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Japanese Manufacturing Affiliates in Europe and Turkey

- 2003 Survey -

June 2004

**Japan External Trade Organization
(JETRO)**

Preface

The survey on “Japanese manufacturing affiliates in Europe and Turkey” has been conducted 20 times since the first survey in 1983*. The latest survey, carried out from January 2004 to February 2004 targeting 17 countries in Western Europe, 8 countries in Central and Eastern Europe, and Turkey, focused on business trends and future prospects in each country, procurement of materials, production, sales, and management problems, etc.

The survey revealed that as of the end of 2003 there were a total of 1,021 Japanese manufacturing affiliates operating in the surveyed region --- 870 in Western Europe, 137 in Central and Eastern Europe, and 14 in Turkey. Of this total, 300 affiliates --- 293 in Western Europe, 6 in Central and Eastern Europe, and 1 in Turkey ---also operate R & D or design centers. Also, the number of Japanese affiliates who operate only R & D or design centers in the surveyed region (no manufacturing operations) totaled 97 affiliates --- 93 in Western Europe and 4 in Central and Eastern Europe.

The EU now has 25 member countries following the accession of 8 Central and Eastern European countries and 2 Mediterranean countries as of May 1, 2004. In this connection, the countries of Central and Eastern Europe have been improving their economic and legal systems, and accordingly, the business environment surrounding local foreign affiliates in those countries is changing dramatically.

Starting from the previous survey, we shifted from the conventional survey method of using questionnaire forms to adopt e-mail and Internet-aided survey methods.

We would like to express our great appreciation to the affiliates concerned for their kind cooperation, which have enabled us over the years to constantly improve the survey and report on the results. We hope that the affiliates and those who are interested in business development in Europe and/or Turkey will find this report useful.

June 2004

Europe Division
Middle East and Africa Division
Overseas Research Department
JETRO centers/offices in Europe and Turkey
Japan External Trade Organization (JETRO)

* Countries in Central and Eastern Europe and Turkey were included in the survey from 1998 and 1999 respectively.

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Overview of the Survey

This is the 20th of a series of surveys conducted annually since 1983 by JETRO centers and offices based in Europe and Turkey.

1. Purpose of the Survey

The survey analyzes the activities of Japanese manufacturing affiliates in Europe and Turkey. The results are published in the form of a reference work to help facilitate local business activities (drawing up a future management strategy, for instance) or the entry of Japanese manufacturing enterprises in Europe and Turkey.

2. Targets of the Survey

The survey targeted manufacturing companies in 17 countries in Western Europe (15 members of the EU, Norway and Switzerland), 8 countries in Central and Eastern Europe, and Turkey. These companies derive 10% or more of their financing from Japanese companies, both directly and indirectly. Survey recipients also include companies (subsidiaries) set up by Japanese affiliates already operating in Europe or other regions, and companies that have completed local corporate registration but not yet started operations.

3. Methods of the Survey

We sent by e-mail to the respondents an Internet link (URL) to the online questionnaire form and asked them to reply directly on line. We also sent questionnaire sheets by mail or facsimile for some respondents and included their answers in the tabulated results.

With this survey on the number of companies operating overseas by country and industry, we endeavored to learn as far as possible the exact number of Japanese affiliates that had entered into or withdrawn from the surveyed regions since the previous (19th) survey. In the process, we added or deleted Japanese affiliates that had been established or withdrawn before 2002 but that we had been unable to access at the time of the previous survey.

4. Period of the Survey

January through February 2004

5. Response status

Of 1,021 Japanese manufacturing enterprises whose entry into Europe or Turkey had been identified, we sent the Internet link (URL) to the questionnaire form by e-mail to the 773 enterprises that agreed to cooperate in the survey (some questionnaire forms were also sent by mail or facsimile), and received valid responses from 367 companies (response rate of 47.5%).

6. Notes on the survey results

Not all the respondents answered all the questions. The percentage figures in this report are calculated using the number of respondents who actually answered a specific question, and rounded to two decimal places. The percentages do not necessarily add up to 100.0%.

Overseas Production Bases of Japanese Manufacturing Affiliates

As of the end of 2003

Europe and Turkey (1,021)

Western Europe (870), Central and Eastern

Europe (137), and Turkey (14)

Figure: Japanese manufacturing affiliates
Basis: 10% or more of financing
from Japanese companies

Source: Survey by JETRO offices in Europe and Turkey

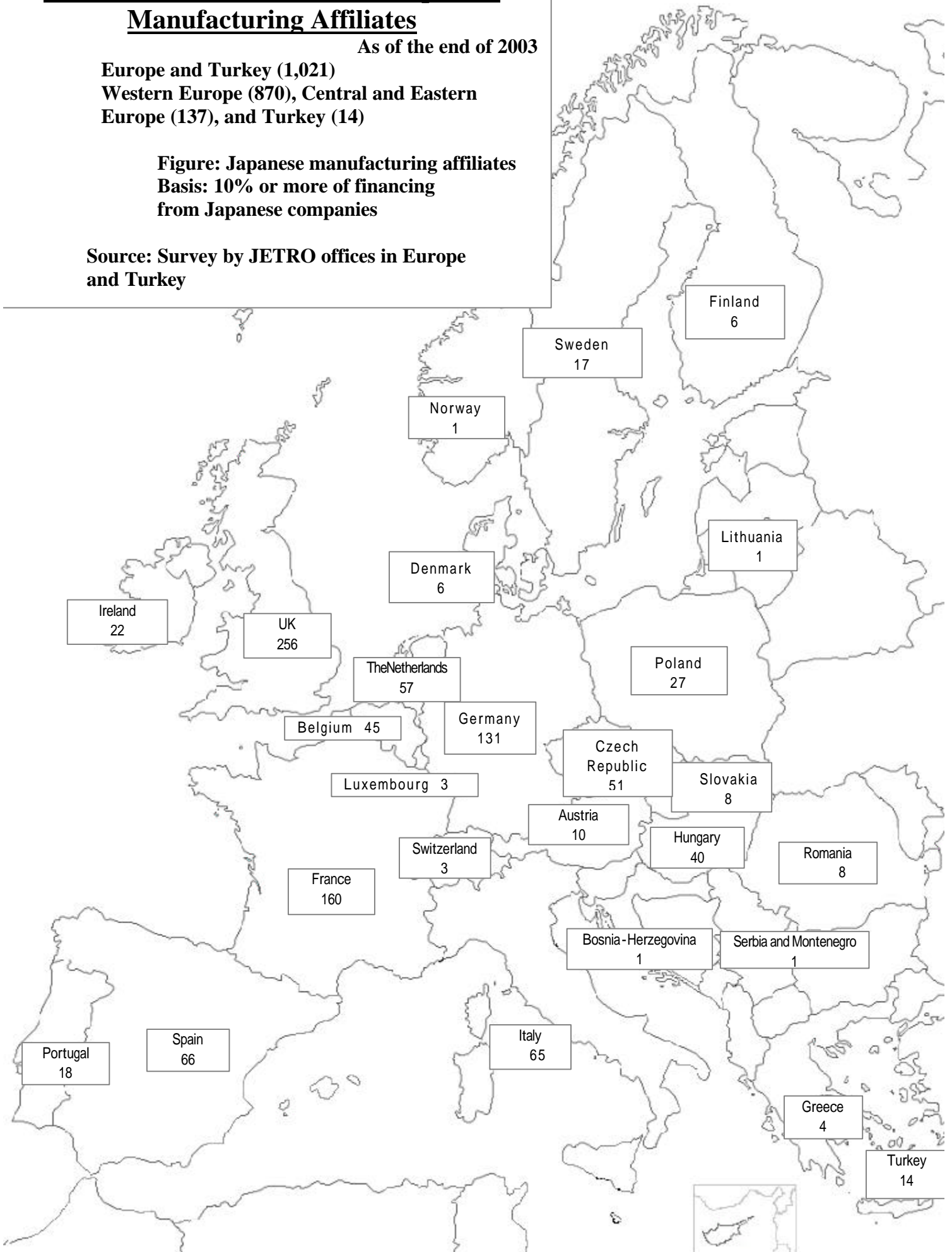


Table 1: Year of establishment of Japanese Manufacturing Affiliates in Europe and Turkey (by Country)

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end
UK	37	42	49	66	83	107	129	143	154	161	168	183	200	211	222	236	245	249	255	256
France	29	38	47	54	62	74	85	92	95	99	108	119	132	136	145	148	156	158	160	160
Germany	41	43	48	53	57	73	84	91	100	103	105	113	119	119	122	125	126	130	130	131
Netherlands	14	17	18	19	22	27	27	34	37	38	40	42	46	49	52	56	56	57	57	57
Belgium	16	17	19	20	22	28	32	34	37	38	39	41	41	43	43	45	45	45	45	45
Luxembourg						1	2	3	3	3	3	3	3	3	3	3	3	3	3	3
Ireland	4	4	6	6	7	10	12	14	15	16	16	19	19	20	21	21	21	21	22	22
Spain	22	22	26	28	31	36	40	45	46	48	50	51	53	55	58	60	62	63	65	66
Italy	19	20	21	22	26	31	39	41	41	43	46	50	53	55	58	60	61	64	64	65
Finland									1	1	2	2	3	4	4	4	4	5	6	6
Norway														1	1	1	1	1	1	1
Sweden	5	5	6	7	7	7	7	8	9	11	11	11	14	14	15	16	17	17	17	17
Denmark	1	1	1	1	1	2	3	3	3	3	3	3	3	4	4	4	4	6	6	6
Austria	3	3	5	5	5	5	5	5	8	8	8	8	8	9	9	9	10	10	10	10
Portugal	4	4	5	5	6	7	9	9	11	12	12	14	15	15	17	17	17	17	18	18
Switzerland	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	3	3	3	3	3
Greece	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	4
Western Europe	199	220	255	290	333	412	478	526	565	589	616	664	714	743	779	811	834	852	866	870
Poland										1	1	4	5	8	10	13	13	16	22	27
Czech Republic								1	4	5	5	6	8	11	11	13	18	31	45	51
Slovakia											1	1	3	4	4	4	6	8	8	8
Hungary				1	1	1	1	4	4	5	8	10	11	15	18	22	30	33	35	40
Romania															1	1	3	5	7	8
Lithuania																		1	1	1
Serbia and Montenegro																			1	1
Bosnia-Herzegovina																				1
Central & Eastern Europe				1	1	1	1	5	8	11	15	21	27	38	44	53	70	94	119	137
Turkey	1	1	1	2	3	3	4	5	7	7	7	8	8	9	9	9	9	10	13	14
Total	200	221	256	293	337	416	483	536	580	607	638	693	749	790	832	873	913	956	998	1,021
Number of Companies Established within the Year	19	21	35	37	44	79	67	53	44	27	31	55	56	41	42	41	40	43	42	23
Increase over the previous year (%)	10.5	10.5	15.8	14.5	15.0	23.4	16.1	11.0	8.2	4.7	5.1	8.6	8.1	5.5	5.3	4.9	4.6	4.7	4.4	2.3

[Note] The table indicates the number of Japanese manufacturing affiliates operating in the regions as of the end of 2003 (1,021 companies) by year of establishment; the figures for each year (2002 and before) are the number of companies operating as of the end of each year.

The figures only indicate manufacturing bases and not independent R & D or design centers.

Table 2: Number of Japanese Manufacturing Affiliates in Europe and Turkey by Country and Industry (as of the end of 2003)

	Total	Western Europe Total	UK	France	Germany	Netherlands	Belgium	Luxembourg	Ireland	Spain	Italy	Finland	Norway	Sweden	Denmark	Austria	Portugal	Switzerland	Greece	Central & Eastern Europe Total	Poland	Czech Republic	Slovakia	Hungary	Romania	Lithuania	Serbia and Montenegro	Bosnia-Herzegovina	Turkey
Food products, agricultural and fisheries product processing	44	40	9	22	2	5	1											1		2			1	1					2
Textiles (yarn/woven material)	9	8	2		1					1	3						1			1	1								
Clothing/textile products	17	17	7	6	1						2					1													
Timber/wood products (excluding furniture/interior products)	6	6										3		2		1													
Furniture/interior products	1	1		1																									
Paper/pulp	8	8			6	1						1																	
Printing/publishing	3	3			2	1																							
Chemical/petrochemical products	155	151	34	27	19	16	15	1	2	14	10		1	2	1	2	5	1	1	4		2		2					
Pharmaceutical products	37	37	4	9	5	1	5		6	2	4	1																	
Rubber products	23	21	4	4	4	2	1		2	2	1						1			1	1								1
Ceramics, soil and stone	16	14	4	1	2		4			2	1									2		2							
Iron and steel	5	5			1	1				2																			
Nonferrous metal	11	7	3	2	1			1												4	1			3					
Metal products	28	25	10	2	1	1				6	1					1	3			3		1		1		1			
General machinery	107	97	29	8	29	7	3		2	2	10			5		1		1		10	6	3		1					
Electric machinery	61	54	22	11	10	1	1		1	5	2						1			7		4	2	1					
Electric and electronic parts	114	90	27	14	17	3	4	1	7	4	6	1		3	1	1	1			24	2	5	3	13	1				
Transportation machinery	25	20	3	4	1	3				5	2			1			1			2		1		1					3
Transportation machinery parts	192	121	54	18	6	4	5			12	15			3			4			64	15	28	3	13	4		1		7
Precision machinery	65	62	22	15	15	5	1		1		1			1		1				3		1		2					
Other manufacturing	94	83	22	16	8	6	5		1	9	7				4	2	1			10	2	3		2	2			1	1
Industry Total	1,021	870	256	160	131	57	45	3	22	66	65	6	1	17	6	10	18	3	4	137	27	51	8	40	8	1	1	1	14

[Note] Only indicates manufacturing bases and does not include independent R & D or design centers.

Table 3: Number of Japanese Manufacturing Affiliates in Europe and Turkey Having R & D and Design Centers

	1993 year end	1994 year end	1995 year end	1996 year end	1997 year end	1998 year end	1999 year end	2000 year end	2001 year end	2002 year end	2003 year end
UK	82 (18)	86 (19)	94 (21)	99 (22)	104 (25)	112 (30)	117 (32)	119 (33)	122 (36)	124 (36)	125 (37)
France	40 (7)	45 (7)	48 (9)	53 (10)	55 (11)	58 (12)	59 (12)	62 (12)	62 (12)	63 (12)	63 (12)
Germany	64 (20)	65 (20)	69 (22)	70 (22)	70 (22)	71 (22)	71 (22)	71 (22)	71 (22)	71 (22)	71 (22)
Netherlands	13 (3)	15 (4)	15 (4)	18 (4)	20 (5)	20 (5)	20 (5)	20 (5)	21 (5)	21 (5)	21 (5)
Belgium	20 (3)	21 (3)	21 (3)	21 (3)	23 (3)	23 (3)	24 (4)	24 (4)	24 (4)	24 (4)	24 (4)
Luxembourg	1	1	1	1	1	1	1	1	1	1	1
Ireland	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	3 (2)	3 (2)	3 (2)	3 (2)	3 (2)
Spain	24 (3)	27 (4)	28 (4)	29 (5)	30 (6)	31 (6)	32 (6)	33 (6)	33 (6)	33 (6)	33 (6)
Italy	14 (3)	15 (3)	17 (3)	18 (3)	19 (3)	19 (3)	20 (3)	20 (3)	20 (3)	20 (3)	20 (3)
Finland	1	1	1	2	2	2	2	2	2	2	2
Norway											
Sweden	9	9	9	11	11	11	11	12	12	12	12
Denmark	1 (1)	1 (1)	1 (1)	1 (1)	2 (1)	2 (1)	2 (1)	2 (1)	3 (1)	4 (2)	4 (2)
Austria	3	3	3	3	3	3	3	3	3	3	3
Portugal	2	2	3	3	3	3	3	3	3	3	3
Switzerland											
Greece	1	1	1	1	1	1	1	1	1	1	1
Western Europe	277 (59)	294 (62)	313 (68)	332 (71)	346 (77)	359 (83)	369 (87)	376 (88)	381 (91)	385 (92)	386 (93)
Poland						2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)
Czech Republic									1	1	2
Slovakia											
Hungary	1 (1)	1 (1)	1 (1)	1 (1)	1 (1)	2 (1)	3 (2)	3 (2)	3 (2)	3 (2)	3 (2)
Romania						1	1	1	1	3 (1)	3 (1)
Lithuania											
Serbia and Montenegro											
Bosnia-Herzegovina											
Central & Eastern Europe	1 (1)	1 (1)	1 (1)	1 (1)	1 (1)	5 (2)	6 (3)	6 (3)	7 (3)	9 (4)	10 (4)
Turkey	1	1	1	1	1	1	1	1	1	1	1
Total	279 (60)	296 (63)	315 (69)	334 (72)	348 (78)	365 (85)	376 (90)	383 (91)	389 (94)	395 (96)	397 (97)
Increase over the previous year	16 (7)	17 (3)	19 (6)	19 (3)	14 (6)	17 (7)	11 (5)	7 (1)	6 (3)	6 (2)	2 (1)
Increase over the previous year (%)	6.1 (13.2)	6.1 (5.0)	6.4 (9.5)	6.0 (4.3)	4.2 (8.3)	4.9 (9.0)	3.0 (5.9)	1.9 (1.1)	1.6 (3.3)	1.5 (2.1)	0.5 (1.1)

(Note) The table includes centers that are owned by manufacturers as well as those that exist as independent corporations or research laboratories.

The numbers in brackets indicate independent R & D and design centers.

Western Europe

I. Overview of Japanese Manufacturing Affiliates in Western Europe

--- The number of Japanese manufacturing affiliates reached 870.

[The number of Japanese manufacturing affiliates in Western Europe]

- 870 companies as of the end of 2003 according to the latest survey, which is an increase of 4 companies from the end of 2002.

[By country]

- The biggest presence is seen in the UK with 256 companies, followed by France (160 companies) and Germany (131 companies). Japanese manufacturers in those three countries account for 62.8% of those operating in Western Europe.

[By industry]

- Chemical and petroleum products (151 companies or 17.4% of the total); transportation machinery and parts (121 companies or 13.9%); general machinery (97 companies or 11.1%); and electric and electronic parts (90 companies or 10.3%).

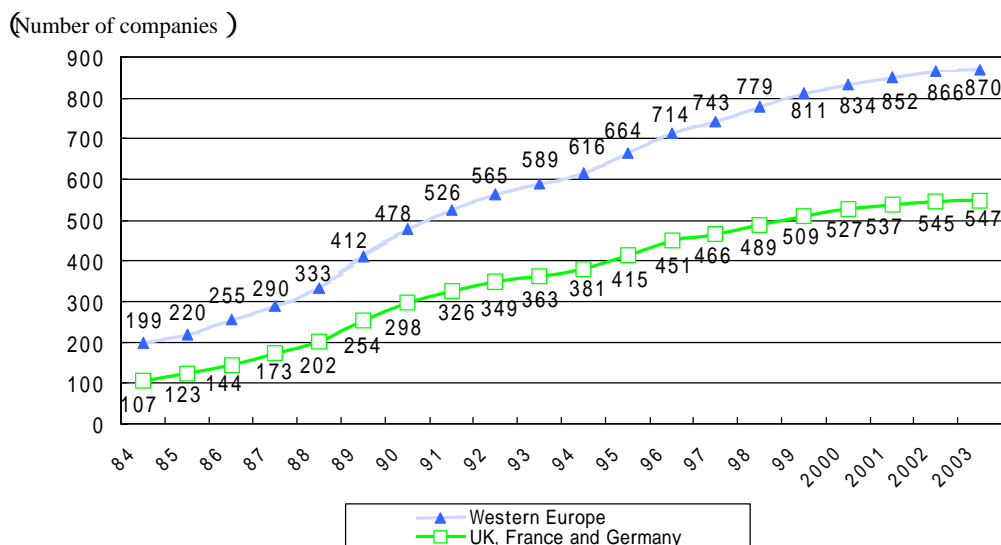
1. Entry of Japanese manufacturing affiliates into Western Europe slowing

The latest survey (as of the end of 2003) showed there were 870 Japanese manufacturing affiliates in Western Europe. [See Diagram 2-1.] This is an increase of 4 companies from the end of 2002.

By country, the UK had the most affiliates (256 companies), followed by France (160 companies), Germany (131 companies), Spain (66 companies), Italy (65 companies), the Netherlands (57 companies), and Belgium (45 companies). A total of 547 companies in the UK, France, and Germany account for 62.9% of the total affiliates in Western Europe.

Diagram2 - 1 Number of Japanese Manufacturing Affiliates in Western Europe

The number of affiliates of the end of each calendar year

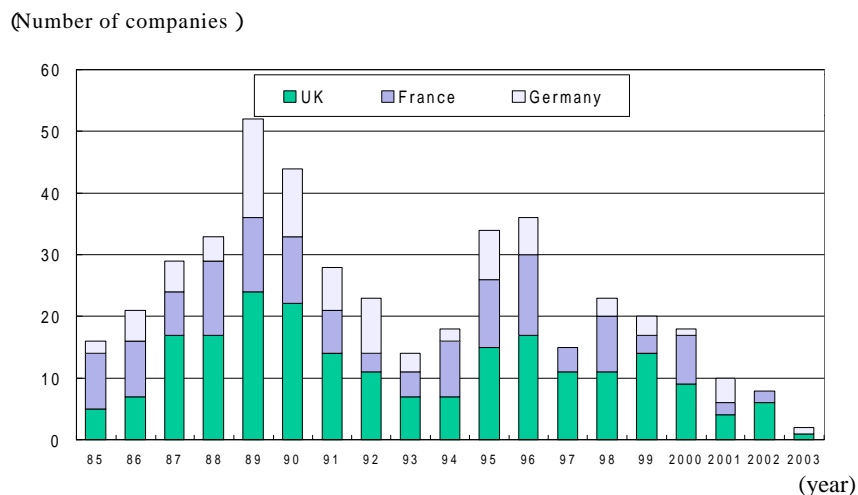


(Source JETRO Survey, Japan External Trade Organization)

2. Chemical and petroleum products, transportation machinery parts, general machinery, and electric and electronic parts are the four major industries.

By industry, largest number of Japanese affiliates is in chemical and petroleum products (151 companies or 17.4% of the total), followed by transportation machinery parts (121 companies or 13.9%), general machinery (97 companies or 11.1%), and electric and electronic parts (90 companies or 10.3%). [See Diagram 2-3.]

