



April 1, 2026

To Whom It May Concern

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Notice Concerning Completion of Business Integration between Hino Motors, Ltd. and Mitsubishi Fuso Truck and Bus Corporation, and Changes in Our Parent Company, Subsidiaries, Major Shareholders, and the Largest Major Shareholder

ARCHION Corporation (the “Company”) hereby announces that, as set forth in the press release dated June 10, 2025, entitled “Notice Concerning Execution of Business Integration Agreement Regarding Business Integration of Hino Motors, Ltd. and Mitsubishi Fuso Truck and Bus Corporation,” which was announced by Hino Motors, Ltd. (“Hino Motors”), a subsidiary of the Company, the Company has, pursuant to the business integration agreement concerning the business integration (the “Business Integration”) between Hino Motors and Mitsubishi Fuso Truck and Bus Corporation (“MFTBC”), by way of (i) a share exchange under which the Company is the wholly owning parent company and Hino Motors is the wholly owned subsidiary (the “Share Exchange”), and (ii) a share delivery under which the Company is the parent company and MFTBC is the subsidiary (hereinafter referred to as the “Share Delivery”), which agreement was entered into on June 10, 2025 by and among Hino Motors, MFTBC, Toyota Motor Corporation (“Toyota”), and Daimler Truck AG (“Daimler Truck”), completed the Business Integration as scheduled today and has transitioned to a holding company structure as follows.

As a result of the Business Integration, Hino Motors no longer qualifies as the Company’s parent company, while Hino Motors and MFTBC have newly become the Company’s consolidated subsidiaries. Furthermore, Daimler Truck has become the Company’s major shareholder and largest major shareholder, and Toyota has become the Company’s major shareholder. Accordingly, the Company hereby announces as follows.

1. Process of the Share Exchange, Results of the Share Delivery (including its completion status and the number of shares of the subsidiary acquired), and Background to Changes in Parent Company, Subsidiaries, Major Shareholders, and Largest Major Shareholder

The Company approved and adopted the proposal for approval of the share exchange agreement relating to the Share Exchange by a resolution of its Representative Director dated October 20, 2025, and at its shareholders’ meeting as of November 4, 2025. In addition, the proposal for approval of the share exchange agreement relating to the Share Exchange was approved and adopted at the meeting of the board of directors of Hino Motors held on October 20, 2025, and at the shareholders’ meeting of Hino Motors held on November 28, 2025. The Company newly issued 845,069,543 shares of its common shares and 175,512,774 shares of its class A shares through the Share Exchange, and acquired 845,069,543 shares of common shares of Hino Motors and 175,512,774 shares of class A shares of Hino Motors. As a result, as of

today, which is the effective date of the Share Exchange, Hino Motors has changed from being a 100% parent company of the Company to a 100% subsidiary of the Company.

In addition, the Company approved the share delivery plan relating to the Share Delivery (the “Plan”) by a resolution of its Representative Director dated November 4, 2025, and at its shareholders’ meeting as of the same date. Under the Plan, the minimum number of shares of MFTBC to be acquired by the Company in the Share Delivery was set at 2,800,001 shares of common shares; and, as the number of shares of common shares of MFTBC to be acquired by the Company in the Share Delivery (5,600,001 shares) has exceeded such minimum, the Share Delivery became effective as of today, and the Company acquired all of such shares. As a result, MFTBC has become a 100% subsidiary of the Company. The Company delivered an aggregate of 1,736,000,310 shares of its common shares as consideration to the transferors of the common shares of MFTBC.

2. Matters Concerning Changes in Parent Company, Subsidiaries, Major Shareholders, and Largest Major Shareholder

(1) Scheduled Date of Change

April 1, 2026

(2) Reason for Change

As a result of the Business Integration, Hino Motors no longer qualifies as the Company’s parent company, while Hino Motors and MFTBC have newly become the Company’s consolidated subsidiaries. In addition, Daimler Truck has become the Company’s major shareholder and largest major shareholder (the percentage of voting rights held after the change: 44.25%), and Toyota has become the Company’s major shareholder (the percentage of voting rights held after the change: 37.45%).

(Note) The percentage of voting rights held after the change is calculated based on the number of voting rights (25,810,698) corresponding to the number of shares (2,581,069,854), which is obtained by deducting 175,512,774 shares of class A shares without voting rights from the total number of issued shares of the Company as of April 1, 2026 (2,756,582,628 shares), with any fraction of less than the third decimal place rounded down. As the number of shares constituting less than one unit as of April 1, 2026 cannot be determined, such shares have not been taken into account in this calculation. In addition, the Company holds no treasury shares as of April 1, 2026.

