The MC Group operates in a rapidly changing business environment, both at home and overseas. Recent developments have dramatically changed the playing field, and we must now take stock of factors such as heightened geopolitical risk and an increasingly borderless global society and market.

In response to these complex and rapid changes, and in order to accelerate the implementation of MC’s business management model, the Regional CEO operating structure across seven key overseas regions was abolished since last fiscal year. The new structure is designed to promote regional strategies that optimize direct collaboration throughout our global network including approximately 1,500 group companies in 90 countries and regions around the world. MC will leverage its global network under this reorganized structure to gather and communicate relevant, real-time business intelligence.

This enhanced global network will be used to identify potential growth sources and new business opportunities, as well as to bolster risk management and ultimately support the expansion of the MC Group. Corporate Management Support Offices have also been established in New York, London, and Singapore to shore up the growth and independence of MC’s operating companies.

In this manner, the MC Group aims to maximize its business value by enhancing its global network and taking full advantage of the MC Group’s collective global abilities, including its good relationships with customers and partners around the world.

Global Network (Countries and Regions) (As of April 1, 2020)

MC has built a network to drive its next phase of major growth by constantly enhancing its ability to respond to change in tandem with fostering collaboration through the efficient and effective roles among MC offices and subsidiaries, group companies and the head office.

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Head Office: Tokyo
Number of MC offices and subsidiaries in Japan: 9
Number of MC offices and subsidiaries overseas: 117
* Locations of MC offices and subsidiaries are marked.
* MC offices, subsidiaries, and annex offices (6 in Japan, 14 overseas), as well as project offices (40 overseas) are collectively referred to as "offices and subsidiaries."
Number of group companies: 1,525
(1,107 consolidated subsidiaries and 418 equity-method affiliates)
* As of December 31, 2019: Including affiliates for which subsidiaries implement consolidated accounting procedures (including MC’s 40 regional and other subsidiaries which implement consolidated accounting procedures)
* MC’s 40 regional and other subsidiaries are excluded from the number of group companies listed by region on the map.

- **Middle East**: 14 MC Offices and Subsidiaries, 6 Group Companies
- **Europe**: 23 MC Offices and Subsidiaries, 222 Group Companies
- **East Asia**: 16 MC Offices and Subsidiaries, 78 Group Companies
- **Japan**: 9 MC Offices and Subsidiaries, 326 Group Companies
- **Asia**: 25 MC Offices and Subsidiaries, 170 Group Companies
- **Oceania**: 4 MC Offices and Subsidiaries, 33 Group Companies
- **Africa**: 11 MC Offices and Subsidiaries, 4 Group Companies