Diagram2 - 2 Newly Entering Japanese Manufacturing Affiliates in Western Europe



(Source: JETRO Survey, Japan External Trade Organization)

Diagram 2-3: Share of Each Industry by Region/Country

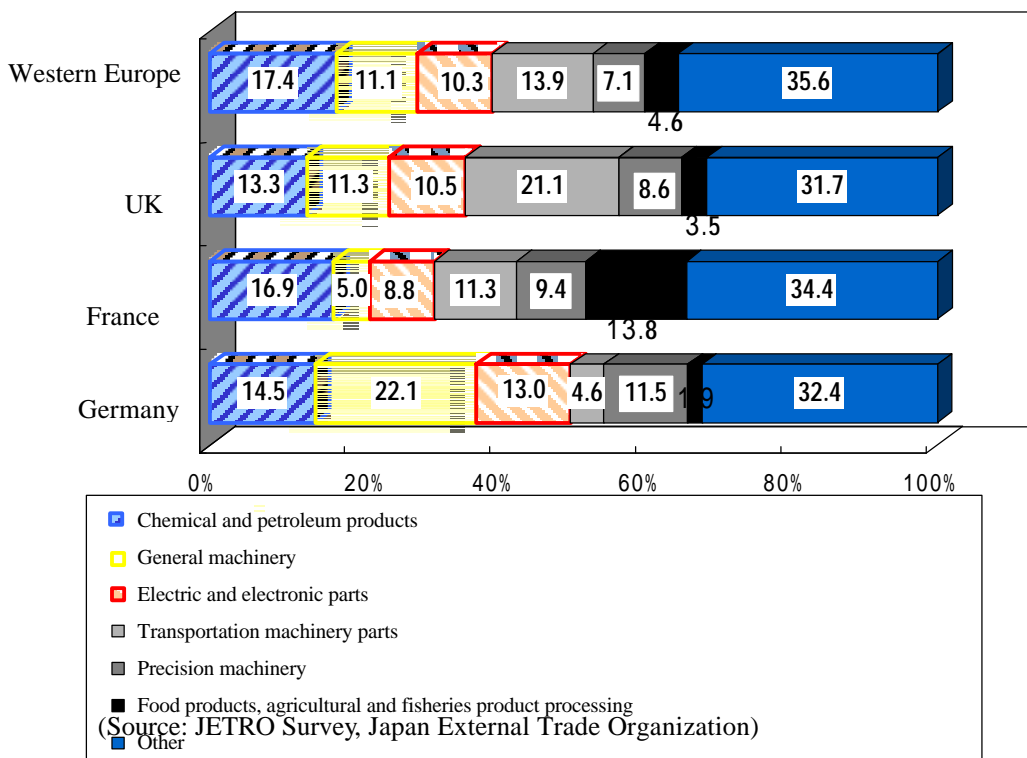


Table 2-1: Top Five Industries by Region/Country

	1st	2nd	3rd	4th	5th
Western Europe	Chemical and petroleum products (17.4%)	Transportation machinery parts (13.9%)	General machinery (11.1%)	Electric and electronic parts (10.3%)	Precision machinery (7.1%)
UK	Transportation machinery parts (21.1%)	Chemical and petroleum products (13.3%)	General machinery (11.3%)	Electric and electronic parts (10.5%)	Precision machinery (8.6%)
France	Chemical and petroleum products (16.9%)	Food products, agricultural and fisheries product processing (13.8%)	Transportation machinery parts (11.3%)	Precision machinery (9.4%)	Electric and electronic parts (8.8%)
Germany	General machinery (22.1%)	Chemical and petroleum products (14.5%)	Electric and electronic parts (13.0%)	Precision machinery (11.5%)	Other manufacturing (6.1%)

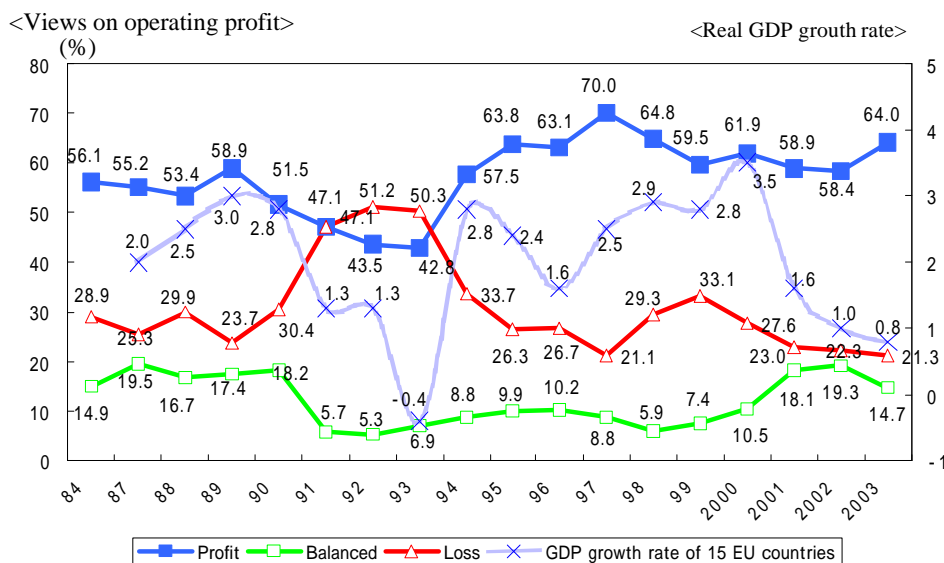
II. Business Conditions and Prospects of Japanese Manufacturing Affiliates in Western Europe

- Majority of the firms recorded an increase in operating profits for 2003.
- The operating profit and loss outlook for 2004 is relatively bright.

1. 64% of the companies recorded profits and 21% losses for 2003.

As for operating profit and loss for 2003, 64.0% (up 5.6 points from the previous survey) of the companies projected profits, 14.7% (down 4.6 points) projected balanced, and 21.3% (down 1.0 point) projected losses. [See Diagram 2-4.]

Diagram 2-4: Profit and loss Trend



(Source: Profit --- JETRO Survey, Japan External Trade Organization
Real GDP growth rate --- Economic and Financial Affairs DG, European Commission)

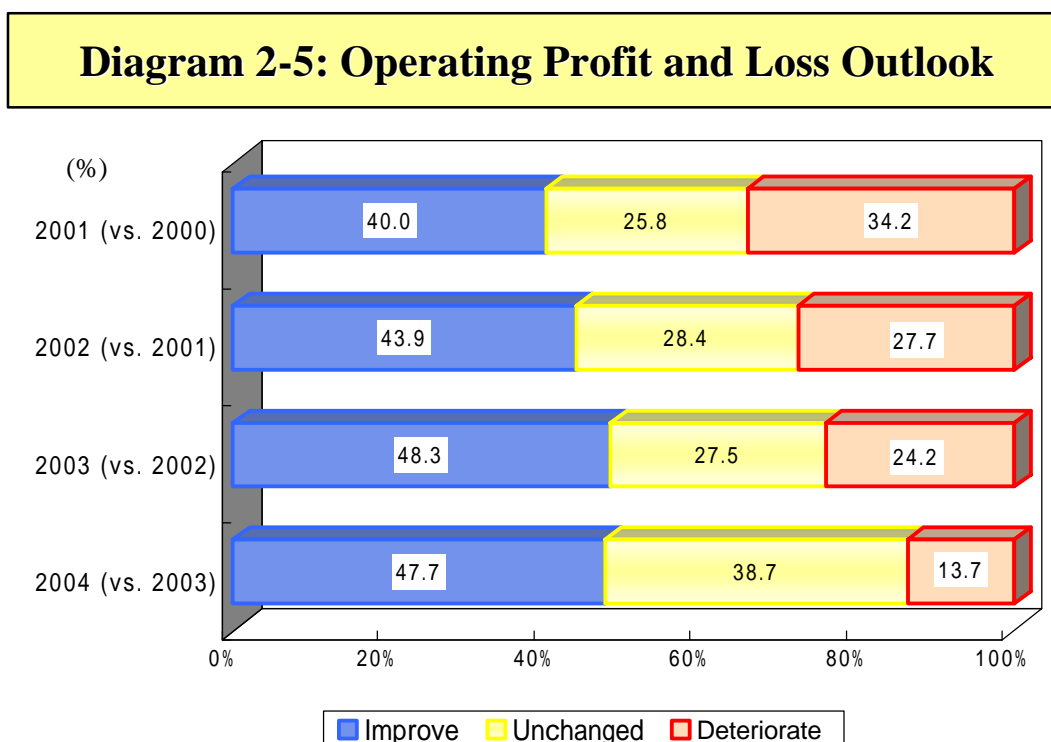
(Note) • Data for 1985 and 1986 are not included. Covers the manufacturing industry only.

- The number of responses differs by year.

In comparison with 2002, 48.3% of the respondents projected higher operating profits for 2003, an increase of 4.4 points from the previous year's 43.9%. On the other hand, 24.2% of the respondents projected a deteriorated profit and loss, down 3.5 points from the previous year's 27.7%. In general, operating profits are rising. [See Diagram 2-5.]

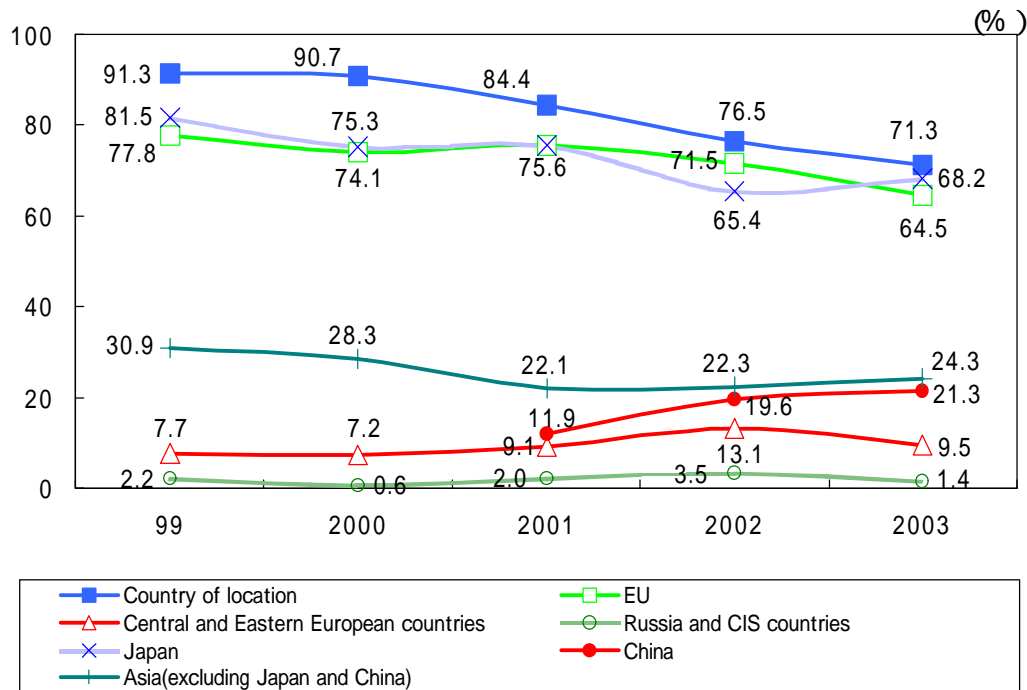
2. Fewer companies project deteriorated profit and loss for 2004

47.7% of the respondents projected their operating profit will “improve” for 2004 compared with 2003, 38.7% projected “unchanged”, and 13.7% “deteriorate”. In comparison with 2003, although the number of companies projecting “improve” for 2004 fell slightly (0.6 points), the number of companies projecting “deteriorate” decreased greatly (down 10.5 points), indicating a relatively bright outlook. [See Diagram 2-5.]



(Source: JETRO Survey, Japan External Trade Organization)

Diagram2-6: Major Procurement Sources (by region/country)



(Source JETRO Survey, Japan External Trade Organization)

III. Procurement, Production, and Sales

1. Procurement of materials and parts (excluding parts for production equipment)

- The three main procurement sources are the company's country of location, Japan, and the EU, with Japan taking over the EU's place, which was ranked as the second major source of procurement. Japan and the EU in the previous survey. Procurement from Japan, China, and Asia increased.
- Companies plan to expand procurement from China and Central and Eastern European countries, and to reduce procurement from Japan.
- The advantages of procurement in the company's country of location include "easier access" and "lower prices".

(1) Current sources of procurement

---The company's country of location, the EU, and Japan are the three major procurement sources. Procurement from China and Central and Eastern European countries is gradually increasing.

The major procurement sources for materials and parts for Japanese manufacturing affiliates in Western Europe are their country of location (down 5.2 points from the previous survey to 71.3%), followed by Japan (up 2.8 points to 68.2%), and the EU (down 7.0 points to 64.5%). The main procurement sources according to the previous survey were the country of location (76.5%), followed

by the EU (71.5%) and Japan (65.4%). The order of Japan and the EU has been reversed. [See Diagram 2-6.]

While the share of the top three regions/countries showed a decrease, procurement from China increased 1.7 points to 21.3%, and procurement from Asia (excluding Japan and China) increased 2.0 points to 24.3%. On the other hand, the share of procurement from Central and Eastern European countries decreased 3.6 points to 9.5%.

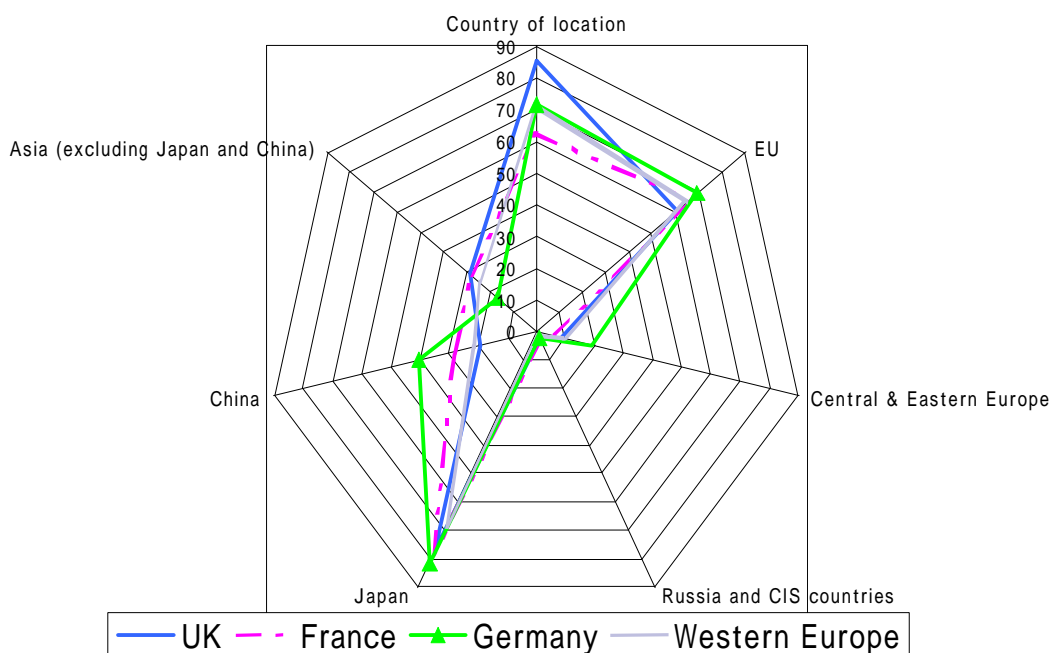
Comparison of affiliates in the UK, France, and Germany with the averages for Western Europe reveals the following trends; [See Diagram 2-7.]

UK: Relatively high procurement from the UK (85.1%) and Japan (76.6%).

France: Relatively lower procurement from France (62.5%).

Germany: Very high procurement from Central and Eastern European countries (19.0%).

Diagram 2-7: Major Procurement Sources for Japanese Companies operating in the UK, France, and Germany

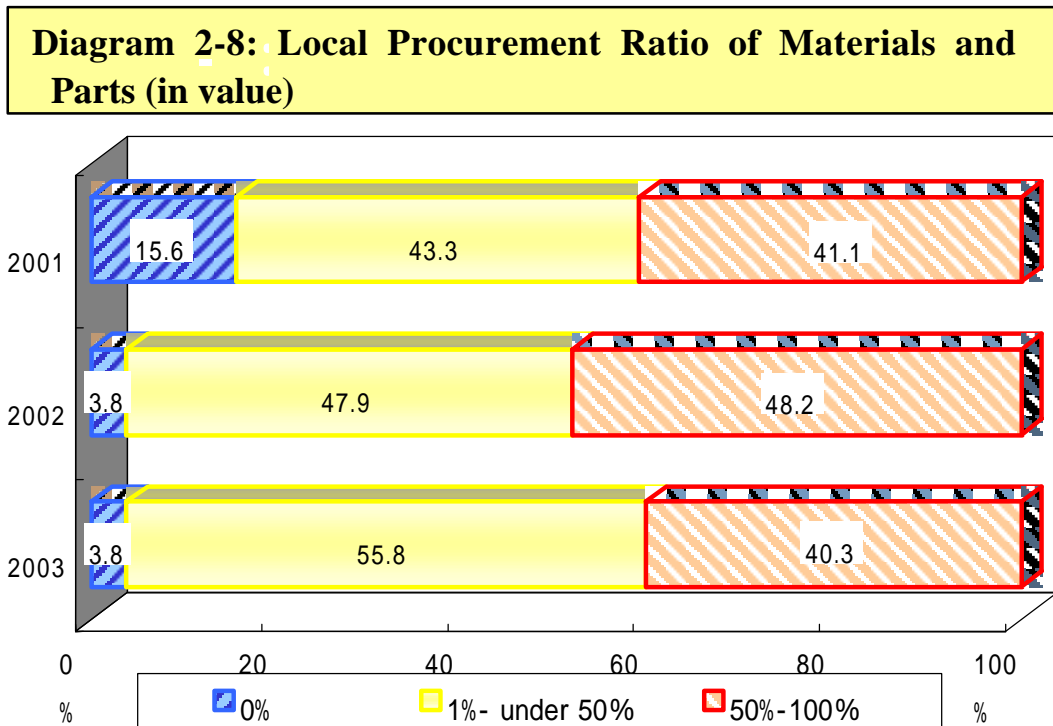


(Source: JETRO Survey, Japan External Trade Organization)

(2) Local procurement ratio of materials and parts (in value)

--- Local procurement ratio in the company’s country of location is on the rise.

With regard to the local procurement ratio (the value for materials procured in the country of location excluding wages and indirect costs, etc., divided by the total procurement value for materials and parts, in percentage) of Japanese manufacturing affiliates in Western Europe, 3.8% of respondent the companies reported “0%”, 55.8% reported “1% - under 50%”, and 40.3% reported “50% - 100%” for 2003. [See Diagram 2-8.]



(3) Future procurement

--- Companies plan to expand procurement from China and Central and Eastern European countries, and reduce procurement from Japan.

As for the regions/countries in which Japanese manufacturing affiliates in Western Europe plan to expand future procurement, China (70.0%) tops the list, followed by Central and Eastern European countries (66.7%), Asia excluding Japan and China (45.6%), and the EU (37.8%). On the other hand, Japan (37.3%) headed the list of the regions/countries in which the companies replied that they would reduce procurement, followed by the country of location (14.1%). [See Diagram 2-9.]

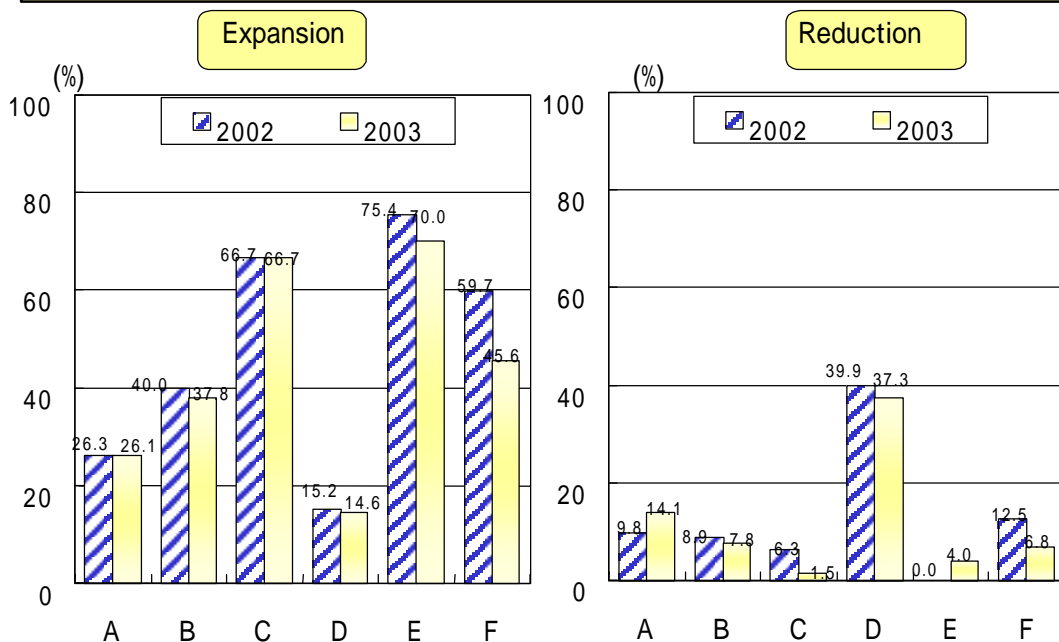
(4) Reasons for expanding procurement in the country of location

--- Easier access and lower prices

The largest number (78.7%) of respondent companies chose “easier access” as the reason for expanding procurement within their country of location, followed by “lower prices “(44.3%), and “superior and consistent product quality”(21.3%). As for reasons for reducing procurement within the country of location, an overwhelming majority (84.8%) chose “higher prices”, followed by

“poor and inconsistency product quality”(12.1%).

Diagram 2-9: Future Procurement Policy (2002 vs. 2003)



(A: Country of location, B: EU, C: Central and Eastern European countries, D: Japan, E: China F: Asia <excluding Japan and China>)

(Source: JETRO Survey, Japan External Trade Organization)

2. Sales Destinations

- Approx. 80% of the companies sell their products in the markets in the EU and the country of location.
- There is a trend toward expanding into other markets.
- A trend toward heated competition with products manufactured in Western Europe is evident at the sales destinations.

(1) Current markets

--- Over 80% are selling in the EU and the country of location.

Respondent companies pointed that major sales destinations of their products are EU countries (84.8% of the respondents, showing a slight increase from the previous survey figure of 83.4%), followed by their country of location (77.2%), down 4.3 points from 81.5% last year.

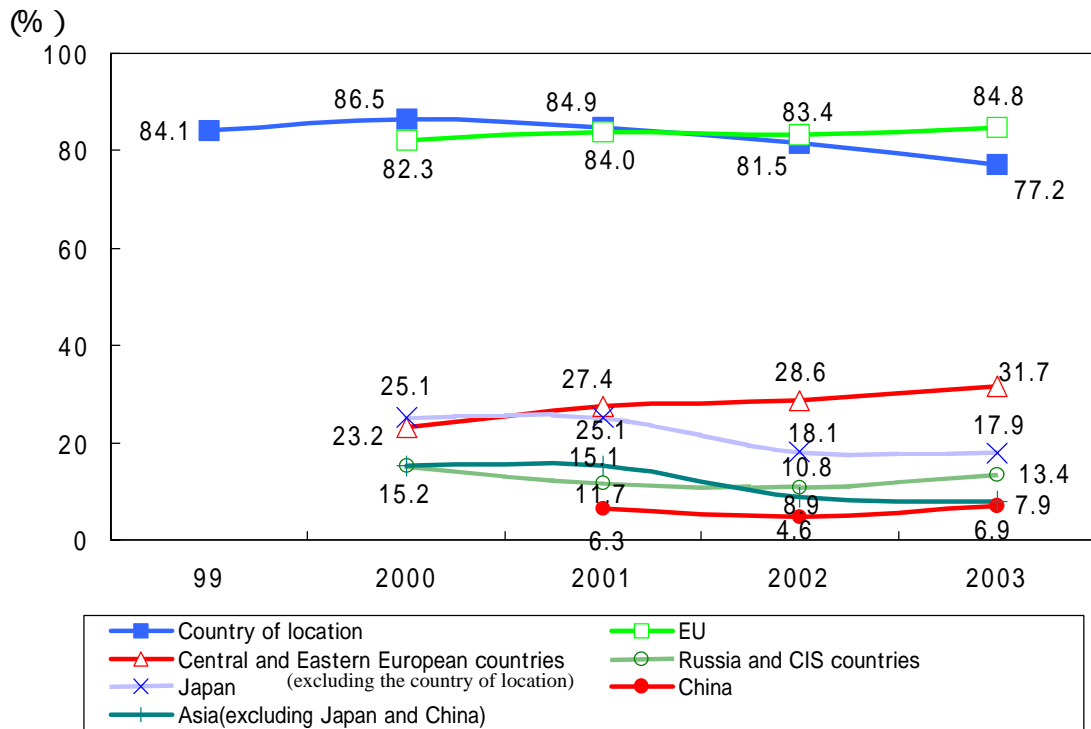
Their product sales in Central and Eastern Europe have been increasing year by year 31.7% of the respondents are selling in this region (up 3.1 points from the previous survey figure of 28.6%). The figures for recent surveys were; 23.2% 2000 ; 27.4% for 2001; and 28.6% for 2002.

13.4% of respondent gave Russia and CIS countries as their market, up 2.6 points from the previous year's 10.8%. The companies who stated China was their major sales destination also increased to 6.9% (from 4.6% in the previous survey).

On the other hand, 17.9% of the companies named Japan as their market, showing a decrease from

the previous survey (18.1%). [See Diagram 2-10.]

