The share exchange described in this press release involves securities of a Japanese company. The share exchange is subject to disclosure requirements of Japan that are different from those of the United States. Financial information included in this document, if any, was excerpted from financial statements prepared in accordance with foreign accounting standards that may not be comparable to the financial statements of United States companies.
It may be difficult for you to enforce your rights and any claim you may have arising under the U.S. federal securities laws, since the issuer is located in Japan and some or all of its officers and directors reside outside of the United States. You may not be able to sue a Japanese company or its officers or directors in a Japanese court for violations of the U.S. securities laws. It may be difficult to compel a Japanese company and its affiliates to subject themselves to a U.S. court's judgment.
You should be aware that the issuer may purchase securities otherwise than under the share exchange, such as in the open market or through privately negotiated purchases.

Translation

Notice: This document is an English translation of a statement written originally in Japanese. The Japanese original should be considered as the primary version.

October 30, 2026

To whom it may concern:

Company name: Mitsubishi Kakoki Kaisha, Ltd.
Name of representative: Toshikazu Tanaka, Representative Director, President and CEO
(Securities code: 6331; Prime Market of the Tokyo Stock Exchange)
Inquiries: Yosuke Miyakoshi, General Manager, General Affairs and Personnel Department
(TEL. +81-44-333-5354)

Notice Concerning the Introduction of the Restricted Stock Compensation Plan and the Revision of the Performance-Linked Stock-Based Compensation Plan

Mitsubishi Kakoki Kaisha, Ltd. ("Company") hereby announces that, at the board of directors meeting held today, it has resolved to review its executive compensation system in light of the business integration with TSUKISHIMA HOLDINGS CO., LTD. scheduled to be implemented on April 1, 2027 ("Business Integration"). Specifically, the Company has resolved to newly introduce a Restricted Stock Compensation Plan and revise the existing Performance-Linked Stock-Based Compensation Plan, and has decided to submit proposals regarding this matter to the extraordinary general meeting of shareholders scheduled to be held on December 4, 2026 ("Extraordinary Shareholders' Meeting"), as described below.

Unless otherwise defined herein, terms used in this press release have the same meanings as those used in "Notice Concerning the Conclusion of Business Integration Agreement and Share Exchange Agreement in Respect of the Business Integration of Mitsubishi Kakoki Kaisha, Ltd. and TSUKISHIMA HOLDINGS CO., LTD., the Transition to a Holding Company Structure through an Absorption-Type Company Split of Mitsubishi Kakoki Kaisha, Ltd., the Change of Trade Name, Other Partial Amendments to the Articles of Incorporation, and the Change in Representative Director" dated September 30, 2026 ("Business Integration Press Release").

1. Introduction of the Restricted Stock Compensation Plan

Under the Restricted Stock Compensation Plan, monetary claims will be provided as remuneration to eligible officers for the grant of restricted shares, and such officers will pay in all of such monetary remuneration claims as property contributed in kind, and will receive the issuance or disposal of shares of the common stock of the Company.

In connection with the Business Integration, the Company proposes to newly set a remuneration limit for restricted shares as non-monetary remuneration, etc. for directors of the Company (excluding external directors and directors who are audit and supervisory committee members; "Eligible Directors") by introducing the Restricted Stock Compensation Plan similar to the one that has been adopted by Tsukishima Holdings for its directors (excluding external directors) in order to provide the Eligible Directors with incentives to contribute to the sustainable enhancement of the corporate value of the Mitsubishi Tsukishima Kakoki Holdings group after the Business Integration, and to further align their interests with those of the shareholders. The remuneration limit for the Restricted Stock Compensation Plan under the proposal regarding the Restricted Stock Compensation Plan ("Restricted Stock Compensation Proposal") to be submitted to the Extraordinary Shareholders' Meeting will be set separately from the remuneration limits to be deliberated under Proposal No. 7 "Determination of the Amount of Remuneration for Directors (excluding Directors Who Are Audit and Supervisory Committee Members)" and

Proposal No. 12 “Determination of the Amount and Details of Performance-Linked Stock-Based Compensation for Directors (excluding External Directors and Directors Who Are Audit and Supervisory Committee Members) and Others” to be submitted to the Extraordinary Shareholders’ Meeting. For details of each of these proposals, please see “Notice Concerning the Determination of Details of Proposals to Be Submitted to the Extraordinary Shareholders’ Meeting” released today.

