | ▲22.2% |
| | Other | | | 0.3 | | | 0.5 | | | +0.2 | | | 66.7% | |
| Sales | Pump | Domestic*1 | 86.5 | 34.9 | 3.8 | 92.9 | 38.9 | 7.3 | +6.4 | +4.0 | +3.5 | 7.3% | 11.5% | 92.1% |
| | | Overseas | | | 31.1 | | | 31.5 | | | +0.4 | | | 1.3% |
| | Project | Domestic*2 | | 25.6 | 20.9 | | 23.6 | 21.1 | | ▲ 2.0 | +0.2 | | ▲7.8% | 1.0% |
| | | Overseas | | | 4.7 | | | 2.5 | | | ▲ 2.2 | | | ▲46.8% |
| | Service | Domestic*1 | | 25.4 | 7.5 | | 30.0 | 7.6 | | +4.6 | +0.1 | | 18.1% | 1.3% |
| | | Overseas | | | 18.0 | | | 22.4 | | | +4.4 | | | 24.4% |
| | Other | | | 0.5 | | | 0.4 | | | ▲ 0.1 | | | ▲20.0% | |
| Order Backlog | Pump | Domestic*1 | 104.3 | 43.8 | 8.8 | 106.2 | 48.6 | 9.0 | +1.9 | +4.8 | ▲ 0.2 | 1.8% | 11.0% | 2.3% |
| | | Overseas | | | 35.0 | | | 39.6 | | | +4.6 | | | 13.1% |
| | Project | Domestic*2 | | 40.0 | 26.8 | | 40.6 | 24.8 | | +0.6 | ▲2.0 | | 1.5% | ▲7.5% |
| | | Overseas | | | 13.3 | | | 15.8 | | | +2.5 | | | 18.8% |
| | Service | Domestic*1 | | 20.4 | 4.3 | | 16.7 | 4.1 | | ▲ 3.7 | ▲ 0.2 | | ▲18.1% | 4.7% |
| | | Overseas | | | 16.1 | | | 12.6 | | | ▲ 3.5 | | | ▲21.7% |
| | Other | | | 0.1 | | | 0.2 | | | +1.0 | | | 100.0% | |

*1 Former disclosure category: Private sector
*2 Former disclosure category: Public sector