Diagram2-10: Current Markets (by region/country)



(Source JETRO Survey, Japan External Trade Organization)

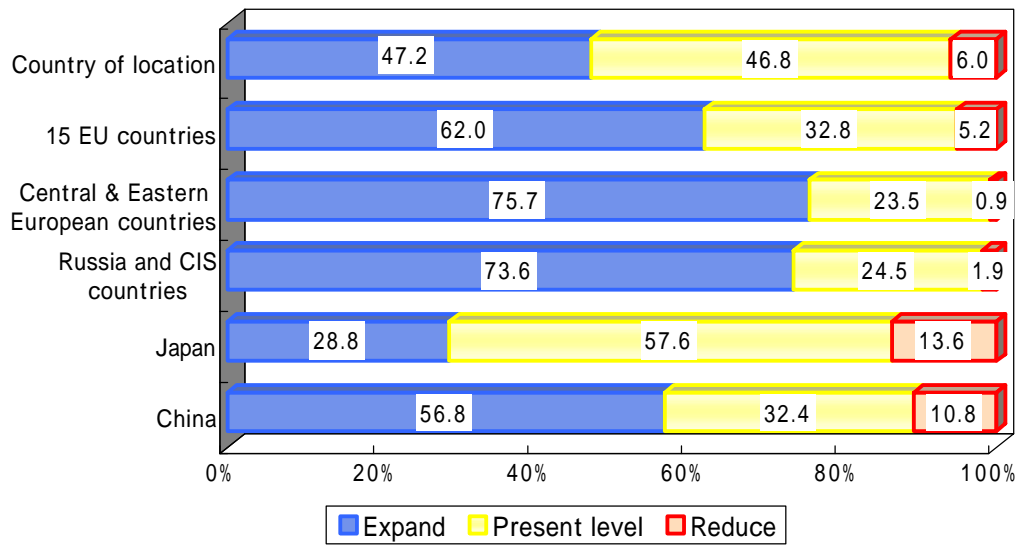
(2) Future sales policies

--- Sales will be expanded in Russia and CIS countries, Central and Eastern European countries, and the EU.

With regard to their future sales policies, the largest number (75.7%) of respondent companies replied, they would expand sales in Central and Eastern Europe, 73.6% in Russia and CIS countries and 62.0% in the EU, showing an apparent expectation toward markets of new EU member countries in Central and

Eastern Europe scheduled to join in May 2004. [See Diagram 2-11.]

Diagram 2-11: Future markets by Region/Country (2003)



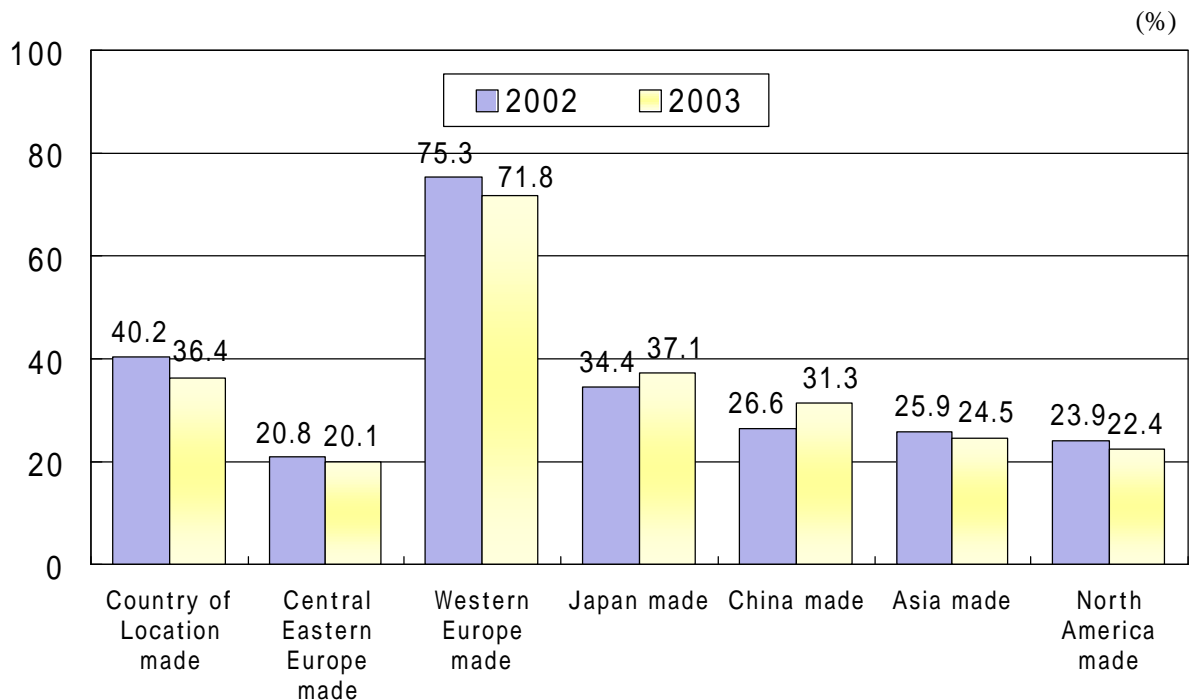
(Source: JETRO Survey, Japan External Trade Organization)

(3) Competitions

-- While products manufactured in Western Europe are still main competitions, Japan-made products show increased competitiveness

The largest competitors for the products of Japanese manufacturing affiliates in Western Europe are those manufactured in Western Europe (down 3.5 points from the previous survey to 71.8%), followed by products manufactured in Japan (up 2.7 points to 37.1%), and the country of location (down 3.8 points to 36.4%). Competition with of products manufactured in Japan accounted for more than that with the products manufactured in the country of location. The products manufactured in the country of location accounted for 72.5% according to the 2001 survey, ranking beside the products manufactured in Western Europe. However, the share dropped to 40.2% in the 2002 survey, and again to 36.4% in the latest survey, showing a sharp decline. [See Diagram 2-12.]

Diagram 2-12 :Competing Products by Region/ Country



(Source JETRO Survey, Japan External Trade Organization)

3. Production

--- **Approx. 80% of the companies said they would maintain or expand their present level of production volume. The Czech Republic is the leading candidate for transfer of production bases.**

With regard to future production, 36.4% of Japanese manufacturing affiliates in Western Europe replied that they would expand their production volume; 41.5% responded that they would maintain the present level; 11.9% responded that they would review production terms; 0.8% responded that they would reduce production volume ; 3.7% responded that they would transfer production bases; and 0.7% responded that they would withdraw.

Among respondent companies, 11 firms (5 operating in Germany, 4 in the UK, and one each in France and Portugal) suggested that they had a plan to shift their production base; by industry, 3 belongs to chemical and petroleum products manufacturers, 3 electric and electronic parts, 2 transportation machinery parts, and one each to general machinery, ceramics, soil and stone, and rubber products. Planned destination of production shifts include the Czech Republic (cited by 4 companies), Slovakia (2 companies), Romania (2 companies), Bulgaria, the UK, and Germany (cited by 1 company each), Turkey(1 company), China(2 companies) and Asia(excl. China and Japan).

IV. Management Problems

Regarding management problems (in a multiple choice questionnaire), the most respondent companies(64.5%) cited “exchange rate fluctuations”, taking over “labor costs” (56.6%), that topped the answer list in the previous survey. Other problems included materials and parts procurement costs (51.4%), quality of workers (39.2%), securing human resources (38.9%), and CE mark (31.9%). [See Table 2-2.]

Table 2-2: Management Problems

2003			2002		
Finance	Exchange rate fluctuations	64.6%	Labor problems	Labor costs	60.9%
Labor problems	Labor costs	56.6%	Materials and parts procurement	Costs	49.2%
Materials and parts procurement	Costs	51.4%	Finance	Exchange rate fluctuations	48.1%
Labor problems	Quality of workers	39.2%	Labor problems	Securing human resources	43.0%
Labor problems	Securing human resources	38.9%	Labor problems	Quality of workers	39.5%
Standards, certification, and regulations	CE mark	31.9%	Materials and parts procurement	Deliveries	33.3%
Materials and parts procurement	Deliveries	31.6%	Trade legislation/procedures	Visa, work permits	32.9%
Materials and parts procurement	Quality	30.9%	Materials and parts procurement	Quality	32.6%
Investment legislation/procedures	Visa, work permits	27.4%	Standards, certification, and regulations	Environmental regulations such as WEEE, RoHS	32.6%
Tax system/procedures	Tax rates	24.7%	Standards, certification, and regulations	CE mark	30.2%
Trade legislation/procedures	Tariffs	19.1%	Tax system/procedures	Tax rates	29.5%
Labor problems	Social security system	18.8%	Trade legislation/procedures	Tariffs	25.2%
Labor problems	Unions/strikes	17.7%	Labor problems	Unions/strikes	24.8%
Standards, certification, and regulations	Environmental regulations such as WEEE, RoHS	17.4%	Labor problems	Social security system	21.3%
Tax system/procedures	Complex procedures	13.9%	Tax system/procedures	Administrative procedures	14.3%
Investment legislation/procedures	Administrative procedures	12.5%	Trade legislation/procedures	Administrative procedures	14.3%
Trade legislation/procedures	Administrative procedures	11.8%	Investment legislation/procedures	Administrative procedures	13.2%
Tax system/procedures	Double taxation	8.0%	Investment legislation/procedures	Frequent legislation revisions	11.6%
Investment legislation/procedures	Frequent legislation revisions	7.3%	Finance	Fund raising	11.2%
Insufficient infrastructure	Communication	7.3%	Trade legislation/procedures	Point-of-origin rules	11.2%
Insufficient infrastructure	Power supply	6.9%	Insufficient infrastructure	Power supply	8.1%
Trade legislation/procedures	Point-of-origin rules	6.3%	Tax system/procedures	Double taxation	7.8%
Finance	Fund procurement	6.3%	Insufficient infrastructure	Communication	7.0%
Trade legislation/procedures	Anti-dumping measures	4.5%	Insufficient infrastructure	Roads	5.8%
Insufficient infrastructure	Roads	4.2%	Insufficient infrastructure	Transportation excluding roads and ports; public transportation system	5.8%
Insufficient infrastructure	Other transportation situations: public transportation system	3.8%	Trade legislation/procedures	Anti-dumping measures	5.4%
Other	Competition Law	3.8%	Insufficient infrastructure	Port facilities	3.5%
Insufficient infrastructure	Port facilities	2.4%	Standards, certification, and regulations	Animal/plants quarantine	2.3%
Trade legislation/procedures	Most-favored-nation treatment	1.7%	Trade legislation/procedures	Most-favored-nation treatment	0.4%

(Source: JETRO Survey, Japan External Trade Organization)

* The above response rates were calculated based on the total number of companies who responded to the question regarding management problems(288 companies). Therefore, the rates do not match those listed as composition ratios in Tables 19-1 to 8 and 20-1 to 5 in the Tabulated Data.

Details by country (UK, France, and Germany) are shown below:

	Problems relatively frequently cited	Problems relatively infrequently cited
UK	Finance: exchange rate fluctuations – 98.7% Standards/certification, and regulations: CE mark – 71.1% Labor problems: labor costs - 61.8%	Insufficient infrastructure Investment legislations/procedures
France	Finance: exchange rate fluctuations - 81.3% Investment legislations/procedures: visa/work permits - 68.8% Labor problems: labor costs - 64.0%	Insufficient infrastructure
Germany	Finance: exchange rate fluctuations - 91.7% Labor problems: labor costs - 84.4% Material and parts procurement: costs - 78.3%	Insufficient infrastructure

[Note] • The word ‘relatively’ is used with reference to the averages for Western Europe.

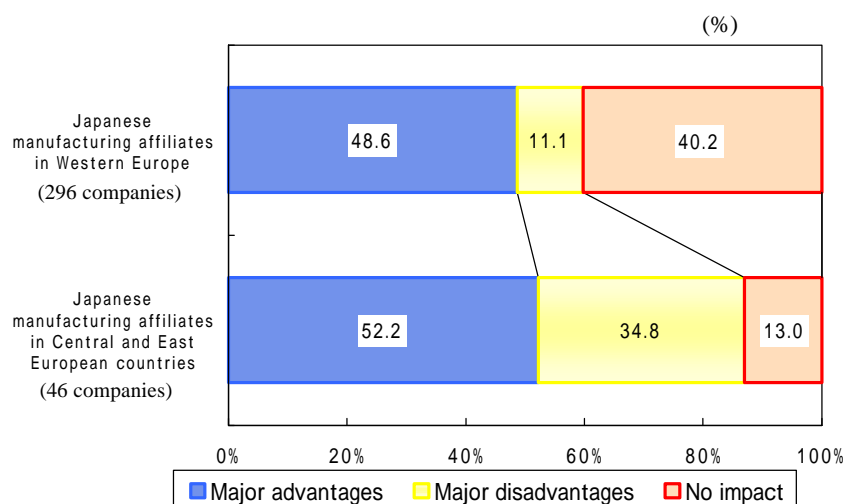
- Interpretation of ” XX: YY – ZZ%” --- E.g. UK Labor problems: labor costs – 61.8% indicates that 61.8% of the companies in the UK who responded that they perceived labor problems as management problems pointed to the issue of labor costs.

V. EU Enlargement

- Approximately half the Japanese manufacturing affiliates in Western Europe think that EU enlargement has major advantages, while slightly over 10% of them perceive major disadvantages.
- Over 75% of the respondent named the expansion of sales markets as an advantage.
- Disadvantages cited include decreased competitive edge as a production base (72.7%) and heated competition (57.6%).

With regard to EU enlargement, 48.6% of the Japanese manufacturing affiliates in Western Europe responded that it had major advantages; 11.1% responded that it had major disadvantages; and 40.2% responded that it did not have any impact. The percentage of companies that responded that it had major disadvantages (11.1%) is much smaller than the percentage in Central and Eastern European countries (34.8%).

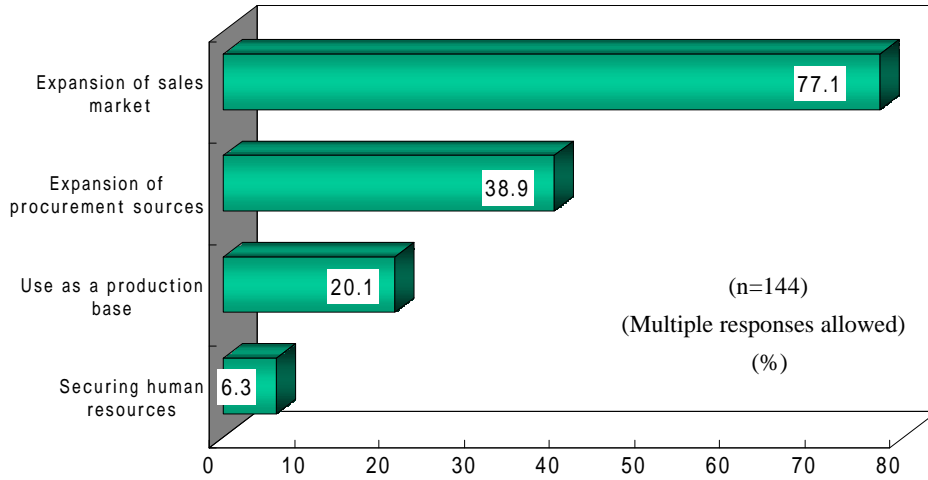
Diagram 2-13: Percentage Perceiving Advantages and Disadvantages in EU Enlargement



(Source: JETRO Survey, Japan External Trade Organization)

With regard to the benefits of EU enlargement (in a multiple choice questionnaire the majority of respondents (77.1%) cited “expansion of sales market” as its benefit. This suggests that the perceived advantages of EU enlargement include facilitation of the movement of people and goods, simplified customs clearance procedures and improved international logistics, and that the Central and Eastern European region now experiencing rapid economic growth is considered to be a promising market. Other advantages include expansion of procurement sources (38.9%), use as a production base (20.1%), and securing human resources (6.3%). [See Diagram 2-14.]

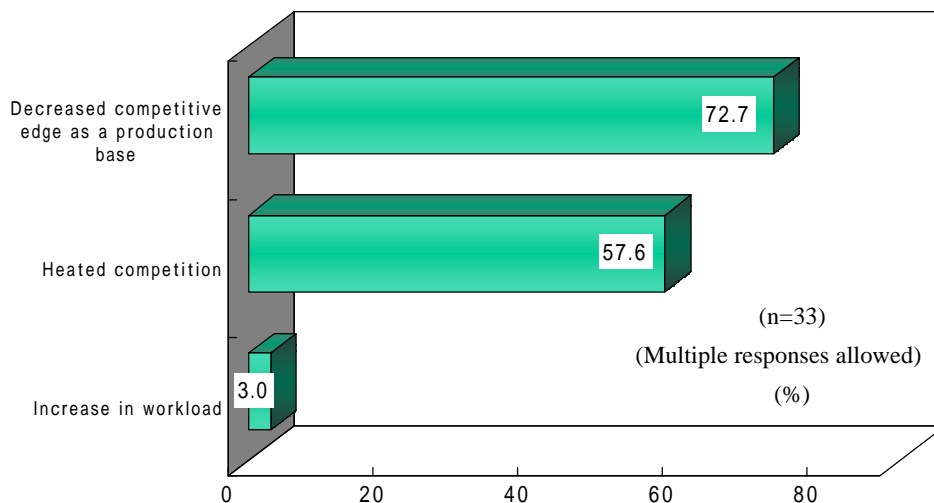
Diagram 2-14: Advantages of EU Enlargement



(Source: JETRO Survey, Japan External Trade Organization)

The often cited disadvantages of EU enlargement include decreased competitive edge (of Western European countries) as a production base (72.7%), up 13.9 points from the previous survey, followed by heated competition (57.6%), and increased in EU-enlargement-related (administrative) workload (3.0%). Considering that 21.4% of the respondents cited such increased workload as a disadvantage of EU enlargement in the previous survey, the latest findings suggest that work has been settled and Japanese companies are well prepared for the EU enlargement as they see it just around the corner. [See Diagram 2-15.]

Diagram 2-15: Disadvantages of EU Enlargement



(Source: JETRO Survey, Japan External Trade Organization)

Table: Japanese-affiliated Companies that entered Western Europe in 2003

Country	Local company name	Japanese company name	Established	Line of business
UK	Koito Aerospace Europe Ltd.	Koito Manufacturing Co., Ltd.	2003	Manufacture and distribution of aircraft sheets
Germany	Hitachi Automotive Systems Europe GmbH Sachsen Works	Hitachi, Ltd.	2003	Manufacture of high-pressure pumps for direct gasoline-injection engines
Spain	Fers Resins Europe,S.L.	Sumitomo Bakelite Co., Ltd. (N.V.Durez Europe,S.A.)	2003	Manufacture and distribution of industrial phenol resin
Italy	DNP Photomask Europe S.p.A.	Dai Nippon Printing Co., Ltd.	2003	Manufacture of photomasks

Central and Eastern Europe

I. Overview of Japanese Manufacturing Affiliates in Central and Eastern Europe

--- The number of Japanese manufacturing affiliates increased by 18 to 137.

[The number of Japanese manufacturing affiliates in Central and Eastern Europe]

- 137 manufacturing companies as of the end of 2003, including 18 new entrants in 2003.
- Of the 18 new entrants, 13 have already production bases in Western Europe, and 13 are in the transportation machinery and parts category.

[By country]

- The Czech Republic (up 6 to 51 companies) had the most affiliates, same as at the end of 2002, followed by Hungary (up 5 to 40 companies). Although Poland (up 5 companies to 27 companies) was ranked 3rd, the country showed the highest growth rate (approx. 23% increase over the end of 2002).

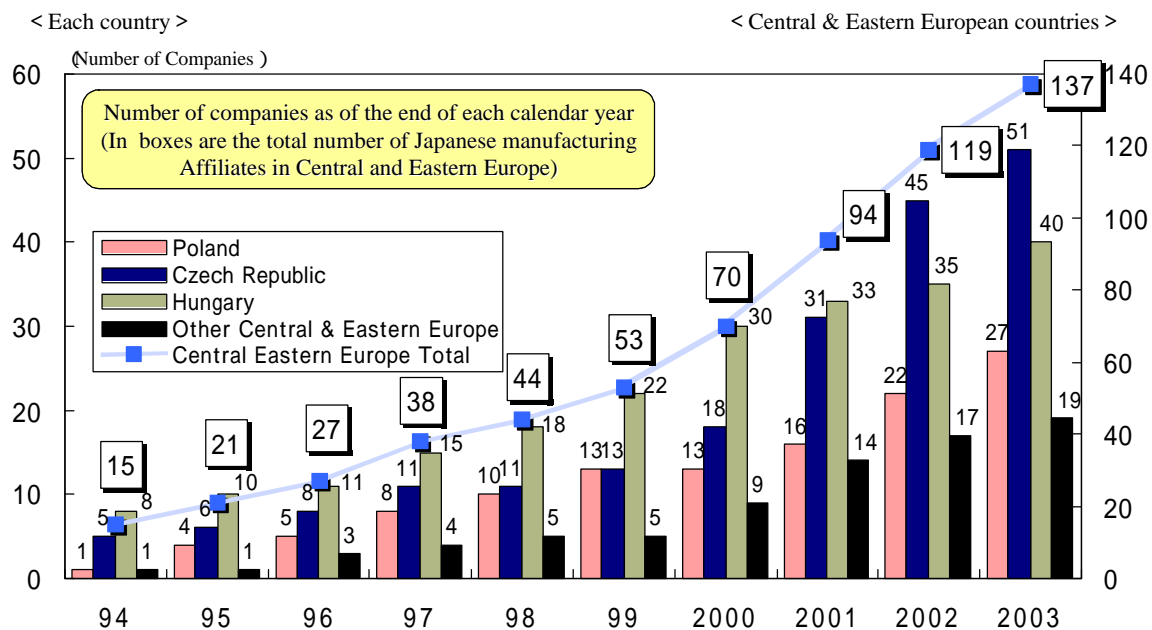
[By industry]

- The number of Japanese-affiliated transportation machinery and parts companies increased (66 companies or approx. 48% of the total) in Central and Eastern Europe, followed by electric machinery and electric and electronics parts (31 companies or 23%).

1. Japanese manufacturing affiliates continued to enter into Central and Eastern Europe centering on transportation machinery and parts, etc.

The latest survey revealed that 137 Japanese manufacturing affiliates operate in Central and Eastern Europe. Newly 18 companies, fewer than record number of 25 for 2002, entered Central and Eastern Europe in 2003; indicating that entry has reached a ceiling. Of the 18 companies, 13 already have production bases in Western Europe.

Diagram 3- 1 Number of Japanese Manufacturing Affiliates in Central and Eastern Europe



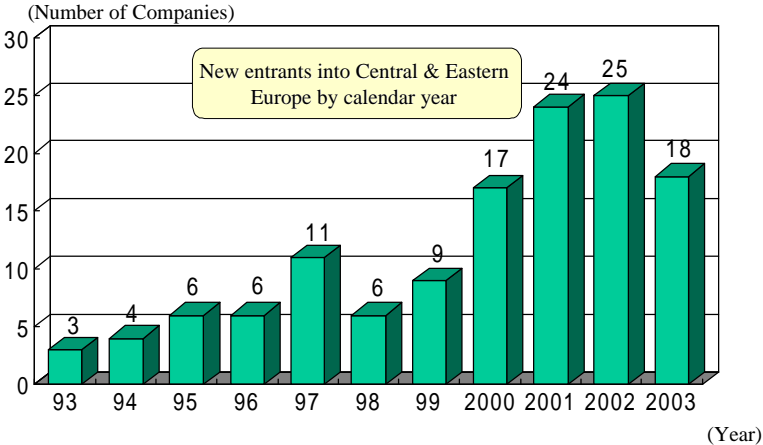
(Source: JETRO Survey, Japan External Trade Organization)

Among Central and Eastern European countries, the Czech Republic received the largest number of companies (up 6 to 51 companies compared with the end of 2002), followed by Hungary (up 5 to 40 companies). Companies entering Poland increased by 5 to 27 companies, with a sharp increase mainly in the transportation machinery and parts industry, recording the highest growth rate since the end of 2002 (22.7%) among Central and Eastern European countries. 118 entrants into these three countries account for 86.1% of the total entrants into Central and Eastern Europe.

2. Sharp increase in transportation machinery and parts industry entrants mainly into the Czech Republic

The most prevalent industry among affiliates entering the region is the transportation machinery and parts, which accounts for 48.2% (66 companies) of the industries in total, followed by the electric machinery and electric and electronics parts (22.6% or 31 companies). These two top industries account for 70.8% of the total. Approx. 80% of the currently operating Japanese transportation machinery and parts affiliates entered Central and Eastern Europe in 2000 or after.