Under the Restricted Stock Compensation Proposal, the remuneration to be provided to the Eligible Directors for the grant of restricted shares will be monetary claims (“Monetary Remuneration Claims”), and the total amount thereof will be no more than 50 million yen per year, as an amount deemed reasonable in light of the purposes described above. In addition, the specific timing of provision and allocation to each of the Eligible Directors will be determined by the board of directors. However, no remuneration for the grant of restricted shares will be provided to external directors and directors who are audit and supervisory committee members.

Furthermore, based on a resolution of the board of directors of the Company, the Eligible Directors will pay in all of the Monetary Remuneration Claims provided under the Restricted Stock Compensation Proposal as property contributed in kind, and will receive the issuance or disposal of shares of the common stock of the Company. The total number of shares of the common stock of the Company to be issued or disposed of thereby will not exceed 25,000 shares per year. (However, on or after the date on which the Restricted Stock Compensation Proposal is approved and adopted as originally proposed at the Extraordinary Shareholders’ Meeting, and the determination of remuneration under that Proposal becomes effective, if a share split (including an allotment of shares of the common stock of the Company without contribution) or a share consolidation of shares of the common stock of the Company is conducted, or if any other event occurs that requires an adjustment to the total number of shares of the common stock of the Company to be issued or disposed of as restricted shares, such total number will be adjusted to a reasonable extent.)

The amount to be paid in per share will be determined by the board of directors within a range that such amount is not particularly advantageous to the Eligible Directors who will subscribe for shares of the common stock of the Company, based on the closing price thereof on the TSE on the business day immediately preceding the date of each resolution of the board of directors (if no transaction is closed on that day, the closing price on the closest preceding trading day). In addition, upon the issuance or disposition of shares of the common stock of the Company thereby, the Company and the Eligible Directors will enter into a restricted share grant agreement (“Grant Agreement”), which includes provisions regarding the following matters.

(1) Transfer Restriction Period

The Eligible Directors must not transfer, provide as collateral, or otherwise dispose of the shares of the common stock of the Company granted to them under the Grant Agreement (“Granted Shares”) during a period between three and 30 years from the date of grant, as separately determined in advance by the board of directors of the Company (“Transfer Restriction Period”) (such restrictions, “Transfer Restrictions”).

(2) Treatment upon retirement

If, before the expiration of the Transfer Restriction Period, any of the Eligible Directors retires from all positions as a director or executive officer of the Company or any of its subsidiaries, the Company will automatically acquire the Granted Shares without consideration, except in cases where such retirement is due to the expiration of the term of office, death, or any other reason deemed justifiable by the board of directors of the Company.

(3) Lifting of the Transfer Restrictions

Notwithstanding the provisions of (1) above, the Company will lift the Transfer Restrictions on all of the Granted Shares upon the expiration of the Transfer Restriction Period, on the condition that the relevant Eligible Directors have continuously held the positions referred to in (2) above during the Transfer Restriction Period. However, if such Eligible Directors retire from all the positions referred to in (2) above prior to the expiration of the Transfer Restriction Period due to the expiration of the term of office, death, or any other reason deemed justifiable by the board of directors of the Company as set forth in (2) above, the number of the Granted Shares on which the Transfer Restrictions are to be lifted and the timing of lifting such Transfer Restrictions will be reasonably adjusted as necessary. In addition, the Company will automatically acquire without consideration the Granted Shares on which the Transfer Restrictions have not been lifted, immediately after the Transfer Restrictions are lifted in accordance with the foregoing.

(4) Treatment during organizational restructuring, etc.