# Order Received Breakdown by Region (FY2023-2025)

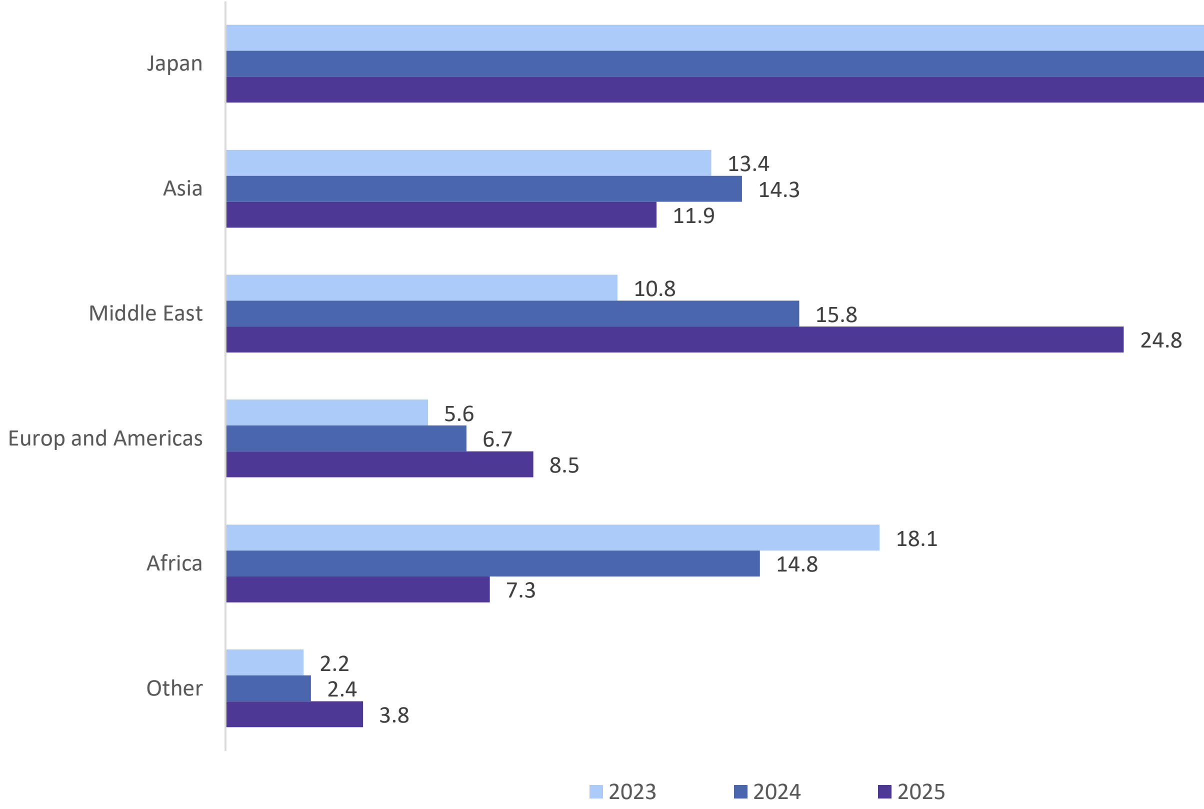
Unit: billions of yen

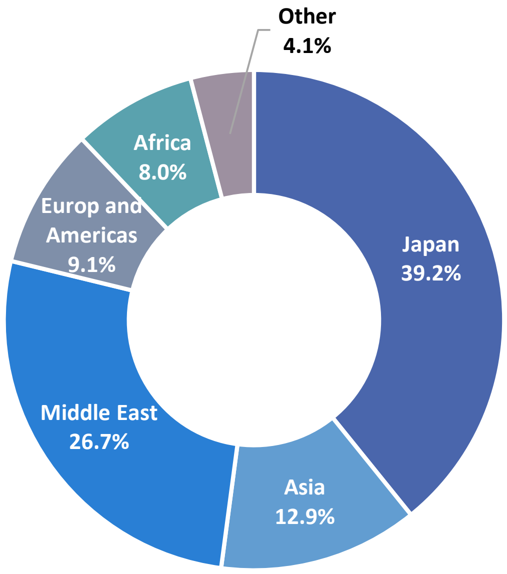


# Sales Breakdown by Region (FY2023-2025)

Unit: billions of yen



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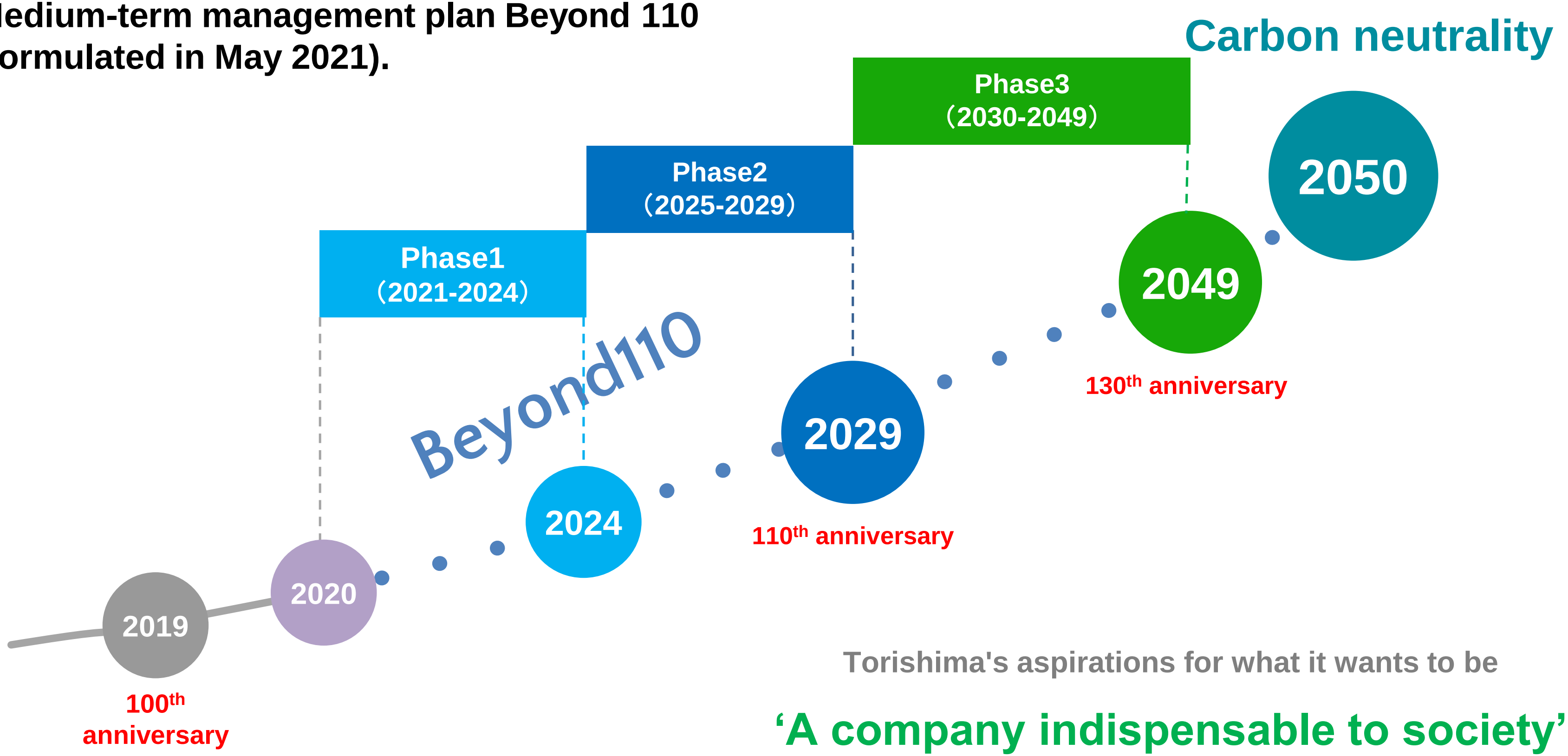
# 2050 Torishima's long-term vision for a decarbonised society.

**Medium-term management plan Beyond 110 (formulated in May 2021).**




Torishima's aspirations for what it wants to be

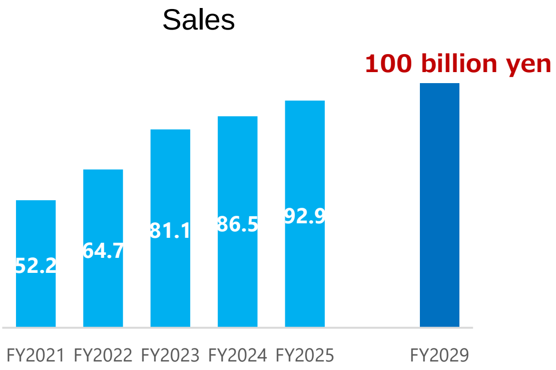
**'A company indispensable to society'**

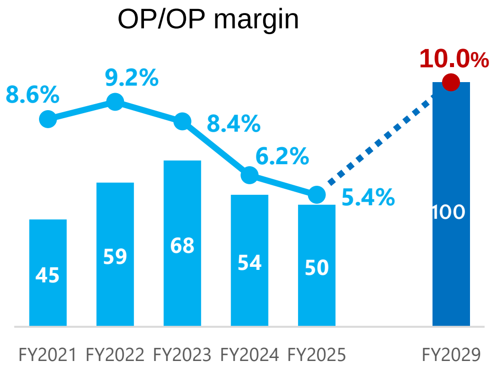
# Results in the Phase1 and Target for the Phase2

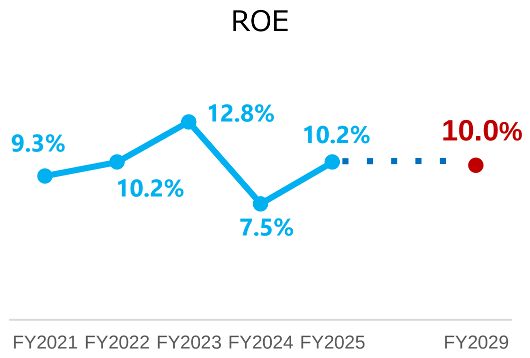
Phase1（FY2021-2024) → Phase2(FY2025-2029)

| | FY2021 Result | FY2024 Result | FY2025 Result | FY2029 Target |
|---|---|---|---|---|
| Sales | 52.2 | 86.5 | 92.9 | **100 billion-yen** |
| Operating Profit (Operating profit margin) | 4.5 (8.6%) | 5.4 (6.2%) | 5.0 (5.4%) | **10 billion-yen (10%)** |
| ROE | 9.3% | 7.5% | 10.2% | **10%** |

Note: The FY2029 targets in this plan are based on organic growth. Following the completion of the acquisition of Shin Nippon Machinery Co., Ltd., we will promptly announce a revised plan that incorporates growth from this M&A.

