



LAWSON



Press Conference Capital and Business Alliance

**Mitsubishi Corporation
KDDI CORPORATION
Lawson, Inc.**

February 6th, 2024

Mitsubishi Corporation(MC)
Representative Director, President and CEO
Katsuya Nakanishi

KDDI CORPORATION(KDDI)
President, Representative Director, CEO
Makoto Takahashi

Lawson, Inc.(Lawson)
President and CEO Representative Director
Sadanobu Takemasu

**Mitsubishi Corporation(MC)
Representative Director,
President and CEO**

Katsuya Nakanishi

MC/KDDI/Lawson to Conclude a Capital and Business Alliance

Creating New Consumer Value Through the Fusion of “Real x Digital x Green”

LAWSON

Nationwide Network of 14,600 Convenience Stores, 10million Daily Customers
Financial, Entertainment, Global, High-end Supermarket Business

Creating New Value and Contributing to the Creation of the Future of Communities by Connecting the Functions and Strengths of Each Company



Global Network over
Various Businesses

Support Supply Chain Enhancement



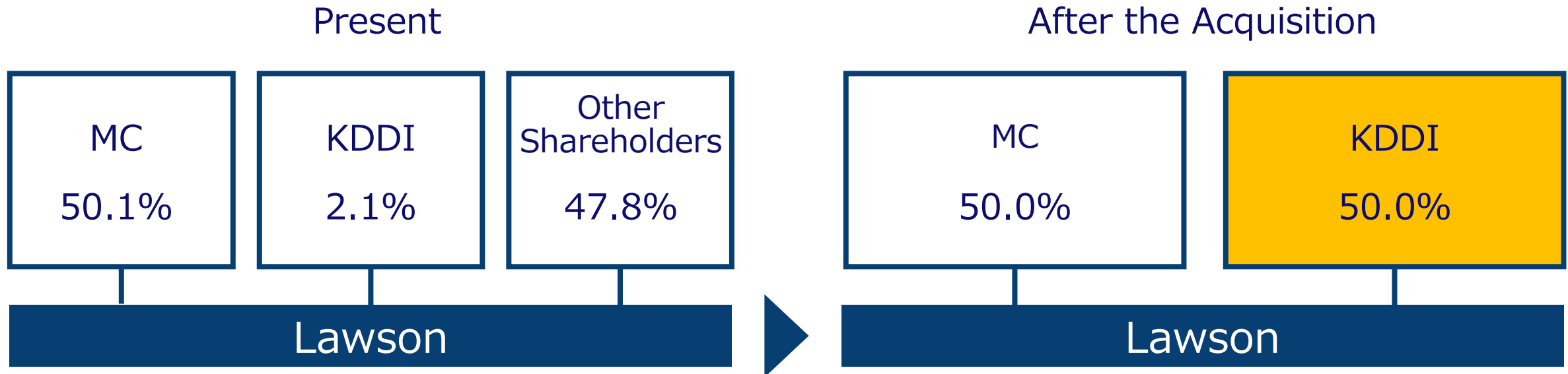
Customer Points Based
on Telecommunications
Financial, Entertainment,
Healthcare Businesses

**KDDI CORPORATION(KDDI)
President, Representative Director,
CEO**

Makoto Takahashi

Tender Offer on Lawson

KDDI to Acquire 50.0% *1 shares of Lawson *2
MC and KDDI to form a Joint Management Structure



Commencing : around April*3
 Acquisition Cost : approx. 497.1 billion yen*4

*1 Include current holding shares of 2.1% *2 Plan to acquire at least 2/3 of the shares including MC's through TOB, and then acquire the fractional shares through a reverse stock split of 50% of the shares into one share. *3 Scheduled to commence after completion of necessary procedures with relevant authorities *4 Cost only for this acquisition(47.9%)

Towards the Future Convenience Store Connecting “Life, Living, and Heart”

