

# 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