Diagram 3-2: Newly Entering Japanese Manufacturing Affiliates in Central & Eastern Europe



(Source: JETRO Survey, Japan External Trade Organization)

Of 18 companies that entered Central and Eastern European countries in 2003, 13 are in the transportation and machinery and parts industry. In particular, 5 of 6 new entrants into the Czech Republic and all the 5 new entrants into Poland are in this business category. One of the major contributors to this phenomenon is TOYOTA’s establishment of a production base for compact cars to be under joint management with PSA (Peugeot Citroen Group) in Kolin, the Czech Republic, aiming to start production in 2005.

II. Business Conditions and Prospects for Japanese Manufacturing Affiliates in Central and Eastern Europe

--- A turnaround for 2003 business projected along with expected economic recovery in the region

- Operating profits for 2003 recovered rapidly
(Increase in the number of companies expecting profits, or higher profit, and decrease in the number of companies expecting losses compared with the previous survey)
- Operating profit and loss outlook for 2004, is relatively conservative
(In comparison with 2003, fewer companies projecting “improve” and more companies projecting “deteriorate” profit and loss status)

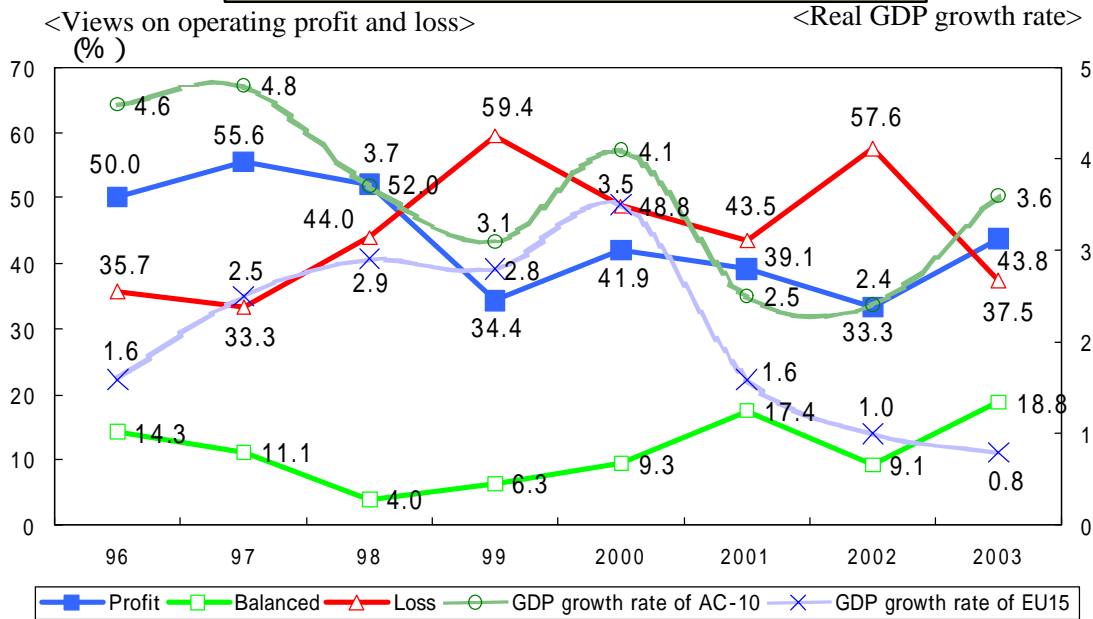
1. Operating profit for 2003 has shown a strong recovery trend

With regard to operating profit and loss for 2003, 43.8% of the companies in Central and Eastern European countries projected profits, up from the previous survey figure of 33.3%. 18.8% companies projected balanced status, and 37.5% companies forecast losses. The number of companies projecting profits rose by as much as 10.5 points from the previous survey, in contrast to the past two years of decreasing number of companies with profitability. On the other hand, the number of companies projecting losses fell 20.1 points from the previous survey, and the ratio of companies forecasting profits was 6.3 points higher than that of companies projecting losses. Overall, the respondent companies in Central and Eastern European countries have shown dramatic recoveries. [See Diagram 3-3.]

As much as 60.9% of the companies projected “improve” in operating profits for 2003, a dramatic 28.6 point increase from 32.3% in 2002 (previous survey). Meanwhile, 19.6% of the companies projected “deteriorate”, down 12.7 points from the previous year (32.3%). [See Diagram 3-4.] For operating profit and loss projections, a greater number of companies projected “improve”, while fewer companies projected compared to the previous survey, a larger number of companies raised their outlook from the previous year.

The European Commission, in its spring economic forecast for 2004, released on April 7 2004, forecasts that business would recover supported by an increase in exports and investments, after hitting bottom in the first half of 2003. The European economy is considered to be on a recovery track in line with the European Commission’s scenario of “recovery from the latter half of 2003 driven by external demand.” Although circumstances are difficult for the 15 EU member countries, which recorded an average real GDP growth rate of 0.8% in 2003, the rate is expected to recover to 2.0% in 2004. The real GDP growth rate of the new EU member countries (AC-10) also dropped to 2.4% in 2002. However, the European Commission says that the rate recovered to 3.6% in 2003. The Japanese manufacturing affiliates in Central and Eastern European countries feel that business has recovered due to the continued shift of production (including Japanese manufacturing affiliates) from Western European countries to Central and Eastern European countries, and expansion of business opportunities in Central and Eastern European countries.

Diagram 3-3: Profit and Loss Trend



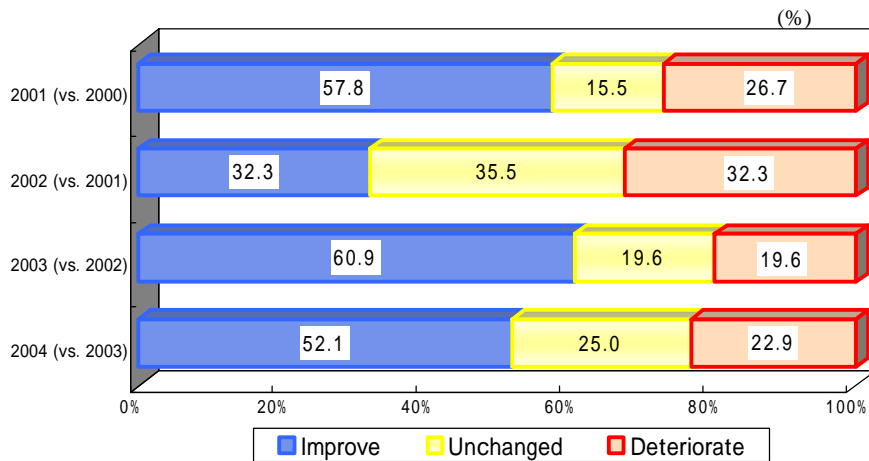
(Source: JETRO Survey, Japan External Trade Organization
Real GDP- Economic and Financial affairs DG, European Commission)

While the number of new entrants sharply increased in 2001 and 2002 [See Diagram 3-2], some companies were forced to bear losses because of initial costs to build or start up production lines. However, the subsequent stable operations helped contribute to the business recovery. In addition, a wave of business expansion into Central and Eastern European countries by various companies, which are also business partners of Japanese firms, contributed to further strengthen potential of the region as a business base.

2. Conservative outlook for 2004 operating profit and loss

52.1% of the companies projected “improve” for 2004 compared with 2003, 25.0% projected “unchanged”, and 22.9% projected “deteriorate”. The percentage of companies projecting “improve” fell 8.8 points from 2003(previous survey), and the percentage of companies projecting “deteriorate” increased by 3.3 points, indicating the prevalence of relatively cautious responses on the sustainability of the rapid business recovery in 2003. [See Diagram 3-4.]

Diagram 3-4: Operating Profit and loss Outlook



(Source: JETRO Survey, Japan External Trade Organization)

The European Commission, in its spring economic forecast for 2004, projects the real GDP growth of the enlarged EU (25 countries) including the new EU members (AC-10) to be 2.1% for 2004 and 2.5% for 2005, compared with 0.9% in 2003, continuing the upward trend. However, the survey results revealed that the Japanese manufacturing affiliates in Central and Eastern European countries are not optimistic about business prospects.

III. Procurement, Production, and Sales

1. Procurement of materials and parts (excluding parts for production equipment)

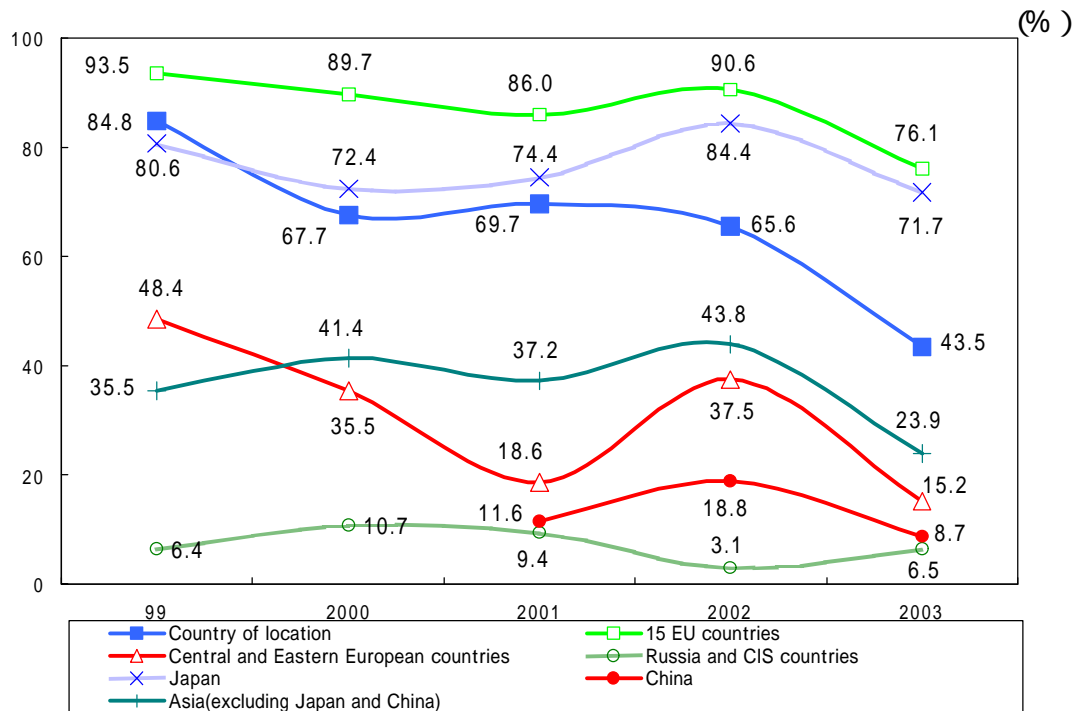
- Current major procurement sources are the EU, Japan, and the country of location. However, there is a trend towards integration of procurement sources.
- Future plans include expansion of procurement from Central and Eastern European countries (excluding the country of location), and the country of location.
- On the other hand, more companies intend to reduce procurement from Japan in the future.
- Reasons for procurement in the country of location include "lower prices" and "easier access". In addition, expectations are gradually rising regarding "superior and consistent quality".

(1) Current sources of procurement

--- **The major procurement sources have been the EU, Japan, and the country of location, in this order, for the past 4 years. However, there is a trend towards integration of procurement sources.**

The largest procurement sources for materials and parts for Japanese manufacturing affiliates in Central and Eastern European countries are the 15 EU countries (down 14.5 points from the previous survey to 76.1%), followed by Japan (down 12.7 points to 71.7%), and the country of location (down 22.1 points to 43.5%). [See Diagram 3-5.]

Diagram 3-5: Major Procurement Sources (by region/ country)



(Source: JETRO Survey, Japan External Trade Organization)

Procurement from Central and Eastern European countries (excluding the country of location) dropped 22.3 points to 15.2%. Similarly, procurement from Asia (excluding Japan and China) decreased 19.9 points to 23.9%. A decreasing trend was observed in all regions/countries except for procurement from Russia and CIS countries, which increased by 3.4 points to 6.5%, and others. With the rapid entries of companies into Central and Eastern Europe over the past several years, these companies often took the option of multiple procurement sources, depending on the stage of business development, partly to avoid the risks of having a single procurement source. For instance, companies in the startup stage relied on procurement from Japan, while companies whose operations had stabilized gradually shifted their procurement sources to the EU and the country of location. The survey results reflect the further integration of procurement sources in line with the gradual increase in the number of companies whose operations have stabilized.

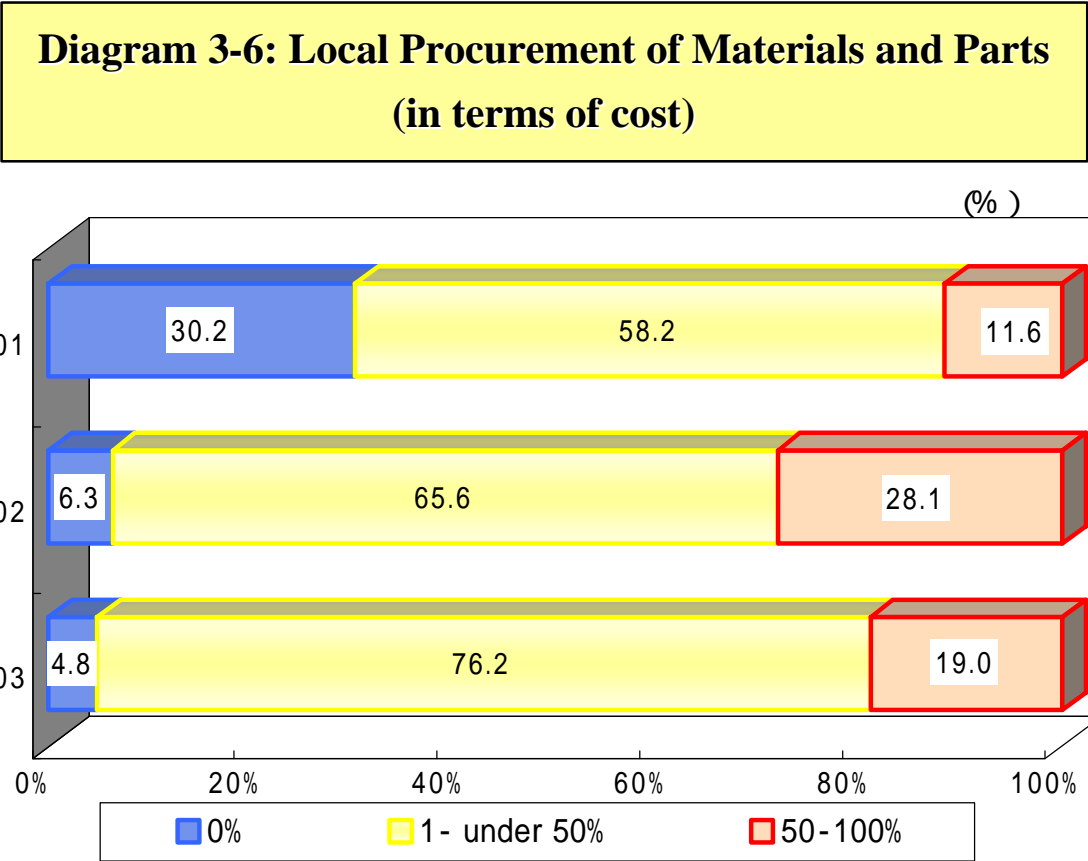
(2) Local procurement of materials and parts (in terms of cost)

--- The local procurement in the country of location fell from 2002, reflecting diversification of risks through multiple procurement sources.

With regard to the local procurement of Japanese manufacturing affiliates in Central and Eastern Europe (the cost of materials procured locally in the country of location excluding wages and indirect costs, etc., divided by the total procurement cost for materials and parts, in percentage) 4.8% of the companies reported “0%”, 76.1% reported “1% - under 50%”, and 19.1% reported “50% - 100%” for 2003. The number of companies reporting “0%” decreased from 2002.

As mentioned in (1) above, although there are varying methods of materials and parts procurement with

the increase in the number of companies advancing into the region, the ratio of local procurement in one way or another is expanding (on a cost basis). [See Diagram 3-6.] However, as far as 2003 is concerned, the local procurement ratio of “1% – under 50%” expanded, due to increased procurement from diversified sources outside the country of location to cope with exchange rate fluctuations driven by the steep appreciation of the euro, etc. Another factor is Supply Chain Management (SCM), whose recent introduction by many companies allows procurement from optimal sources according to the business environment.



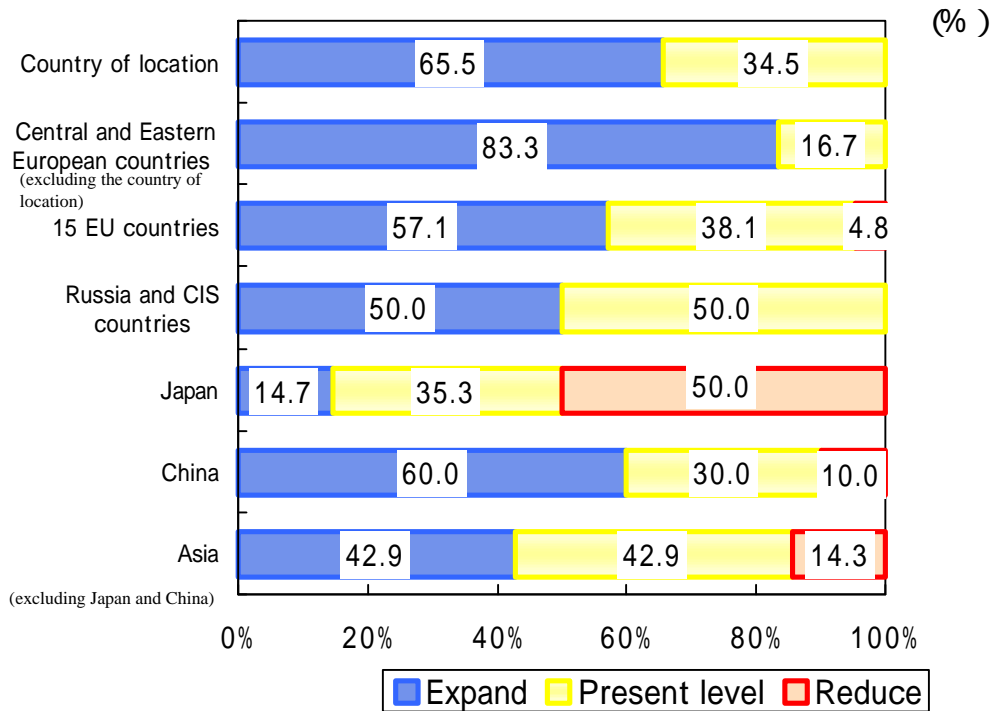
(Source: JETRO Survey, Japan External Trade Organization)

(3) Future procurement

--- **Expand procurement from Central and Eastern European countries (excluding the country of location), and consider procurement from China.**

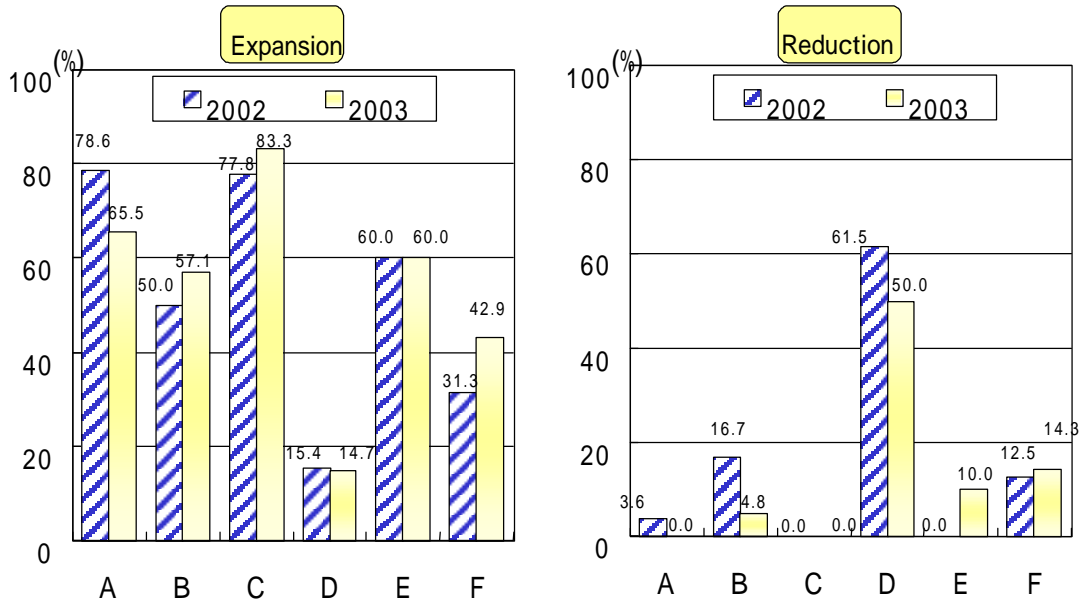
Japanese manufacturing affiliates in Central and Eastern European countries, when asked to what regions/countries they would expand procurement in the future, cited Central and Eastern European countries (excluding the country of location) most often (83.3%), far exceeding the country of location (65.5%), China (60.0%), and the 15 EU countries (57.1%). On the other hand, Japan was most often cited as the region/country from which procurement would be decreased (50.0%), continuing the 2002 trend of reducing dependence on Japan for materials and parts procurement. [See Diagram 3-7.]

Diagram 3-7: Future Procurement Sources by Region/Country (2003)



(Source: JETRO Survey, Japan External Trade Organization)

Diagram 3-8: Future Procurement Policy (2002 vs. 2003)



(A: Country of location, B: EU, C: Central and Eastern European countries <excluding the country of location>, D: Japan, E: China, F: Asia <Excluding Japan and China>)

(Source: JETRO Survey, Japan External Trade Organization)

When the survey results of 2002 (previous) and 2003 are compared [See Diagram 3-8], a higher percentage of companies in 2003 reported expansion of procurement in Central and Eastern European countries (excluding the country of location) and Asia (excluding Japan and China). However, for Asia (excluding Japan and China) from which there had been a clear policy of expanding procurement in the past, the number of companies that had reduced procurement from the region increased slightly. This shows that companies have started to review their policies of procurement beyond their regions as part of a drive to all manufacturing process with the region.

(4) Reasons for future expansion of procurement in the country of location

--- There are expectations for “superior and consistent quality” from Central and Eastern European countries.

Regarding the reasons (multiple responses allowed) for future expansion of procurement in the country of location, lower prices were cited the most (84.2%), followed by superior access (78.9%). Quality and stable supply also increased to 21.1% from the previous survey (4.8%). These findings suggest that, in local procurement, the Japanese manufacturing affiliates have higher expectations and evaluation of Central and Eastern European countries in terms of quality and consistent supply.

2. Sales

- The percentage of sales to the country of location expanded slowly.
- Future sales are also projected to expand to the country of location.
- There is a trend towards heated competition from products manufactured in Central and Eastern European countries partly due to the successive entry of Japanese manufacturing affiliates.

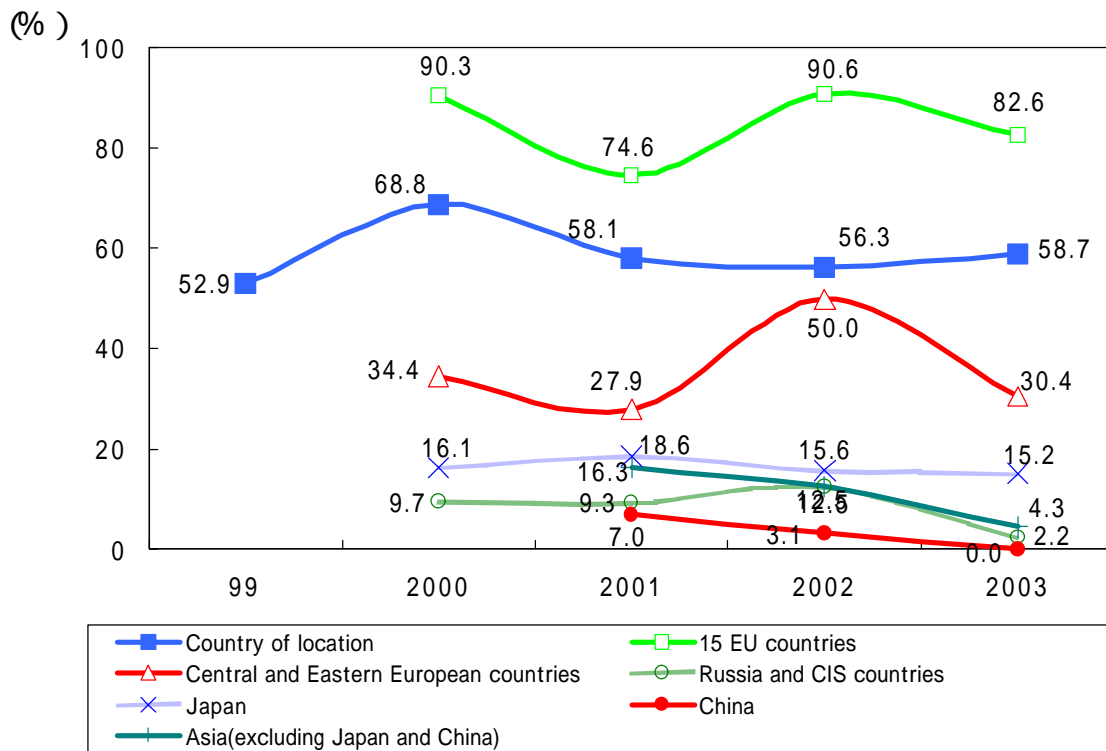
(1) Current situation

--- Sales in Central and Eastern European countries (excluding the country of location) have slowly expanded, clearly suggesting that the regions have been recognized as a market.

