

Business Integration of TSUKISHIMA HD and Mitsubishi Kakoki—Future Developments Will Be Closely Watched to Be Reflected in the Rating

The following is Japan Credit Rating Agency, Ltd. (JCR)'s opinion on the conclusion of a business integration agreement and share exchange agreement in respect of the business integration of TSUKISHIMA HOLDINGS CO., LTD. (security code: 6332) and Mitsubishi Kakoki Kaisha, Ltd. (security code: 6331).

- (1) TSUKISHIMA HOLDINGS CO., LTD. ("TSUKISHIMA HD") and Mitsubishi Kakoki Kaisha, Ltd. ("Mitsubishi Kakoki") (collectively, the "Companies") announced on September 30, 2026 that they have concluded a business integration agreement and share exchange agreement (the "Business Integration"). Subject to approval at the shareholders' meetings of the Companies and any permits and approvals required for the Business Integration, the Companies will transition to a joint holding company structure after making Mitsubishi Kakoki a holding company, effective as of April 1, 2027. The trade name of the joint holding company is expected to be Mitsubishi Tsukishima Kakoki Holdings Co., Ltd.
- (2) As the Business Integration will add Mitsubishi Kakoki's industrial machinery, engineering and other businesses to the group, the consequent expansion of the business scale and diversification of earnings sources will have a positive impact on the joint holding company's creditworthiness. However, details regarding the composition of assets and liabilities, the amount of goodwill to be recognized, the financial management policy and other post-integration matters have yet to be determined. Looking ahead, JCR will keep an eye on progress in the Business Integration and its impact on earnings and finances to be reflected in the future rating decisions.

Takeshi Rikawa, Sho Tajima

<Reference>

Issuer: TSUKISHIMA HOLDINGS CO., LTD.

Long-term Issuer Rating: A Outlook: Stable

Japan Credit Rating Agency, Ltd.

Jiji Press Building, 5-15-8 Ginza, Chuo-ku, Tokyo 104-0061, Japan
Tel. +81 3 3544 7013, Fax. +81 3 3544 7026

Information herein has been obtained by JCR from the issuers and other sources believed to be accurate and reliable. However, because of the possibility of human or mechanical error as well as other factors, JCR makes no representation or warranty, express or implied, as to accuracy, results, adequacy, timeliness, completeness or merchantability, or fitness for any particular purpose, with respect to any such information, and is not responsible for any errors or omissions, or for results obtained from the use of such information. Under no circumstances will JCR be liable for any special, indirect, incidental or consequential damages of any kind caused by the use of any such information, including but not limited to, lost opportunity or lost money, whether in contract, tort, strict liability or otherwise, and whether such damages are foreseeable or unforeseeable. JCR's ratings and credit assessments are statements of JCR's current and comprehensive opinion regarding redemption possibility, etc. of financial obligations assumed by the issuers or financial products, and not statements of opinion regarding any risk other than credit risk, such as market liquidity risk or price fluctuation risk. JCR's ratings and credit assessments are statements of opinion, and not statements of fact as to credit risk decisions or recommendations regarding decisions to purchase, sell or hold any securities such as individual bonds or commercial paper. The ratings and credit assessments may be changed, suspended or withdrawn as a result of changes in or unavailability of information as well as other factors. JCR receives a rating fee paid by issuers for conducting rating services in principle. JCR retains all rights pertaining to this document, including JCR's rating data. Any reproduction, adaptation, alteration, etc. of this document, including such rating data, is prohibited, whether or not wholly or partly, without prior consent of JCR.

JCR is registered as a "Nationally Recognized Statistical Rating Organization" with the U.S. Securities and Exchange Commission with respect to the following four classes. (1) Financial institutions, brokers and dealers, (2) Insurance Companies, (3) Corporate Issuers, (4) Issuers of government securities, municipal securities and foreign government securities.

JCR publishes its press releases regarding the rating actions both in Japanese and in English on the same day. In case that it takes time to translate rating rationale, JCR may publicize the summary version, which will be replaced by the full translated version within three business days. (Regarding Structured Finance products, JCR only publicize the summary version in English.)