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November 14, 2022

To whom it may concern,

Company name: Mitsubishi Paper Mills Limited  
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**Notice of Group Organization Restructuring**  
**(Absorption-type merger of wholly owned subsidiaries and merger between consolidated subsidiaries)**

Mitsubishi Paper Mills Limited (hereinafter “MPM”) hereby announces that at our board of directors meeting held on November 14, 2022, MPM resolved to implement our group organization restructuring (hereinafter the “Organization Restructuring”) on April 1, 2023. As the Organization Restructuring is going to take place between MPM and its consolidated subsidiaries, and between its consolidated subsidiaries, certain disclosure items and details are omitted. It is noted that Kitakami HiTec Paper Corporation, which is going to be absorbed due to the Organization Restructuring, is classified as a specified subsidiary of MPM.

Details:

1. Purpose of the Organization Restructuring

The MPM group started our new medium-term management plan (FY2023/3-FY2025/3) this April and has been working on strengthening our business foundation and the creation of the new MPM group. As part of this commitment, MPM is going to integrate our following group subsidiaries, and reduce fixed costs by systematization, and strengthen our corporate governance. MPM is also considering the restructuring of the MPM group companies (including sub-subsidiaries etc.) other than those listed below, and we will make announcements promptly if any matters for disclosure arise.

2. Summary of the Organization Restructuring

① Merger between MPM and subsidiaries at Kitakami site

This is an absorption-type merger with MPM as the surviving company, and Kitakami HiTec Paper Corporation and Hokuryo Industry Corporation dissolved.

② Merger between sales subsidiaries

This is an absorption-type merger with Mitsubishi Oji Paper Sales Co., Ltd. as the surviving company and Diamic Co., Ltd. dissolved.

③ Merger between subsidiaries at Hachinohe site

This is an absorption-type merger with MPM Operation Co., Ltd. as the surviving company, and Hachinohe Paper Processing Co., Ltd. and Hachiryō Co., Ltd dissolved.

3. Outline of the Organization Restructuring

① Merger between MPM and subsidiaries at Kitakami site

(1) Schedule of the Merger

|                                                      |                           |
|------------------------------------------------------|---------------------------|
| Date of resolution at the board of directors meeting | November 14, 2022         |
| Date of conclusion of the merger agreement           | November 14, 2022         |
| Effective date of the Merger                         | April 1, 2023 (Scheduled) |

※As the merger is qualified as a simplified absorption, it is carried out without our resolution of the board of directors.

## (2) Method for merger

This is an absorption-type merger with MPM as the surviving company, and Kitakami HiTec Paper Corporation and Hokuryo Industry Corporation dissolved.

## (3) Allocation due to merger

No issuance of new stocks and no payment of delivered money due to merger.

## (4) Information on share acquisition rights and the bonds with stock acquisition rights due to merger

Not applicable.

## (5) Summary of companies involved in the merger

|                                                                              | Surviving company                                                             |        | Absorbed company                                                                     |                                                                   |
|------------------------------------------------------------------------------|-------------------------------------------------------------------------------|--------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| (1) Company name                                                             | Mitsubishi Paper Mills Limited                                                |        | Kitakami HiTec Paper Corporation                                                     | Hokuryo Industry Corporation                                      |
| (2) Location                                                                 | 2-10-14 Ryogoku, Sumida-ku, Tokyo                                             |        | 35, Sasanagane, Aisari-cho, Kitakami-shi, Iwate                                      | 35, Sasanagane, Aisari-cho, Kitakami-shi, Iwate                   |
| (3) Name and title of representative                                         | President and CEO<br>Ryuichi Kisaka                                           |        | President and CEO<br>Teiji Ota                                                       | President and CEO<br>Toshiya Katagata                             |
| (4) Main business                                                            | Production, processing, and sale of paper, pulp, and photosensitive materials |        | Manufacturing, processing and sale of pulp, resin-coated paper and sanitary products | Contracted manufacture and finishing of paper, miscellaneous work |
| (5) Stated capital                                                           | 36,561 million yen                                                            |        | 450 million yen                                                                      | 10 million yen                                                    |
| (6) Date of establishment                                                    | April 1, 1898                                                                 |        | April 8, 2005                                                                        | July 1, 1985                                                      |
| (7) Issued shares                                                            | 44,741,433 shares                                                             |        | 1,000 shares                                                                         | 200 shares                                                        |
| (8) End of fiscal year                                                       | March 31                                                                      |        | March 31                                                                             | March 31                                                          |
| (9) Major shareholders and shareholdings ratio<br>(As of September 30, 2022) | Oji Holdings Corporation                                                      | 32.89% | Mitsubishi Paper Mills Limited 100%                                                  | Mitsubishi Paper Mills Limited 100%                               |
|                                                                              | The Master Trust Bank of Japan, Ltd. (Trust account)                          | 7.29%  |                                                                                      |                                                                   |
|                                                                              | Isao Nasu                                                                     | 4.77%  |                                                                                      |                                                                   |
|                                                                              | Mitsubishi Paper Mills Shareholder Association                                | 2.18%  |                                                                                      |                                                                   |
|                                                                              | FUJIFILM Holdings Corporation                                                 | 1.90%  |                                                                                      |                                                                   |
| (10) Financial position and business performance for the last fiscal year    |                                                                               |        |                                                                                      |                                                                   |
| End of fiscal year                                                           | FY2022.03<br>(consolidated)                                                   |        | FY2022.03<br>(Non-consolidated)                                                      | FY2022.03<br>(Non-consolidated)                                   |
| Net Assets                                                                   | 69,613 million yen                                                            |        | 1,607 million yen                                                                    | 27 million yen                                                    |
| Total Assets                                                                 | 215,879 million yen                                                           |        | 8,446 million yen                                                                    | 159 million yen                                                   |
| Net assets per share                                                         | 1,565.88 yen                                                                  |        | 1,607,908.79 yen                                                                     | 137,447.19 yen                                                    |
| Net sales                                                                    | 181,920 million yen                                                           |        | 11,414 million yen                                                                   | 479 million yen                                                   |
| Operating Income                                                             | (248) million yen                                                             |        | 74 million yen                                                                       | 9 million yen                                                     |
| Ordinary Income                                                              | 1,964 million yen                                                             |        | 115 million yen                                                                      | 8 million yen                                                     |
| Net profit attributable to owners of parent                                  | 1,096 million yen                                                             |        | 413 million yen                                                                      | 9 million yen                                                     |
| Dividend per Share                                                           | 24.62 yen                                                                     |        | 413,978.30 yen                                                                       | 45,693.40 yen                                                     |