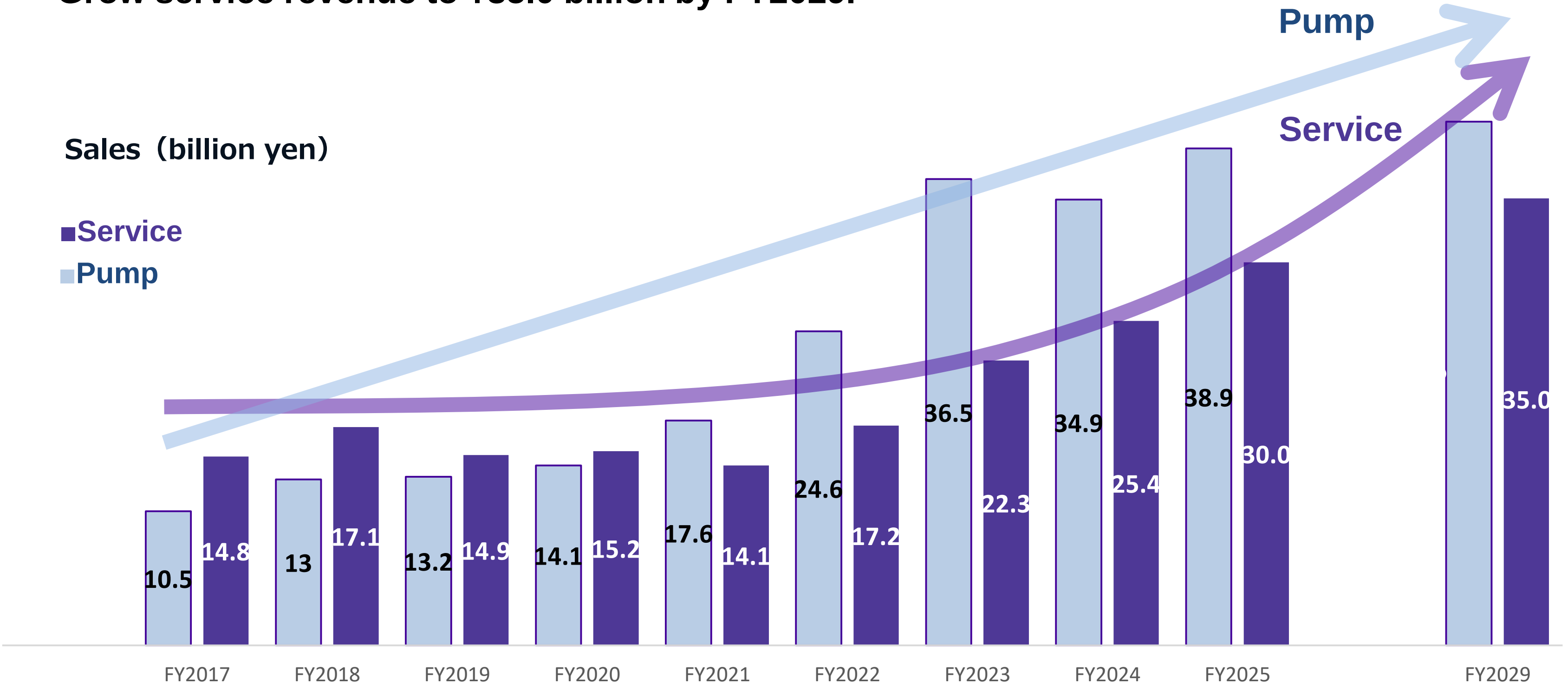


# Enhancing Profitability by Service for Growing “Installed Base”

**Grow service revenue to ¥35.0 billion by FY2029.**




**Convert expanding pump sales into high-margin service revenue to boost total profit margins.**

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# Consolidated Financial Forecast for FY2026

Unit: billions of yen

| | Results for FY2025 | Plan for FY2026 | YoY | |
|---|---|---|---|---|
| Orders Received | 94.9 | 96.0 | +1.1 | +1.2% |
| Sales | 92.9 | 95.5 | +2.6 | +2.8% |
| Gross Profit<br>(Gross profit margin) | 24.3<br>(26.2%) | 26.1<br>(27.3%) | +1.8<br>(+1.1pt) | +7.4% |
| SG&A expense | 19.3 | 20.9 | 1.6 | +8.3% |
| Operating Profit<br>(Operating profit margin) | 5.0<br>(5.4%) | 5.2<br>(5.4%) | +0.2<br>(0pt) | +4.0% |
| Non-operating Profit or loss | 0.2 | ▲0.8 | ▲1.0 | - |
| Ordinary Profit | 5.2 | 4.4 | ▲0.8 | ▲15.4% |
| Extraordinary profit or loss | 2.8 | 0.5 | ▲2.3 | ▲82.1% |
| Net Profit | 6 | 3.8 | ▲2.2 | ▲36.7% |

| | | | | |
|---|---|---|---|---|
| ROE | 10.2% | 6.2% | ▲4.0pt | |
| EPS（yen） | 224.94 | 144.39 | ▲80.55 | ▲35.8% |
| DPS（yen） | 63 | 64 | +1 | |

