

February 26, 2026

To whom it may concern:

Company name: Kawasaki Kisen Kaisha, Ltd.
Representative: Takenori Igarashi, Representative
Executive Officer, President & CEO
(Securities code: TSE Prime 9107)
Contact: Naoyuki Tamura, General Manager
of Ship Management Group
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Notice Regarding Company Split (Simplified Absorption-type Company Split)

Kawasaki Kisen Kaisha, Ltd. (“K” LINE) announces that at a meeting of the Board of Directors held today, it passed a resolution to transfer all of the shares of its wholly owned subsidiaries, “K” Line RoRo Bulk Ship Management Co., Ltd. (hereinafter “KRBS”) and K Marine Ship Management Pte. Ltd. (hereinafter “KMSM”) that it holds to “K” Line Ship Management Holdings, Ltd. (hereinafter “KLSM-H”), also a wholly owned subsidiary of “K” LINE, by means of an absorption-type company split (hereinafter the “Company Split”), and concluded the absorption-type company split agreement with KLSM-H.

As this Company Split involves the transfer of businesses to a wholly owned subsidiary of “K” LINE, certain disclosure items have been omitted in this announcement.

1. Purpose of the Company Split

To strengthen its Group-wide ship management structure, “K” LINE decided to establish KLSM-H, an intermediary holding company and transfer “K” LINE’s operations related to the management oversight of its subsidiaries engaged in ship management, and the shares of those subsidiaries that it holds to this new company through this absorption-type company split. “K” LINE has been maintaining safety in navigation and high quality transportation services based on the on-site capabilities and expertise developed by the “K” LINE Group’s ship management companies. While continuing to preserve them as a core strength of the Group going forward, “K” LINE seeks to enhance its ship management structure in response to changes in the business environment. To do this, it decided to establish a structure in which KLSM-H oversees ship management operations throughout the Group and it is possible to more flexibly utilize management resources. Through these initiatives, “K” LINE will further enhance its ship management operations in alignment with its business strategies.

2. Summary of the Company Split

(i) Schedule of the Company Split

Date of resolution by the Board of Directors: February 26, 2026

Date of conclusion of the absorption-type company split agreement: February 26, 2026

Effective date of absorption-type company split: April 1, 2026 (scheduled)

Note: As the Company Split falls under a simplified absorption-type company split as specified in Article 784, Paragraph 2 of the Companies Act for “K” LINE and under a short-form absorption-type company split as specified in Article 796, Paragraph 1 of the same Act for KLSM-H, it will be conducted without either company passing a resolution to approve the Company Split at a general meeting of shareholders.

(ii) Method of the Company Split

The absorption-type company split will be implemented with “K” LINE as the splitting company and KLSM-H as the succeeding company.

(iii) Share allotment relating to the Company Split

There will be no allotment of shares or provision of considerations including cash in association with the Company Split.

(iv) Treatment of share acquisition rights and bonds with share acquisition rights arising from the Company Split

Not applicable.

(v) Increase or decrease in share capital as result of the Company Split

There will be no change in the share capital of “K” LINE as a result of the Company Split.

(vi) Rights and obligations to be succeeded by the Succeeding Company

All of the shares of KRBS and KMSM owned by “K” LINE will be transferred to KLSM-H as of the effective date of the Company Split.

(vii) Prospect of fulfillment of obligations

“K” LINE has determined that there are no issues with the fulfillment of the obligations to be assumed by “K” LINE and KLSM-H in the Company Split on and after its effective date.

3. Profile of the Parties to the Company Split

	Transferring Company	Succeeding Company
(1) Name	Kawasaki Kisen Kaisha, Ltd. (“K” LINE)	“K” Line Ship Management Holdings, Ltd.
(2) Address	2-1-1 Uchisaiwaicho, Chiyoda-ku, Tokyo (Iino Building)	2-1-1 Uchisaiwaicho, Chiyoda-ku, Tokyo (Iino Building)
(3) Name and title of representative	Takenori Igarashi, Representative Executive Officer, President & CEO	Hideaki Endo, Representative Director, President & CEO
(4) Business description	Marine transportation, land transportation, air transportation, through transportation involving marine, land, and air transportation, harbor transportation, etc.	Management oversight, operational support and analysis and advice regarding finance, costs and budgets in connection with business activities conducted by subsidiaries and affiliates
(5) Share capital	75,457 million yen	10 million yen
(6) Established	April 5, 1919	February 26, 2026