The major sales destinations for the Japanese manufacturing affiliates in Central and Eastern European countries are the EU (82.6%) (down a slight 8.0 points from the previous year), followed by the country of location (a minor increase of 2.4 points to 58.7%).

On the other hand, sales to Asia, including Japan and China, and to Russia and CIS countries showed a gradual downward trend. [See Diagram 3-9.] Central and Eastern European countries, albeit slowly, are actually emerging as “a market.”

Diagram 3-9: Markets (By Region/ Country)



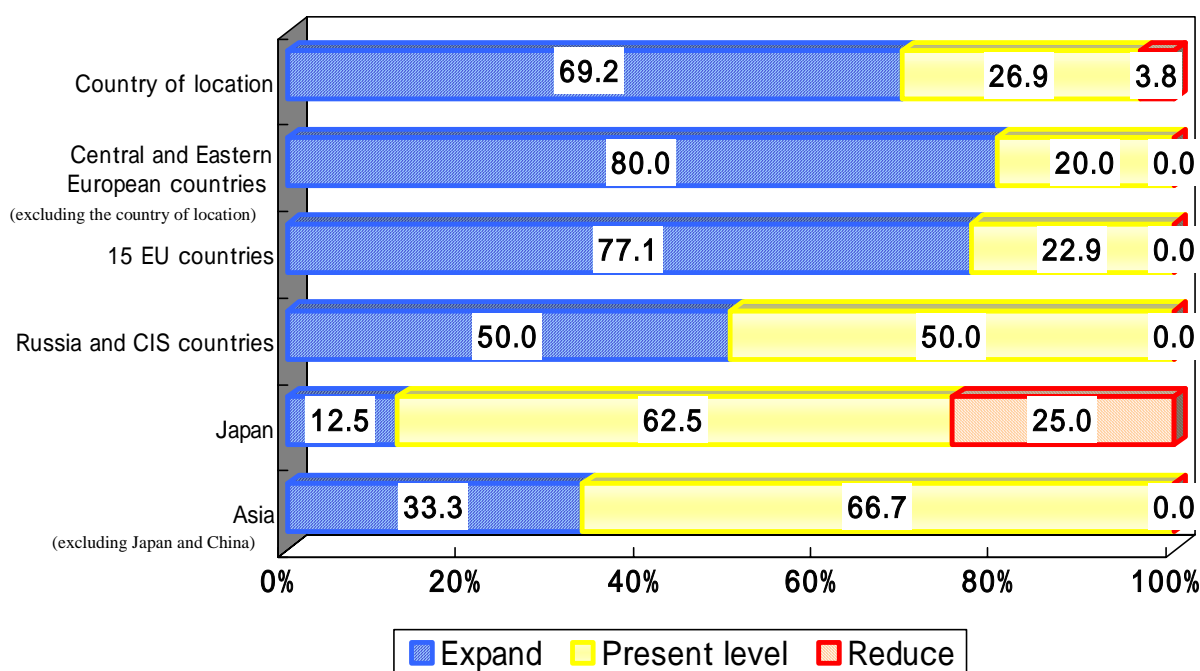
(Source: JETRO Survey, Japan External Trade Organization)

(2) Future sales policy

--- There is a general move towards expanding sales in Central and Eastern Europe (excluding the country of location), and reducing them in Asia.

Most Japanese manufacturing affiliates in Central and Eastern European countries (80.0%) responded that they would expand sales in Central and Eastern European countries excluding the country of location, followed by 15 EU countries (77.1%), country of location (69.2%), and Russia and CIS countries (50.0%), which are not very different from the results of the previous survey. [See Diagram 3-10.]

Diagram 3-10: Future Sales Policy by Region/Country (2003)



(Source: JETRO Survey, Japan External Trade Organization)

However, Central and Eastern European countries excluding the country of location has shown a 7.8 point increase from the previous year, which again shows that expectations for “Central and Eastern European countries as a market” is also reflected in corporate sales strategy. On the other hand, the percentage of companies planning to expand sales to Japan (down 30.4 points from the previous year) and Asia excluding Japan and China (down 16.7 points) is on the decrease. The respondent companies are beginning to determine the strategic positioning of Central and Eastern European countries and Asia.

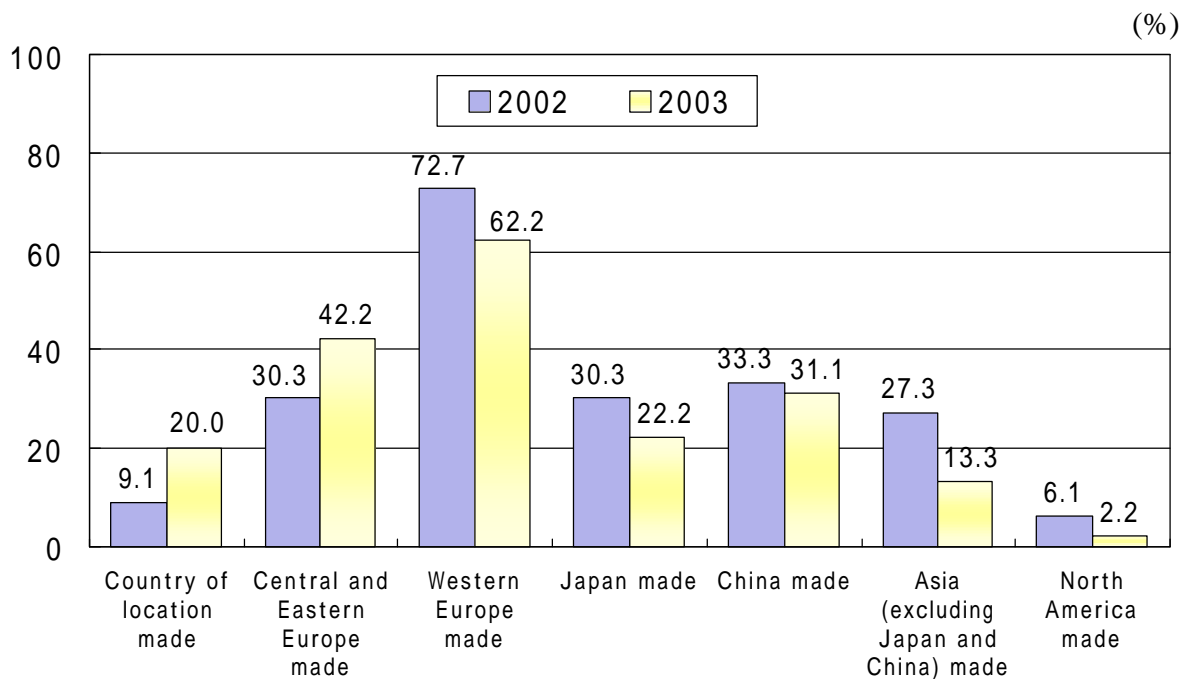
(3) Competitions

---Intensifying competition with Central and Eastern European-made products

Many Japanese manufacturing affiliates in Central and Eastern European countries indicate that the largest competitors of their products are those manufactured in Western Europe. However, the percentage of companies having such recognition decreased by 10.5 points from the previous year to 62.2%, reflecting less competition. On the other hand, percentage of companies which recognize products manufactured in Central and Eastern European countries as competitors increased 11.9 points to 42.2%. Strong competition has apparently emerged as manufacturing affiliates of European countries, the U.S., and South Korea have established production systems in Central and Eastern European countries over the past several years and have started product shipments.

On the other hand, competition with products manufactured in Asia (down 14.0 points from the previous year), in Japan (down 8.1 points), in North America (down 3.9 points), and in China (down 2.2 points) has been alleviated.

Diagram 3-11: Competing Products by Region/Country of Manufacture



(Source: JETRO Survey, Japan External Trade Organization)

3. Production

--- 2/3 of companies plan to expand production in the future.

74.5% of the Japanese manufacturing affiliates in Central and Eastern European countries responded that they would expand production volume in the future; the percentage has increased from the previous survey (66.7%). A current trend of significant production expansion can also be seen as some of the companies who completed their initial investment until 2002 increased production or planned to increase production from 2003 onward. In addition, no companies cited “transfer of production bases” or “withdrawal.”

IV. Management Problems

As for management problems (multiple responses allowed) of Japanese manufacturing affiliates in Central and Eastern European countries, the most cited problem was investment legislation/procedures - visa/work permits, and finance - exchange rate fluctuations (71.1%, respectively); followed by trade legislation/procedures - complex administrative procedures (66.7%); trade legislation/procedures - tariff, investment legislation/procedures – complex administrative procedures, and labor problems – securing human resources (55.6%, respectively). [See Table 3-1.]

With regard to the management problem in the country of location, the investment legislation/procedures – visa/work permits, which ranked 5th in the previous (2002) survey, ranked 1st in the latest survey. Behind this lies the increased number of employees dispatched from Japan necessary for full-scale business expansion, which requires increasing administrative process for visa and work permits. The finance/exchange rate fluctuations that topped the list in the previous survey again ranked at the top, in a tie, in the latest survey, reflecting the awareness of companies in 2003, when the significant appreciation of the euro was a problem.

Table 3-1: Management Problems

2003年

Investment legislation/procedures	Visa/work permits	71.1%
Finance	Exchange rate fluctuations	71.1%
Trade legislation/procedures	Complex administrative	66.7%
Trade legislation/procedures	Tariffs	55.6%
Investment legislation/procedures	Complex administrative	55.6%
Labor problems	Securing human resources	55.6%
Materials and parts procurement	Quality	51.1%
Labor problems	High absentee rate	51.1%
Investment legislation/procedures	Frequent revisions	48.9%
Tax system/procedures	Tax rates	48.9%
Materials and parts procurement	Deliveries	48.9%
Insufficient infrastructure	Roads	48.9%
Labor problems	Labor costs	46.7%
Standards, certification and	CE mark	42.2%
Materials and parts procurement	Costs	40.0%
Tax system/procedures	Complex procedures	37.8%
Labor problems	Quality of workers	35.6%
Labor problems	Social Security system	24.4%
Insufficient infrastructure	Communications	24.4%
Insufficient infrastructure	Othe transportation situations (public institutions)	22.2%
Trade legislation/procedures	Point-of-origin rules	20.0%
Insufficient infrastructure	Power supply	20.0%
Standards, certification and	Environmental regulations	17.8%
Finance	Funds raising	15.6%
Tax system/procedures	Double taxation	13.3%
Labor problems	Unions/strikes	13.3%

2002年

Finance	Exchange rate fluctuations	81.8%
Trade legislation/procedures	Complex administrative	75.8%
Labor problems	Securing human resources	69.7%
Investment legislation/procedures	Complex administrative	66.7%
Investment legislation/procedures	Visa/work permits	60.6%
Investment legislation/procedures	Complex administrative	60.6%
Materials and parts procurement	Quality	57.6%
Investment legislation/procedures	Frequent revisions	54.5%
Labor problems	Labor costs	51.5%
Materials and parts procurement	Costs	51.5%
Standards, certification and	Environmental regulations	51.5%
Labor problems	Quality of workers	48.5%
Tax system/procedures	Tax rates	48.5%
Trade legislation/procedures	Tariffs	42.4%
Standards, certification and	CE mark	42.4%
Insufficient infrastructure	Roads	36.4%
Materials and parts procurement	Deliveries	33.3%
Trade legislation/procedures	Point-of-origin rules	30.3%
Labor problems	Social Security system	27.3%
Insufficient infrastructure	Power supply	27.3%
Insufficient infrastructure	Communications	27.3%
Labor problems	Unions/strikes	12.1%
Finance	Funds raising	12.1%
Trade legislation/procedures	Most-favored nation treatment	6.1%
Trade legislation/procedures	anti-dumping measures	6.1%
Tax system/procedures	Double taxation	3.0%
Insufficient infrastructure	Othe transportation situations (public institutions)	3.0%

* The above response rates were calculated based on the total number of companies who responded to the question (management problems) (45 companies). Therefore, the rates do not match those listed as composition ratios in Tables 19-1 to 8 and 20-6 to 10 in the Tabulated Data.

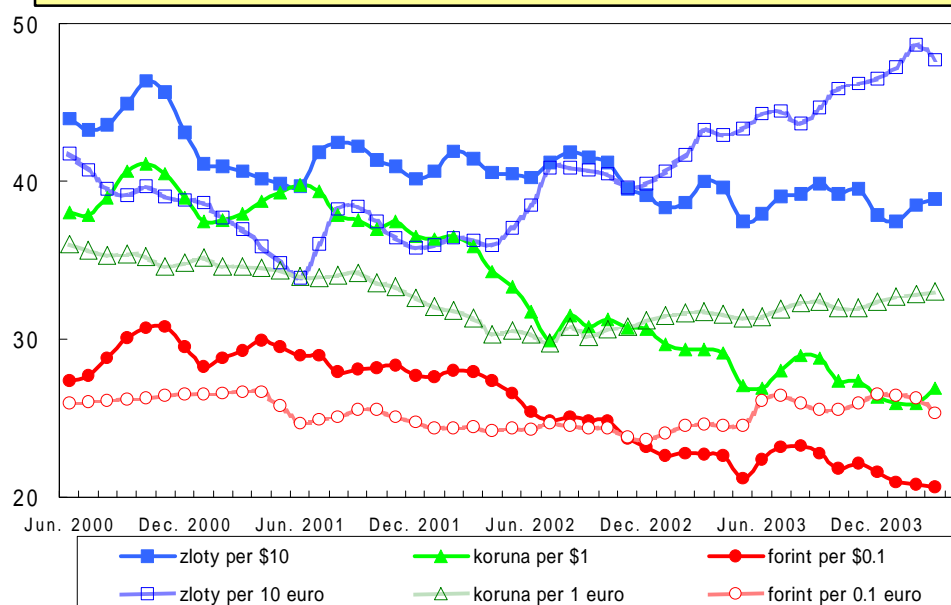
The trade legislation/procedures – tariffs rose sharply from 14th in the previous survey to 4th, which is considered to reflect the fact, that the EU's common customs tariff to be imposed on some of the products that had been tax-exempt in Central and Eastern European countries prior to

their accession to the EU.

Exchange rate fluctuations due to the steep appreciation of the euro to the local currency in 2003 gave a boost to Japanese manufacturing affiliates in Central and East European countries who are mainly engaged in exports to European markets. [See Diagram 3-12.]

Compared with December 2002 (monthly average) the Euro appreciated against, the Polish zloty 16.7% in December 2003 (monthly average); against the Hungarian forint 12.3%; and against the Czech koruna 3.7%. Compared with the times when the local currencies continued to be strong, the situation had a positive impact on the Japanese manufacturing affiliates in Central and Eastern European countries who are engaged in exports to the euro zone market. However, many Japanese manufacturing affiliates perceive the impact of exchange rate fluctuations as a problem.

Diagram 3-12: Exchange rate fluctuations of Polish zloty, Czech koruna, and Hungarian forint



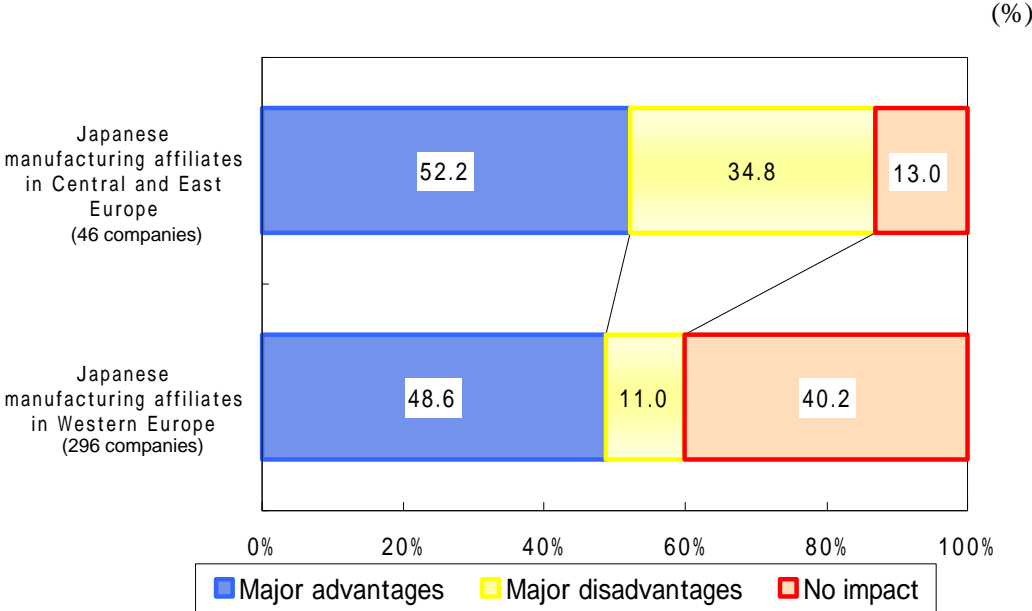
(Source: International Monetary Fund)

V. EU enlargement, etc.

- A majority (52.5%) of the Japanese manufacturing affiliates in Central and Eastern Europe thought that the expansion of the EU had major advantages. The percentage of companies considering that expansion had major disadvantages also decreased to some 30%.
- As advantages, over 90% of the companies indicated simplified customs clearance procedures, followed by harmonization of economic legislations (58.3%), and harmonization of standards and regulations (37.5%).
- As disadvantages, over 90% of the companies pointed to an increase in personnel costs, followed by heated competition and outflow of human resources to the EU (31.3% respectively).

Regarding expansion of the EU, 52.2% of the Japanese manufacturing affiliates in Central and Eastern European countries responded that it had major advantages; 34.8% responded that it had major disadvantages; and 13.0% responded that it did not have any impact. [See Diagram 3-13.] Similar to the previous survey, more companies in Central and Eastern Europe responded that it had major disadvantages compared with the results of the survey of Japanese manufacturing affiliates in Western Europe. However, the percentage of companies that responded that it had major disadvantages dropped from 42.4% in the previous survey to 34.8%, indicating companies are becoming less pessimistic with new accession to the EU close at hand.

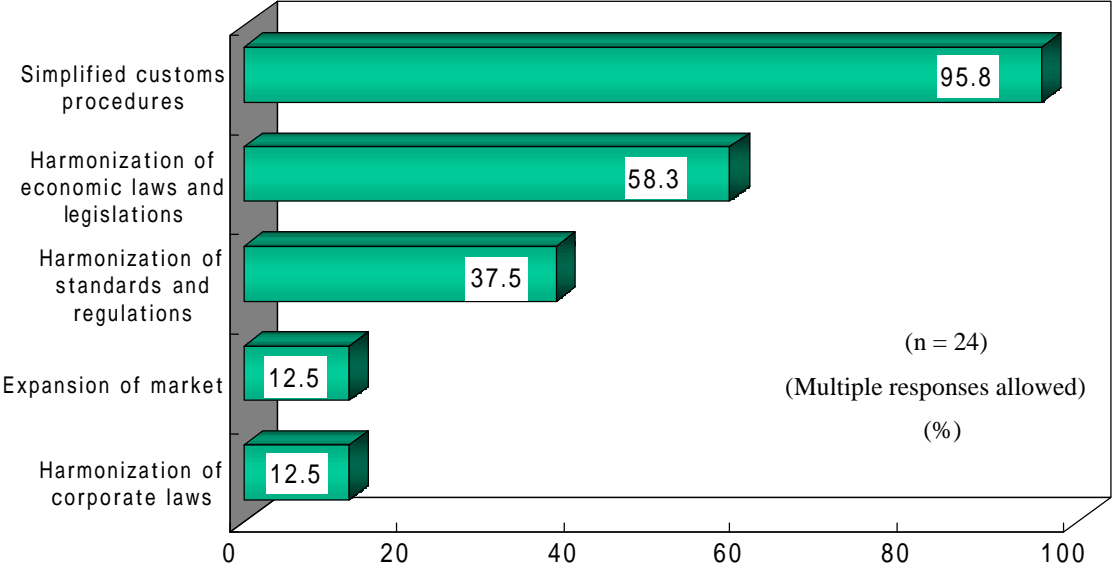
Diagram 3-13: Advantage and Disadvantage Ratio Regarding EU Enlargement



(Source: JETRO Survey, Japan External Trade Organization)

The biggest advantage of the EU enlargement was thought to be simplified customs clearance procedures (95.8%). Movements of people and goods through accession to the EU have such advantages as streamlining of paperwork and improved efficiency in international logistics, etc. Other advantages include harmonization of economic legislations (58.3%), harmonization of standards and

Diagram 3-14: Advantages of EU Enlargement

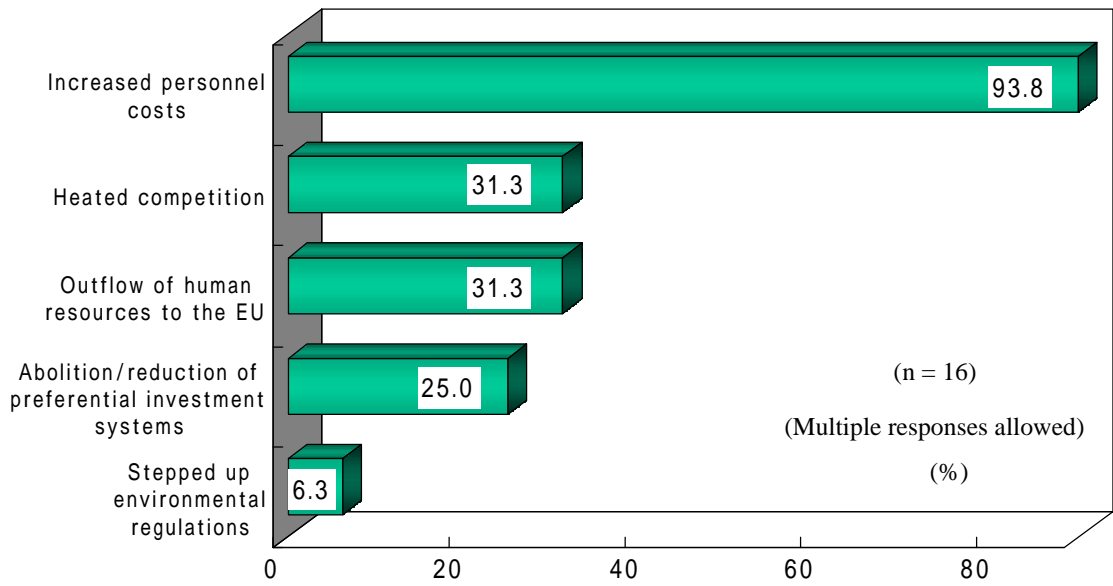


(Source: JETRO Survey, Japan External Trade Organization)

regulations (37.5%), and expansion of the market and harmonization of corporate laws (12.5% respectively). Compared with the previous survey, simplified customs clearance procedures (79.3% previously) expanded sharply, strongly reflecting expectations for improvement in customs procedures and logistics upon the expansion of the EU.

Over 90% of the companies pointed to increased personnel cost as a disadvantage in expansion of the EU. This is considered to reflect a sharp wage increase due to successive entries of foreign-affiliated companies, and concern over consistently securing competitive human resources. Other disadvantages include heated competition and outflow of human resources to EU (31.3% respectively). “Heated competition” and “outflow of human resources to the EU” recorded lower percentages in the previous survey; 23.3% and 20.0% respectively. The heated competition is considered to reflect intensifying competition on the market due to successive entries of foreign-affiliated competitors from foreign-affiliated companies successively entering to the region from Europe, the U.S., Japan and South Korea...

