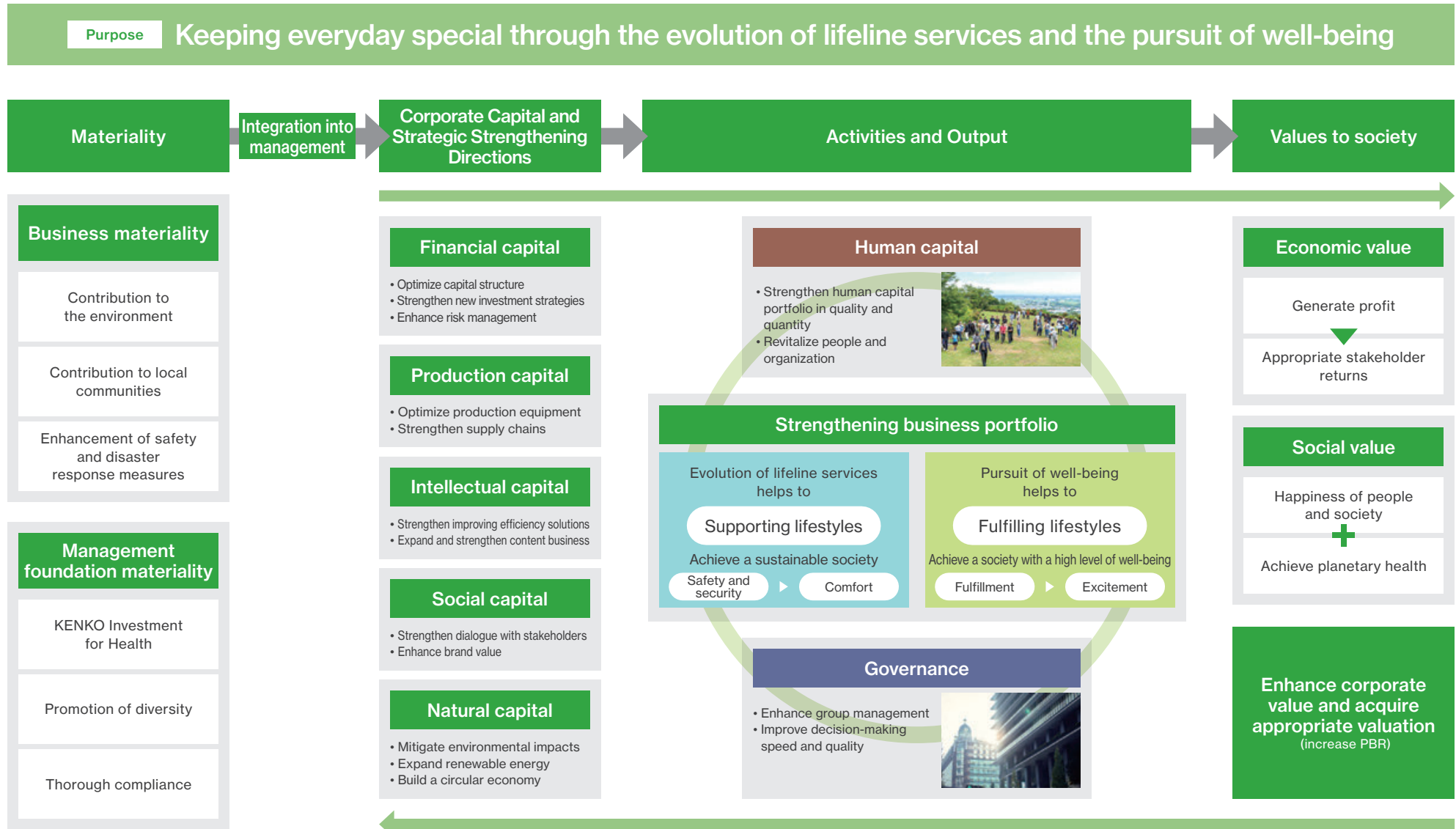


Value Creation Process



Key Management Capital

Driving Group's Growth and New Value Creation through the Integration of Management Capital

Production Capital

Playing a role as part of the community's lifeline and supporting the lives of our customers

Mitsuroko Group's production capital comprises essential foundations that support our business activities, including energy supply infrastructure, logistics networks, and production sites for the bottled water business. By further enhancing productivity, we continue to play a vital role in supporting regional lifelines.

Social capital

Good relationships with all stakeholders, including business partners, local communities, shareholders, investors, and employees

Mitsuroko Group leverages the diverse networks and trust it has built with stakeholders over many years to contribute to the realization of a sustainable society, while further strengthening collaboration with local communities.

Financial Capital

A solid financial foundation and disciplined capital allocation, including investment and M&A, to drive value creation

Mitsuroko Group's financial capital supports long-term growth through stable revenue structures and diverse funding sources. This enables us to invest in businesses, pursue new growth areas, and strengthen and expand our business portfolio.

Intellectual Capital

Contributing to a sustainable society and creating new businesses

Mitsuroko Group's competitive advantage lies in the expertise and technological innovation it has developed in the fields of energy supply and lifestyle infrastructure. By further enhancing operational efficiency and advancing digital transformation, we create new solutions that meet the evolving needs of our customers.

Natural Capital

Contributing to a sustainable society and the conservation of nature through our business activities

To address climate change, Mitsuroko Group actively promotes the supply of sustainable energy and achieving carbon neutrality. We work to reduce environmental impact by expanding the use of renewable energy and introducing energy-saving technologies.

Human Capital

A diverse workforce that delivers better services to customers in an increasingly diverse society

Mitsuroko Group's business growth is driven by the growth and performance of each and every employee. We promote DE&I (Diversity, Equity & Inclusion), foster an environment in which diverse talent can thrive, and support continuous upskilling and reskilling to enable employees to further develop their capabilities.

