Global Network (Countries and Regions) (As of April 1, 2024)

MC has developed a global network to drive its next phase of major growth by continuously improving its ability to respond to change while also encouraging collaboration through the efficient and effective allocation of roles between the Head Office, MC offices and subsidiaries, and group companies.

The MC Group operates in a rapidly evolving business environment, both in Japan and around the world, with heightening geopolitical risks and an increasingly borderless global society and market.

In response to these swift and complex changes, and in order to accelerate the implementation of its business management model, MC leverages its global network in around 90 countries and regions worldwide, to gather and communicate relevant, real-time business intelligence. This enhanced global network is used to identify potential sources of growth and new business opportunities, as well as to bolster risk management practices and ultimately support the expansion of the MC Group.

MC has long contributed to the development of societies and economies by working with its customers and partners all over the world to develop a wide range of businesses that it could not have realized on its own. These positive relationships are built upon day by day as irreplaceable assets spanning the past, present and future.

In this manner, the MC Group aims to maximize its corporate value by enhancing its global network and by fully leveraging its collective abilities, including its solid relationships with customers and partners around the world.

Location of MC Operations

Japan Sapporo Akita Sendai Choshi Nagoya Toyama Osaka Takamatsu Hiroshima Fukuoka Naha

North America New York

Seattle Silicon Valley Los Angeles Houston Washington, D.C. Boston Vancouver

Toronto Mexico City

Latin America & the Caribbean Panama City Quito Lima Bogotá Santiago Caracas Buenos Aires São Paulo Rio de Janeiro

Europe London Madrid Paris Brussels Amsterdam Düsseldorf

Milan Oslo Stockholm Warsaw Belgrade Athens Moscow Vladivostok Kviv Almatv Istanbul Ankara Ashqabat

Africa Johannesburg Dakar Casablanca Abidjan

Tashkent

Tel Aviv

Lagos

Nairobi Addis Ababa

Middle East Dubai Cairo Amman Rivadh Al Khobar Basra Doha Abu Dhabi Muscat Kuwait

East Asia Ulaanbaatar Beijing Guangzhou Shenzhen Wuhan

Tehran

Xiamen Qingdao Shanghai Dalian Chengdu Hong Kong Taipei Seoul

Asia Karachi Lahore New Delhi Mumbai Kolkata Chennai Bangalore Dhaka Yangon Nay Pyi Taw

Bangkok

Kuala Lumpur

Singapore Phnom Penh Hanoi Ho Chi Minh City Jakarta Bandar Seri Begawan Manila

Oceania Melbourne Sydney Perth Auckland

North America 14 MC Offices and Subsidiaries 813 Group Companies Latin America & the Caribbean 9 MC Offices and Subsidiaries 55 Group Companies