Notwithstanding the provisions of (1) above, if, during the Transfer Restriction Period, matters relating to a merger agreement under which the Company will become the disappearing company, a share exchange agreement or share transfer plan under which the Company will become a wholly-owned subsidiary, or any

other organizational restructuring, etc. are approved at a general meeting of shareholders of the Company (or by the board of directors of the Company in cases where approval at a general meeting of shareholders of the Company is not required in relation to such organizational restructuring, etc.), the Company will, by resolution of the board of directors of the Company, lift the Transfer Restrictions on a number of the Granted Shares reasonably determined in light of the period from the commencement date of the Transfer Restriction Period to the date of approval of such organizational restructuring, etc., prior to the effective date of such organizational restructuring, etc. In addition, in the cases specified above, the Company will automatically acquire without consideration the Granted Shares on which the Transfer Restrictions have not been lifted, immediately after the Transfer Restrictions are lifted.

(5) Other matters

Any other matters relating to the Grant Agreement will be determined by the board of directors of the Company.

The determination of remuneration under the Restricted Stock Compensation Proposal will become effective on the effective date of the Share Exchange (scheduled for April 1, 2027), subject to the fulfillment of the following conditions: Proposal No. 1 "Approval of the Absorption-type Company Split Agreement," Proposal No. 2 "First Amendment to the Articles of Incorporation," and Proposal No. 3 "Approval of the Share Exchange Agreement" are approved and adopted as originally proposed at the Extraordinary Shareholders' Meeting and the Share Exchange becomes effective; and Proposal No. 6 "Election of Four Directors (excluding Directors Who Are Audit and Supervisory Committee Members) in Connection with the Business Integration" and the Restricted Stock Compensation Proposal are approved and adopted as originally proposed at the Extraordinary Shareholders' Meeting. In addition to the Eligible Directors, restricted shares substantially similar to the ones for the Eligible Directors will be granted to certain executive officers under mandate contracts who do not concurrently serve as directors of the Company, as well as directors and executive officers under mandate contracts of the Company's subsidiaries, by a resolution of the board of directors.

2. Revision of the Performance-Linked Stock-Based Compensation Plan

With regard to the Performance-Linked Stock-Based Compensation Plan ("Performance-Linked Stock-Based Compensation Plan") under which shares of the Company are delivered depending on the degree of achievement of performance targets and other relevant factors, the introduction of the plan was approved at the 93rd annual general meeting of shareholders held on June 29, 2017, and partial revisions to the plan and the expansion of eligible persons were approved at the 98th annual general meeting of shareholders held on June 29, 2022 and the 101st annual general meeting of shareholders held on June 27, 2025, respectively. Taking into consideration various circumstances, including changes in the management system in connection with the Business Integration, the Company proposes to newly set the amount of money to be contributed by the Company under the Performance-Linked Stock-Based Compensation Plan at no more than 60 million yen per fiscal year and the number of points (number of shares) to be granted to the Eligible Directors and executive officers under mandate contracts who do not concurrently serve as directors of the Company (excluding non-residents of Japan; collectively with Eligible Directors, "Eligible Directors, etc.") per fiscal year during the trust period at no more than 9,000 points (equivalent to 27,000 shares). The remuneration limit under the proposal regarding the Performance-Linked Stock-Based Compensation Plan ("Performance-Linked Stock-Based Compensation Proposal") to be submitted to the Extraordinary Shareholders' Meeting will be set separately from the remuneration limits to be deliberated under Proposal No. 7 "Determination of the Amount of Remuneration for Directors (excluding Directors Who Are Audit and Supervisory Committee Members)" and Proposal No. 11 "Determination of Remuneration for the Grant of Restricted Shares to Directors (excluding External Directors and Directors Who Are Audit and Supervisory Committee Members)" to be submitted to the Extraordinary Shareholders' Meeting. For details of each of these proposals, please see "Notice Concerning the Determination of Details of Proposals to Be Submitted to the Extraordinary Shareholders' Meeting" released today.