| | | |
|---|---|---|
| Exchange rate (1USD / Closing) | 159.88yen | 155.00yen |

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# Shareholder Returns

### 1. Dividend Policy

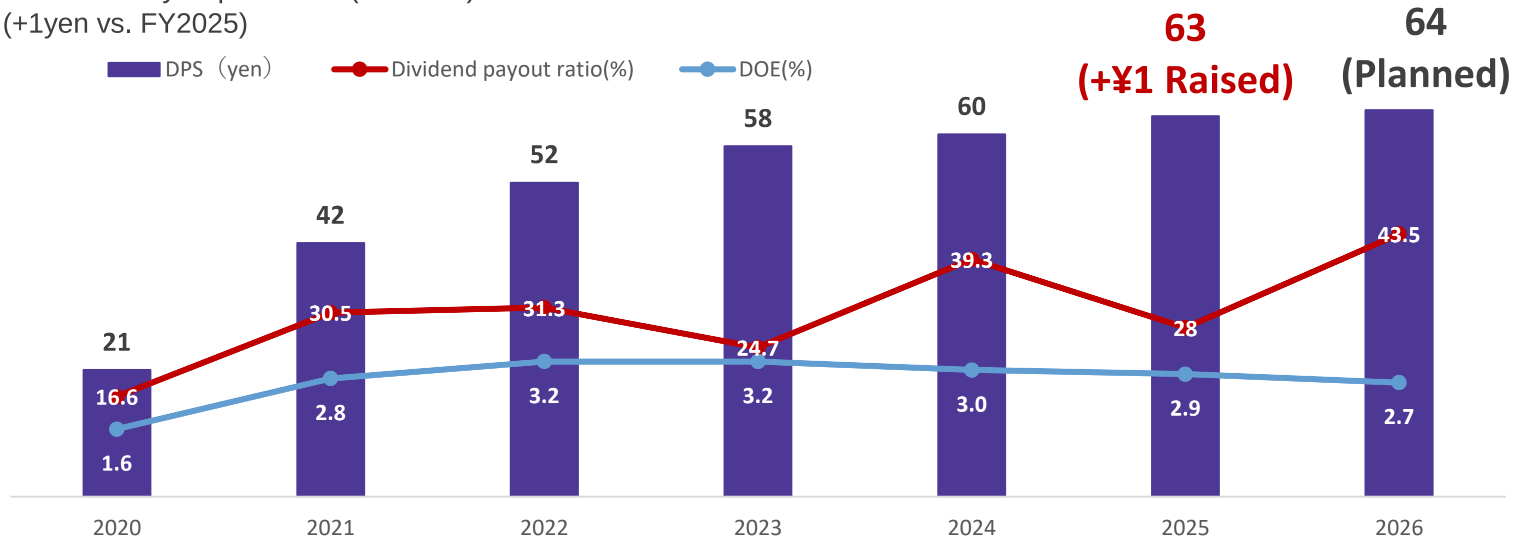
Prioritizing investments for long-term value creation while enhancing shareholder returns.

- Progressive Dividend Policy: Aiming for consistent dividend growth without reductions.
- Targets: DOE (Dividend on Equity) of 3.0% and a Consolidated Payout Ratio of 35%.

### 2. Dividend Results / Forecast

Planned dividend increases for both FY2025 and FY2026, driven by solid business performance.

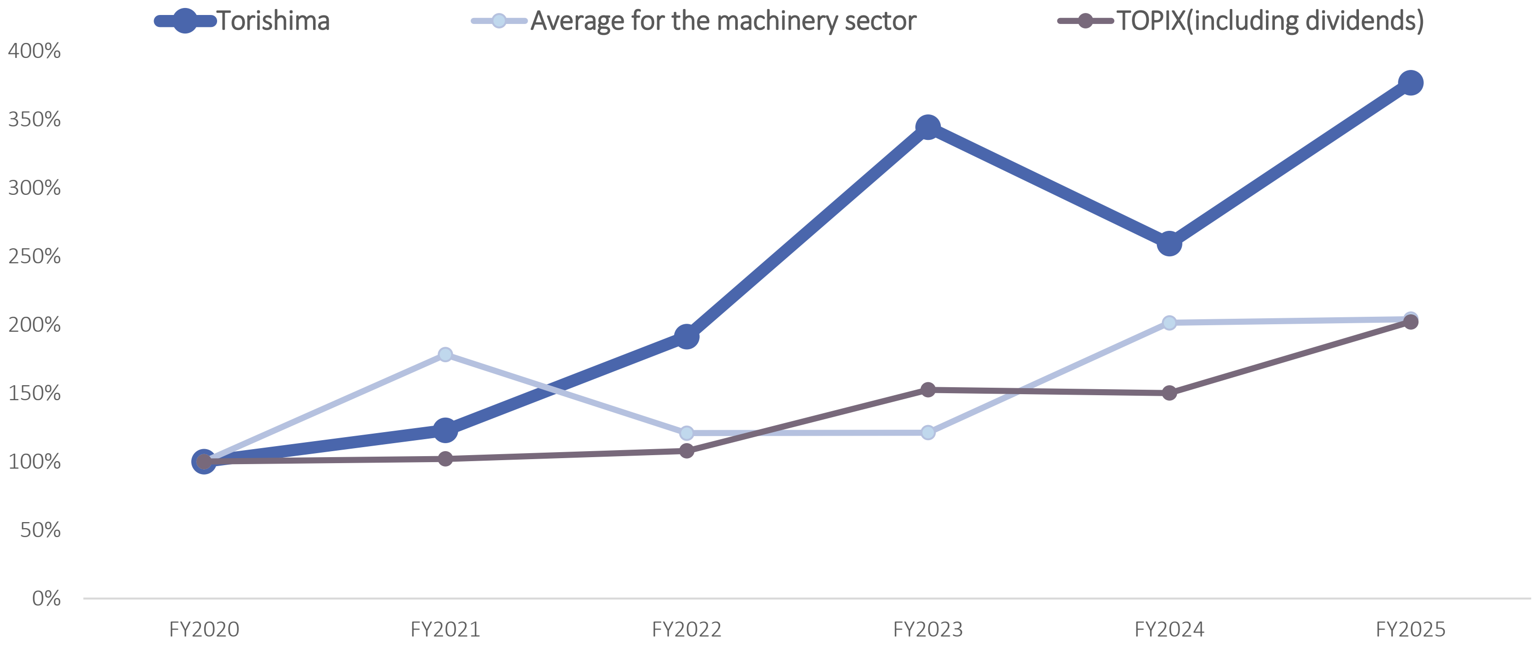
- FY2025: 63 yen per share
  (+1 yen vs. previous forecast / +3 yen vs. FY2024)
- FY2026: 64 yen per share (Planned)
  (+1yen vs. FY2025)



# Total Shareholder Return (TSR) Performance

**Consistent Outperformance Against Market Benchmarks**

Torishima's TSR, indexed from the end of FY2020, has consistently outperformed both TOPIX and the TSE Machinery sector average.




・Indexed with the end of FY2020 as 100 (March 31, 2021 for Torishima and TOPIX; December 31, 2020 for the Machinery sector).

・Sources: Calculated based on Zaimani (TOPIX Sector Index "Machinery") and Japan Exchange Group (JPX).

