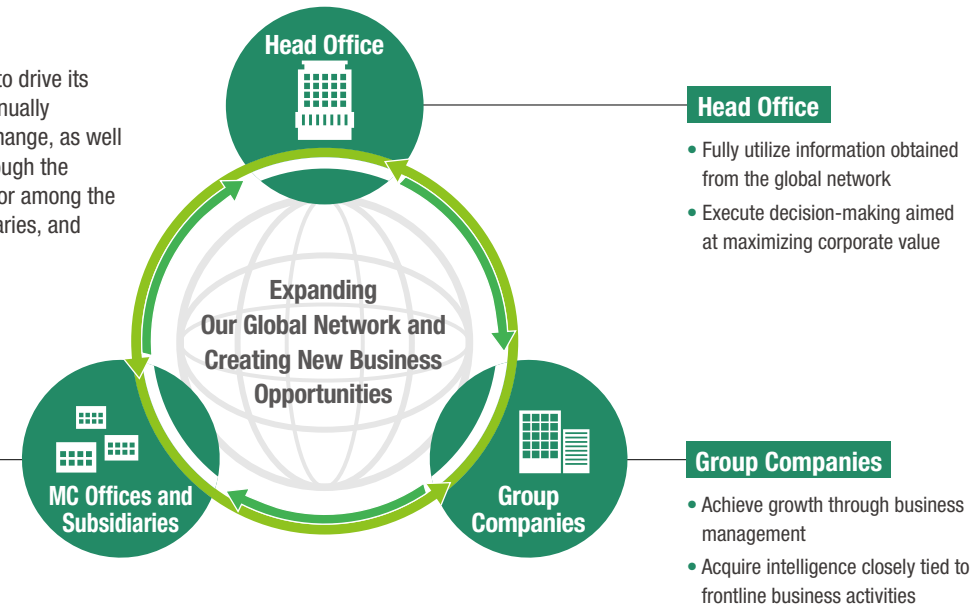


The Strengths of MC
Collective Capabilities

Global Partnerships that Facilitate Business Development in Diverse Industries

Global Network

MC has been developing a network to drive its next phase of major growth by continually enhancing its ability to respond to change, as well as by encouraging collaboration through the efficient and effective division of labor among the Head Office, MC offices and subsidiaries, and Group companies.



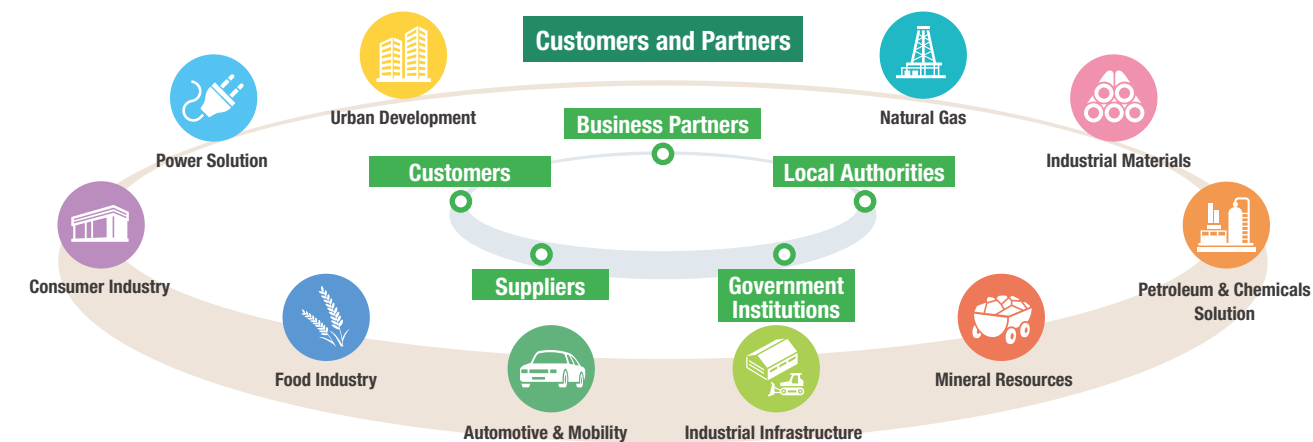
- Head Office**
- Fully utilize information obtained from the global network
 - Execute decision-making aimed at maximizing corporate value

- MC Offices and Subsidiaries**
- Provide intelligence that contributes to new business opportunities and management by integrating local knowledge
 - Laterally support the growth of MC Group companies

- Group Companies**
- Achieve growth through business management
 - Acquire intelligence closely tied to frontline business activities

Customers and Partners in a Wide Range of Industries

MC has long contributed to the development of societies and economies by working with its customers and partners all over the world to develop various businesses that it could not have realized on its own. These good relationships are built up day by day as our irreplaceable assets that span the past, present and future.