The determination of remuneration under the Performance-Linked Stock-Based Compensation Proposal will become effective on the effective date of the Share Exchange (scheduled for April 1, 2027), subject to the fulfillment of the following conditions: Proposal No. 1 "Approval of the Absorption-type Company Split Agreement," Proposal No. 2 "First Amendment to the Articles of Incorporation," and Proposal No. 3 "Approval of the Share Exchange Agreement" are approved and adopted as originally proposed at the Extraordinary Shareholders' Meeting and the Share Exchange becomes effective; and Proposal No. 6 "Election of Four Directors (excluding Directors Who Are Audit and Supervisory Committee Members) in Connection with the Business Integration" and the Performance-Linked Stock-Based Compensation Proposal are approved and adopted as originally proposed at the Extraordinary Shareholders' Meeting.

(1) Outline of the Performance-Linked Stock-Based Compensation Plan

The Performance-Linked Stock-Based Compensation Plan is a stock-based compensation plan under which shares of the Company are acquired through a trust with funds from the remuneration for the Eligible Directors, etc. contributed by the Company, and the delivery and provision ("Delivery, etc.") of shares of the Company and money in an amount equivalent to the cash proceeds from the conversion of the shares of the Company into cash ("Company Shares, etc.") are made to the Eligible Directors, etc. through the said trust.

(I) Persons eligible for Delivery, etc. of Company Shares, etc. under the Performance-Linked Stock-Based Compensation Proposal	● Directors (excluding external directors and directors who are audit and supervisory committee members) of the Company ● Executive officers under mandate contracts who do not concurrently serve as directors of the Company (excluding non-residents of Japan)
(II) Maximum amount of money to be contributed by the Company (as set forth in (2) below)	● An amount obtained by multiplying 60 million yen, which is the maximum amount per fiscal year, by the number of fiscal years covered by the Medium-term Management Plan set forth by the Company (for the current applicable period starting from the fiscal year 2025, 180 million yen for the relevant three fiscal years)
(III) Maximum number of shares of the Company (including shares subject to conversion into cash) subject to Delivery, etc. to the Eligible Directors, etc. from the Trust, and the method of acquiring shares of the Company (as set forth in (2) and (3) below)	● A number obtained by multiplying 9,000 points, which is the maximum number of points to be granted to the Eligible Directors, etc. per fiscal year, by the number of fiscal years corresponding to the applicable period (for the current applicable period starting from the fiscal year 2025, 27,000 points for the relevant three fiscal years) ● The ratio of the number of shares of the Company equivalent to such points to the total number of issued shares (as of September 30, 2026, excluding treasury shares) is approximately 0.12%. ● Since shares of the Company are scheduled to be acquired from the stock market, no dilution will occur.
(IV) Details of performance achievement conditions (as set forth in (3) below)	● Varies depending on the degree of achievement of the corporate performance indicator (consolidated net sales, etc.) for each fiscal year against the Management Plan (to be determined within the range of 0% to 150%) with regard to the performance-linked portion * At present, the Company has adopted consolidated net sales as the indicator because the Company is in a transitional period for the Business Integration; however, from the fiscal year 2028 onward, the Company plans to review the indicator based on the new Medium-term Management Plan.
(V) Timing of Delivery, etc. of Company Shares, etc. to the Eligible Directors, etc. (as set forth in (4) below)	● As a general rule, after retiring from all positions as a director or executive officer of the Company or its subsidiaries

(2) Maximum amount of money to be contributed by the Company

Under the Performance-Linked Stock-Based Compensation Plan, the applicable period will be the fiscal years covered by the Medium-term Management Plan set forth by the Company. If the period covered by the Medium-term Management Plan is revised in the future in response to changes in the external environment, a corresponding period will be determined as the applicable period.

