

February 26, 2026

Kawasaki Kisen Kaisha, Ltd.

Establishment of "K" Line Ship Management Holdings, Ltd.
to strengthen the Group-wide Ship Management Structure

- Further Enhancing Expertise and Advancing Group Management of the Ship Management Companies -

Kawasaki Kisen Kaisha, Ltd. ("K" LINE) has established "K" Line Ship Management Holdings, Ltd. (KLSM-H), an intermediate holding company that will oversee the ship management companies within the Group, with the aim of strengthening the Group's in-house ship management structure. KLSM-H will commence operations on April 1, 2026.

In recent years, the environment surrounding ship management in the shipping industry has been changing significantly, driven by the acceleration of decarbonization efforts, advances in digital technology, and the need to secure and develop highly skilled maritime personnel. By further strengthening the expertise it has been developing for each ship type, "K" LINE will enhance the management structure to enable the entire Group to more flexibly utilize management resources (human resources, data and know-how), thereby strengthening the management oversight of ship management operations and further enhancing their sophistication.

Under the new structure, KLSM-H will oversee the Group's ship management operations and build an integrated structure enabling the entire Group to respond promptly and collectively to challenges such as environmental compliance, technological innovation, and other emerging issues. Each ship management company will continue to focus on further improving safety in navigation and transportation service quality, building on its on-site capabilities and expertise. KLSM-H will also work to enhance and stabilize the quality of ship management through the establishment of Group-wide management standards, advancing its overall ship management capabilities.

By strengthening the Group-wide ship management structure centered on KLSM-H, "K" LINE will strive for further improvements in safety in navigation and transportation service quality, contributing to the realization of a sustainable society and the enhancement of corporate value.



A dynamic new team of onshore and offshore employees of the Ship Management Group supporting KLSM-H.

<References>

Timely disclosure on February 26, 2026: Notice Regarding Company Split (Simplified Absorption-type Company Split)



Notice Regarding
Company Split (S