

Value Creation Process

MC's businesses are underpinned by financial and other capitals which exist both internally and externally.

We invest the capitals into businesses to address societal challenges through our businesses and continuously create significant shared value. The created shared value strengthens the capitals and becomes a source of further value creation. By repeating this cycle, we aim to achieve sustainable growth.

Materiality related to societal challenges

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Contributing to Decarbonized Societies



Promoting Stable, Sustainable Societies and Lifestyles



Conserving and Effectively Utilizing Natural Capital



Utilizing Innovation to Address Societal Needs



Respecting Human Rights in Our Business Operations



Addressing Regional Issues and Growing Together with Local Communities

2. Business Groups x Business Models x Strategies (Engine)

Business Group pages P.74-97

Special Feature: History and Strengths of Core Businesses P.22-35



2. Business Groups x Business Models x Strategies (Engine)

The 12 Business Groups engage in a wide range of businesses while maintaining broad contact with various industries. We aim to create value that transcends fields and industries based on the companywide theme of creating a new future through integrated EX and DX initiatives, while applying the Value-Added Cyclical Growth Model.

Risks and Opportunities

See each Business Group's page

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Fostering Vibrant Workplaces That Maximize the Potential of a Diverse Workforce

1. The Six Capitals (Inputs)

P.18-21

Stewardship Capital

Financial Capital
Human Capital

External Capital (Foundation for Societal Trust)

Social Capital
Environmental and Natural Capital

Internally Generated Capital

Business Assets
Intelligence and Industry Expertise

1. The Six Capitals (Inputs)

External capital, which exists outside the Company and underpins our management; stewardship capital, which the Company acquires from external sources and assumes responsibility to increase its value; internally generated capital, which is created internally by the Company using external capital and stewardship capital; these are the foundation of our business activities.

Sustainability Promotion Framework

P.100-105

Risk Management

P.124-129

Corporate Governance

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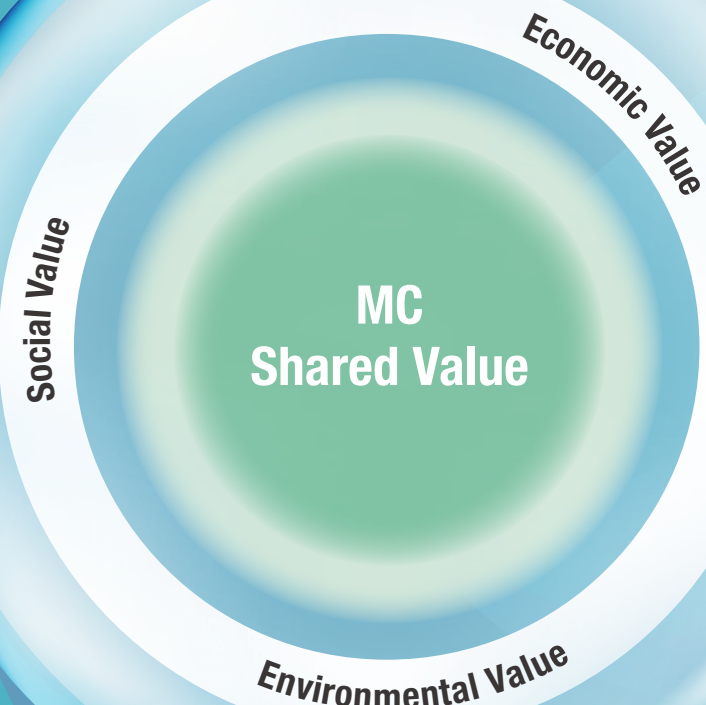
Realizing a Highly Transparent and Flexible Organization

The Three Corporate Principles

3. Creating MC Shared Value (Outcome)

Leveraging MC Group's unique collective capabilities, we will further accelerate addressing various societal challenges through our business activities and continuously creating MC Shared Value.

3. Creating MC Shared Value (Outcome)



The Continuous Creation of MCSV