The Company will contribute money up to a maximum amount of 60 million yen per fiscal year (for the current applicable period starting from the fiscal year 2025, 180 million yen for the relevant three fiscal years) to acquire shares of the Company subject to Delivery, etc. to the Eligible Directors, etc., and establish a trust ("Trust") for the applicable period, designating the Eligible Directors, etc. who satisfy the beneficiary requirements as the beneficiaries. In accordance with the instructions of the trust administrator, the Trust will acquire shares of the Company from the stock market with the funds from the entrusted money. During the trust period, the Company will grant points to the Eligible Directors, etc. each year (as set forth in (3) below),

and Delivery, etc. of Company Shares, etc. equivalent to the cumulative number of the points granted ("Cumulative Points") will be made from the Trust after the relevant Eligible Directors, etc. retire from all positions as a director or executive officer of the Company or its subsidiaries (or after their death in the event of the death of such Eligible Directors, etc.; hereinafter the same).

Upon the expiration of the trust period of the Trust, the Company may continue the Trust by amending the relevant trust agreement and making an additional contribution, instead of establishing a new Trust. In such case, the trust period of the Trust will be extended to match the applicable period. The Company will continue to grant points to the Eligible Directors, etc. during the extended trust period. However, when making such additional contribution, if there are any shares of the Company (excluding Company Shares, etc. corresponding to the points granted to the Eligible Directors, etc. for which Delivery, etc. has not been completed) and money remaining in the trust property on the last day of the trust period prior to the extension ("Remaining Shares, etc."), the total amount of the Remaining Shares, etc. and the additionally contributed trust money will be within the limit of an amount obtained by multiplying 60 million yen, which is the maximum amount per fiscal year, by the number of fiscal years of the applicable period.

(3) Eligible persons (beneficiary requirements)

Upon his/her retirement, the Eligible Directors, etc. may receive from the Trust Delivery, etc. of Company Shares, etc. corresponding to the Cumulative Points attributable to his/her period of service up to retirement (as set forth in (4) below), after undergoing the prescribed beneficiary determination procedures, provided that he/she satisfies the beneficiary requirements.

The beneficiary requirements are as follows:

(I) The person must have served as the Eligible Directors, etc. on or after the commencement date of the plan (including a person who newly became the Eligible Directors, etc. on or after the commencement date of the plan);
(II) The person must be a resident of Japan;
(III) The person must have retired as the Eligible Directors, etc.;
(IV) The person must not be one who retired for personal reasons or was dismissed (excluding a person who was compelled to retire due to illness, injury or any other reason deemed justifiable by the board of directors of the Company), one who engaged in certain misconduct while serving as the Eligible Directors, etc., or one who took employment with a competitor in the same line of business without the Company's permission;
(V) The Cumulative Points set forth in (4) below must have been determined; and
(VI) The person must satisfy such other requirements as are deemed necessary to achieve the purpose of the Performance-Linked Stock-Based Compensation Plan.

(4) Method of calculation and maximum number of shares of the Company to be acquired by the Eligible Directors, etc. (including the number of shares subject to conversion into cash)

The number of shares of the Company subject to Delivered, etc. to the Eligible Directors, etc. (including the number of shares subject to conversion into cash) will be determined based on the Cumulative Points set forth below. One point will correspond to three shares (reflecting the 3-for-1 share split of shares of the common stock of the Company effective as of April 1, 2025), and any fraction of less than one point will be discarded. If the number of shares of the Company held in the Trust increases or decreases as a result of share splits, allotments of shares without contribution, share consolidations, etc., the Company will adjust the formula for calculating the basic points set forth below and the number of shares of the Company subject to Delivery, etc. per point (including the number of shares subject to conversion into cash) in accordance with the ratio of such increase or decrease.

In June of each year during the trust period, the Eligible Directors, etc. will be granted points calculated under the formula set forth below, with 50% of the basic points determined in advance for each position allocated as the "performance-linked portion" and the remaining 50% as the "non-performance-linked portion."

The "performance-linked portion" will vary within a range of 0% to 150% of the basic points, depending on the degree of performance achievement against the target values set forth in the Medium-term Management Plan for each fiscal year. The indicator for evaluating the degree of performance achievement will be consolidated net sales, etc. By adopting a consolidated performance figure as the indicator for evaluating the degree of performance achievement, the Company aims to create incentives for the early realization of integrated synergies across the entire Company group and for improved business performance. At present, the Company has adopted consolidated net sales as the indicator because the Company is in a transitional period for the Business Integration; however, from the fiscal year 2028 onward, the Company plans to review the indicator based on the new Medium-term Management Plan.

