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November 24, 2026

To whom it may concern,

Company name: Shimojima Co., Ltd.
Name of representative: Yoshihiko Kasai, Representative Director, President
(Code: 7482, TSE Prime Market)
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Notice Concerning Organizational Restructuring within the Group (Mergers between Consolidated Subsidiaries and Merger of a Consolidated Subsidiary by the Company (Simplified Merger))

Shimojima Co., Ltd. (the "Company") hereby announces that it resolved at a meeting of its Board of Directors held today to carry out the following mergers as part of an organizational restructuring of the Company and its subsidiaries, so as to combine three companies with the Company that are currently consolidated: namely, S PACK Co., Ltd. ("S PACK") and Akinaishien Co., Ltd. ("Akinaishien"), both of which are consolidated subsidiaries of the Company, and Gaman Shoten Co., Ltd. ("Gaman Shoten"), which is a subsidiary of S PACK. Firstly, S PACK will absorb Gaman Shoten (the "Merger (i)"), secondly the Company will absorb S PACK (the "Merger (ii)") and thirdly the Company will absorb Akinaishien (the "Merger (iii)"). Hereinafter, we will refer to the Merger (i), the Merger (ii) and the Merger (iii) collectively as the "Mergers." Details are provided below.

We have omitted some of the disclosure items and details, as the Mergers are absorption-type mergers that are between wholly owned subsidiaries of the Company or between the Company and its wholly owned subsidiaries.

1. Purpose of the Mergers

We will carry out the Mergers to improve the efficiency of our Group management and make better use of our management resources.

Gaman Shoten operates stores named Package Plaza, which belong to a voluntary chain developed by the Company. Through the Mergers, the Company aims to renovate the store operating structure, improve the efficiency of related administrative operations and strengthen its management system.

In addition, we intend to streamline the Group's corporate structure, reduce the administrative workload and costs associated with maintaining the legal entities, as the business activities of Akinaishien and S PACK have become limited.

The Company and its subsidiaries will keep on improving the efficiency of management across the Group as a whole and make effective use of management resources through these organizational restructurings.

2. Outline of the Merger (i)

(1) Schedule of the Merger (i)

Date of resolution at the General Meeting of Shareholders	November 24, 2026
Date of execution of the merger agreement	November 25, 2026

Scheduled date of the Merger (i) (effective date)	April 1, 2027 (planned)

(2) Method of the Merger (i)

Gaman Shoten will be dissolved, and S PACK will be the surviving company in this absorption-type merger.

(3) Details of allotment in connection with the Merger (i)

We will neither issue any new shares nor allot any cash or other consideration in connection with the Merger (i), as this is an absorption-type merger between a wholly owned parent company and its wholly owned subsidiary.

(4) Treatment of share acquisition rights and bonds with share acquisition rights in connection with the Merger (i)

There are no relevant matters.

(5) Overview of the parties to the Merger (i)

	Surviving company		Dissolved company	
(1) Name	S PACK Co., Ltd.		Gaman Shoten Co., Ltd.	
(2) Address	5-29-8 Asakusabashi, Taito-ku, Tokyo		3-8-15 Aikokuhigashi, Kushiro-shi, Hokkaido	
(3) Title and name of representative	Shoichi Watanabe, Representative Director, President		Dai Tsutsumi, Representative Director, President	
(4) Business description	Management of business activities through the sale of packaging materials and other products, online sales, and the ownership of shares and equity interests in companies engaged in these businesses		Sale of various types of packaging materials, paper and stationery, office supplies, and office equipment	
(5) Share capital	50 million yen		10 million yen	
(6) Date of establishment	August 9, 2017		October 23, 1972	
(7) Number of shares outstanding	1,000 shares of common stock		2,000 shares of common stock	
(8) Fiscal year-end	March 31		March 31	
(9) Major shareholder and shareholding ratio (as of March 31, 2026)	Shimojima Co., Ltd.	100%	S PACK Co., Ltd.	100%
(10) Financial position and operating results for the Fiscal year ended March 2026 (non-consolidated)	Net assets	95 million yen	Net assets	103 million yen
	Total assets	95 million yen	Total assets	125 million yen
	Net assets per share	95,762.44 yen	Net assets per share	51,598.65 yen
	Net sales	-	Net sales	194 million yen
	Operating profit	(0) million yen	Operating profit	(2) million yen
	Ordinary profit	(0) million yen	Ordinary profit	(1) million yen
	Profit	(0) million yen	Profit	(5) million yen
	Basic earnings per share	(398.63) yen	Basic earnings per share	(2,649.46) yen

3. Outline of the Merger (ii)

(1) Schedule of the Merger (ii)

Date of resolution at the meeting of the Board of Directors	November 24, 2026
Date of execution of the merger agreement	November 25, 2026
Scheduled date of the Merger (ii) (effective date)	April 1, 2027 (planned)

Since the Merger (ii) is a simplified merger for the Company pursuant to Article 796, Paragraph 2 of the Companies Act, we will carry this out without obtaining the approval at a General Meeting of Shareholders.

(2) Method of the Merger (ii)

S PACK will be dissolved, and the Company will be the surviving company in this absorption-type merger.

(3) Details of allotment in connection with the Merger (ii)

We will neither issue any new shares nor allot any monetary or other consideration in connection with the Merger (ii), as this is an absorption-type merger of a wholly owned subsidiary of the Company.

