This presentation contains supplementary material intended to aid the understanding of the “Notice Regarding Business Alliance” and the “Notice of Offering of 1st Series Share Acquisition Rights and 1st Series Unsecured Convertible Bonds with Share Acquisition Rights to be Issued Through Third-Party Allotment,” announced today.

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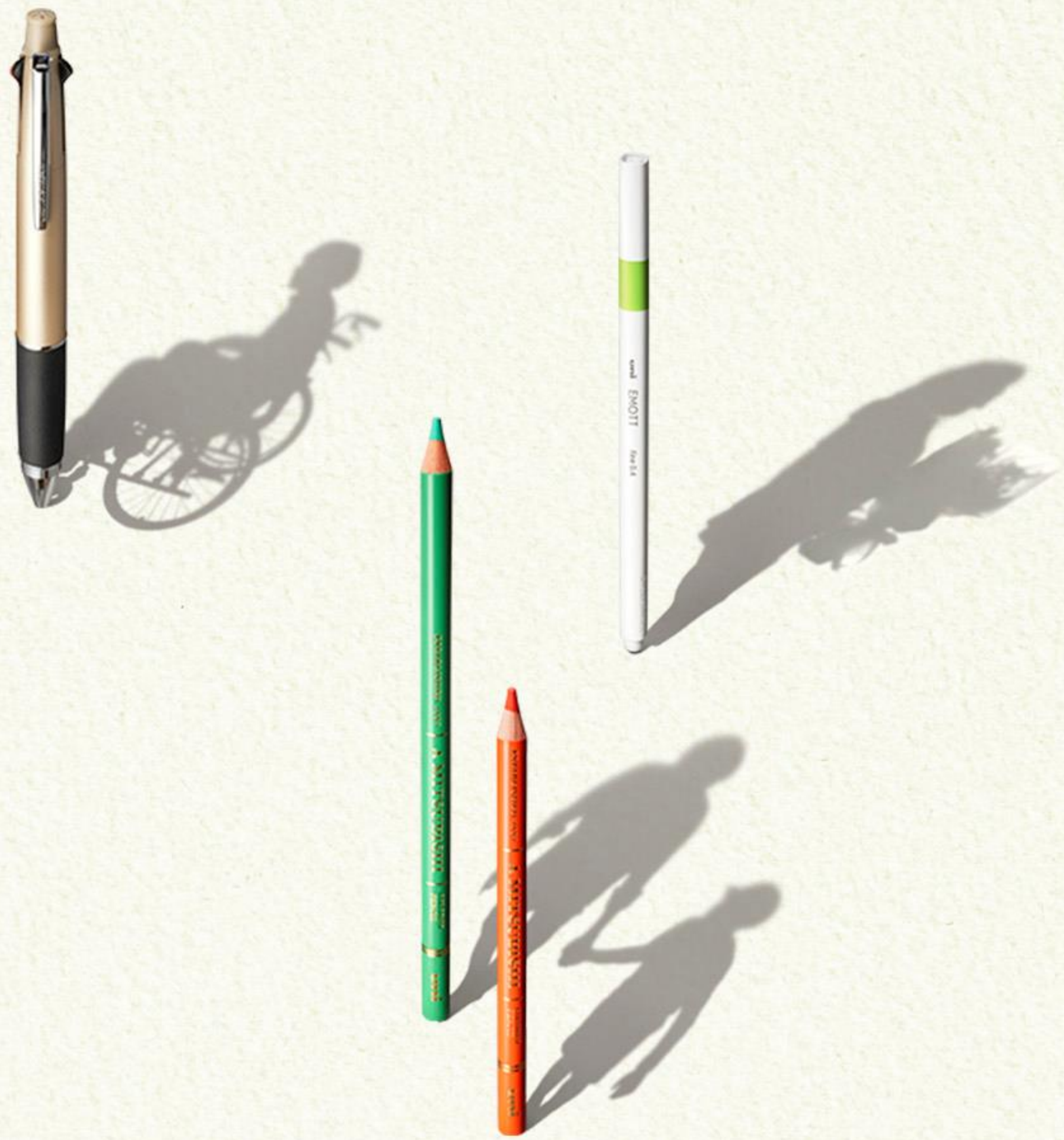
MITSUBISHI PENCIL COMPANY, LIMITED (7976; Prime of TSE)