Diagram 3-15: Disadvantages of EU Expansion



(Source: JETRO Survey, Japan External Trade Organization)

Table: Japanese-affiliated Companies New to Central and Eastern Europe

Country	Local company name	Japanese company name	Establishment	Line of business
Poland	NGK Ceramics Polska Sp.zo.o.	NGK Insulators, Ltd.	2003	Manufacture of automobile ceramics
Poland	Poland Smelting Technologies Sp.zo.o.	Toyota Tsusho Corporation, Daiki Aluminum Industry Co., Ltd.	2003	Manufacture and distribution of smelted and recycled aluminum ingots
Poland	TBMECA Poland Sp.zo.o.	Toyoda Boshoku Corporation, Denso Corporation	2003	Manufacture of automobile cylinder head covers, intake manifold, etc.
Poland	TSUBAKI HOOVER POLSKA Sp.zo.o.	Tsubaki Nakashima Co., Ltd.	2003	Manufacture of bearing components
Poland	YAGI Factory Poland Sp.zo.o.	Yagi Industries Co., Ltd.	2003	Manufacture of bearing components
Czech Republic	Daikin Industries Czech Republic s.r.o.	Daikin Industries, Ltd.	2003	Air-conditioning systems
Czech Republic	Ishimitsu Manufacturing Czech, s.r.o.	Ishimitsu Manufacturing	2003	Automobile parts
Czech Republic	Japan Solderless Terminals s.r.o.	J.S.T. Manufacturing Co., Ltd.	2003	Wires and cables
Czech Republic	Nachi Czech, s.r.o.	Nachi-Fujikoshi Corporation	2003	Bearings
Czech Republic	Oiles Czech Manufacturing s.r.o.	Oiles Corporation	2003	Bearings
Czech Republic	Toyoda-Koki Automotive Czech Republic, s.r.o.	Toyoda Machine Works, Ltd.	2003	Manufacture of precision processing parts including transmission parts
Hungary	Meiji Rubber Europe Industrial Products Co.,Ltd.	Meiji Rubber & Chemical Co., Ltd.	2003	Manufacture and distribution of printing blankets and distribution of printing instruments
Hungary	SEWS Automotive Wire Hungary Ltd.	Sumitomo Electric Industries, Ltd.	2003	Manufacture of cables
Hungary	Shin-Etsu Polymer Hungary Ltd.	Shin-Etsu Polymer Co., Ltd.	2003	Manufacture of keypads for cellular phones and electrical components
Hungary	Sunarrow Hungary Kft.	Sunarrow Ltd.	2003	Manufacture of cellular phone parts
Hungary	Toyo Seat Europe Kft.	Toyo Seat Co., Ltd.	2003	Manufacture of automobile seats
Rumania	Yazaki Romania S.R.L	Yazaki Europe Limited	2003	Wire harnesses
Bosnia-Herzegovina	Fuji BB international D.O.O	Fujimurashikokuban Co., Ltd.	2003	Manufacture of enameled blackboards

Turkey

I. Overview of Japanese Manufacturing Affiliates in Turkey (as of the end of 2003)

--- 14 Japanese manufacturing affiliates, are currently operating in Turkey.

Japanese manufacturing affiliates operating in Turkey are mainly in the auto industry.

The latest survey revealed that 14 Japanese manufacturing affiliates are operating in Turkey (as of the end of 2003). Of the 14 companies, 3 are in the transportation machinery and 7 in the transportation parts, followed by 2 in food products, agricultural and fisheries product processing, 1 in rubber products, and 1 in “other” manufacturing industries.

II. Business Conditions and Prospects for Japanese Manufacturing Affiliates in Turkey

--- Operating profits trend remains unchanged

- A clear majority (70%) of the companies expected operating profits for 2003.
- Operating profits for 2004 are projected to continue .

1. “100%” of companies projected improved performance for 2003 compared with the previous year.

Of 10 respondent companies, 7 companies projected 2003 operating profits (up 23.8 points from previous year to 70.0%), and 2 companies projected losses (down 33.8 points to 20.0%). [See Diagram 4-1.] [See Table 4-1.]

Diagram4-1: Profit and Loss Trend

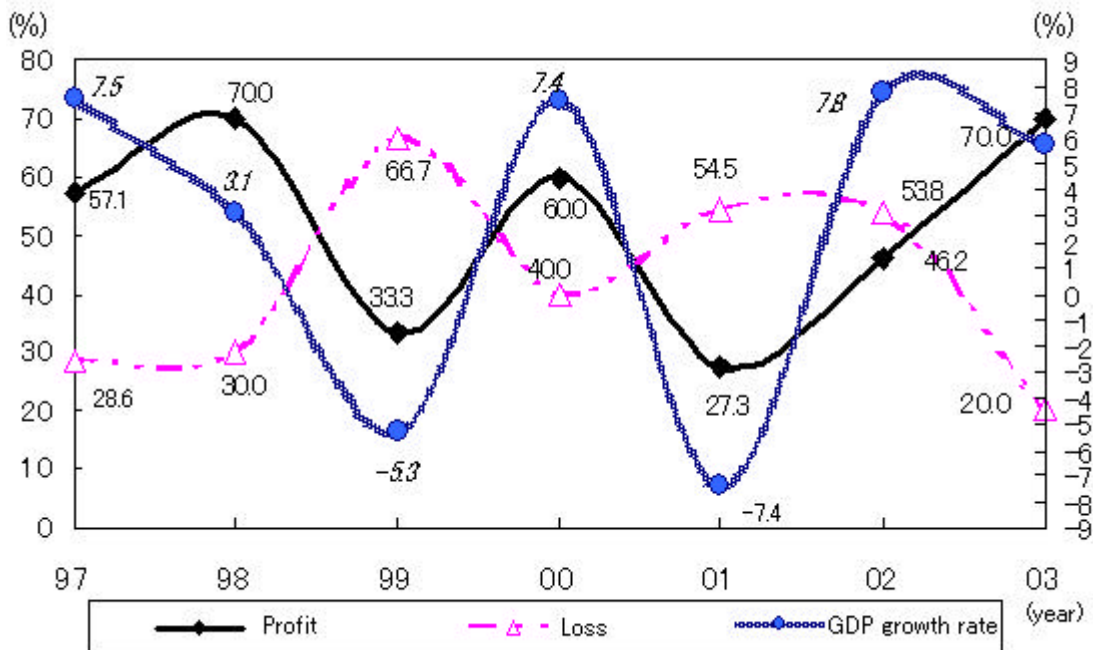


Table 4-1: Operating Profit and Loss trends

Year	No.of respondent companies	Profit		Balanced		Loss	
		No.of companies	Share(%)	No.of companies	Share(%)	No.of companies	Share(%)
97	7	4	57.1	1	14.3	2	28.6
98	10	7	70.0	0	0.0	3	30.0
99	9	3	33.3	0	0.0	6	66.7
2000	10	6	60.0	0	0.0	4	40.0
2001	11	3	27.3	2	18.2	6	54.5
2002	13	6	46.2	0	0.0	7	53.8
2003	10	7	70.0	1	10.0	2	20.0

Comparing 2003 operating profits with those of 2002, all 10 respondent companies (100%) projected an improve. After having rapidly recovered from an economic crisis in 2001, the Turkish economy has to maintain a high growth rate, reaching a 5.8% figure for 2003. As the diagram on the previous page shows, the performance of companies operating in Turkey tends to be linked to the country's economic conditions. The latest survey results are also considered to reflect the state of the Turkish economy in and after 2002. [See Table 4-2.]

Table 4-2: Operating Profit and Loss projections

Year	Improve		Unchanged		Deteriorate		No.of respondent companies
	No.	(%)	No.	(%)	No.	(%)	
2002(vs.2001)	9	(75.0%)	1	(8.3%)	2	(16.7%)	12
2003(vs.2002)	9	(69.2%)	2	(15.4%)	7	(53.8%)	13
2004(vs.2003)	8	(80.0%)			2	(20.0%)	10

(previous survey results)

2. Continued improvement in operating profits projected for 2004

Out of 10 respondent companies 8 (80.0%) expected "improve" for 2004 compared with 2003, none of them projected "unchanged", and 2 companies (20.0%) projected "deteriorate". Most Japanese manufacturing affiliates in Turkey expect the upward trend to continue from 2003. [See Table 4-2.]

III. Procurement, Production, and Sales Setups

1. Procurement of materials and parts (excluding parts for production equipment)

- Current major procurement sources are the EU, Japan, and Turkey.
- Nearly 80% reported a local procurement rate of 50% or below.
- Procurement from Turkey will be expanded in the future.
- Advantages of procurement in Turkey include low prices and superior access.

(1) Current sources of procurement

--- EU, Japan, and Turkey are the three major sources of procurement.

The leading sources for procurement of materials and parts for 10 Japanese manufacturing affiliates in Turkey are the EU and Japan, both cited by 9 companies (90%), and Turkey, cited by 8 companies (80.0%). According to the 2002 survey, the major sources were Turkey, Japan, and the EU. [See Table 4-3.]

Table 4-3: Major Sources for Procurement (by region/country)

	EU	Japan	Turkey	Asia	Other	No. of respondent companies
Turkey	9 (90.0%)	9 (90.0%)	8 (80.0%)	5 (50.0%)	1 (10.0%)	10

(2) Local procurement ratio of materials and parts (in terms of cost)

--- Nearly 80% cited a local procurement ratio of 50% or below.

With regard to the local procurement ratio (the cost of materials procured locally in Turkey excluding wages and indirect costs, etc. divided by the total procurement cost for materials and parts, in percentage) of the 10 Japanese manufacturing affiliates in Turkey, 9 companies (90.0%) reported 1% - under 50%, and 1 company (10%) reported 51 – 100%. [See Table 4-4.]

Table 4-4: Local Procurement Ratio of Materials and Parts (in value)

	0%	0 ~ 10%	11 ~ 20%	21 ~ 30%	31 ~ 40%	41 ~ 50%	51 ~ 60%	61 ~ 70%	71 ~ 80%	81 ~ 90%	91 ~ 100%	No. of respondent companies
2003	0 (0.0%)	4 (40.0%)	1 (10.0%)	1 (10.0%)	2 (20.0%)	1 (10.0%)	1 (10.0%)	1 (10.0%)	0 (0%)	0 (0%)	0 (0%)	10
	(0.0%)	9(90.0%)					1 (10.0%)					
2002	1	10					2					13
	(7.7%)	(77.0%)					(15.3%)					

(3) Future procurement

--- Expand procurement from Turkey.

Japanese manufacturing affiliates in Turkey, when asked what regions/countries to which they

would expand procurement in the future, cited most often Turkey (66.7%) (reduction was cited by 0% of the companies), which is consistent with the 2002 results. [See Table 4-5.]

Table 4-5: Future Procurement Policy by Country/Region (2003)

	Expand	Present level	Reduce	No. of respondent companies
Turkey	6 (66.7%)	3 (33.3%)		9
Japan	2 (22.2%)	4 (44.4%)	3 (33.3%)	9
EU	4 (44.4%)	3 (33.3%)	2 (22.2%)	9
Asia	0 (0.0%)	4 (80.0%)	1 (20.0%)	5

(4) Reasons for expanding procurement Turkey

--- Low prices and superior access

When asked the reasons for expanding procurement Turkey, of 6 Japanese manufacturing affiliates in Turkey, 5 (83.3%) cited low prices, followed by 3 (50.0%) who cited superior access.

2. Sales

- Turkey is the dominant sales destination at present.
- In the future, sales destinations in the EU, Central and Eastern European countries, and Turkey will be expanded.
- At the sales destinations, products are competing with those manufactured in Western Europe and in Turkey.

(1) Current situation

--- Overwhelmingly target Turkey, followed by the EU and Central and Eastern European countries.

The most frequently cited sales destinations of the 10 Japanese manufacturing affiliates in Turkey were Turkey (10 companies), followed by the EU (7 companies), and Central and Eastern European countries (4 companies). [See Table 4-6.]

Table 4-6: Sales Destinations (by region/country)

	Turkey	E U	Central and Eastern European countries	Japan	China	Other	No. of respondent companies
Turkey	10 (100.0%)	7 (70.0%)	4 (40.0%)	1 (10.0%)	1 (10.0%)	1 (10.0%)	10

(2) Future sales policy

--- Expansion of sales in the EU, Turkey and Central and Eastern European countries.

Regions/countries in which Japanese manufacturing affiliates in Turkey said that they would expand sales in the future included the EU, Turkey, and Central and Eastern European countries. Only one company responded that they would reduce sales in China. [See Table 4-7.]

Table 4-7: Future Sales by region/country (2003)

	Expansion	Present level	Reduction	No. of respondent companies
Turkey	6 (60.0%)	4 (40.0%)		10
Japan		1 (100.0%)		1
EU	7 (100.0%)			7
Central & Eastern European countries	3 (75.0%)	1 (25.0%)		4
Russia & CIS countries	2 (50.0%)			4
China			1 (100.0%)	1

(3) Competitions

--- Competitive products include those manufactured in Western Europe and Turkey

Competing products on the market for 10 Japanese manufacturing affiliates are those manufactured in Western Europe, cited by 7 companies, and in Turkey, cited by 6 companies. These were followed by products manufactured in Japan (3 companies) and in China (2 companies). [See Table 4-8.]

Table 4-8: Competing Products on the Markets

	Western Europe	Turkey	Japan	China	Asia	North America	Central & Eastern European countries	No. of respondent companies
Turkey	7 (70.0%)	6 (60.0%)	3 (30.0%)	2 (20.0%)	1 (10.0%)	1 (10.0%)	1 (10.0%)	10

3. Production

--- All companies responded that they would expand production volume in the future.

All 10 companies replied that they would expand production volume in the future, which suggests that production systems are being improved in preparation for increased domestic demand and expansion of exports to European countries.

IV. Management Problems

As management problems of Japanese manufacturing affiliates in Turkey (multiple responses allowed), all companies indicated finance and exchange rate fluctuations, followed by frequent revisions of investment legislations.”

Table 4-9: Management Problems (2003)

10 respondent companies

Finance	Exchange rate fluctuations	10	100.0%
Investment legislation/procedures	Frequent revisions	7	70.0%
Insufficient infrastructure	Power supply	6	60.0%
Materials and parts procurement	Quality	5	50.0%
Trade legislation/procedures	Complex administrative procedures	4	40.0%
Investment legislation/procedures	Visa/work permits	4	40.0%
Tax systems/procedures	Tax rates	4	40.0%
Materials and parts procurement	Deliveries	4	40.0%
Insufficient infrastructure	Communications	4	40.0%
Trade legislation/procedures	Tax rates	3	30.0%
Investment legislation/procedures	Complex administrative procedures	3	30.0%
Tax system/procedures	Complex procedures	3	30.0%
Labor problems	Securing human resources	3	30.0%
Insufficient infrastructure	Roads	3	30.0%
Standards, certification and regulations	Other	2	20.0%
Labor problems	Labor costs	2	20.0%
Labor problems	Unions/strikes	2	20.0%
Insufficient infrastructure	Transportation other than roads and ports	2	20.0%
Trade legislation/procedures	Anti-dumping measures	1	10.0%
Trade legislation/procedures	Point-of-origin rules	1	10.0%
Tax system/procedures	Other	1	10.0%
Standards, certification and regulations	Animal/plant quarantines	1	10.0%
Materials and parts procurement	Costs	1	10.0%

Table 4-10: Management Problems (2002)

13 respondent companies

Finance	Exchange rate fluctuations	13	100.0%
Trade legislation/procedures	Complex administrative procedures	11	84.6%
Investment legislation/procedures	Complex administrative procedures	9	69.2%
Materials and parts procurement	Quality	9	69.2%
Investment legislation/procedures	Complex revisions	8	61.5%
Tax system/procedures	Tax rates	6	46.2%
Insufficient infrastructure	Communications	6	46.2%
Materials and parts procurement	Deliveries	5	38.5%
Insufficient infrastructure	Roads	5	38.5%
Labor problems	Unions/strikes	4	30.8%
Investment legislation/procedures	Visa/work permits	4	30.8%
Tax system/procedures	Complex procedures	4	30.8%
Insufficient infrastructure	Power supply	4	30.8%
Materials and parts procurement	Costs	3	23.1%
Finance	Funds raising	3	23.1%
Labor problems	Quality of workers	2	15.4%
Labor problems	Securing human resources	2	15.4%
Trade legislation/procedures	Tariff	2	15.4%
Standards, certification and regulations	Animal/plant quarantines	2	15.4%
Standards, certification and regulations	Environmental regulations	2	15.4%
Standards, certification and regulations	CE mark	2	15.4%
Insufficient infrastructure	Transportation other than roads and ports	2	15.4%
Labor problems	Labor costs	1	7.7%
Insufficient infrastructure	Port facilities	1	7.7%

* The above response rates were calculated based on the total number of companies who responded to the question (management problems)(100 companies). Therefore, the rates do not match those listed as composition ratios in Tables 19-1 to 8 in the Tabulated Data.

Exchange rate fluctuations were cited as major particular management problem in Turkey by all respondent companies, as in the 2002 (previous survey). The complex administrative procedures of the investment legislations (ranked third in the previous survey), fell in the ranking, presumably due to the dramatic simplification of procedures under new investment laws enacted in June 2003. On the other hand, frequent revisions of the investment legislations rose to second, indicating that the respondent companies still find the investment legislations in Turkey hard to understand. In comparison with the previous survey, however, discontent with the financial legislations has gone down, instead there is growing demand for the development of infrastructure such as power supply and communications, etc.

V. EU Enlargement, etc.

- 30% of the Japanese manufacturing affiliates in Turkey responded that expansion of the EU had major advantages. No company thought that it had major disadvantages, and 70% of the companies responded that it had no impact.
- As advantages, expansion of exports, expansion of sales channels/markets, reduction in materials and parts procurement costs, and improvement of competitiveness of Turkish products were cited by 1 company each.

With regard to the expansion of the EU, 3 (30.0%) of the 10 respondent companies responded that it had major advantages, No company responded that it had major disadvantages, and 7 companies (70.0%) responded that it had no impact.

As advantages of EU enlargement, expansion of exports, expansion of sales channels/markets, reduction in materials and parts procurement costs, and improvement of competitiveness of Turkish products were cited by 1 company each.

No tariff is imposed on products, apart from agricultural products, that are traded between Turkey and the EU after a customs union came into effect in December 1995. At that time, all manufacturers in Turkey, including Japanese manufacturing affiliates, were faced with severe competition both in terms of price and quality due to the mass influx of European products, which had become relatively cheaper than before. Eight years since the customs union has formed, however, production and distribution systems of companies in Turkey, including Japanese manufacturing affiliates, have been strengthened. As a result, they think that there will be only a limited impact if the customs union should be extended to the new EU member countries, including those in Central and Eastern Europe.

Country	Name of Local Enterprise	Name of Japanese Enterprise	Established in	Business lines
UK	Accuromm U.K. Ltd.	Fuji Seiko Ltd., Sansetsu Warehouse Co., Ltd., Wataru Printing and Manufacturing Co., Ltd.	1988	Manufacture and sales of plastic precision parts and sales of cutting tools
	Activa Technology Ltd	Yamaha Motor Co., Ltd.,	1992	Manufacture of carbon parts for race cars
	ADEL ROOTSTEIN LTD	Yoshichu mannequin Co., Ltd.	1992	Design, manufacture and sales of mannequins for displays
	Advanced Healthcare Ltd.	Shofu Inc.	1991	R&D, manufacture and sales of dental materials
	AGC Automotive U.K. Ltd	AGC Automotive U.K. Ltd	1990	Assembly of automobile parts
	AGM Batteries LTD	Japan Storage Battery Co., Ltd., Mitsubishi Materials Corp.	1998	Manufacture and sales of lithium ion batteries
	Agrisense Bcs Ltd	Mitsui & Co., Ltd.	1984	Manufacture and sales of pheromone equipment
	Aida Engineering UK Ltd	Aida Engineering, Ltd.	1992	Manufacture of press machines and peripheral equipment
	Air Bearings Ltd	Hitachi Via Mechanics, Ltd.	1995	Manufacture of parts for substrate processors
	Aisin Europe Manufacturing(UK) Ltd.	Aisin Seiki Co., Ltd. (Aisin Europe S.A.)	1997	Production of automobile parts (door frames, etc.)
	AKZO NOBEL NIPPON PAINT	Nippon Paint Co., Ltd. (Nippon Paint (Europe) Ltd.)	1993	R&D, manufacture and sales of coil coating materials
	Algram Group Ltd	Olympus Optical Co., Ltd. (Keymed(Medical&Industrial Equipment)Ltd)	1996	Manufacture of parts of medical equipment
	Amada United Kingdom Limited	Amada Co., Ltd., Amada Metrecks Co., Ltd.	1972	Sales of industrial machines for sheet metal machining, and manufacture and sales of metallic molds
	Anritsu Limited	Anritsu Corp. (Anritsu U.S. Holding Inc.)	1980	R&D, manufacture and sales of electronic measuring instruments
	Aquascutum Group,Plc.	Renown Inc.	1990	Manufacture of apparel products
	Arcontrol Ltd.	Terasaki Electric Co., Ltd.	2000	Manufacture and sales of electric machines and apparatuses
	ARRK PRODUCT DEVELOPMENT GROUP LIMITED	Arrk Corporation	2001	Experimentally manufactured products for various industrial development, preparation of CAD/CAM data, experimental manufacture of industrial models, and manufacture of molds
	ARRK PTS Europe Ltd.	Arrk Corporation	1988	Total services for development of new products
	Asahi Diamond Industrial U.K.Co.,Ltd.	Asahi Diamond Industrial Co., Ltd.	1984	Manufacture and sales of diamond tools
	Asahi Glass Fluoropolymers U.K. Ltd.	Asahi Glass Co., Ltd.	1999	Manufacture and sales, and R&D, of PTFE resin
Asahi Seiko (Europe) Ltd	Asahi Seiko Co., Ltd.	1995	Manufacture of currency identification machines, refunding machines, card refunding read / write machines	

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UK	Asahi Thermofil (UK) Ltd	Asahi Kasei Corporation	1991	R&D, design, manufacture and sales of plastic compound products
	Audience Systems Ltd.	Kotobuki Co., Ltd.	1993	Design, manufacture and sales of audience chairs
	AVX Limited	Kyocera Corp.(AVX Corp. (USA))	1975	Manufacture and sales of passive electronic parts such as capacitor resistances
	B.B.M.Electronics Group Limited	TOA Corporation	1998	Manufacture and sales of communication apparatuses (wireless microphones) and peripheral apparatuses
	B.K.L. Fittings Ltd.	Benkan Corporation, Mitsubishi Corp.	1985	Manufacture and sales of steel pipe weld joints
	Ben Nevis Distillery(Fort William) Ltd	Nikka Whisky Distilling Co., Ltd., Mitsui & Co., Ltd., Mitsui & Co (UK) Plc	1989	Brewering and sales of whisky
	Biological Crop Protection Ltd	Mitsui & Co., Ltd.	1987	Manufacture of natural enemy agricultural chemicals
	Bristol Bending Sanoh,Ltd.	Sanoh Industrial Co., Ltd., Nissho Iwai Corp.	1991	Manufacture and sales of piping parts for motor vehicles
	Brother Industries (U.K.) Ltd.	Brother Industries, Ltd.	1985	Manufacture and sales of OA apparatuses such as faxes and typewriters
	Calsonic Kansei Technology Center Europe	Calsonic Kansei Corp.	1989	Development and manufacture of heat exchangers for automobiles
	Calsonic Kansei UK Ltd.	Calsonic Kansei Corp.	1989	Manufacture of air conditioning systems for automobiles, cockpit modules, engine modules, and exhaust system modules
	Canyon Europe Ltd	Canyon Corporation	1986	Manufacture and sales of plastic hand sprayers
	Coates Brothers Plc	Dainippon Ink and Chemicals, Inc.	2001	Manufacture and sales of printing inks
	Cookson Fukuda Ltd.	Fukuda Metal Foil & Powder Co., Ltd., Nissho Iwai Corp.	1989	Manufacture and sales of non-ferous metallic products
	Crystal Leisure Ltd	Sega Corporation (SGE Holdings, Ltd)	1996	Development, and manufacture and sales, of game equipment
	Daido Industrial Bearings Europe Ltd	Daido Metal Co., Ltd.	1998	Manufacture and sales of medium and large plain bearings for diesel engines
	Daiwa Sports Ltd.	Daiwa Seiko Inc.	1977	R&D, manufacture and sales of fishing gear
	Denso Manufacturing Midlands Ltd	Denso Corp.	1999	Manufacture of automobile parts
	Denso Manufacturing U.K. Ltd.	Denso Corp.	1990	Manufacture of automobile parts
	DENSO MARSTON LTD.	Denso Corp.	1989	Design, manufacture and sales of aluminum and copper radiators
Diemakers Ltd.	Kanematsu Corp., Die Makers,Inc.	1992	R&D and manufacture of magnesium diecast products	

