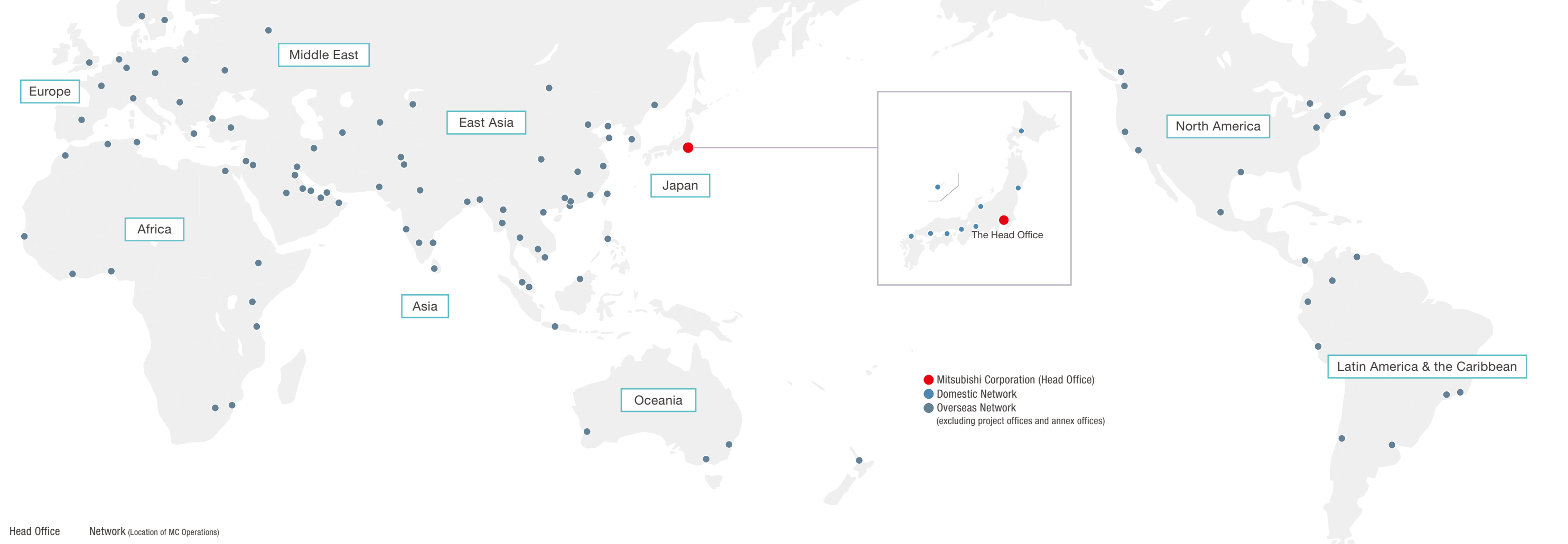


Global Network (Countries and Regions) (As of April 1, 2021)

MC leverages its global network, which it has developed over many years, to obtain an in-depth knowledge on a multifaceted range of macroeconomic, industrial and geopolitical trends not limited to generally available information. MC also builds upon this intelligence and expertise on a daily basis through its deep involvement in frontline businesses spanning virtually every industry worldwide. At the same time, it is crucial that the information accumulated at each location be shared laterally beyond each respective Business Group and region, and for it to be utilized to develop intellectual capital throughout the Group. MC's offices and subsidiaries, both in Japan and overseas, play an important role in this lateral development of the MC Group.



Head Office	Network (Location of MC Operations)																																																																																																					
Tokyo	Japan (Number of offices: 9)		Overseas (Number of offices and subsidiaries: 112)																																																																																																			
	Sapporo	Takamatsu	North America			Latin America & the Caribbean			Europe			Africa		Middle East		East Asia		Asia		Oceania																																																																																		
	Sendai	Hiroshima	New York	Seattle	Silicon Valley	Los Angeles	Houston	Washington, D.C.	Boston	Vancouver	Toronto	Mexico City	Panama City	Quito	Lima	Bogotá	Santiago	Caracas	Buenos Aires	São Paulo	Rio de Janeiro	London	Madrid	Paris	Amsterdam	Düsseldorf	Milan	Oslo	Prague	Stockholm	Warsaw	Belgrade	Athens	Moscow	Vladivostok	Kiev	Almaty	Istanbul	Ankara	Ashgabat	Tashkent	Tel Aviv	Johannesburg	Dakar	Casablanca	Abidjan	Algiers	Lagos	Tunis	Maputo	Nairobi	Addis Ababa	Dar es Salaam	Dubai	Cairo	Amman	Riyadh	Al Khobar	Basra	Doha	Abu Dhabi	Muscat	Kuwait	Tehran	Ulaanbaatar	Beijing	Guangzhou	Shenzhen	Wuhan	Xiamen	Qingdao	Shanghai	Dalian	Chengdu	Hong Kong	Taipei	Seoul	Karachi	Islamabad	Lahore	New Delhi	Mumbai	Kolkata	Chennai	Bangalore	Colombo	Dhaka	Yangon	Nay Pyi Taw	Bangkok	Kuala Lumpur	Singapore	Phnom Penh	Hanoi	Ho Chi Minh City	Jakarta	Bandar Seri Begawan	Manila	Melbourne	Sydney	Perth	Auckland