Business Alliance and Financing

April 30, 2026

Slide Index

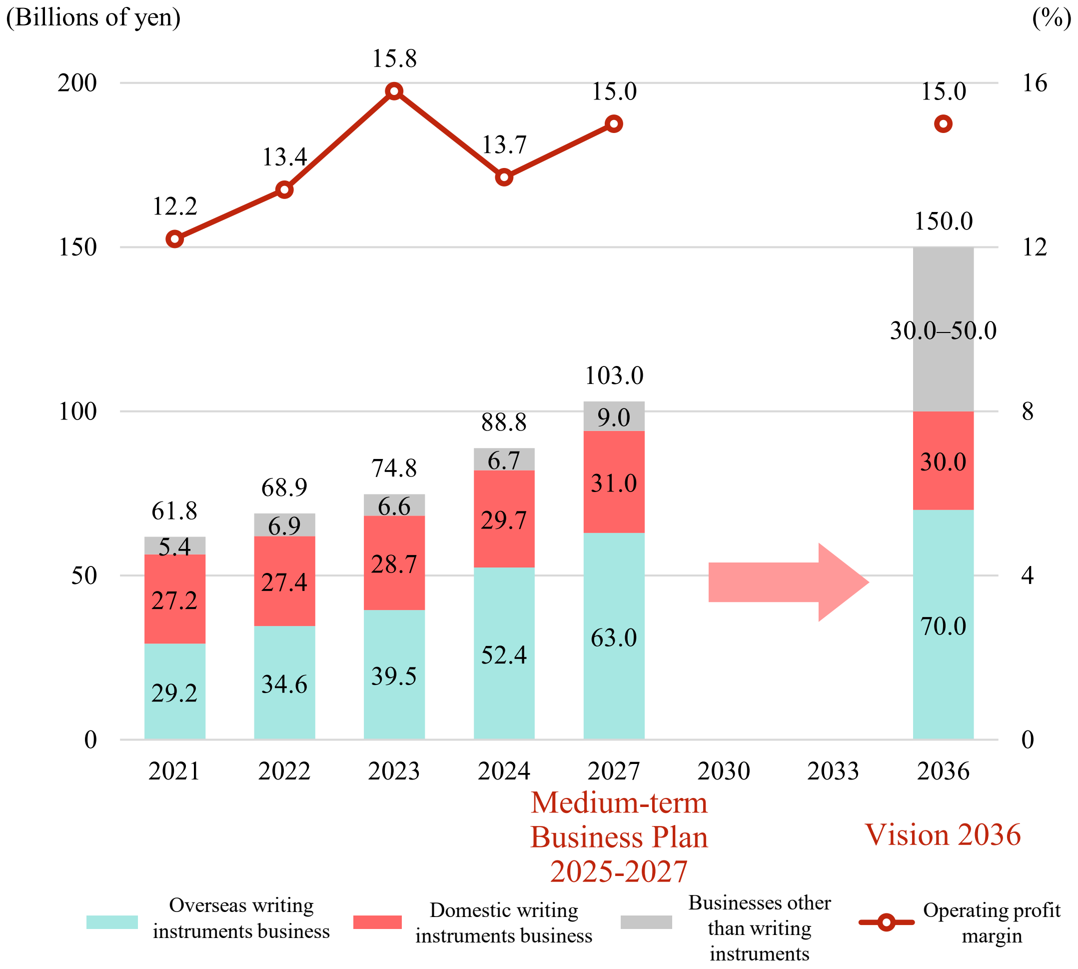


01. Overview

Purpose of the Business Alliance and Financing

- To realize “Vision 2036 (Long-term Vision)” and accelerate the pace to realize it

Numerical targets of the Medium-term Business Plan and Vision 2036



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Accelerate realization

ADVANTAGE PARTNERS

Growth support
Fund provision

Purposes of the initiatives

- Early achievement of Vision 2036
- Development of next-generation human resources and enhancement of organizational strength
- Steady implementation of growth strategies and construction of a continuously autonomous system
- Optimization of capital structure

Business Alliance Partner

In order to further improve corporate value by accelerating growth through the strengthening of existing businesses and the establishment of new businesses, we will raise funds through the business alliance with Advantage Partners.

