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April 30, 2026

To all parties concerned,


Company name: MITSUBISHI PENCIL COMPANY, LIMITED
Name of representative: Representative Director, President Shigehiko Suhara
(Securities code: 7976, TSE Prime)
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https://www.mpuni.co.jp/en/company/


# Notice Regarding Business Alliance

Mitsubishi Pencil Company, Limited (the "**Company**") hereby announces that its Board of Directors, at a meeting held on April 30, 2026, resolved to enter into a business alliance agreement with Advantage Partners Inc. ("**Advantage Partners**").

Details

## 1. Purpose of business alliance

The Company's group (the Company and its affiliated companies; the "Group") consists of the Company and 49 subsidiaries that conduct business focused on writing instruments and related products, as well as other businesses.

Looking ahead to 2036, as the Group approaches its 150th anniversary, the Group is re-examining the value it provides to customers and has formulated its "Vision 2036 (Long-term Vision)", which defines the Group's vision it aspires to achieve, as well as its "Corporate Brand Concept (Corporate Philosophy)," which includes its purpose and business domains for reaching that vision. The Group has defined its long-term vision as "the world's most expressive innovation company" and based on the belief that "everyone is unique in their own way," it aims to deliver value by unleashing the individuality and creativity of people around the world through "writing and drawing" and by bringing them the joy of self-expression.

The Company conducts activities based on a mid-term management plan prepared every three years as a foothold toward the achievement of this long-term vision and as a measure for enhancing corporate value. Building on the progress made under the previous mid-term management plan, which the Company has been implementing since 2022, and with the intent of realizing a corporate transformation and fostering innovation, in January 2025 the Company started a new mid-term management plan extending through 2027, with the basic policy of "uni Advance." For details, please refer to the Company's press release titled "Notice Concerning Formulation of Medium-term Business Plan 2025-2027" issued on February 13, 2025.

Under these circumstances, the Company recognizes that its most critical task is to realize its "Vision 2036 (Long-term Vision)" and accelerate its implementation to enhance the corporate value of the Group. The Company also recognizes the need to secure funds to support disruptive growth and proactive capital policies. Furthermore, to realize its "Vision 2036 (Long-term Vision)," the Company believes it is necessary not only to sustain the growth of the Group's businesses and improve profitability, but also to aim to optimize the global supply chain.

Therefore, the Company has been considering actively utilizing external, high-level management support to ensure the reliable execution of its growth strategy and the sustainable enhancement of corporate value. Specifically, by raising debt capital through bank loans and corporate bonds and securing the liquidity of cash on hand necessary for implementing proactive strategic investments, the Company aims to improve its return on equity (ROE) and continuously enhance corporate value by improving capital efficiency.

Under these circumstances, as disclosed in 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" dated today, in addition to fundraising, the Company has selected Advantage Partners, which has a track record of providing strategic advice to multiple listed companies, as its business alliance partner on the basis that, in addition to Advantage Partners' extensive consulting experience, the Company can receive high-level management support in undertaking initiatives to sustain the growth of the Group's businesses and improve profitability, as well as to optimize the global supply chain. The Company plans to issue the 1st series share acquisition rights and the 1st series unsecured convertible bonds with share acquisition rights to a fund to which Advantage Partners provides service, and has decided to enter into a business alliance agreement with Advantage Partners as of today. By utilizing the know-how obtained from Advantage Partners, the Company will actively promote the examination and steady implementation of various measures for improving its corporate value.

## 2. Details of business alliance

The Company plans to receive support from Advantage Partners, including support in relation to each of the following matters. As disclosed in 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" dated today, the Company will allot the 1st series share acquisition rights and the 1st series unsecured convertible bonds with share acquisition rights to a fund to which Advantage Partners provides its services.

(1) Realizing the vision of "the world's most expressive innovation company"
(2) Strengthening overseas businesses in line with the issues and characteristics of each region (North America, Asia (China), Europe)
(3) Promoting post-merger integration of LAMY and driving revenue growth of LAMY itself
(4) Improving Group-wide profitability on both the top line and costs (including supply chains and the like)
(5) Transitioning to a global management structure
(6) Supporting M&A
(7) Optimizing capital structure and strengthening investor relations
(8) Other services to be separately agreed on by the Company and Advantage Partners

## 3. Overview of business alliance partner

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|---|---|---|
| (1) Trade name | Advantage Partners, Inc. | |
| (2) Location | Toranomon Towers Office 4-1-28 Toranomon, Minato-ku, Tokyo | |
| (3) Title and name of representative | Representative Directors Taisuke Sasanuma, Shinichiro Kita | |
| (4) Description of business | Management consulting | |
| (5) Capital stock | 48,875 thousand yen | |
| (6) Date of incorporation | December 17, 1992 | |
| (7) Major shareholders and ownership ratio | Advantage Partners Pte. Ltd. 100% | |
| (8) Relationship, etc. with the Company | Capital relationship | Not applicable. |
| | Transactional relationship | Not applicable. |
| | Personnel relationship | Not applicable. |

| | | |
|---|---|---|
| | Status as a related party | Not applicable. |
| (9) Consolidated operating results and consolidated financial position of the company for the past three years | | |
| The Company will refrain from disclosing this information at the request of the business alliance partner. | | |

## 4. Schedule

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| (1) Resolution of the Board of Directors to enter into the business alliance agreement | April 30, 2026 |
| (2) Date of execution of the business alliance agreement | April 30, 2026 |
| (3) Commencement date of the business alliance | May 19, 2026 (planned) |

## 5. Future outlook

Although the business alliance is expected to have a minimal impact on the Company's operating results for the fiscal year ending December 2026, if any matters requiring disclosure arise in the future, the Company will promptly make an announcement, while taking into consideration the relevant facts.

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