Path of Value Creation

MC has pursued value creation, transforming its business models flexibly, in accordance with the changing business environment.

Trading Phase

From its founding until the 1980s, MC was primarily involved in the trading and distribution business. The Company supported a wide range of industries by serving as an intermediary, connecting suppliers and buyers across international borders in order to respond to market changes and customer needs. Given the underlying expansion of trading volumes for numerous industries, MC embarked upon a new course of more traditional trading business. By accelerating business models that transcended the bounds of the sogo shosha became increasingly severe, as the notion was that such intermediaries were unnecessary. Under these circumstances, MC decided to step out from its role as an intermediary by striving to maintain and, where possible, expand its trading volumes by executing minority investments in upstream and downstream fields as well as by enhancing its existing functions in order to provide added value as a trader and distributor.

Business Model Transformation Phase

In the mid-1980s, a strong yen pushed Japan into a recession, which was followed by the economic bubble and its subsequent collapse. During the period, the business environment surrounding MC was becoming increasingly severe, as the notion was that such intermediaries were unnecessary. Under these circumstances, MC embarked upon a new course of more traditional trading business. By accelerating business models that transcended the bounds of the traditional trading business, MC embarked upon a new course of more proactively managing businesses.

Business Management Phase

After launching Mid-term Corporate Strategy 2018, MC has sought further growth in “business management” model, in which it has deeply entered into investors’ business to create values directly and proactively, beyond the previous concept just expecting “returns” from investment. In Mid-term Corporate Strategy 2021, MC also introduced the Value-Added Cyclical Growth Model, and proceeded to allocate management resources to businesses whose value could be expected to increase through our business management. In the current Mid-term Corporate Strategy 2023, MC will further accelerate these initiatives while promoting EX and DX, and aim for creating a new future through regional revitalization by utilizing integrated EX/DX initiatives.