

Corporate Directory

JAPAN

Consolidated Subsidiaries

The Company has 88 consolidated subsidiaries throughout Japan.

Manufacturing Plants

The Company has six major plants in or near Tokyo, and its consolidated subsidiaries maintain 55 plants throughout Japan.

Marketing Network

The Company and its consolidated subsidiaries have more than 400 sales offices located in major cities throughout Japan.

R&D Facilities

The Company has five R&D facilities near Tokyo and two in the Osaka area.

OVERSEAS

Consolidated Subsidiaries

The Company has 43 consolidated subsidiaries in 16 countries.

Manufacturing Plants

The Company's 63 majority-owned manufacturing subsidiaries and affiliates (in which it has ownership interests of 20% to 50%) operate a total of 61 plants in 20 countries.

Marketing Network and Liaison Offices

The Company has 152* marketing and service subsidiaries and affiliates in 30 countries and 22 liaison offices in 22 countries.

R&D Facilities

The Company has three R&D facilities in the United States and three in Germany.

*Including 43 manufacturing subsidiaries and affiliates