(Transrate Only)

Independent Directors/Auditors (ID/A) Notification Form

1. Basic information

Company Name	Kawasaki Kisen Kaisha, Ltd.	Code	9107
Submission Date	2026/5/21	(Scheduled) Revison Date	2026/6/19
Reason for Submitting ID/A Notification	To submit a proposal for the election of Outside Directors at the General Meeting of Shareholders.		
☐ All persons who satisfy the qualofications of ID/A are designated as ID/As (＊1)			

2. Information on Independence of ID / As and Outside Officers

#	Name	Outside Director / Company Auditor	ID / A	Attributes (＊2-3)													Details of Chance	Consent of the Officer
				a	b	c	d	e	f	g	h	i	j	k	l	N/A		
1	Keiji Yamada	Outside Director	○													○		Yes
2	Ryuhei Uchida	Outside Director										○						
3	Koji Kotaka	Outside Director	○													○		Yes
4	Hiroyuki Maki	Outside Director	○													○		Yes
5	Takako Masai	Outside Director	○													○		Yes
6	Atsumi Harasawa	Outside Director	○													○		Yes
7	Shinsuke Kubo	Outside Director	○													○		Yes

3. Explanation of the Attributes of the ID/As and the Reasons for their Appointment

#	Explanation of the Attributes (＊4)	Reasons for Appointment (＊5)
1		Mr. Keiji Yamada has experience in prominent positions within central government ministries and local governmental offices such as the former Ministry of Home Affairs, and has also served four terms (16 years) as Governor of Kyoto Prefecture. Moreover, since June 2024 he has been involved in the management of Kyoto Sangyo University as President. He was appointed Outside Director of the Company in June 2019, Lead Outside Director in June 2021, and has served as Chairperson of the Nominating Committee since March 2025. Drawing on his extensive experience, network, and deep insight cultivated over many years as the head of government, he has actively provided opinions and advice from an independent standpoint, and has contributed to the effective oversight of business execution through activities in his position as Chairperson of the Nominating Committee and Member of the Compensation Committee. He has no prior experience of direct involvement in corporate management by methods other than serving as an outside officer. However, the Nominating Committee has nominated him as a candidate for Director, with the expectation that he will continue to contribute to the medium- to long-term enhancement of the Company's corporate value by leveraging this knowledge and experience. There is no special interest between Mr. Yamada and the Company. Since Mr. Yamada does not fall under any of the categories a through l above, and there is no risk of a conflict of interest with shareholders, the Company has designated him as an Independent Director.
2	Although Mr. Uchida fulfills the requirements for an Outside Director under the Companies Act, the Company has determined that he conflicts with requirements of our Criteria for Independence of Outside Directors, as he is an executive of Effissimo Capital Management Pte Ltd, a major shareholder of the Company. Therefore, we propose his appointment as a Non-Independent Outside Director.	Mr. Ryuhei Uchida worked at a general trading company and a public-private fund, where he was involved in investments in companies in Japan and overseas, support for investee companies, and business start-ups, and also served as an Outside Director of an overseas company. He currently serves as a Director of our shareholder, Effissimo Capital Management Pte Ltd., and has served as Outside Director of the Company since June 2019. By leveraging his abundant experience and deep insight in initiatives for enhancing corporate value to benefit the Company's management, he has made active remarks as a Director from the perspective of the Company's shareholders and contributed to the supervision of the Company's management and business execution. The Company therefore judges that his contributions also serve the common interests of shareholders. The Nominating Committee has nominated him as a candidate for Director, with the expectation that he will continue to contribute to the medium- to long-term enhancement of the Company's corporate value by leveraging this knowledge and experience. There is no special interest between Mr. Uchida and the Company.
3		Mr. Koji Kotaka, in addition to his specialized knowledge as a lawyer, has experience in roles such as a company director in a broad range of industries including securities, investment banking, IT and real estate, and has substantial insight on finance and accounting. He was appointed Outside Director of the Company in June 2023, and has served as Chairperson of the Audit Committee since March 2025. Drawing on his abundant experience in law, finance and accounting and broad insight, which includes investment and IR, he has actively provided opinions and advice from an independent standpoint, and has contributed to the effective oversight and audits of business execution through activities in his position as Member of the Nominating Committee and Compensation Committee, and as Chairperson of the Audit Committee. The Nominating Committee has nominated him as a candidate for Director, with the expectation that he will continue to contribute to the medium- to long-term enhancement of the Company's corporate value by leveraging this knowledge and experience. There is no special interest between Mr. Kotaka and the Company. Since Mr. Kotaka does not fall under any of the categories a through l above, and there is no risk of a conflict of interest with shareholders, the Company has designated him as an Independent Director.