Real

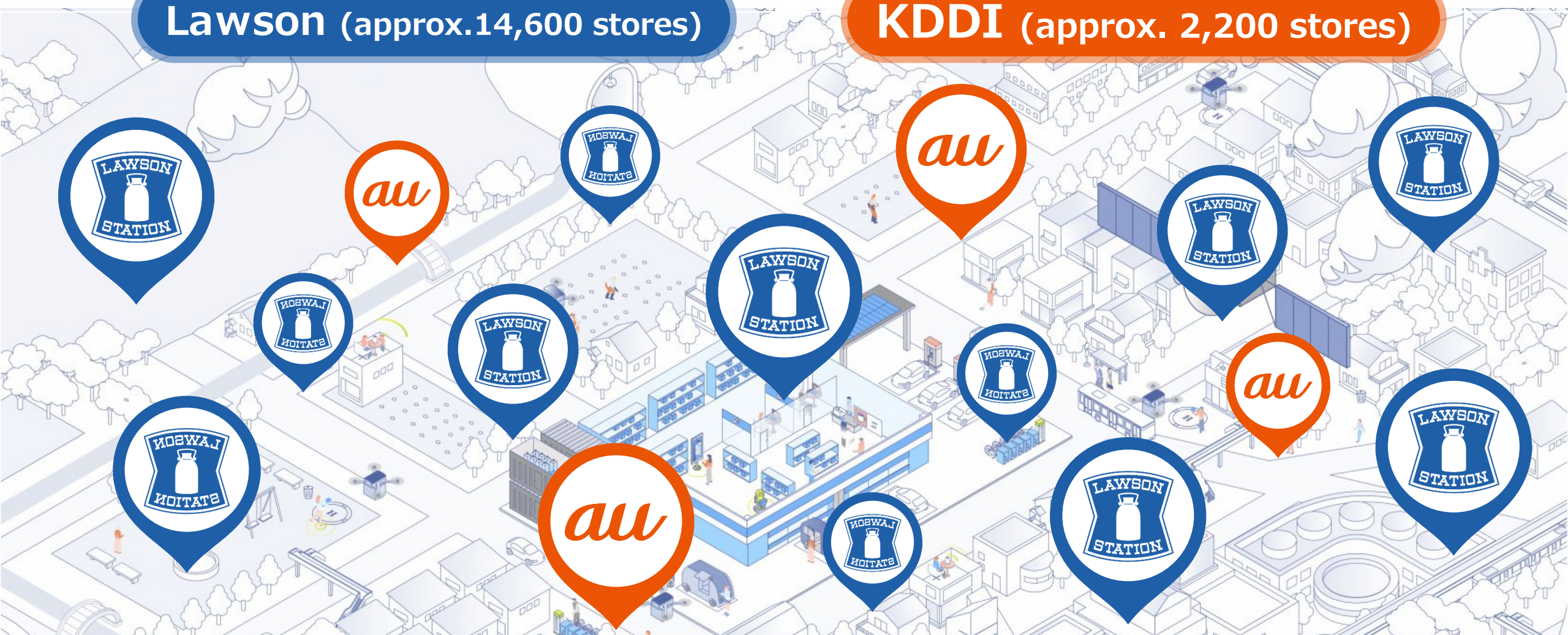
Digital

Green

Lawson and KDDI to leverage 17,000 customer points to strengthen mutual customer traffic

Lawson (approx. 14,600 stores)

KDDI (approx. 2,200 stores)



Providing new services such as telecommunications, banking/insurance, and healthcare through remote customer service, Convenience stores as a hub of daily life to become even more convenient

Convenience Store
× **Medication Inquiries**
Online medication Instruction

Convenience Store
× **Household budget Inquiries**
Various Consultations at familiar stores

Convenience Store
× **Smartphone Inquiries**
Smartphone Consultations at ease



Making convenience stores smarter with the latest technology

Convenience Store × XR

More Convenient and Easier with XR



Convenience Store × DX

Value Chain Optimization



Convenience Store ×

Remote Delivery

Necessary Goods at Necessary Places



Data Infrastructure

- **Lawson** daily customer
Purchasing data of approx. **10** mil. people
- **KDDI** subscribers
Customer data of approx. **31** mil. people

Supporting a sustainable consumer society Connecting communities and people's lives at any time

Convenience Store ×

Solar Power
Generation

Customer Friendly, Earth Friendly



Convenience Store ×

EV Charger

Providing eco-energy



Convenience Store

× Disaster Prevention

Local Disaster Prevention
Center



Creating Future Convenience Store

Real

Digital

Green



Household Budget Inquiry



Smartphone Inquiries



Eco-Energy



Disaster Prevention



Remote Delivery



Convenience Store DX



EV Charging Spot



Medication Inquiries



Mobility



Quick Delivery

and more...

**Lawson, Inc.(Lawson)
President and CEO
Representative Director**

Sadanobu Takemasu

Global Real × Tech Convenience Lawson Group