(7) Number of issued shares (Splitting company: as of September 30, 2025, Succeeding company: as of the date of establishment)	639,172,067 shares	200 shares																				
(8) Fiscal year-end	March 31	March 31																				
(9) Large shareholders and their shareholding ratios (Splitting company: as of September 30, 2025, Succeeding company: as of the date of establishment. The shareholding ratio is the ratio of the number of shares owned to the number of outstanding shares excluding treasury shares.)	<table border="1"> <tr> <td>ECM MF</td> <td>14.56%</td> </tr> <tr> <td>The Master Trust Bank of Japan, Ltd. (trust account)</td> <td>10.05%</td> </tr> <tr> <td>MLI FOR SEGREGATED PB CLIENT</td> <td>7.97%</td> </tr> <tr> <td>J.P. MORGAN SECURITIES PLC FOR AND ON BEHALF OF ITS CLIENTS JPMSP RE CLIENT ASSETS-SEGR ACCT</td> <td>4.98%</td> </tr> <tr> <td>Suntera (Cayman) Limited as trustee of ECM Master Fund</td> <td>3.09%</td> </tr> <tr> <td>Custody Bank of Japan, Ltd. (Trust Account)</td> <td>2.88%</td> </tr> <tr> <td>BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC)</td> <td>2.77%</td> </tr> <tr> <td>IMABARI SHIPBUILDING CO., LTD.</td> <td>2.65%</td> </tr> <tr> <td>CGML PB CLIENT ACCOUNT/COLLATERAL</td> <td>2.44%</td> </tr> <tr> <td>Mizuho Bank, Ltd.</td> <td>1.98%</td> </tr> </table>	ECM MF	14.56%	The Master Trust Bank of Japan, Ltd. (trust account)	10.05%	MLI FOR SEGREGATED PB CLIENT	7.97%	J.P. MORGAN SECURITIES PLC FOR AND ON BEHALF OF ITS CLIENTS JPMSP RE CLIENT ASSETS-SEGR ACCT	4.98%	Suntera (Cayman) Limited as trustee of ECM Master Fund	3.09%	Custody Bank of Japan, Ltd. (Trust Account)	2.88%	BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC)	2.77%	IMABARI SHIPBUILDING CO., LTD.	2.65%	CGML PB CLIENT ACCOUNT/COLLATERAL	2.44%	Mizuho Bank, Ltd.	1.98%	Kawasaki Kisen Kaisha, Ltd. 100%
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(10) Financial position and operating results in the immediately preceding fiscal year	Fiscal year ended March 31, 2025 (consolidated)	Note: As the Succeeding Company was newly established on February 26, 2026, it has no finalized last fiscal year.																				
Net assets	1,677,449 million yen																					
Total assets	2,210,049 million yen																					
Net assets per share	2,609.68 yen																					
Operating revenues	1,047,944 million yen																					
Operating income	102,855 million yen																					
Ordinary income	308,089 million yen																					
Profit attributable to owners of the parent	305,384 million yen																					
Profit per share	460.11 yen																					

4. Outline of businesses to be split

(i) Details of businesses to be split

Management oversight of subsidiaries that engage in ship management

(ii) Results for businesses to be split

No operating revenues or other financial results were recorded as the business consists solely of managing subsidiaries engaged in ship management.

(iii) Items and amounts of the assets and liabilities to be split

Non-current assets: 6,405 million yen

Assets to be transferred are only all of the shares of KRBS and KMSM owned by "K" LINE as of the effective date, and liabilities are not subject to the split. The amounts above are calculated based on the balance sheet as of December 31, 2025. The actual amounts to be split and succeeded will be determined after adding or subtracting any increase or decrease up to the day before the effective date of the split.

5. Status after the Company Split

The Company Split will not cause any changes at "K" LINE or KLSM-H in terms of the company name, location, title/name of the representative, description of business, share capital, or fiscal year.

6. Future outlook

The impact of the Company Split on "K" LINE's consolidated financial results will be insignificant as it is a company split between "K" LINE and its wholly owned subsidiaries.