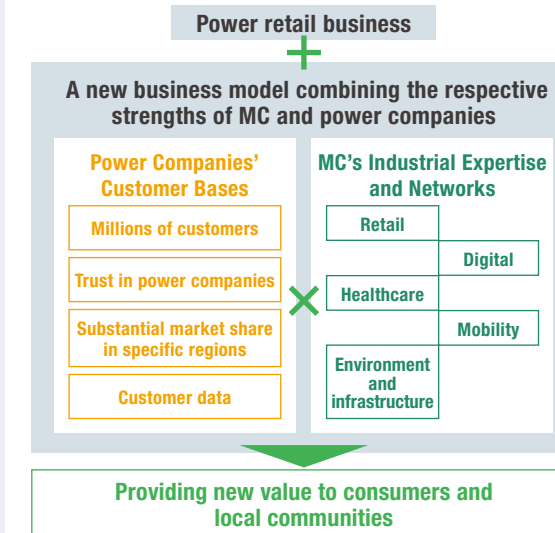


FOCUS Collective Capabilities Spanning the MC Group — DX Initiatives in the Power Solution and Consumer Industry Groups

Demonstrating the Collective Capabilities of MC

- In order to promote digital transformation (DX) strategies that reflect the dynamically-changing power market environment, MC is making efforts to leverage its collective capabilities across Business Groups, including the Power Solution, Consumer Industry, Urban Development and Automotive & Mobility groups.
- By combining the customer bases of utility companies with the MC Group's services and networks, we aim to transform our energy retail business into a comprehensive service offering that incorporates a broad range of services that support the everyday lives of consumers.
- We provide services that support local communities, together with energy transformation (EX) initiatives toward a decarbonized society.

Aiming for a Comprehensive Service Offering Through Partnerships with Power Companies



Message from a Group CEO

Power companies often hold a substantial share of regional markets, having earned the trust of their local communities. By working together with these companies to uncover potential consumer needs and to formulate cross-industry strategies, we will leverage our respective strengths to drive innovation and create new businesses. I believe that this approach to DX is something that can only be achieved by the MC Group, given our ability to adopt a holistic view across virtually every industry through our vast business network.

Katsuya Nakanishi
Executive Vice President
Group CEO,
Power Solution Group



TOPIC Power and Retail DX: Establishment of Chubu Electric Power Miraiz Connect, Inc.

Driven by a mission to develop lifelong customer connections, Chubu Electric Power Miraiz Connect, Inc. is contributing to Japan's regional and societal development by offering services that strengthen family bonds across generations and link how people live, form communities and engage in business.

The company builds upon the customer base of Chubu Electric Power Miraiz Co., Inc., which has earned the trust of local communities through its connections with individual households, and combines it with the MC Group's extensive industry networks as well as retail and marketing expertise gained through its involvement in the operations of Lawson convenience stores, supermarkets and Loyalty Marketing, Inc. By integrating these respective strengths with the latest digital technologies, Chubu Electric Power Miraiz Connect is able to anticipate a wide variety of customer needs, in relation to both everyday life as well as major life events, to provide tailored services on a one-to-one basis.

Profile of Chubu Electric Power Miraiz Connect, Inc.

- Chubu Electric Power Miraiz Connect, Inc. was established in April 2021 (Chubu Electric Power Miraiz Co., Inc. 51%, MC 49%).
- In addition to life-planning and insurance sales services for each life stage, Chubu Electric Power Miraiz Connect offers community-focused internet retail services, as well as senior monitoring services that utilize power usage data and IoT technologies. It also plans to introduce business process outsourcing (BPO) services, including welfare services, for local small- and medium-sized enterprises.
- Chubu Electric Power Miraiz Connect leverages the MC Group's expertise and networks (through Lawson convenience stores, Loyalty Marketing, Inc. (Ponta), supermarkets, etc.) in service development and partnering.