Note: Calculation base dates vary by index.

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TORISHIMA

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# Torishima's Contribution to Society

TORISHIMA

**We will continue to contribute to solving social issues, aiming to be an indispensable company for society.**

| Global Social Issues | Torishima's Contributions | Products and Services |
|---|---|---|

### Global Social Issues

- Global warming
- Energy crisis
- Abnormal weather Flood disaster
- Aging infrastructure in developed countries
- Population growth, increasing demand for infrastructure in emerging countries
- Water shortage Food crisis
- Population decline, difficulty in passing on technology in developed countries

### Key issues for Creating Shared Value

1. **Addressing energy issues toward carbon neutrality**
2. **Providing Safety and Reliability**
3. **Establishing new manufacturing and services with the data and AI**

### Essential foundation

**4.Maximize Employees' Energy**

**5. Corporate Governance**

**6. Improving Torishima quality**

### Products and Services

1. **Boost Energy-efficiency Initiative with the Super-Eco Pumps**
2. **Provide pumps for clean energy market**
3. **Provide pumps for water shortage and food crisis**
4. **Enhance Technology for Specially Designed Pumps to Mitigate Heavy Flooding**
5. **Promote Smart Solutions based on Data**

**-Human resource development and DE&I**

**-Compliance management**

**-Strengthen risk management**

**-Promote environmental management**

**To be Indispensable to Society**

# Addressing Energy Issues toward Carbon Neutrality

## Energy Conservation via "Super Eco Pumps"
## Driving Decarbonization through High-Efficiency Technology

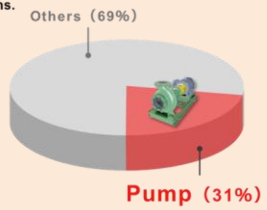
With millions of pumps operating worldwide, pump energy use accounts for a significant portion of global electricity consumption.
As a leader in energy efficiency, Torishima is aggressively promoting energy savings through our "Super Eco Pumps," accelerating the transition to a carbon-neutral society.

＼The High Impact！／

**Pumps: A Massive Impact on Energy Savings！**

**Pumps consume 31% of Japan's 1 trillion kWh annual electricity supply.**

Enhancing pump performance is therefore a direct and powerful driver for cutting energy use and CO2 emissions.




**Achieving World-Class Pump Efficiency**

Developed the "Super Eco Pump"


Development of a High-Efficiency Impeller

Achieved an Optimized Flow Path to Minimize Loss

FY2024 Energy Conservation Grand Prize
METI Minister's Award
(Electricity Demand Optimization Category)

## Providing Pump Solutions for the Energy Transition

Hydrogen and ammonia are highly anticipated as clean, CO2-free fuels essential for achieving a carbon-neutral future. To support the establishment of supply chains capable of large-scale production and transport, Torishima is focusing on the development of high-flow, high-efficiency pumps specifically designed for liquefied hydrogen and ammonia.

＼ The High Impact！／

**World First: Torishima Successfully Completes Performance Testing of High-Flow, High-Efficiency Liquefied Hydrogen Pumps.**

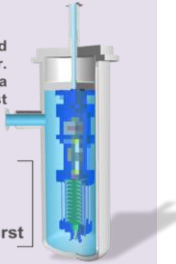
Successful Liquefied Hydrogen Pump Testing at JAXA

[Centrifugal Pumps for Liquefied Hydrogen.]

Achieving the World's Highest Performance Specifications.

Conducted operational testing using actual liquefied hydrogen at JAXA's Noshiro Rocket Testing Center. We have achieved the world's highest flow rate for a liquefied hydrogen pump and the world's highest pressure for a centrifugal pump.

| | |
|---|---|
| • The World's Highest Flow Rate | 30.5㎥/h |
| • The World's Highest Pressure | 1.6MPa |
| • Equipped with a Superconducting Motor | A World First |



# Providing Safety and Reliability

## Providing Pumps to Solve Global Water and Food Shortages

Many countries around the world continue to suffer from severe water and food shortages caused by drought. As an expert in desalination pumps, Torishima plays a vital role in the production of fresh water at desalination plants globally, ensuring a stable water supply for communities in need.

＼ The High Impact ! ／

**An Unrivaled Global Track Record**

| | Plant | Country | Torishima | Year of delivery |
|---|---|---|---|---|
| 1 | Jubail 2 Replacement | Saudi Arabia | ✓ | 2022 |
| 2 | Taweelah | UAE | ✓ | 2019 |
| 3 | Shoaiba 3 | Saudi Arabia | ✓ | 2005 |
| 4 | Al Jubail | Saudi Arabia | ✓ | 2007 |
| 5 | Ras Al-Khair | Saudi Arabia | ✓ | 2010 |
| 6 | Umm al Quwain | UAE | ✓ | 2019 |
| 7 | Soreq 2 | Israel | | 2020 |
| 8 | Jebel Ali M Station | UAE | ✓ | 2007 |
| 9 | Khobar 2 Replacement | Saudi Arabia | ✓ | 2019 |
| 10 | Soreq | Israel | | 2010 |
| 11 | Shoaiba 3 Conversion Project | Saudi Arabia | | 2022 |
| 12 | Rabigh 3 | Saudi Arabia | ✓ | 2019 |
| 13 | Jubail 3a | Saudi Arabia | ✓ | 2020 |
| 14 | Shoaiba 5 | Saudi Arabia | | 2020 |
| 15 | Jubail 3b IWP | Saudi Arabia | ✓ | 2021 |
| 16 | Yanbu 3 | Saudi Arabia | ✓ | 2012 |
| 17 | Magtaa | Algeria | ✓ | 2009 |
| 18 | Az-Zour North | Kuwait | ✓ | 2014 |
| 19 | Al Jubail Phase 2 | Saudi Arabia | ✓ | 1979 |
| 20 | Shuweihat 2 | UAE | ✓ | 2009 |

**Torishima pumps are installed in nearly all of the world's top 20 desalination plants.**

*In addition to the major hubs in the Middle East, our pumps are widely installed throughout Asia, Oceania, Latin America, and Africa.

Recognized as a METI "Global Niche Top 100" company,

Torishima is celebrated for its vast global expertise and high-efficiency pumps that power the heart of industrial plants worldwide.

## Disaster Mitigation with Climate-Resilient Pumps Strengthening Social Infrastructure against Extreme Weather

Rising instances of torrential rain and extreme weather pose a global threat. To build resilient social infrastructure, Torishima provides large-scale drainage pumps that protect urban and agricultural areas from flooding. By efficiently discharging massive volumes of rainwater, our technology ensures community safety and security.