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UK	Digi Europe Ltd.	Teraoka Seiko Co., Ltd.	1989	R&D, manufacture and sales of automatic and non-automatic weighing and planting machines
	DP Manufacturing (UK) Ltd	Mitsubishi Corp., Mitsubishi Plastics Industries Ltd., Ryojyukako Co., Ltd.	1987	Plastic cabinets for television sets and OA
	Dundee Textiles Ltd.	Kurabo Industries, Ltd., Tomen Corp.	1990	Dyeing and sales of woven cotton fabrics and woven polyester-cotton fabrics
	Dunlop Tyres Ltd.	Sumitomo Rubber Industries, Ltd. (Sumitomo Rubber Europe), Sumitomo Electric Industries, Ltd., Ohtsu Tire & Rubber Co., Ltd., and others	1984	R&D, design, manufacture and sales of tire tubes
	Dunlop-Topy Wheels, Ltd.	Topy Industries, Ltd.	1987	R&D, design, manufacture and sales of car wheels
	DuPont Teijin Films U.K. Limited	TEIJIN LTD. (Teijin Hokding U.K.)	1999	Manufacture and sales of polyester films
	Dura Cables Ltd	Nippon Cable System Inc.	1989	Design, manufacture and sales of control cables for motor vehicles
	Dynic (UK) Ltd.	Dynic Corp.	1989	Manufacture and sales of cassette ink ribbons for printers and ribbons for thermal printers
	Edinburgh Instruments Ltd.	Hamamatsu Photonics K.K.	1995	R&D, design, manufacture and sales of optical apparatuses
	EFTEN EUROPA LTD.	Oji International Packaging K.K.	1995	Manufacture and sales of ceiling parts for motor vehicles
	Electronic Harnesses (U.K.) Ltd.	Onamba Co., Ltd., Sumitomo Electric Industries, Ltd.	1988	Manufacture and sales of wire harnesses and demagnetizing coils
	Epson Telford Ltd.	Seiko Epson Corporation (EPSON Europe B.V.)	1987	Manufacture of ink cartridges
	F2 Chemical Ltd	Asahi Glass Co., Ltd., Mitsubishi Corporation	1992	Manufacture and sales, and R&D, of fluorine chemicals
	FCC (Europe) Ltd	FCC Co., Ltd., Kanematsu Corporation	1996	Manufacture of clutches for two-wheel vehicles
	Federal-Mogul Daido HWB Co., Ltd.	Daido Metal Co., Ltd.	1998	Design, manufacture and sales of medium and large plain bearings for diesel engines
	Flexello Ltd.	Nanshin Co., Ltd.	1991	R&D, design, manufacture and sales of castors (for carrying at superstores, factories, airports, hospitals, hotels, etc.)
	Freed of London Ltd.	Onward Kashiya Co., Ltd.	1987	Manufacture and sales of toe shoes for ballets
	Freudenberg Technical Products LP	NOK Corporation	1990	Manufacture and sales of oils seals and industrial rubber products
	Fuji Copian (U.K.) Ltd.	Fujicopian Co., Ltd.	1989	Manufacture and sales of ink ribbons for printers and typewriters
	Fuji Electric (Scotland) Ltd.	Fuji Electric Co., Ltd.	1991	Manufacture of semiconductor products
Fuji Seal (Europe) Ltd.	Fuji Seal Industries Co., Ltd.	1986	R&D, design, manufacture and sales of shrinkable labels and seals	

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UK	Fujifilm Electronic Imaging Ltd.	Fuji Photo Film Co., Ltd. (Fuji Photo Film Finance(UK) Ltd.)	1996	R&D, manufacture and sales of printing related apparatuses
	Fujitsu Siemens Computers BV	Fujitsu Ltd.	1999	R&D, design, manufacture and sales of PC products and server products for Europe
	Fujitsu Telecommunications Europe Ltd.	Fujitsu Ltd.	1991	R&D, design, manufacture and sales of communication apparatuses
	Futaba-Tenneco U.K.Ltd.	Futaba Industrial Co., Ltd.	2000	Manufacture and sales of mufflers
	Gibbon Group PLC	Dainippon Ink and Chemicals, Inc.	1998	Manufacture and sales of printing inks
	GKK Plastics Ltd.	Brother Industries, Ltd. (Brother Industrial (UK) Ltd.)	1989	Manufacture of plastic parts for electronic and electric products
	GR Advanced Materials Ltd.	Tohoku Ricoh Co., Ltd., Ricoh Co., Ltd. (Ricoh UK Holdings)	1994	R&D, design, manufacture and sales of consumable supplies for printing machines (paper and inks)
	Hashimoto Ltd.	Hashimoto Forming Industry Co., Ltd.	1989	Design, manufacture and sales of automobile parts
	Haythornthwaite & Sons Ltd.	Toyo Boshi Kogyo Co., Ltd.	1992	Manufacture and sales of coats and outer wear
	Heathway Ltd.	Irie Trading Co., Ltd.	1990	Manufacture and sales of optical fiber manufacturing apparatuses
	Hirata Parts UK, Ltd.	Hirata Technical Co., Ltd., Honda Motor Co., Ltd. (Honda Motor Europe Ltd., Honda Trading Europe Ltd.)	1999	Manufacture of skeletal parts of motor vehicles
	HI-LEX CABLE SYSTEM CO LIMITED (HCS)	Nippon Cable System Inc.	2000	Manufacture of various control cables and window regulators for motor vehicles
	Hirata Corp. of Europe Ltd	Hirata Corporation	1996	Manufacture and sales of robots and FA facilities
	Hitachi Automotive Products Europe Ltd.	Hitachi, Ltd., Hitachi Europe Ltd.	1997	Manufacture and sales of engine control parts of motor vehicles
	Hitachi Cable UK, Ltd.	Hitachi Cable, Ltd.	2000	Manufacture and sales of brake hoses
	Hochiki Europe U.K. Ltd.	Hochiki Co., Ltd.	1991	Manufacture and sales of sensors for fire alarms
	Honda Engineering Europe Ltd.	Honda Engineering Co., Ltd.	1990	Manufacture and sales of automobile production equipment
	Honda of the UK Manufacturing Ltd.	Honda Motor Co., Ltd., Honda Motor Europe Ltd.	1985	Manufacture of complete cars and engines for four-wheeled cars
	Horiba Instruments Ltd.	Horiba, Ltd.	1977	Assembling, manufacture and sales of measuring instruments
	Hoshizaki Europe Ltd.	Hoshizaki Electric Co., Ltd. Sakamoto Shoji Co., Ltd.	1994	Manufacture of full automatic ice makers
Hosiden Besson Ltd.	Hosiden Corp., Hoshiden Europe GmbH	1990	R&D, design, manufacture and sales of movable body communication related products, telephone related products and remote controllers (for television sets, etc.)	

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UK	Hosokawa Micron Ltd.	Hosokawa Micron Corp.	1987	R&D, design, manufacture and sales of powder apparatuses
	Hoya Lens U.K. Ltd.	Hoya Corp. (Hoya Lens N.V.)	1980	Manufacture and sales of contact lenses
	IK Precision Company Ltd.	Inahata Sangyo Co., Ltd., I & P Co., Ltd.	1989	Manufacture and sales of plastic parts for cellular phones, plastic molding and assembling, UV coating, and printing
	ILLBRUCK-KOIKE Ltd.	Koike Rubber Co., Ltd. ITOCHU Corp. (UK)	1991	Manufacture and sales of rubber rollers
	Image Polymers Europe UK Partnership	Mitsui Chemicals, Inc.	1996	Manufacture and sales of resins for toners of copiers
	Ishida Europe Manufacturing Ltd.	Ishida Co., Ltd. (Ishida Europe Ltd.)	1995	R&D, design, manufacture and sales of examination instruments
	ITRON (UK) Ltd	Noritake Co., Ltd.	1998	Manufacture and sales
	J&W Hardie Ltd	Takara Shuzo Co., Ltd., (The Tomatin Distillery Co., Ltd)	1996	Manufacture and sales of Scotch whisky
	J.S.T.(UK) Ltd	J.S.T. Mfg Co.,Ltd	1982	Manufacture and sales of connectors, and continuous and loose terminals
	JEM Europe Ltd.	Japan Electronic Materials Corp.	1997	Manufacture, sales and repairs of F982
	John Laing of Hawick Ltd.	KFC JAPAN Ltd.	1990	Manufacture and sales of kashmir knit wear
	JPM International Ltd	Sega Enterprises Ltd.	2002	Manufacture and sales, and R&D, of game equipment
	JVC Manufacturing (U.K.) Ltd.	Victor Company of Japan, Limited	1987	Manufacture and sales of CTVs
	Katmex UK	Katsushiro Matex Co., Ltd., Mitsubishi Corp., Komatsu Ltd. (Kowatsu Europe International N.V.)	2000	Manufacture of machine parts
	Kato Precision (U.K.) Ltd.	Kato Spring Works Co., Ltd.	1989	R&D, design, manufacture and sales of parts for MFD
	Kato-Entex Ltd.	Advanex Inc.	1993	Design, manufacture and sales of springs
	KAWASAKI PRECISION MACHINERY (UK) LTD.	Kawasaki Heavy Industries, Ltd.	1994	R&D, manufacture and sales of hydraulic pumps, motors, valves, etc.
	Kemble & Co.,Ltd.	Yamaha Co., Ltd.	1986	Manufacture and sales of pianos
	Keymed (Medical & Industrial Equipment) Ltd.	Olympus Optical Co., Ltd.(Olympus (UK) Ltd.)	1969	R&D, manufacture and sales of medical and industrial optical apparatuses
	Kiyokuni Europe Ltd.	Kiyokuni Industry Co., Ltd.	1987	Design, manufacture and sales of precision metals for household electric appliances and OA apparatuses
Koito Aerospace Europe Ltd.	Koito Manufacturing Co., Ltd.	2003	Manufacture and sales of aircraft seats	

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UK	Koito Europe Limited	Koito Manufacturing Co., Ltd.	1996	R&D, design, manufacture and sales of lighting fixtures for motor vehicles
	Komatsu U.K. Ltd.	Komatsu Manufacturing Co., Ltd., Komatsu Europe International S.A. (Belgium)	1985	R&D, design, manufacture and sales of hydraulic excavators
	Koyo Bearings (Europe) Ltd.	Koyo Seiko Co., Ltd.	1990	R&D and manufacture of ball bearings and roller bearings
	Kratos Analytical Ltd	Shimadzu Corp.	1997	Manufacture and sales of measuring instruments
	Kratos Group PLC.	Shimadzu Corp.	1989	R&D, design, manufacture and sales of analyzers
	Krehalon U.K. Ltd.	Kureha Chemical Industry Co., Ltd. (Kureha Europe B.V.)	1993	Processing and sales of food packaging materials
	Kuretake U.K. Limited	Kuretake Co., Ltd.	1986	Manufacture and sales of stationery
	KYOSHIN EUROPE LTD	Kyoshinshoji Corporation	1998	Manufacture and sales of foam gaskets
	Magna Kansei Ltd.	Calsonic Kansei Corp.	1991	Design and manufacture of resin products for motor vehicles (cockpit modules)
	Magnetto-Topy Wheels (UK) Ltd	Topy Industries, Ltd. (Topy International (Europe) B.V.)	1987	Manufacture and sales of wheels for passenger cars and commercial vehicles
	Makita Manufacturing Europe Ltd.	Makita Corp.	1989	Manufacture of power tools
	Markon Sawafuji Limited	Sawafuji Electric Co.,Ltd	2001	Manufacture and sales of electrified bodies for general-purpose generators
	Maruwa Europe Ltd	Maruwa Co., Ltd	1998	Manufacture of electronic parts and ceramics for electronic parts, development of high-frequency electronic parts
	Matsushita Electric (U.K.) Ltd.	Matsushita Electric Industrial Co., Ltd.	1974	R&D and manufacture of color television sets and electronic ovens
	Matsushita Electronic Components (U.K.) Ltd.	Matsushita Electronics Components Co., Ltd., Matsushita Electric Industrial Co., Ltd.	1988	Design, manufacture and sales of transformers, chip parts and car speakers
	Matsushita Electronic Magnetron Corp. (U.K.) Ltd.	Matsushita Electric Instrument Corporation	1989	Manufacture and sales of magnetrons for electronic ovens
	Matsushita Industrial Equipment Co. (U.K.) Ltd.	Matsushita Industrial Equipment Co., Ltd., Matsushita Electric Industrial Co., Ltd.	1992	Manufacture of flyback transformers and card readers
	Maxell Europe Ltd.	Hitachi Maxell Co., Ltd.	1981	Manufacture and sales of audio cassettes, video cassettes, mini disks, floppy disks and CD-ROMs
	Maxis (UK) Ltd	Maxis Inc.	2001	Sales of metal molds, design and development of automobile parts
	Meiki (U.K.) Ltd.	Meiki & Co., Mitsubishi Corp.	1988	Manufacture and sales of plastic molding molds, and plastic molding
Meritor Suspension Systems Co, Ltd	Mitsubishi Steel Mfg. Co., Ltd(MSM Canada, Inc)	2000	Manufacture and sales of stabilizers (antirolling springs), automobile engine valve springs, and springs for general industry	

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UK	MINOVA LTD.	Miyuki Keori Co., Ltd.	1979	Manufacture and sales of wool fabrics
	Miracle Engineering Europe	Mitsubishi Materials Kobe Tools Corporation	2002	Prepress and regrinding of end mills
	Mitsubishi Electric Air Conditioning Systems Europe	Mitsubishi Electric Corp.	1999	Manufacture and sales of package air conditioners
	Mitsui Babcock Energy Ltd.	Mitsui Engineering & Shipbuilding Co., Ltd.	1995	R&D, manufacture and sales of boilers
	Mitsui Components Europe Ltd	Mitsui Mining & Smelting Co., Ltd., Mitsui & Co., Ltd.	1999	Door locks for motor vehicles
	Mitsumi (U.K.) Ltd.	Mitsumi Electric Co., Ltd.	1987	R&D, design, manufacture and sales of electronic parts
	Mitutoyo (U.K.) Ltd.	Mitutoyo Corporation	1979	Manufacture and sales of precision measuring instruments
	Mizuno Corporation (U.K.)	Mizuno Corp.	1982	Manufacture of golf clubs and sales of sporting goods
	Morrison Bownore Distillers Ltd.	Suntory Ltd.	1989	Design, manufacture and sales of Scotch whisky
	Musashi Auto Parts Europe Limited	Musashi Seimitsu Industry Co., Ltd.	1993	Manufacture and sales of suspensions, steering gear and transmission gear parts for motor vehicles
	N.E.W.(Nicera European Works) Ltd.	Nippon Ceramic Co., Ltd.	1994	Manufacture and sales of infrared sensors
	NAGATA SEIKI CO., (UK) LTD.	Nagata Seiki Co., Ltd.	1997	Manufacture of socks manufacturing machines
	Nakano Europe Limited	Mituskan Group Corporation	2002	Manufacture and sales of vinegar and white liquor
	Namco Europe Ltd.	Namco Ltd.	1991	Manufacture and sales of amusement and game apparatuses
	NEC Computers Scotland Ltd.	NEC Corp.	1981	Manufacture and R&D of PC-related products
	Nesco Ltd.	Nifco Inc., Marubeni Corp.	1990	Manufacture and sales of plastic parts for automobiles and household electric appliances
	NGF Europe Ltd.	Nippon Sheet Glass Co., Ltd.	1991	R&D, manufacture and sales of glass fibers
	Nicera-European Works Ltd	Nippon Ceramic Co., Ltd.	1994	Manufacture and sales of infrared sensors
	Nichirin UK Ltd	Nichirin Co., Ltd.	1999	Manufacture and sales of hoses for motor vehicles
	Nichiro Corporation	Nichiro Corporation	1990	Quality and hygiene control of processed foods (retort food, cooked rice, frozen food, canned food, meat, beverages) and other foods, research and development on useful ingredients from unused resources
Nippon Electric Glass(UK) Ltd.	Japan Electric Glass Co.	1995	Manufacture and sales of glass for cathode ray tubes	

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UK	Nippon Gohsei UK Ltd.	Nippon Synthetic Chemical Industry Co.,Ltd	2002	Manufacture of Soarnol (ethylene-vinyl alcohol copolymer / EVOH)
	Nissan Motor Manufacturing (U.K.) Ltd.	Nissan Motor Co., Ltd., Nissan Europe N.V.	1984	Manufacture of motor vehicles (PRIMERA, MICRA) and automobile parts
	Nissin Showa UK Ltd.	Nissin Kogyo Co., Ltd., Showa Corporation	1995	Manufacture and sales of parts for four-wheeled cars (power steering pumps, shock absorbers and brakes)
	Nittan (U.K.) Ltd.	Nittan Co., Ltd.	1972	Manufacture and sales of disaster preventive apparatuses
	NOR Systems Ltd.	Sato Corporation	1996	R&D, manufacture and sales of desk top printers and labeling systems
	NP Automotive Coatings (Europe) Ltd.	Nippon Paint Co., Ltd.	1995	R&D, design, manufacture and sales of coating materials for motor vehicles
	NSK BEARINGS EUROPE LTD.	NSK Ltd. (NSK-RHP Europe Ltd.)	1975	R&D and manufacture of ball bearings
	NSK STEERING SYSTEMS EUROPE LTD.	NSK Ltd.	1999	Manufacture and sales of automobile parts
	NSK-AKS Precision Ball Europe Ltd.	NSK Ltd., Amatsuji Steel Ball Mfg. Co., Ltd.	1989	Manufacture of steel balls for bearings
	NSUK Limited	Nakagawa Sangyo	1988	Manufacture and sales of heat insulating materials and sound deadening materials
	Obara Europe Ltd.	Obara Corporation	1994	R&D, manufacture and sales of resistance welding apparatuses
	Ogihara Europe Ltd.	Ogihara Corp., Marubeni Corp.	1994	Manufacture and sales of pressed parts and molds for car bodies
	Oji Intertech Ltd	Oji Paper Co.,Ltd.	1988	Manufacture of automobile parts
	OKI (U.K.) Ltd.	Oki Electric Industry Co., Ltd.	1987	Manufacture of computer printers and design, manufacture and sales of electronic controllers for motor vehicles
	Omron Automotive Electronics UK Ltd	Omron Corp. (Omron Management Centre of Europe B.V.)	1987	Manufacture and sales of car-mounted electric equipment parts
	Orion Electric (U.K.) Ltd.	Orion Electric Co., Ltd.	1986	Manufacture of VCRs and CTVs
	OSG UK LIMITED	OSG Corporation	1995	Manufacture and sales of precision cutting tools
	Oshino Manufacturing (U.K.) Ltd.	Oshino Lamps Limited	1995	Manufacture and sales of small electric bulbs for motor vehicles and aircraft (used in meters and display panels)
	Panasonic Communications Company (UK) Ltd	Panasonic Communications Company (UK) Ltd	1986	Manufacture of PBX (private branch exchange) and DECT (European-type cordless telephone), and development of models exclusively for respective countries based on basic models
	PGM Ballscrews Ltd.	THK Co., Ltd.	1992	Manufacture of ball screws (machine parts)
Piolax Ltd.	Piolax Inc.	1995	Design, manufacture and sales of resinous and metallic fasteners and fuel system parts for motor vehicles	

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UK	Pioneer Technology(U.K.) Ltd.	Pioneer Electronic Corp. (Pioneer High Fidelity (G.B.) Ltd.)	1990	R&D and manufacture of acoustic tuners, miniature components and CDPs
	Princes Ltd.	Mitsubishi Corp.	1988	Manufacture and sales of foods
	PTS Europe Ltd	Arrk Corporation	2000	Manufacture and sales of industrial design models
	RHP Bearings Ltd	NSK Ltd. (NSK-RHP Europe Ltd.)	1990	R&D and manufacture of bearings
	Ricoh U.K. Products Ltd.	Ricoh Co., Ltd.(Ricoh UK Holdings Ltd.)	1983	Manufacture of copiers, toners and photosensitive bodies
	Rohm and Haas (Scotland) Ltd.	Kureha Chemical Industry Co., Ltd.	1990	Manufacture of modifiers
	Rose Bearings Ltd.	Minebea Co., Ltd.	1988	R&D, manufacture and sales of bearings
	R-TEK Ltd.	Kasai Kogyo Co., Ltd.	1991	Manufacture and sales of interior parts for motor vehicles
	Ryobi Aluminium Casting (U.K.) Ltd.	Ryobi, Ltd.	1990	Design, manufacture and sales of diecast products
	Sanken Power Systems (U.K.) Ltd.	Sanken Electric Co., Ltd.	1989	Development, manufacture and sales of switching power supplies and motor control boards
	Sanko Gosei (U.K.) Ltd.	Sanko Gosei Ltd.	1987	Design, manufacture and sales of metallic molds for plastic molding, and molded plastic articles
	Sansetsu (U.K.) Ltd.	Sansetsu Transportation Co., Ltd.	1978	R&D, design, manufacture and sales of plastic packaging materials
	Sanyo Gallenkamp Plc.	Sanyo Europe Ltd	1990	R&D, manufacture and sales of environment test rooms, centrifugal machines, ovens, incubators and water purifiers
	Sanyo Industries (U.K.) Ltd.	Sanyo UK Sales Ltd.	1981	Design and manufacture of color television sets
	Satake Corporation UK Division	Satake Corporation	1991	Manufacture and sales of rice milling machines and flour mills
	Sato UK Ltd	Sato Corporation (Barcode Sato International Pte. Ltd)	1996	Manufacture and sales of equipment related to price marking and bar codes
	Sega Amusement Europe,Ltd.	Sega Enterprises Ltd.	1991	R&D, manufacture and sales of game apparatuses
	SEI INTERCONNECT PRODUCTS EUROPE LTD	Sumitomo Electric Industries, Ltd.	1998	Manufacture and sales of wiring materials
	Sekisui (U.K.) Ltd.	Sekisui Chemical Co., Ltd. (Sekisui (Europe) A.G.)	1975	R&D and manufacture of polyolefin foams (plastic foams)
	Senju Manufacturing (Europe) Ltd	Senju Metal Industry Co., Ltd.,	1996	Manufacture and sales of solder pastes
Sharp Manufacturing Co.of the U.K.	Sharp Corp.	1984	R&D and manufacture of video cassette recorders and electronic ovens	

