August 7, 2026

To Whom It May Concern:

Company name:	Mitsui Matsushima Holdings Co., Ltd.
Representative:	Taishi Yoshioka, Representative Director and President

(Stock Code: 1518, Prime Market of the Tokyo Stock Exchange and Fukuoka Stock Exchange)

Contact:	Mikiko Abe, Director and Senior Executive Officer in Charge of Business Planning Dept.

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Notice of Acquisition of Shares of Kounan Co., Ltd. to Make It a Subsidiary

Mitsui Matsushima Holdings Co., Ltd. (the "Company") hereby announces that, on August 7, 2026, it decided to acquire 100% of the outstanding shares of Kounan Co., Ltd. ("Kounan") and make it a subsidiary as detailed below.

1. Reason for share acquisition

In its "Medium-Term Management Plan 2030" announced in May 2026, the Mitsui Matsushima Group (the "Group") has set forth sustainable growth through investment in market-leading niche companies with high technological capabilities, primarily in the manufacturing sector, as its basic strategy.

For over 10 years, the Company has been acquiring new businesses through M&A, thereby building a stable revenue base. Going forward, the Company will continue to invest in "niche, stable, and easy-to-understand" businesses while keeping investment discipline and capital efficiency in mind. This acquisition is being carried out as part of this policy.

Kounan operates in the same business field as MOS Co., Ltd. ("MOS"), a group company of the Company, engaging mainly in the processing and sale of thermal register rolls. Kounan has a large production base in western Japan (Hyogo Prefecture), while MOS has a large production base in eastern Japan (Ibaraki Prefecture). By leveraging the geographical advantages of both companies, the Group will be able to respond flexibly and efficiently to customers nationwide. In addition, it is expected to generate synergies, such as sharing manufacturing know-how with MOS, which will strengthen the Group's overall competitiveness and expand its business foundation, thereby further solidifying its position as No. 1 in the industry. After the share acquisition, Kounan and MOS will continue to maintain and develop good relationships with customers and business partners and will cooperate with each other toward further business development.

Going forward, the Group will actively support the growth of companies that have joined the Group through M&A while aiming to become a corporate group that protects and nurtures Japanese manufacturing for the next 100 years by enhancing corporate value.

2. Outline of the subsidiary to be changed

(1) Name	Kounan Co., Ltd.	
(2) Address	32-22 Wakita-cho, Kadoma City, Osaka	
(3) Name and title of representative	Toshihisa Kawara, Representative Director	
(4) Business	Processing and sale of roll products, including cash register paper rolls, wholesale of paper and paper products, and printing	
(5) Capital	1 million yen	
(6) Founding	December 1988	
(7) Major shareholder and shareholding ratio	Not disclosed as the major shareholder is an individual.	
(8) Relationship between the Company and the company in question	Capital relationship	None
	Personal relationship	None
	Business relationship	None
(9) Net sales	2,594 million yen (FY ended July 2025)	

Note: At the request of the counterparty, the operating results and financial condition of the company in question are not disclosed.

3. Outline of the counterparty of the share acquisition

While details are omitted as the counterparty is an individual, there are no capital, personal, or business relationships requiring disclosure between the Company and the counterparty.

4. Number of shares to be acquired, acquisition cost, and shareholdings before and after the acquisition

(1) Number of shares held before the change	0 shares (Number of voting rights: 0) (Percentage of voting rights held: 0.0%)
(2) Number of shares to be acquired	20 shares (Number of voting rights: 20)
(3) Acquisition cost	Not disclosed pursuant to the non-disclosure agreement between the parties.
(4) Number of shares to be held after the change	20 shares (Number of voting rights: 20) (Percentage of voting rights held: 100.0%)

5. Schedule

(1) Date of decision of the share acquisition	August 7, 2026
(2) Date of contract	August 7, 2026
(3) Scheduled date of share transfer	August 28, 2026

6. Acquisition funds

The Company plans to fund the acquisition using cash and deposits on hand.

7. Future outlook

The impact of the share acquisition on the consolidated financial results of the Company for the fiscal year ending March 31, 2027 is expected to be immaterial. The Company will disclose any necessary matters promptly as they arise in the future.