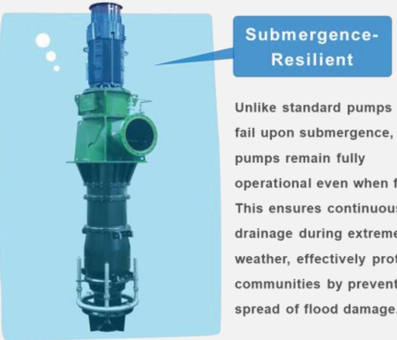
＼ The High Impact ! ／

**Massive Drainage Capacity with Large-Scale Pumps!**

Some of our large-scale pumps can discharge approximately 300 tons of water—the volume of a 25-meter swimming pool—in just 5 seconds.


Installation of Large-Scale Drainage Pumps

**Capable of continuous drainage operation even when fully submerged.**




Immersible Motor Pump

Unlike standard pumps that fail upon submergence, our pumps remain fully operational even when flooded. This ensures continuous drainage during extreme weather, effectively protecting communities by preventing the spread of flood damage.

# Furthering our Value Creation : Disaster Prevention

TORISHIMA

## ■ Challenging Social Issues: "Proactive Disaster Prevention" Against Increasingly Severe Floods

・The frequency of short-duration heavy rainfall has increased by approximately 1.5 times in the last 10 years (2014-2023).

・Floods are no longer something to be "avoided," but rather something to be "prepared for," assuming flooding is inevitable.

・Based on a strong track record in Japan, we are expanding into overseas markets such as ASEAN, where climate change countermeasures are urgently needed.

• Contributing to building global resilience with our unique, building-less, and low-cost technology.

## Received the Grand Prize at the 12th Japan Resilience Awards 2026.

最優秀賞
ジャパン・レジリエンス・アワード
2026


・The innovative approach of combining traditional technology with DX (remote monitoring) and CN (building-less, high-efficiency) to ensure continuous drainage even under flood conditions was highly praised as a technology contributing to "national resilience."

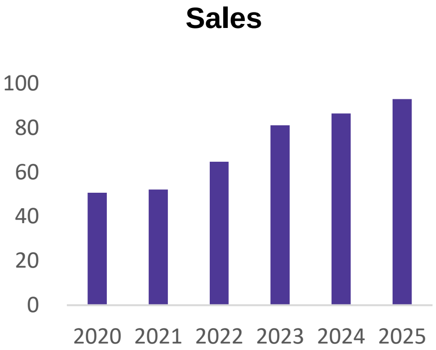
・A track record of delivering over 70 units and the high reliability demonstrated by its continued operation during actual flood damage led to its selection for this top award.

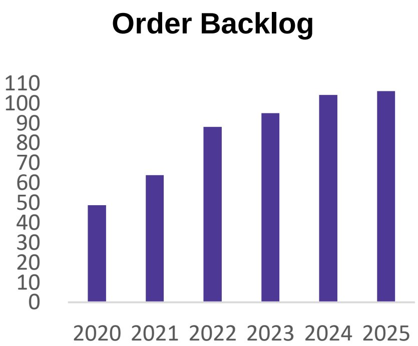
**Immersible Motor Pump**

We will use this award as an accelerator for growth, and by expanding this solution both domestically and internationally, we will achieve both a robust revenue base and the realization of a sustainable society.