ADVANTAGE PARTNERS

Advantage Partners – Private Solutions

The team responsible for private investments to support the growth of listed companies* within the Advantage Partners Group, a pioneer in domestic private equity funds (PE funds). They have a proven track record of supporting the discontinuous growth of corporate value for many listed companies.

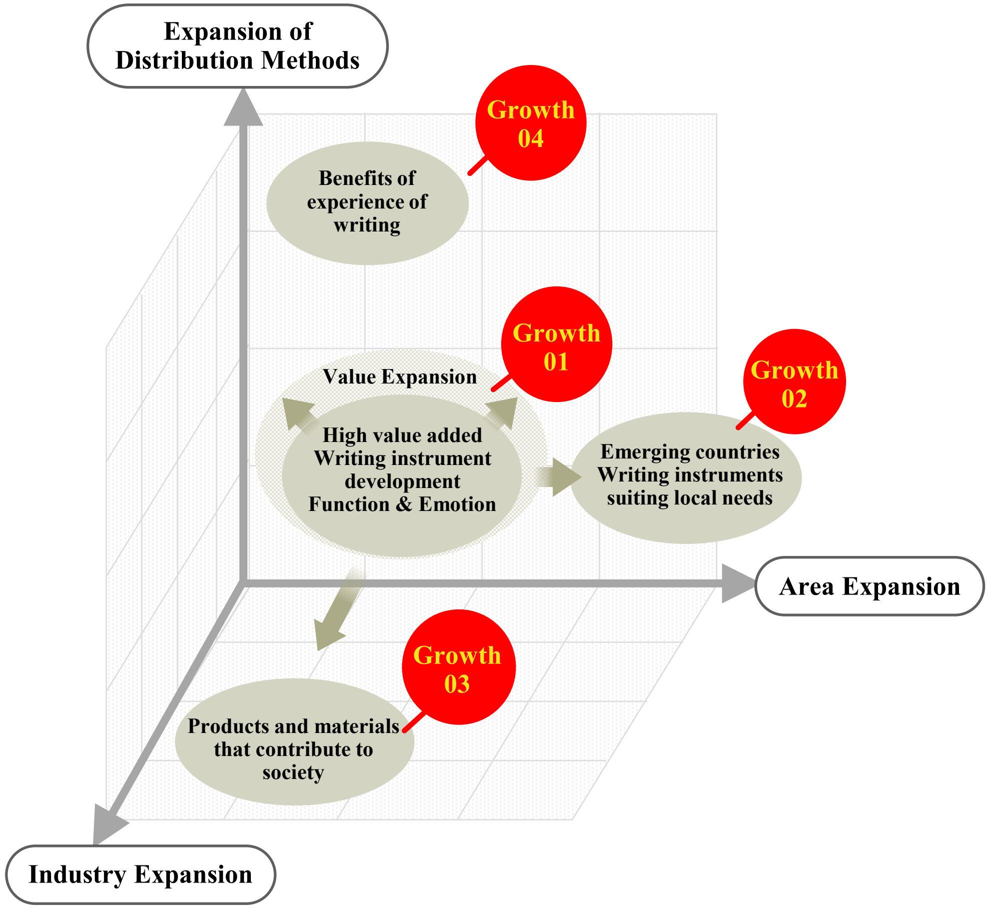
* The team that invests in listed companies through shares, convertible bonds, share acquisition rights etc. and strives towards improvement of corporate value together with management.

