Note: This document is an English translation of the original Japanese-language document and is provided for reference purposes only. In the event of any discrepancy between this translation and the Japanese original, the Japanese original shall prevail.

November 24, 2026

To whom it may concern

Company name: MIC Co., Ltd.
Representative: Katsuya Kawai, President and Representative Director
(Securities code: 300A, TSE Standard Market)
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Notice Regarding the Conclusion of a Memorandum of Understanding on Strategic Cooperation with Linney (United Kingdom)

MIC Co., Ltd. (the "Company") hereby announces that on October 13, 2026, it concluded a Memorandum of Understanding on Strategic Cooperation (the "MOU") with W & J LINNEY LIMITED, a UK marketing agency trading as Linney ("Linney"), as described below.

Details

1. Purpose of and Background to the MOU

Linney is a leading UK marketing agency that delivers creative, digital, insight, film and digital signage services through to in-store display, packaging, print and fulfillment, all in-house. Its innovative model, which takes brands' marketing from concept all the way to the store and the consumer, has earned it strong support from major UK retailers and global brands.

Linney's group revenue reached £155 million in the fiscal year ended April 2026, approximately 1.9 times the level of the fiscal year ended April 2021. Linney's strengths include brand campaigns that connect in-store and social media, and it is developing a new building for its growing display business and advancing the use of AI for both itself and its clients.

Inspired by its visit to Linney in 2014, the Company has learned from Linney’s integrated model and developed its "360° Full Service" in retail promotions, providing end-to-end support that spans consulting, systems, planning, creative, production and logistics. Linney's business model, under which it has achieved dramatic growth as a marketing partner for retailers and brands, is closely aligned with the direction of growth the Company is pursuing.

In Japan's retail and consumer goods industries, the challenges surrounding retail promotion are becoming increasingly complex, including labor shortages, rising logistics costs, higher costs due to inflation and the need to reduce environmental impact. As a result, there is growing demand for solutions that make promotional activities both more efficient and more effective. The Company has been addressing these challenges by reducing in-store workloads, logistics burdens and waste through initiatives such as a shared delivery service that consolidates promotional materials from multiple manufacturers for delivery to stores. The Company believes that Linney’s expertise in marketing support combining in-store, digital and data, built in the UK retail market, will further enhance the value the Company provides in response to these challenges in the Japanese market.

Through the MOU, the two companies will share their knowledge, experience and technology and deepen mutual learning and understanding, with the aim of further enhancing the Company's retail promotion services and achieving sustainable business growth.



Signing ceremony during Linney’s visit to Japan, October 2026



MIC’s visit to Linney in the UK, April 2026

2. Overview of the MOU

(1) Scope of cooperation

Taking into consideration each other's business needs and interests, the two companies will explore opportunities for cooperation in the following areas:

- Sharing information, knowledge, best practices and market trends, and exchanging views
- Creating learning opportunities, including personnel exchanges, mutual visits and study groups
- Exploring potential future collaboration in creative, marketing, technology, operations and other areas agreed between the two companies

(2) Next steps

Specific initiatives, roles, costs, intellectual property rights and other terms will be discussed in good faith between the two companies as necessary and set out separately in writing.

(3) Legally binding effect

The MOU confirms the two companies' shared philosophy and intention to cooperate. Except for confidentiality obligations, it does not impose on either company any legal obligation to conduct transactions, enter into contracts or otherwise.

3. Overview of Linney

(1) Name	W & J LINNEY LIMITED (trading as Linney)
(2) Location	Adamsway, Mansfield, Nottinghamshire NG18 4FW, United Kingdom
(3) Representative	Charles Harwood Cash Linney
(4) Business	Marketing agency (creative, digital, insight, film, digital signage, e-commerce, in-store display, packaging, print, fulfillment, etc.)
(5) Employees	1,323 (average for the fiscal year ended April 2025, consolidated)
(6) Revenue	£155 million (fiscal year ended April 2026, consolidated)
(7) Incorporated	1914 (founded in 1851)
(8) Relationship with the Company	There are no capital, personnel or business relationships.

4. Schedule

Date of conclusion of the MOU: October 13, 2026

5. Outlook

The impact of the MOU on the Company's business results for the fiscal year ending March 31, 2027 is expected to be minor. The Company will promptly make an announcement if specific collaboration is decided upon and any matters requiring disclosure arise.

End