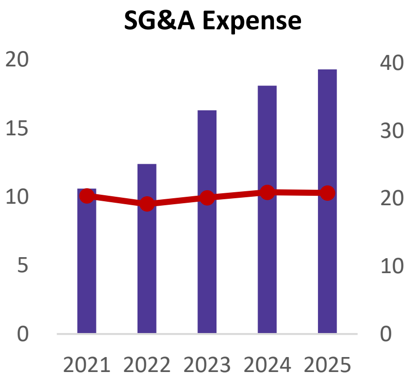
# 5-Year Summaries Business Performance

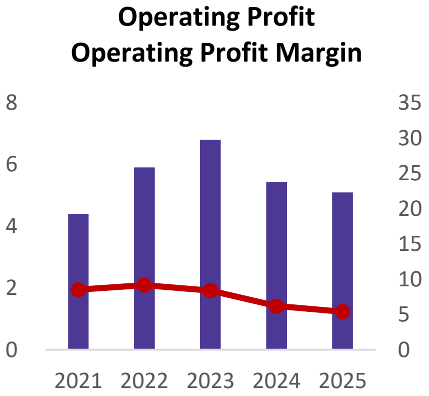
Billions of yen

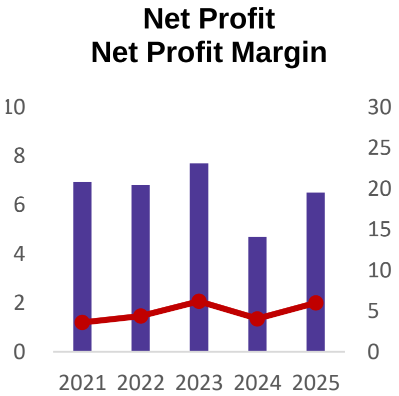











# 5-Year Order Received / Sales / Order Backlog (Breakdown by Segment and Market)

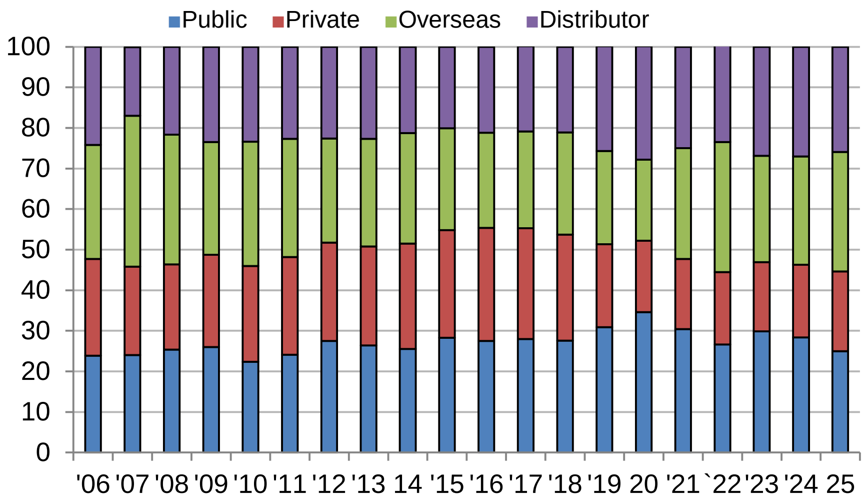
Unit: billions of yen

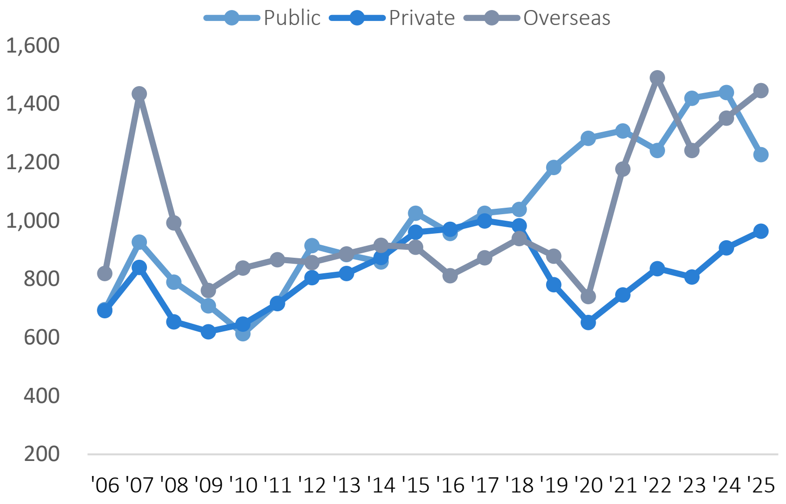
| | | | Results for Q1-Q4 of 2021 | | | Results for Q1-Q4 of 2022 | | | Results for Q1-Q4 of 2023 | | | Results for Q1-Q4 of 2024 | | | Results for Q1-Q4 of 2025 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Orders received | Pump | Domestic*1 | 67.9 | 29.0 | 5.2 | 89.0 | 39.1 | 4.9 | 88.0 | 37.5 | 4.4 | 95.6 | 31.1 | 5.1 | 94.8 | 43.7 | 7.5 |
| | | Overseas | | | 23.8 | | | 34.1 | | | 33.1 | | | 26.1 | | | 36.2 |
| | Project | Domestic*2 | | 23.5 | 17.1 | | 28.2 | 23.1 | | 25.1 | 23.2 | | 31.6 | 22.7 | | 24.2 | 19.2 |
| | | Overseas | | | 6.4 | | | 5.0 | | | 1.9 | | | 9.0 | | | 5.1 |
| | Service | Domestic*1 | | 14.2 | 6.6 | | 20.7 | 6.7 | | 24.4 | 7.3 | | 32.6 | 8.3 | | 26.4 | 7.5 |
| | | Overseas | | | 7.6 | | | 14.0 | | | 17.1 | | | 24.3 | | | 18.8 |
| | other | | | 1.1 | | | 1.1 | | | 1.0 | | | 0.3 | | | 0.5 | |
| Sales | Pump | Domestic*1 | 52.2 | 17.6 | 4.1 | 64.7 | 24.6 | 3.1 | 81.1 | 36.5 | 4.4 | 86.5 | 34.9 | 3.8 | 92.9 | 38.9 | 7.3 |
| | | Overseas | | | 13.5 | | | 21.5 | | | 32.1 | | | 31.1 | | | 31.5 |
| | Project | Domestic*2 | | 20.1 | 18.0 | | 21.8 | 17.6 | | 21.4 | 18.2 | | 25.6 | 20.9 | | 23.6 | 21.1 |
| | | Overseas | | | 2.1 | | | 4.2 | | | 3.2 | | | 4.7 | | | 2.5 |
| | Service | Domestic*1 | | 13.5 | 5.4 | | 17.2 | 6.0 | | 22.3 | 7.6 | | 25.4 | 7.5 | | 30.0 | 7.6 |
| | | Overseas | | | 8.1 | | | 11.1 | | | 14.8 | | | 18.0 | | | 22.4 |
| | other | | | 0.9 | | | 1.1 | | | 0.9 | | | 0.5 | | | 0.4 | |
| Order Backlog | Pump | Domestic*1 | 63.9 | 32.1 | 5.8 | 88.3 | 46.5 | 7.6 | 95.1 | 47.6 | 7.6 | 104.3 | 43.8 | 8.8 | 106.2 | 48.6 | 9.0 |
| | | Overseas | | | 26.3 | | | 39.0 | | | 40.0 | | | 35.0 | | | 39.6 |
| | Project | Domestic*2 | | 23.9 | 14.5 | | 30.3 | 20.0 | | 34.0 | 25.0 | | 40.0 | 26.8 | | 40.6 | 24.8 |
| | | Overseas | | | 9.4 | | | 10.3 | | | 9.0 | | | 13.3 | | | 15.8 |
| | Service | Domestic*1 | | 7.6 | 3.0 | | 11.2 | 3.7 | | 13.3 | 3.4 | | 20.4 | 4.3 | | 16.7 | 4.1 |
| | | Overseas | | | 4.6 | | | 7.5 | | | 9.8 | | | 16.1 | | | 12.6 |
| | other | | | 0.2 | | | 0.2 | | | 0.3 | | | 0..1 | | | 0.2 | |

*1 Former disclosure category: Private sector
*2 Former disclosure category: Public sector