Business Alliance

- We will leverage the value provided by Advantage Partners to encourage growth of the Company

Key strategies to be addressed by Mitsubishi Pencil

Stories about business domains and growth toward achieving Vision 2036



Value provided by Advantage Partners

- Analytical skills based on data/facts
- Capability to support realization of transformation
- Global business network
- Knowledge and execution capability for strengthening management foundation
- In-depth knowledge and execution capability for supporting new business/M&A

Vision for Medium- to Long-Term Growth

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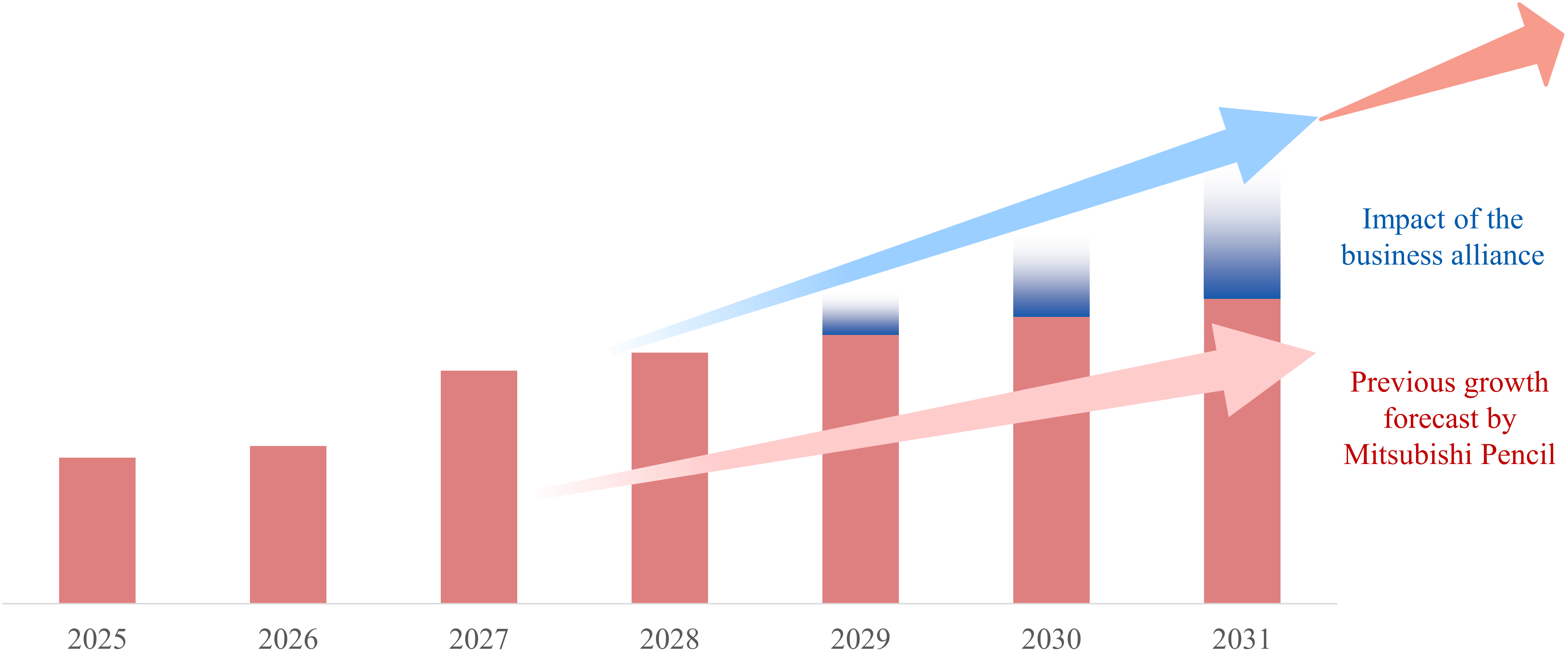
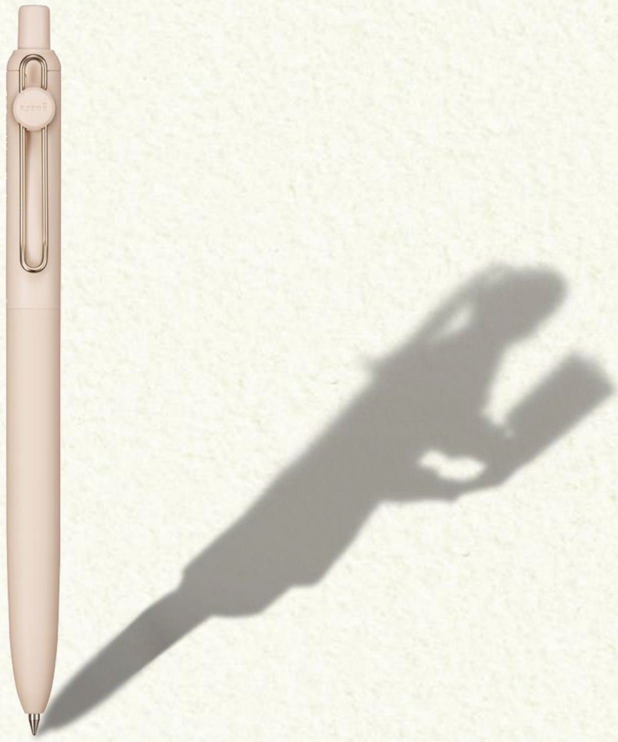
- By leveraging our strengths as a foundation and promoting various growth strategies with Advantage Partners, we aim to accelerate growth and achieve Vision 2036 at an early stage