(3) Overview of Parent Company and Subsidiaries Subject to Change

(i) Hino Motors

(a) Name	Hino Motors, Ltd.	
(b) Address	1-1 Hinodai 3-chome, Hino-shi, Tokyo	
(c) Name and Title of Representative	Satyakam Arya (President & CEO)	
(d) Description of Business	Manufacture of trucks and buses, light commercial vehicles and passenger vehicles (consigned vehicles from Toyota), engines and spare parts, etc.	
(e) Stated Capital	72,717 million yen (as of March 31, 2025)	
(f) Date of Incorporation	May 1, 1942	
(g) Major Shareholder and Shareholding Ratio (as of April 1, 2026)	The Company	100.00%
(h) Relationship between the Companies (as of April 1, 2026)		

Capital Relationship	The Company holds all of the issued shares of Hino Motors.		
Personal Relationship	One (1) of the Company's directors has been dispatched to Hino Motors, and 109 employees of Hino Motors have been seconded to the Company.		
Business Relationship	There are transactional relationships between the Company and Hino Motors, including the provision of support services by the Company to Hino Motors.		
Status as Related Parties	Hino Motors is a subsidiary of the Company and qualifies as a related party of the Company.		
(i)	Consolidated Results of Operations and Consolidated Financial Condition for the Last 3 Years (J-GAAP) (in million yen, unless otherwise specifically indicated)		
Fiscal Years	Fiscal Year Ended March 31, 2023	Fiscal Year Ended March 31, 2024	Fiscal Year Ended March 31, 2025
Net Assets	433,409	463,420	251,020
Total Assets	1,361,735	1,464,375	1,478,180
Net Assets per Share (in yen)	640.94	682.98	310.90
Net Sales	1,507,336	1,516,255	1,697,229
Operating Income	17,406	-8,103	57,490
Ordinary Income	15,787	-9,233	39,310
Profit Attributable to Owners of Parent	-117,664	17,087	-217,753
Profit per Share (in yen)	-204.98	29.77	-379.34
Dividends per share (in yen)	0.00	0.00	0.00

(ii) MFTBC

(a) Name	Mitsubishi Fuso Truck and Bus Corporation		
(b) Address	10 Ohkura-cho, Nakahara-ku, Kawasaki-shi, Kanagawa		
(c) Name and Title of Representative	Franziska Cusumano (President & CEO)		
(d) Description of Business	Development, design, manufacture, sale and purchase, import and export, and other trade business of trucks, buses, industry engines, etc.		
(e) Stated Capital	35,000 million yen (as of March 31, 2025)		
(f) Date of Incorporation	January 6, 2003		
(g) Major Shareholder and Shareholding Ratio (as of April 1, 2026)	The Company		100.00%
(h)	Relationship between the Companies (as of April 1, 2026)		
Capital Relationship	The Company holds all of the issued shares of MFTBC.		
Personal Relationship	85 employees of MFTBC have been seconded to the Company.		
Business Relationship	There are transactional relationships between the Company and MFTBC, including the provision of support services by the Company to MFTBC.		
Status as Related Parties	MFTBC is a subsidiary of the Company and qualifies as a related party of the Company.		
(i)	Results of Operations and Financial Condition for the Last 3 Years (J-GAAP) (in million yen, unless otherwise specifically indicated)		
Fiscal Years	Fiscal Year Ended December 31, 2023	Fiscal Year Ended December 31, 2024	Fiscal Year Ended December 31, 2025
Net Assets	258,978	257,241	257,450
Total Assets	579,094	558,922	557,504

Net Assets per Share (in yen)	Note 2	Note 2	Note 2
Net Sales	832,928	794,652	790,982
Operating Income	36,526	35,386	32,365
Ordinary Income	39,994	36,632	31,242
Profit Attributable to Owners of Parent	29,931	28,538	28,778
Profit per Share (in yen)	Note 2	Note 2	Note 2
Dividends per Share (in yen)	Note 2	Note 2	Note 2

- (Note) 1. MFTBC's results of operations and financial conditions set forth herein are those of MFTBC on an individual basis. Since the scope of the Business Integration is not limited to MFTBC on an individual basis, such results of operations and financial conditions do not fully present the results of operations and financial conditions of the business of MFTBC that are subject to the Business Integration.
2. As MFTBC is a private company, its "Net Assets per Share", "Profit per Share" and "Dividends per Share" are not disclosed.

(4) Overview of Major Shareholders and Largest Major Shareholder Subject to Change

(i) Daimler Truck

(a) Name	Daimler Truck AG
(b) Address	Fasanenweg 10, 70771 Leinfelden-Echterdingen, Germany
(c) Name and Title of Representative	Karin Rådström (President & CEO)
(d) Description of Business	Development, manufacturing, sales, and related activities of commercial vehicles
(e) Stated Capital	EUR 884,544,984.00 (as of December 31, 2025)

(ii) Toyota

(a) Name	Toyota Motor Corporation
(b) Address	1 Toyota-cho, Toyota-shi, Aichi
(c) Name and Title of Representative	Hiroki Nakajima Executive Vice President, Member of the Board of Directors (Representative Director)
(d) Description of Business	Automotive operations, financial services operations and all other operations
(e) Stated Capital	635,402 million yen (as of March 31, 2025)