(6) Situation after merger

There is no change after the merger in our company name, location, name and title of representative, main business, stated capital and end of fiscal year.

② Merger between sales subsidiaries (Summary of companies involved in the merger)

|                                                                              | Surviving company                    | Absorbed company                       |
|------------------------------------------------------------------------------|--------------------------------------|----------------------------------------|
| (1) Company Name                                                             | Mitsubishi Oji Paper Sales Co., Ltd. | Diamic Co., Ltd.                       |
| (2) Location                                                                 | 2-10-14 Ryogoku, Sumida-ku, Tokyo    | 2-10-14 Ryogoku, Sumida-ku, Tokyo      |
| (3) Name and title of representative                                         | President and CEO<br>Nobuhiro Sato   | President and CEO<br>Yuji Takagami     |
| (4) Main business                                                            | Sale of paper and chemicals etc.     | Sale of printing-plate materials, etc. |
| (5) Stated capital                                                           | 600 million yen                      | 100 million yen                        |
| (6) Date of establishment                                                    | August 1, 1956                       | April 1, 1992                          |
| (7) Issued shares                                                            | 1,347,452 shares                     | 17,510,000 shares                      |
| (8) End of fiscal year                                                       | March 31                             | March 31                               |
| (9) Major shareholders and shareholdings ratio<br>(As of September 30, 2022) | Mitsubishi Paper Mills Limited 99.9% | Mitsubishi Paper Mills Limited 100%    |

③ Merger between subsidiaries at Hachinohe site (Summary of companies involved in the merger)

|                                                                              | Surviving company                                                                    | Absorbed company                                                              |                                                                       |
|------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| (1) Company Name                                                             | MPM Operation Co., Ltd.                                                              | Hachinohe Paper Processing Co., Ltd.                                          | Hachiryō Co., Ltd.                                                    |
| (2) Location                                                                 | 3 Aza Aomoriyachi, O-aza Kawaragi,<br>Hachinohe-shi, Aomori                          | 1-2 Aza Aomoriyachi, O-aza Kawaragi,<br>Hachinohe-shi, Aomori                 | 3 Aza Aomoriyachi, O-aza Kawaragi,<br>Hachinohe-shi, Aomori           |
| (3) Name and title of representative                                         | President and CEO<br>Keiichi Sato                                                    | President and CEO<br>Takamichi Hiratsuka                                      | President and CEO<br>Takamichi Hiratsuka                              |
| (4) Main business                                                            | Entrustment with operation and management of production activities of Hachinohe Mill | Paper trimming, grading and packaging, storage and shipment of paper products | Premise transport, miscellaneous work and processing of packing paper |
| (5) Stated capital                                                           | 20 million yen                                                                       | 50 million yen                                                                | 20 million yen                                                        |
| (6) Date of establishment                                                    | April 1, 2015                                                                        | April 1, 1966                                                                 | September 28, 1983                                                    |
| (7) Issued shares                                                            | 400 shares                                                                           | 280,000 shares                                                                | 400 shares                                                            |
| (8) End of fiscal year                                                       | March 31                                                                             | March 31                                                                      | March 31                                                              |
| (9) Major shareholders and shareholdings ratio<br>(As of September 30, 2022) | Mitsubishi Paper Mills Limited 100%                                                  | Mitsubishi Paper Mills Limited 100%                                           | Mitsubishi Paper Mills Limited 100%                                   |

4. Future outlook

The impact that will be caused by this organizational restructuring on the consolidated performance is expected to be minor.