Image of operating profit trends



02. Details of the Business Alliance



Reposted

Positioning, Basic Policies, and Priority Policies of the Medium-term Business Plan 2025-2027

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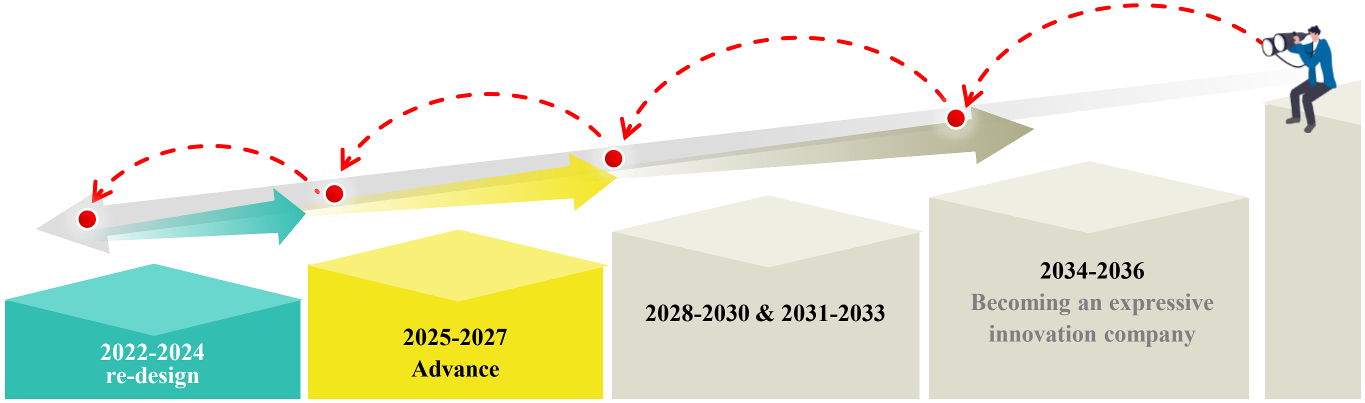