Further, with respect to any Eligible Directors, etc. who retire during the course of the service period corresponding to each fiscal year within the applicable period (excluding any Eligible Directors, etc. who retire upon the end of each fiscal year or upon the expiration of their term of office at the annual general meeting of shareholders), basic points corresponding to their tenure of office from the commencement of the immediately preceding service period up to the time of retirement will be granted at that time. In addition, with respect to any Eligible Directors, etc. who retire upon the end of each fiscal year or upon the expiration of their term of office at the annual general meeting of shareholders, the points to be granted will be the basic points corresponding to the final service period multiplied by a performance-linked coefficient that varies depending on the degree of performance achievement for the relevant fiscal year if they retire upon the end of the fiscal year, or for the fiscal year immediately preceding the date of the annual general meeting of shareholders if they retire at such meeting.

(Formula for basic points)
Basic amount determined by position ÷ the average of the closing prices of shares of the Company on the TSE in August of the fiscal year in which the applicable period commences (rounded down to the nearest whole number) ÷ 3

(Formula for points to be granted)
Basic points × 50% + basic points × 50% × performance-linked coefficient

Persons who satisfy the beneficiary requirements will receive from the Trust Delivery, etc. of Company Shares, etc. equivalent to the Cumulative Points.

During the trust period of the Trust, the total number of points to be granted to the Eligible Directors, etc. will not exceed 9,000 points per fiscal year. This maximum limit on the total number of points to be granted has been determined with reference to recent share price, etc., taking into consideration the maximum amount of trust money set forth in (2) above.

(5) Timing of Delivery, etc. of Company Shares, etc. to the Eligible Directors, etc.

Any Eligible Directors, etc. who satisfy the beneficiary requirements will receive Delivery, etc. of Company Shares, etc. equivalent to the Cumulative Points calculated based on (3) above, after retiring from all positions as a director or as an executive officer of the Company or its subsidiaries (excluding upon death). At such time, such Eligible Directors, etc. will receive delivery of shares of the Company equivalent to 50% of such Cumulative Points (with any fraction of less than one share unit being discarded), and with respect to the remainder, they will receive money equivalent to the cash proceeds from the conversion of such remainder into cash within the Trust.

In addition, in the event of the death of any Eligible Directors, etc. during the trust period of the Trust, shares of the Company equivalent to the Cumulative Points calculated based on (3) above will be converted into cash within the Trust following such death, and the heirs of such Eligible Directors, etc. will receive money equivalent to the proceeds from such cash conversion.

(6) Voting rights attached to the shares of the Company within the Trust

With respect to the shares of the Company within the Trust, no voting rights may be exercised during the trust period in order to ensure neutrality towards management.

(7) Clawback

In the event of a material revision of financial results due to gross negligence or misconduct in financial reporting, or material misconduct or violations that could affect the Company's corporate value even outside of financial reporting, the Company may demand from any relevant Eligible Directors, etc. the return of all or part of the amount obtained by multiplying the number of shares already delivered under the Performance-Linked Stock-Based Compensation Plan (including the number of shares sold for tax payment purposes) by the closing price of shares of the Company on the TSE on the date of the notification of such return. In addition, the remuneration that may be subject to such return will be the performance-linked stock-based compensation received as consideration for the fiscal year in which the relevant event is recognized and the three preceding fiscal years.

(8) Other details of the Performance-Linked Stock-Based Compensation Plan

Other details regarding the Performance-Linked Stock-Based Compensation Plan will be determined by the board of directors each time the Trust is established, the trust agreement is amended, or additional contributions are made to the Trust.

In addition to the Eligible Directors, etc., a performance-linked stock-based compensation plan substantially similar to the Performance-Linked Stock-Based Compensation Plan will be introduced for certain directors and executive officers under mandate contracts of the Company's subsidiaries, and necessary matters will be determined by a resolution of the board of directors.

End of Document