# Trends in Orders for the Japanese Pump Market

TORISHIMA

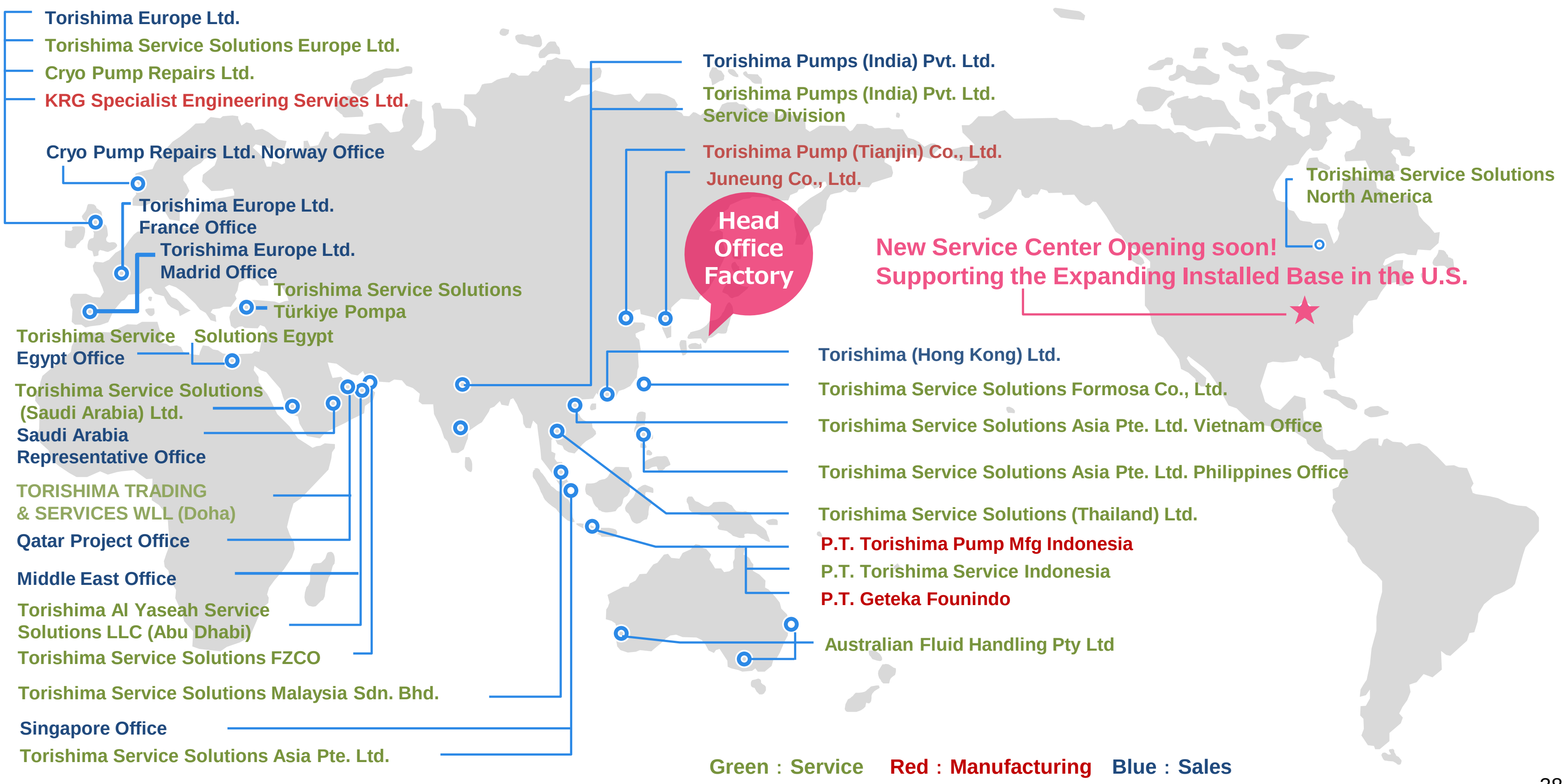



Unit: millions of yen

| | '06 | '07 | '08 | '09 | '10 | '11 | '12 | '13 | '14 | '15 | '16 | '17 | '18 | ‘19 | ‘20 | ‘21 | ‘22 | ‘23 | ‘24 | ‘25 | YoY |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Public | 695 | 927 | 790 | 709 | 613 | 718 | 915 | 884 | 859 | 1,026 | 957 | 1,026 | 1,039 | 1,183 | 1,283 | 1,308 | 1,241 | 1,420 | 1,440 | 1,227 | 85.2% |
| Private | 692 | 840 | 654 | 620 | 646 | 716 | 805 | 819 | 874 | 961 | 971 | 1,000 | 983 | 781 | 652 | 746 | 836 | 807 | 907 | 964 | 106.3% |
| Overseas | 819 | 1,435 | 993 | 761 | 838 | 867 | 857 | 887 | 916 | 909 | 812 | 873 | 939 | 879 | 741 | 1,177 | 1,490 | 1,241 | 1,352 | 1,446 | 107.0% |
| Distributor | 703 | 653 | 676 | 643 | 641 | 677 | 755 | 762 | 715 | 730 | 738 | 771 | 793 | 988 | 1,036 | 1,075 | 1,163 | 1,273 | 1,366 | 1,270 | 93.0% |
| Total | 2,910 | 3,856 | 3,115 | 2,735 | 2,739 | 2,981 | 3,333 | 3,354 | 3,364 | 3,626 | 3,479 | 3,670 | 3,764 | 3,832 | 3,712 | 4,306 | 4,662 | 4,740 | 5,065 | 4,907 | 96.9% |

# Global Network



# Share Acquisition of Shin Nippon Machinery Co., Ltd.

TORISHIMA

**Torishima** has agreed to acquire 100% of Shin Nippon Machinery from Sumitomo Heavy Industries on Feb 10, 2026.

## ■Overview of Shin Nippon Machinery Co., Ltd.

| | |
|---|---|
| Name | Shin Nippon Machinery Co., Ltd. |
| Location | 2-1-1 Osaki, Shinagawa-ku, Tokyo |
| Business | Manufacture and sale of steam turbines and process pumps |
| Capital | 2,408 million yen |
| Established | November 1, 1973 |
| Consolidated Net Sales | 19,167 million yen (Dec 2025) |

## ■Rationale for Stock Acquisition

Shin Nippon Machinery Co., Ltd.(“SNM”) SNM is a globally recognised Japanese manufacturer, engaged in the design, manufacture, sale, and after-sales service of engineered steam turbines and pumps, primarily in the petrochemical sector.
We believe that the integration of SNM's exceptional API product lines and technical capabilities with the our global sales and service network, as well as our operational expertise across a wide range of business areas, is the best fit for both organisations. The technical and product portfolios of both businesses are highly complementary and will enhance our joint ability to effectively support our customers.
The two organisations will continue to strive for increased corporate value by enhancing our position as a "global top player" that continues to be chosen by customers around the world.

SHIN NIPPON MACHINERY CO., LTD.

## ■Execution Date of Share Transfer: July 1, 2026 (Scheduled)

Forecasts regarding future performance in these materials are based on judgment made in accordance with information available at the time this presentation was prepared. Therefore, please notice that there is a risk or uncertainty that the actual results may be different from these predicted results, depending on various factors.

## 【Inquiries】

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Investor Relations Department, Accounting Division
Email : ir-torishima@torishima.co.jp