(5) Number of Voting Rights of the Company Held by Parent Company and Percentage Thereof in Total Voting Rights of the Company Before and After Change

(i) Hino Motors

	Status	Number of Voting Rights (Number of Shares Held) (Ownership Ratio of the Voting Rights)			Ranked Order of Principal Shareholders
		Number Directly Owned	Number Subject to Consolidation	Total	
Before the Change (as of March 31, 2026)	Parent Company and the Largest and Major Shareholder	1 (1 share) (100.00%)	-	1 (1 share) (100.00%)	1st
After the Change (as of April 1, 2026)	-	0 (1 share) (0.00%)	-	0 (1 share) (0.00%)	-

- (Note) All shares of the Company's common shares held by Hino Motors as a result of the Share Exchange constitute cross-held shares (Article 308, Paragraph 1 of the Companies Act and Article 67, Paragraph 1 of the Ordinance for Enforcement of the Companies Act). Accordingly, the number of voting rights held by Hino Motors after the change is stated as zero. The Company

plans to acquire and cancel all shares of the Company held by Hino Motors by means such as share repurchases or distributions in kind.

(6) Number of Voting Rights of Subsidiary Held by the Company and Percentage Thereof in Total Voting Rights of Subsidiary Before and After Change

(i) Hino Motors

	Number of Voting Rights (Number of Shares Held) (Ownership Ratio of the Voting Rights)		
	Number Directly Owned	Number Subject to Consolidation	Total
Before the Change (as of March 31, 2026)	-	-	-
After the Change (as of April 1, 2026)	1,020,582,317 (1,020,582,317 share) (100.00%)	-	1,020,582,317 (1,020,582,317 share) (100.00%)

(ii) MFTBC

	Number of Voting Rights (Number of Shares Held) (Ownership Ratio of the Voting Rights)		
	Number Directly Owned	Number Subject to Consolidation	Total
Before the Change (as of March 31, 2026)	-	-	-
After the Change (as of April 1, 2026)	5,600,001 (5,600,001 share) (100.00%)	-	5,600,001 (5,600,001 share) (100.00%)

(7) Number of Voting Rights of the Company Held by Major Shareholder and Percentage Thereof in Total Voting Rights of the Company Before and After Change

(i) Daimler Truck

	Status	Number of Voting Rights (Number of Shares Held) (Ownership Ratio of the Voting Rights)			Ranked Order of Principal Shareholders
		Number Directly Owned	Number Subject to Consolidation	Total	
Before the Change (as of March 31, 2026)	-	-	-	-	-
After the Change (as of April 1, 2026)	Major Shareholder and the Largest and Major Shareholder	11,421,627 (1,142,162,760 shares) (44.25%)	-	11,421,627 (1,142,162,760 shares) (44.25%)	1st

(Note) The percentage of voting rights held after the change is calculated based on the number of voting rights (25,810,698) corresponding to the number of shares (2,581,069,854), which is obtained by deducting 175,512,774 shares of class A shares without voting rights from the total number of issued shares of the Company as of April 1, 2026 (2,756,582,628 shares), with any fraction of less than the third decimal place rounded down. As the number of shares constituting less than

one unit as of April 1, 2026 cannot be determined, such shares have not been taken into account in this calculation. In addition, the Company holds no treasury shares as of April 1, 2026.

(ii) Toyota

	Status	Number of Voting Rights (Number of Shares Held) (Ownership Ratio of the Voting Rights) (Note 1)			Ranked Order of Principal Shareholders
		Number Directly Owned	Number Subject to Consolidation	Total	
Before the Change (as of March 31, 2026)	-	-	-	-	-
After the Change (as of April 1, 2026)	Major Shareholder	9,666,498 (1,142,162,628 shares) (Note 2) (37.45%)	-	9,666,498 (1,142,162,628 shares) (37.45%)	2nd

- (Note) 1. The percentage of voting rights held after the change is calculated based on the number of voting rights (25,810,698) corresponding to the number of shares (2,581,069,854), which is obtained by deducting 175,512,774 shares of class A shares without voting rights from the total number of issued shares of the Company as of April 1, 2026 (2,756,582,628 shares), with any fraction of less than the third decimal place rounded down. As the number of shares constituting less than one unit as of April 1, 2026 cannot be determined, such shares have not been taken into account in this calculation. In addition, the Company holds no treasury shares as of April 1, 2026.
2. The number of shares held (1,142,162,628 shares) represents the total of 966,649,854 shares of common shares with voting rights (with 100 shares constituting one voting unit) and 175,512,774 shares of class A shares without voting rights.

3. Future Outlook

The Company is currently investigating the impact of the Business Integration on the financial results from fiscal year ending March 2027, and the Company will make prompt disclosures if it is necessary to make any new disclosures regarding the Business Integration.

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