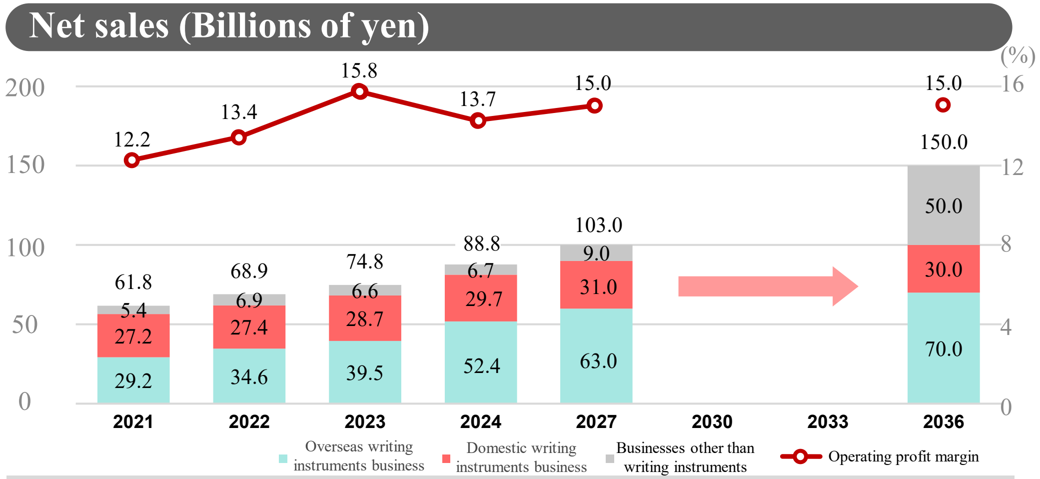

ROE: More than 8%, PBR: More than 1x

Basic policy

Concept of activities at each stage

2022-2024 re-design

The planning stage, in which we change our perspective and way of thinking to restructure the way we do business toward achieving the vision.

2025-2027 Advance

With the new plans and activities that have been promoted during the re-design stage serving as the foundation, further develop and accelerate them to bring about corporate transformation and innovation.

Growth Story (1)

Continued growth and diversification of the writing instruments business

- Proactively creating new demand, in addition to creating high value-added writing instruments
- Global supply chain optimization

Growth Story (2)

Expanding the scale of the businesses other than writing instruments and driving the realization of the Group's vision

- Balancing business pillarization and social contribution
- Driving innovation and knowledge/skill acquisition through cross-industry co-creation

Management Foundation

Strengthening management foundation in cooperation with stakeholders

- Promoting relationship with stakeholders
- Strengthening management foundation to support medium- and long-term growth

Overview of Key Initiative Areas for Improving Corporate Value

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- The direction of our growth strategies for realizing our goal of becoming "the world's most expressive innovation company" has not changed, and we will accelerate our initiatives aimed at discontinuous growth

Medium-term Business Plan

Growth Story (1)

Continued growth and diversification of the writing instruments business

- Proactively creating new demand, in addition to creating high value-added writing instruments
- Global supply chain optimization

Growth Story (2)

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Management Foundation

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Key Initiative Areas
Collaboration with Advantage Partners

A Acceleration of overseas growth

Acceleration of growth through strengthening of structures and sales promotion measures in the North America, Europe, and Asia markets

B Strengthening of LAMY

Promotion of PMI for creation of synergy, further growth in global market

C Global supply chain optimization

Acceleration of global supply chain optimization through factory reorganization and renewal of facilities

D Driving innovation

Promotion of concrete business models for discontinuous growth and promotion of innovation creation through M&A, etc.

E Transition to a global management system

Transition to a global company through the establishment of an organization structure, clarification of responsibilities and authority, strengthening of business management systems, etc.

F Strengthening of capital policy

Enhancement of corporate value through strengthening of financial foundations, such as optimization of capital structure

03. Financing

Overview of the planned Financing

	Unsecured convertible-bond with share acquisition rights (CB)	Warrants
Contract date/ Issuance date	April 30, 2026 / May 19, 2026	
Planned allottee	AP PS IV S2, L.P. * Special purpose business entity funded by AP PS Fund No. 4, which is serviced by Advantage Partners	
Issued amount	Approx. ¥10.0 billion	Approx. ¥2.0 billion
Interest rate	0%	–
Maturity	5 years	–
Exercise price	¥2,448 (Average closing price for the 20 business days immediately preceding the date of resolution for issuance)	
Use of proceeds	• Repayment of borrowings related to the purchase of treasury shares (Approx. ¥10.0 billion) • Additional growth investment in overseas writing instruments business（Approx. ¥1.5 billion） • Additional investment for global supply chain optimization（Approx. ¥0.5 billion）	

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