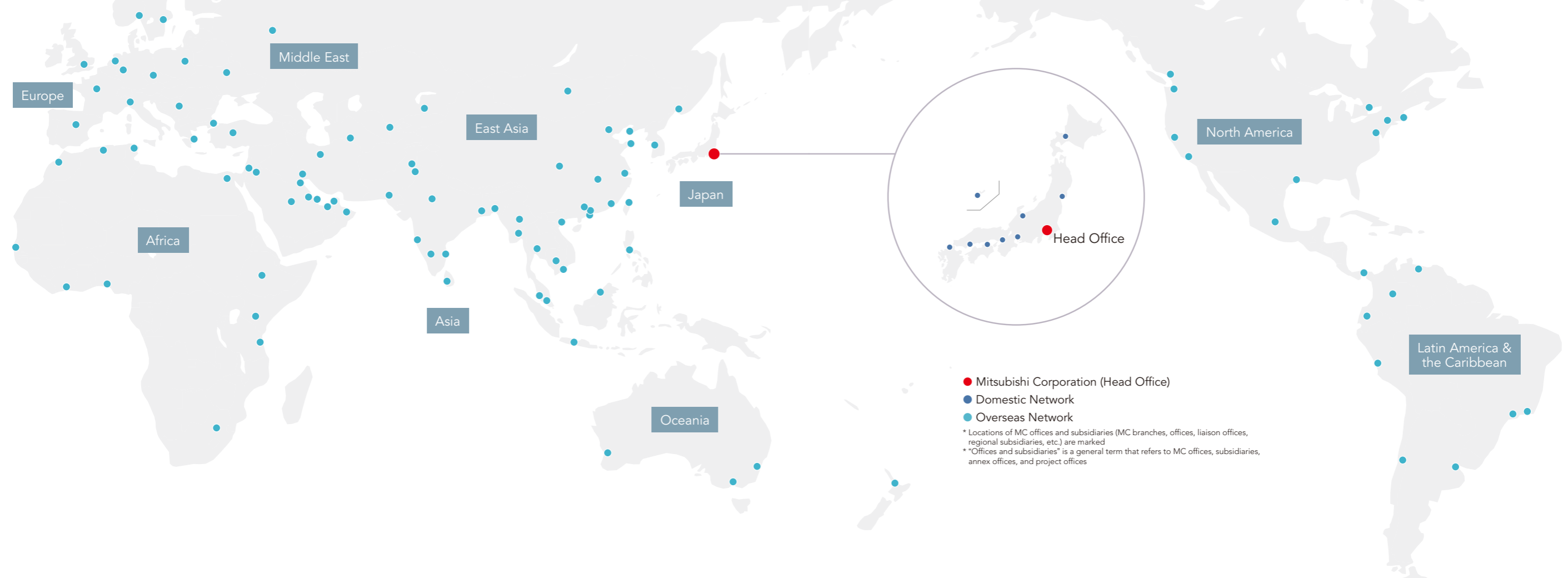


# Global Network (Countries and Regions) (As of April 1, 2022)

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	Panama City	London	Athens	Johannesburg	Dubai	Ulaanbaatar	Karachi	Nay Pyi Taw	Melbourne			
	Nagoya	Fukuoka	Seattle	Quito	Madrid	Moscow	Cairo	Cairo	Islamabad	Bangkok	Sydney				
	Toyama	Naha	Silicon Valley	Lima	Paris	Vladivostok	Amman	Amman	Lahore	Kuala Lumpur	Perth				
	Osaka		Los Angeles	Bogotá	Amsterdam	Kyiv	Riyadh	Shenzhen	New Delhi	Singapore	Auckland				
			Houston	Santiago	Düsseldorf	Almaty	Al Khobar	Wuhan	Mumbai	Phnom Penh					
			Washington, D.C.	Caracas	Milan	Istanbul	Basra	Xiamen	Kolkata	Hanoi					
			Boston	Buenos Aires	Oslo	Ankara	Doha	Qingdao	Chennai	Ho Chi Minh City					
			Vancouver	São Paulo	Prague	Ashgabat	Abu Dhabi	Shanghai	Bangalore	Jakarta					
			Toronto	Rio de Janeiro	Stockholm	Tashkent	Muscat	Dalian	Colombo	Bandar Seri Begawan					
			Mexico City		Warsaw	Tel Aviv	Kuwait	Chengdu	Dhaka	Manila					
					Belgrade		Tehran	Hong Kong	Yangon						
								Taipei							
								Seoul							