4		Mr. Hiroyuki Maki is the President & CEO of BUFFALO INC., mainly engaged in IT related business, and the President and CEO of MELCO Group Inc., and has served as Outside Director of the Company since June 2023. Drawing on his experience as a corporate manager, as well as his extensive knowledge of Group business administration and expertise in the IT and digital realm, he has actively provided opinions and advice from an independent standpoint, and has contributed to the effective oversight and audits of business execution through activities in his position as Member of the Audit Committee. The Nominating Committee has nominated him as a candidate for Director, with the expectation that he will continue to contribute to the medium- to long-term enhancement of the Company's corporate value by leveraging this knowledge and experience. There is no special interest between Mr. Maki and the Company. Since Mr. Maki does not fall under any of the categories a through l above, and there is no risk of a conflict of interest with shareholders, the Company has designated him as an Independent Director.
5		Ms. Takako Masai was engaged in business related to the financial market in both foreign and domestic banks, and also has experience in the formulation of monetary policy as a deliberation member of the Policy Board at the Bank of Japan. She was appointed Outside Director of the Company in June 2024, and has served as Chairperson of the Compensation Committee since March 2025. Drawing on her abundant experience in the financial market, deep insight into financial economics, and knowledge on diversity, she has actively provided opinions and advice from an independent standpoint, and has contributed to the effective oversight of business execution through activities in her position as Chairperson of the Compensation Committee and Member of the Nominating Committee. The Nominating Committee has nominated her as a candidate for Director, with the expectation that she will continue to contribute to the medium- to long-term enhancement of the Company's corporate value by leveraging this knowledge and experience. There is no special interest between Ms. Masai and the Company. Since Ms. Masai does not fall under any of the categories a through l above, and there is no risk of a conflict of interest with shareholders, the Company has designated her as an Independent Director.
6		Ms. Atsumi Harasawa is a qualified lawyer in Japan and possesses specialized knowledge and experience in corporate law, labor law, and intellectual property law. Furthermore, she has experience working in aircraft maintenance at Japan Airlines Co., Ltd., where she was involved in ensuring safe operations. She has served as Outside Director of the Company since March 2025. Drawing on her specialized knowledge and experience in law and knowledge of the transportation industry and safe operations, she has actively provided opinions and advice from an independent standpoint, and has contributed to the effective oversight and audits of business execution through her activities as Member of the Audit Committee. She has no prior experience directly participating in company management outside of serving as an outside officer. However, demonstrating a proven track record of conducting effective audits from an independent, external perspective, the Nominating Committee has nominated her as a candidate for Director, with the expectation that she will continue to contribute to the medium- to long-term enhancement of the Company's corporate value by leveraging this knowledge and experience. There is no special interest between Ms. Harasawa and the Company. Since Ms. Harasawa does not fall under any of the categories a through l above, and there is no risk of a conflict of interest with shareholders, the Company has designated her as an Independent Director.
7		Mr. Shinsuke Kubo is a Certified Public Accountant in Japan and possesses diverse experience and knowledge in auditing listed companies, etc., supporting the listing of privately held companies, and corporate restructuring and M&A, through his work at audit firms both domestically and internationally. He has served as Outside Director of the Company since March 2025. Drawing on his specialized knowledge in finance and accounting, as well as his experience in founding and managing venture companies and businesses supporting corporate revitalization, he has actively provided opinions and advice from an independent standpoint, and has contributed to the effective oversight and audits of business execution through activities in his position as Member of the Audit Committee. The Nominating Committee has nominated him as a candidate for Director, with the expectation that he will continue to contribute to the medium- to long-term enhancement of the Company's corporate value by leveraging this knowledge and experience. There is no special interest between Mr. Kubo and the Company. Since Mr. Kubo does not fall under any of the categories a through l above, and there is no risk of a conflict of interest with shareholders, the Company has designated him as an Independent Director.

4. Supplementary Explanation

＊1 Check the box if all of the outside officers who meet the qualifications for an ID/A have been reported as ID/As.
＊2 Checklist of board member attributes
- a. An executive of the listed company or its subsidiary
- b. A director or accounting advisor who is not an executive of the listed company or its subsidiary. (limited to case of the outside company auditor)
- c. A director or accounting advisor who is not an executive of the listed company's parant company
- d. A company auditor of the listed company's parent company (limited to case of the outside company auditor)
- e. An executive of the listed company's sister company
- f. An entity or an executive of the entity for which the listed company is a major client
- g. The listed company's major client or an executive of said client
- h. A consulting firm, accounting firm, or legal firm which receives a large amount of money or other assets from the company, in addition to their remuneration as an office.
- i. A major shareholder of the listed company (if the major shareholder is a legal entity, its executive)
- j. An executive of a client of the listed company (excluding cases falling under f., g. or h.) (applies to outside officer him/herself only)
- k. An executive of another company that holds cross-outside directorships/auditorships with the listed company (applies to outside officer him/herself only)
- l. An executive of an entity receiving donations from the listed company (applies to outside officer him/herself only)

Please note that the above notations of items a through l are asummary of the wording of the items specified in theTSE's regulations.
＊3 Please use "○" when the outside officer presently falls or has recently fallen under the category; and "△" when they fell under the category in the past.
Please use "●" when a close relative of the outside officer presently falls or has recently fallen under the category ; and "▲" when a close relative of them fell under the category in the past.
＊4 If any of the item a through l apply, please state to that effect and outline threof.
＊5 Please state the reason for the appointment of the ID/A.
＊6 If a situation arises in which the listed company is unable to secure at least one ID/A and one outside director, this will constitute a violation of the code of corporate conduct under the Securities Listing Regulations. In such case, please contact a Tokyo Stock Exchange listed company representative immediately.