(4) Treatment of share acquisition rights and bonds with share acquisition rights in connection with Merger (ii)

There are no relevant matters.

(5) Overview of the parties to the Merger (ii)

	Surviving company	Dissolved company
(1) Name	Shimojima Co., Ltd.	S PACK Co., Ltd.
(2) Address	5-29-8 Asakusabashi, Taito-ku, Tokyo	5-29-8 Asakusabashi, Taito-ku, Tokyo
(3) Title and name of representative	Yoshihiko Kasai, Representative Director, President	Shoichi Watanabe, Representative Director, President
(4) Business description	Wholesale of paper products, chemical products and packaging materials, and store supplies; management and licensing of intellectual property rights; and planning of designs, etc.	Management of business activities through the sale of packaging materials and other products, online sales, and the ownership of shares and equity interests in companies engaged in these businesses
(5) Share capital	1,405 million yen	50 million yen
(6) Date of establishment	April 26, 1962	August 9, 2017
(7) Number of shares outstanding	23,647,826 shares of common stock	1,000 shares of common stock
(8) Fiscal year-end	March 31	March 31
(9) Major shareholders and shareholding ratios (as of March 31, 2026)	Kenyu Y.K. 17.84% KNJ Y.K. 9.43% The Master Trust Bank of Japan, Ltd. (Trust Account) 5.45% Waki Y.K. 3.79% Komei Shimojima 2.66%	Shimojima Co., Ltd. 100%

(10) Financial position and operating results for the previous fiscal year	Fiscal year ended March 2026 (consolidated)		Fiscal year ended March 2026 (non-consolidated)	
	Net assets	36,947 million yen	Net assets	95 million yen
	Total assets	45,305 million yen	Total assets	95 million yen
	Net assets per share	1,576.57 yen	Net assets per share	95,762.44 yen
	Net sales	64,829 million yen	Net sales	-
	Operating profit	3,456 million yen	Operating profit	(0) million yen
	Ordinary profit	3,869 million yen	Ordinary profit	(0) million yen
	Profit attributable to owners of parent	2,738 million yen	Profit	(0) million yen
	Basic earnings per share	117.12 yen	Basic earnings per share	(398.63) yen

4. Outline of the Merger (iii)

(1) Schedule of the Merger (iii)

Date of resolution at the meeting of the Board of Directors	November 24, 2026
Date of execution of the merger agreement	November 25, 2026
Scheduled date of the Merger (iii) (effective date)	April 1, 2027 (planned)

Since the Merger (iii) is also a simplified merger for the Company pursuant to Article 796, Paragraph 2 of the Companies Act, we will carry this out without obtaining the approval at a General Meeting of Shareholders.

(2) Method of the Merger (iii)

Akinaishien will be dissolved, and the Company will be the surviving company in this absorption-type merger.

(3) Details of allotment in connection with Merger (iii)

We will neither issue any new shares nor allot any monetary or other consideration in connection with the Merger (iii), as this is an absorption-type merger of a wholly owned subsidiary of the Company.

(4) Treatment of share acquisition rights and bonds with share acquisition rights in connection with Merger (iii)

There are no relevant matters.

(5) Overview of the Parties to the Merger (iii)

	Surviving company	Dissolved company
(1) Name	Shimojima Co., Ltd.	Akinaishien Co., Ltd.
(2) Address	5-29-8 Asakusabashi, Taito-ku, Tokyo	5-29-8 Asakusabashi, Taito-ku, Tokyo
(3) Title and name of representative	Yoshihiko Kasai, Representative Director, President	Hitoshi Onodera, Representative Director, President

(4) Business description	Wholesale of paper products, chemical products and packaging materials, and store supplies; management and licensing of intellectual property rights; and planning of designs, etc.		Operation of online shopping malls; sale of packaging materials, office supplies and other products; and planning and design of stores, etc.	
(5) Share capital	1,405 million yen		100 million yen	
(6) Date of establishment	April 26, 1962		June 2, 2000	
(7) Number of shares outstanding	23,647,826 shares of common stock		2,000 shares of common stock	
(8) Fiscal year-end	March 31		March 31	
(9) Major shareholders and shareholding ratios (as of March 31, 2026)	Kenyu Y.K. 17.84% Kei Enu Jei Y.K. 9.43% The Master Trust Bank of Japan, Ltd. (Trust Account) 5.45% Waki Y.K. 3.79% Komei Shimojima 2.66%		Shimojima Co., Ltd. 100%	
(10) Financial position and operating results for the previous fiscal year	Fiscal year ended March 2026 (consolidated)		Fiscal year ended March 2026 (non-consolidated)	
	Net assets	36,947 million yen	Net assets	188 million yen
	Total assets	45,305 million yen	Total assets	189 million yen
	Net assets per share	1,576.57 yen	Net assets per share	94,409.60 yen
	Net sales	64,829 million yen	Net sales	-
	Operating profit	3,456 million yen	Operating profit	(0) million yen
	Ordinary profit	3,869 million yen	Ordinary profit	0 million yen
	Profit attributable to owners of parent	2,738 million yen	Profit	(0) million yen
	Basic earnings per share	117.12 yen	Basic earnings per share	(42.16) yen

5. Future Outlook

We expect no impact of the Mergers on the Company's consolidated results, as the Mergers involve no entities other than the wholly owned subsidiaries of the Company.