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UK	Sharp Precision Manufacturing (U.K.) Ltd.	Sharp Manufacturing Systems Corporation	1988	Manufacture and sales of precision press parts
	SHI Cyclo Drive Europe Ltd	Sumitomo Heavy Industries, Ltd.	1996	R&D, manufacture and sales of mechanical power transmission devices and electric apparatuses
	Shin-Etsu Handotai Europe Ltd.(SEH EuL Ltd.)	Shinetsu Handotai Co., Ltd.	1984	Manufacture and sales of semiconductor silicon wafers
	Silicon Sensing Systems LTD.	Sumitomo Precision Products Co., Ltd.	1999	Manufacture and sales of motion sensors
	SMC Pneumatics (U.K.)Ltd.	SMC Corporation	1979	Manufacture and sales of pneumatic apparatuses
	SMK (U.K.) Ltd.	SMK Corp.	1988	Design, manufacture and sales of remote control units and keyboard switches
	Sony Broadcast Ltd	Sony Corp.	1978	Manufacture and R&D of broadcasting equipment
	SONY U.K.	Sony Corp.	1974	Manufacture, design and R&D, of color TVs, display monitors, and semiconductors and related parts
	Southern Glasshouse Produce Ltd.(Goldstock Breeding Ltd.)	Kirin Brewery Co., Ltd.	1992	R&D, breeding and sales of chrysanthemums
	Sumi Agro (UK) Ltd.	Sumitomo Corporation	2002	Manufacture and sales, and development, of agricultural chemicals for agricultural land and nonagricultural land
	Sumitomo (SHI) Cyclo Drive Europe Ltd	Sumitomo Heavy Industries, Ltd.	1996	Manufacture and sales of reduction gear
	Sun Chemical Ltd.	Dainippon Ink and Chemicals, Inc.	1990	Manufacture and sales of printing/color related products (organic pigments)
	Surface Technology Systems Plc	Sumitomo Precision Products Co., Ltd.	1995	R&D, manufacture and sales of semiconductor manufacturing equipment
	Swift Adhesives Ltd.	Dainippon Ink and Chemicals, Inc.	1987	Manufacture and sales of adhesives
	Synthomer Ltd.	Dainippon Ink and Chemicals, Inc.	1987	Manufacture of latexes for self-adhesives of carpets, buildings, concrete and cement
	T.E.E.U. Ltd	Tsubakimoto Chain Co.	1990	Manufacture, sales, export and import of transport systems, and related design and sales
	T.E.U.K.Ltd.	Tsubakimoto Chain Co.	1990	Manufacture and sales of transport machines and equipment
	Tabuchi Electric U.K. Ltd.	Tabuchi Electric Co., Ltd.	1985	R&D, manufacture and sales of high voltage transformers, various low frequency transformers and power supplies
	Taikisha Europe Ltd.	Taikisha Ltd.	1989	Design and construction work of painting equipment plants
	TAKAO EUROPE MANUFACTURING LTD	Takao Kinzoku Kogyo Co., Ltd.	1997	Manufacture of automobile parts
Tamura Kaken (U.K.) Ltd.	Tamura Kaken Co., Ltd.	1980	Manufacture and sales of inks for printed wiring boards and printing	

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UK	Tenma U.K. Ltd.	Tenma Corp., Sumitomo Corp., Sumitomo Corp. (UK) PLC	1988	Manufacture and sales of injection-molded plastic articles
	Tennants Inks & Coating Supplies Ltd.	Dainippon Ink and Chemicals, Inc.	1922	Manufacture of printing inks
	Terasaki (Europe) Ltd.	Terasaki Electric Co., Ltd.	1972	R&D, manufacture and sales of electric circuit breakers
	Terumo UK(Branch of Terumo Europe N.V.)	Terumo Corp. (Terumo Europe N.V.)	1995	Manufacture and sales of medical articles (tubes)
	The BOC Group	Osaka Oxygen Industries, Ltd.	1997	Manufacture of industrial gases
	THE INX GROUP (U.K.) LTD.	Sakata Inx Corp. (INX USA Group Limited)	1992	Manufacture and sales of inks for printing metallic cans
	The Mentholatum Co.,Ltd.	Rohto Pharmaceutical Co., Ltd.	1988	Manufacture and sales of medicines
	The New Zipper Co Ltd	YKK Corp.	1954	R&D, design, manufacture and sales of fastener
	The Tomatin Distillery Co.,Ltd.	Takara Shuzo Co., Ltd., Marubeni Corp.	1986	Manufacture and sales of Scotch whisky
	Tinplate Containers Ltd	Rohto Pharmaceutical Co., Ltd. (The Mentholatum Co., Ltd)	1988	Manufacture of containers
	Tokai Carbon Europe Ltd	Tokai Carbon Co., Ltd.	1999	Processing and sales of carbon products
	Tomen Foods UK Ltd.	Tomen Corp., Tomen(U.K.) Plc.	1997	Manufacture and sales of Japanese foods
	Tomoe Tritec,Ltd.	Tomoe Valve. Co.Ltd.	1997	Manufacture and sales, and design, of butterfly valves
	Toray Textiles Europe Ltd.(TTEL)	Toray Industries, Inc.,Hosokawa Kigyo Co., Ltd., Komatsu Seiren Co., Ltd.	1989	Manufacture and sales of synthetic fiber textiles
	Toshiba Information Systems(U.K.) Ltd.(Consumer Digital TV Research)	Toshiba Corp.	1998	Research and development of digital TVs, and manufacture of related products
	Tosoh Quartz Ltd.	Tosoh Corp. (Tosoh Quartz Corporation)	1992	Processing of quartz glass products
	Toyo Seal Industries Co Ltd (UK-BRANCH)	Toyo Seal Industries Co., Ltd.	1996	Production and sales of rubber seals
	TOYODA GOSEI FLUID SYSTEMS UK LTD	Toyoda Gosei Co., Ltd.	2000	Manufacture of fuel hoses
	Toyoda Gosei UK, LTD.	Toyoda Gosei Co., Ltd., Toyota Tsusho Corporation	1999	Manufacture and sales of rubber seal parts for motor vehicles
	Toyoda Koki Automotive UK,Ltd.	Toyoda Machine, Ltd.	1997	Design, manufacture and sales of power steering pumps and hoses
Toyoda Mitsui Europe, UK branch	Toyoda Machine Works, Ltd.	1993	Manufacture of machine tools	

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UK	Toyota Motor Manufacturing (U.K.) Ltd.	Toyota Motor Corp. (Toyota Motor Europe Manufacturing)	1989	Manufacture of passenger cars and engines
	TP MOULDUNG LTD	Shimizu Industry Co., Ltd.	2000	Molded resin articles (automobile parts)
	Traltec (UK) Ltd	Shimizu Industry Co., Ltd.	1995	Car air conditioner and radiator parts
	TRB Ltd.	Toka Rika Co., Ltd.	1989	Manufacture and sales of automobile parts
	TS TECH UK Ltd	TS TECH Co.Ltd.	1999	Manufacture of automobile parts
	TYK Ltd.	TYK Corp., Akechi Ceramics Co., Ltd.	1988	Manufacture and sales of refractories
	UK-NSI Co.,Ltd.	Nippon Seiki Co., Ltd.	1987	Manufacture and sales of meters for motor vehicles
	Union Chemicar U.K. Ltd.	Union Chemicar Co., Ltd.	1988	Manufacture and sales of ribbons for computer printers
	Uniparts Yutaka Systems Ltd	Yutaka Giken Co., Ltd. (Yutakagiken(U.K.)Ltd), Honda Motor Co., Ltd. (Honda of the U.K. Manufacturing Ltd), Honda Trading Corp. (Honda Trading Europe Ltd)	1998	Manufacture of four-wheel vehicle parts (exhaust systems, heavy plate precision press parts, converters)
	Unipress (UK) Ltd	Unipress Corp., Nissan Motor Co., Ltd., (Nissan Motor Manufacturing (UK) Ltd)	1987	Manufacture of small-item press parts
	Universal Drilling & Cutting Equipment Ltd	Nitto Kohki Co., Ltd(Nitto Kohki Europe Co., Ltd)	2002	Manufacture and sales of portable magnetic drills and special drill blades
	Usher-Walker Group Ltd.	Dainippon Ink and Chemicals, Inc.	1909	Manufacture and sales of printing inks
	UYE (Unipart Yanagawa Engineering)	Honda Motor Co., Ltd. (Honda of the UK MFG. Co., Ltd., Honda Trading Europe Ltd.), Yanagawa Seiki Co., Ltd.	1996	Manufacture of engine transmission gears
	UYS Ltd	Yutaka Giken Co., Ltd.	1998	Manufacture of automobile parts
	UYT Limited	Honda of the UK manufacturing Ltd,Yachiyo Industry(UK) Ltd	1996	Manufacture of automobile parts (sun roofs, white bodies, etc.)
	YAJIMA (UK) LIMITED	Yajima Kogyo Inc., Yajima Giken, Inc.	1997	Manufacture of frames for CRTs
	Yamada Europe Co.,Ltd.	Yamada Corp.	1996	Production of automobile parts (oil pumps and water pumps for engines)
	Yamanouchi UK Ltd	Yamanouchi Pharmaceutical Co., Ltd.	1990	Clinical development of medical products, etc., manufacture and sales of pharmaceuticals
	Yamazaki Machinery (U.K.) Ltd.	Yamazaki Mazak Corp.	1980	Design, manufacture and sales of machining centers and NC lathes
	YASKAWA ELECTRIC UK Ltd.	Yasukawa Electric Corp.	1993	Manufacture of power inverters
YKK (U.K.) Ltd.	YKK Corp. (YKK Holding Europe B.V.)	1966	R&D, manufacture and sales of slide fasteners and Hook-and-Loop fasteners	

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UK	Yuasa Automotive Batteries (Europe) Limited	Yuasa Corp.	1988	R&D, manufacture and sales of batteries for motor vehicles
	Yuasa Battery (U.K.) Ltd.	Yuasa Corp.	1981	Design, manufacture and sales of gastight lead accumulators
	Zeon Chemicals Europe Ltd.	Nippon Zeon Co., Ltd.	1989	R&D, manufacture and sales of special synthetic rubbers
	Zuken Ltd	ZUKEN Inc.	1990	Development, manufacture, and sales of CAE/CAD/CAM systems
France	ABX S.A.	Horiba, Ltd.	1996	R&D, manufacture and sales of hemocytometers
	Adeka Palmarole S.A.S	Asahi Denka Co., Ltd.(90%)	2000	Manufacture and sales, and R&D, of resin additives, stabilizers, and elasticizers
	Advantest Europe R&D S.A.R.L	Advantest Corp. (100%)	1986	R&D
	Aisan Bitron Europe	Aisan Industry Co., Ltd.	2000	Manufacture of automobile fuel pump modules
	AJINOMOTO EUROLYSINE S.A.	Ajinomoto Co., Inc.	1974	R&D, manufacture and sales of feed additives (lysine, threonine and tryptophane)
	Ajinomoto Euro-Aspartame S.A.	Ajinomoto Co., Inc.	1991	Manufacture and R&D of aspartame (high-sweetness sweetener)
	Akebono Arras S.A.	Akebono Brake Industry Co., Ltd. (Akebono Europe S.A.)	1998	Manufacture of brake pads for motor vehicles
	Akebono Europe S.A.	Akebono Brake Industry Co., Ltd.(100%)	1985	R&D and sales of brakes
	Akzo Nobel Nippon Paint S.A.	NIPPON PAINT Co., Ltd	1996	Manufacture and sales of coating materials for coil coating
	Amada Europe S.A.	Amada Co., Amada Machinics, Ltd.	1986	R&D and manufacture of press brakes, shearing machines and punching machines
	Amada Outillage S.A.	Amada Co.	1992	Manufacture and sales of metallic molds
	Ammann-Yanmar S.A.	Yanmar Diesel Engine Co., Ltd., Seirei Industry Co., Ltd.	1989	R&D, manufacture and sales of small civil engineering and construction machines
	Arysta Life Science Europe S.A.	Tomen Corporation, Nichimen Corporation	1998	Manufacture and R&D of acaricide for honey parasitic
	Asahi Diamond Industrial Europe /Triefus France	Asahi Diamond Industrial Co., Ltd.	1984	Manufacture and sales of diamond tools
	Asahi Thermofil (France) S.A.	Asahi Kasei Corporation, Nichimen Corp.	1991	R&D, design, manufacture and sales of plastic products and compounds
	Barudan Co., Ltd. Succursale d'Alsace	Barudan Co., Ltd.	1993	Manufacture and sales of embroidery machines
Beaute Prestige International S.A.	Shiseido Co., Ltd. (100%)	1991	R&D (perfume / cosmetics)	

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France	Balenciaga S.A.	Nissho Iwai Corp.	1991	Manufacture of clothing, accessories and perfumes with trademark "Balenciaga"
	Beghin-Meiji Industries	Meiji Sieka Kaisha, Ltd.	1989	Manufacture and sales of fructo-oligosaccharide
	Bridgestone / Firestone France S.A.	Bridgestone Corp.	1988	Manufacture and sales of tires
	Buchmann France SAS	Hoya Corp.	1999	Manufacture and sales of eyeglass lenses
	Bull S.A.	NEC Corp., Dainippon Printing Co., Ltd.	1995	Manufacture and sales of computers
	Calgraph S.A.	Nireco Corp.	1994	R&D, design, manufacture and sales of image processing machines for printing machines
	CALLIOPE S.A.	Tomen Corporation, Nichimen Corporation	1994	R&D, manufacture and sales of agricultural chemicals
	Canon Bretagne S.A.	Canon Inc., Canon Europa N.V.	1983	Production of office machines (small copiers, LBPs, etc.) and toner cartridges
	Canon Research Centre France S.A.	Canon Inc.(40%) , Canon Europa N.V.(30%) , Canon France S.A.(20%) , Canon Bretagne S.A.(10%)	1990	R&D (electric machines)
	Chateau Lacaze	Dainihon Fudosan Co., Ltd.	1987	Manufacture and sales of wine
	Chateau Lagrange S.A.	Suntory Ltd.	1983	Manufacture and sales of wine
	Chateau Reysson S.A.R.L.	Mercian Corp.	1988	Manufacture of wine
	Clarion France S.A.	Clarion Co., Ltd.	1983	R&D, manufacture and sales of car stereos
	Comaboko,S.A.	Marubeni Corp. (Marubeni Europe S.A.)	1990	R&D, design and manufacture of processed foods (boiled crab pastes)
	Comme des Garcons S.A.	COMME des GARCONS	1982	Manufacture and sales of clothing
	Daiichi Sanofi Laboratories Synthelabo	Daiichi Pharmaceutical Co., Ltd.	1989	R&D, manufacture and sales of medicines
	Dacral S.A.	NOF Corporation	1975	Manufacture and sales of special rust preventive materials
	Delphi Calsonic Compressors	Calsonic Kansei Corp.	1996	Manufacture of compressors of car air conditioners
	Dilor S.A.	Horiba, Ltd.	1997	Manufacture and sales of optical apparatuses and precision apparatuses
	Domaine de Fontseche S.A.R.L.	Nikka Whisky Distilling Co.	1990	Manufacture and sales of wine and cognac serials
Domaine de la Lauzade Kinuito (S.A.R.L.)	Itoham Foods Inc.	1987	Brewing and sales of wine	

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France	Dunlop France S.A.	Sumitomo Rubber Industries, Ltd., Sumitomo Rubber Europe	1984	Manufacture and sales of tires and precision rubber parts
	Eagle-Witzenmann S.A.S.	Eagle Industries Co., Ltd.	1998	Manufacture of control valves for car air conditioners
	Emilio Robba SARL	Itokin Co., Ltd	1980	Manufacture and sales of female dresses and accessories
	Epcos S.A.	Matsushita Electronic Components Co., Ltd	1989	Manufacture of ferrite cores
	Epson Engineering(France) S.A.	Seiko Epson Corp. (100%)	1988	Manufacture of terminal printers
	Esteban	Nippon Kodo Co., Ltd.	1996	Manufacture and sales of interior fragrances mainly using ceramics, and sales of incenses
	Euro Pentel S.A.	Pentel Co., Ltd., Pentel (Stationery) Ltd.	1966	Manufacture and sales, and import/export sales, of stationeries
	Eurodia Industrie S.A.	Tokuyama Corp.	1993	Manufacture and sales of films
	Exil S.A.	Tsukamoto Co., Ltd.	1996	Manufacture of high-class preta porter brand products designed by Mr. Marongia
	European Sakata Holding SAS	Sakata Seed Corporation (100%)	1996	R&D (breeding, breed assessment)
	Francolor Pigments S.A.	Toyo Ink Mfg. Co., Ltd. (Toyo Europe Network S.A.S.)	1993	R&D, manufacture and sales of pigments for printing inks
	Freudenberg-Uchiyama Europe S.A.	Uchiyama Manufacturing Corp.	1990	R&D, design, manufacture and sales of gaskets (transport machine parts)
	Fromagerie Lorraine de Vezelise S.A.(F.L.V.)	Morinaga Milk Industry Co., Ltd., Mitsui & Co., Ltd.	1991	Manufacture of cheese
	Fuji Electric France S.A.	Fuji Electric Co., Ltd.	1995	Manufacture and sales of measuring products
	Fujisawa SARL	Fujisawa Pharmaceutical Co., Ltd	1994	R&D, manufacture and sales of medicines
	Generale Biscuit Glico France	Ezaki Glico Co., Ltd.	1982	Manufacture and sales of confectionery (biscuits)
	Gentleman Givenchy S.A.	kakiuchi Co., Ltd. (24%)	1987	Manufacture and sales, and design, of men's clothes
	Georget S.A.	Dainippon Ink and Chemicals, Inc.	1981	Manufacture of printing inks for offset printing
	Glaverbel France S.A.	Asahi Glass Co., Ltd.	1998	Manufacture and sales of float glass, and processed glass for motor vehicles
	Grands Millelimes de France	Suntory Ltd.	1988	Manufacture and sales of wine
Hanae Mori Haute Couture S.A.	Hanae Mori	1976	Manufacture and sales of high-class dresses	

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France	Heitz Alsacol Industries,S.A.	Dainippon Ink and Chemicals, Inc.	1995	Manufacture of industrial adhesives
	Hitachi Computer Products (Europe) S.A.	Hitachi Ltd.	1991	R&D and manufacture of magnetic storages for large computers
	Hitachi Furukawa Loaders Europe S.A.S.	Hitachi Construction Machinery Co.,Ltd, Furukawa Co. Ltd.	2002	Manufacture and R&D of wheel loader
	Hitachi Software Engineering Europe S.A. (HSEE)	Hitachi Software Engineering Co.,Ltd	1994	R&D and sales of software products
	Honda Europe Power Equipment S.A.	Honda Motor Co., Ltd.(Honda Motor Europe Ltd.), Honda Motor Europe (South) S.A.	1985	R&D, manufacture and sales of lawn mowers and dynamo-electric generators
	Hoya Lens France S.A.	Hoya Corp. (Hoya Holding N.V.)	1997	Manufacture and sales of ophthalmic lenses and related apparatuses
	HPI Hydroperfect International S.A.	Koyo Seiko Co., Ltd. (SMI S.A.)	1994	R&D, design, manufacture and sales of motor-operated pumps, gear pumps, gear motors for machines of automobile industry
	IBIDEN DPF FRANCE S.A.S	IBIDEN Co., Ltd.	2001	Manufacture of diesel particulate filters
	IMRA EUROPE S.A.	Aisin Seiki Co.,Ltd (73.0%), Aisin AW Co.,Ltd(17.2%) , Aisin Takaoka Co.,Ltd, Aisin Chemical Co.,Ltd, IMRA Japan Inc., IMRA America, Inc. and five other companies (Total 9.8%)	1986	R&D (energy, environmental field, ITS field)
	Iris Instruments S.A.	Oyo Corp.	1990	R&D, design, manufacture and sales of measuring instruments for geotechnical engineering
	Itoh Denki Europe S.A.	Itoh Electric Co., Ltd.	1987	Manufacture and sales of motor rollers for belt conveyors
	J.S.T. France S.A.	J.S.T. Trading Co., Ltd.	1988	Manufacture and sales of connectors
	Jideco-4e S.A.	Jidosha Denki Kogyo Co., Ltd.	1996	R&D, manufacture and sales of automobile parts (power seat motors, wiper systems and power window motors)
	JOBIN-YVON S.A.	Horiba, Ltd.	1997	R&D, manufacture and sales of optical apparatuses and precision apparatuses
	JSP International Sarl	JSP Corp.	1993	R&D, manufacture and sales of resin foams
	Kao Corporation France	Kao Corp.	1990	Import and sales, and R&D, of perfume, etc.
	KENWOOD Electronics Bretagne S.A.	Kenwood Corp.	1985	R&D and manufacture of tuners, car stereos and communication apparatuses
	Kodak Polychrome France S.A.	Dainippon Ink and Chemicals, Inc. (Sun Chemical France)	1973	Manufacture and sales of offset printing inks
	KOMORI CHAMBON SA	Komori Corporation	1989	R&D, manufacture and sales of printing machines for carbon boxes
	Konica Minolta Supplies Manufacturing France S.A.S	Konica Minolta Holdings, Inc. (100%)	1990	Assmly of copiers, manufacture of toner, manufacture and assembly of copier units
KOYO STEERING DIJION SAINT ETIENNE S.A.S.	Koyo Seiko Co., Ltd.	2000	R&D, manufacture and sales of automobile parts (steering)	

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France	KOYO STEERING EUROPE S.A.S.	Koyo Seiko Co., Ltd.	2000	Overall control of the steering group in Europe
	Laboratoires Radiatex S.A.	Sagami Rubber Industries Co., Ltd., Sagami Sangyo Co., Ltd., Modern Rubber Co., Ltd.	1982	Manufacture and sales of condoms
	Laboratoires Takeda S.A.	Takeda Chemical Industries, Ltd. (100%)	1978	R&D (pharmaceuticals)
	LCO-Protomoule Group	Arrk Corporation	2001	Manufacture of metal mold, molded items
	Louis Royer Et Cie S.A.	Suntory Ltd. (Suntory France)	1989	R&D, manufacture and sales of cognac and liqueur
	M.B.K. Industrie	Yamaha Motor Co., Ltd., Yamaha Motor Europe N.V.	1986	R&D, design, manufacture and sales of motor bicycles, bicycles, outboard motors and parts thereof
	MELCO Mobile Communications Europe S.A.	Mitsubishi Electric Corp.	2002	Mobile telephones
	Menicon europe S.A.	Menicon Co., Ltd.	1976	Manufacture and sales of contact lenses and contact lens related products
	Menicon Pherme	Menicon Co., Ltd.	1992	Manufacture of contact lenses and maintenance products
	Mitsubishi Electric Information Technology Centre Europe B.V.(Telecommunication Laboratory)	Mitsubishi Electric Corp.(100%)	1995	R&D (multimedia)
	Mitsui-Eurocel S.A.	Mitsui Mining and Smelting Co., Ltd. (Mitsui Mining and Smelting (Netherlands) BV), Mitsui & Co., Ltd.	1985	Manufacture and sales of electrolytic copper foils for printed circuit boards
	Mori Seiki France	Mori Seiki Co., Ltd. (100%)	1990	R&D (machine tools)
	NEPCO S.A.	Nichimen Corp., Nakatani Sogyo K.K.	1990	Manufacture and sales of CD cases and micro-FD shells
	NGK BERYLCO FRANCE	NGK Insulators, Ltd	1986	Manufacture and sales of copper and copper alloy products
	NGK Spark Plug Industries Europe S.A.	NGK Spark Plug Co., Ltd.	1990	Manufacture of spark plugs for internal combustion engines
	NTN Transmissions Europe	NTN Corporation	1999	R&D, manufacture and sales of constant velocity joints for motor vehicles
	Oniris S.A.	Sumitomo Rubber Industries Ltd.(100%)	1947	Manufacture, sale and R&D of bed clothing
	Ogura S.A.S	Ogura Clutch Co., Ltd., Ogura Corporation (USA)	1996	Manufacture and sales of electromagnetic clutches for car air conditioners
	Packard Bell NEC	Packard Bell NEC Europe (Packard Bell NEC Europe (USA))	1996	Manufacture of computers
	Peugeot Motocycles S.A.	Honda Motor Co., Ltd.	1985	R&D, design, manufacture and sales of autobicycles
Pilot Industry Europe	Pilot Corp.	1996	Manufacture of ball-point pens and fountain pens	

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France	Pioneer Electronics France S.A.	Pioneer Electronic Corp. (Pioneer Electronics B.V.)	1985	Design, manufacture and sales of speaker systems
	Pochet Inoac Inc.	Inoac Corp.	1994	Manufacture of PET containers for cosmetics
	Raguneau S.A.	Raguneau Sasaki K.K.	1995	Manufacture of foodstuffs
	Reichhold Chemi S.A.	Dainippon Ink and Chemicals, Inc.	1987	Manufacture and sales of synthetic resin related products
	Rhone D.P.C. Europe	Dainippon Pharmaceutical Co., Ltd.(50%)	1989	Sales and R&D of pharmaceuticals
	Ricoh Industrie France S.A.	Ricoh Co., Ltd.	1987	Manufacture of copiers, facsimile machines, fixing rollers and toners, and R&D, manufacture and sales of thermal paper
	Rohm LSI Sysytems	Rohm Co., Ltd.	2000	Development and design of LSI
	S.E.I.A. S.N.	Sumitomo Rubber Industries, Ltd. (Dunlop France S.A.)	1984	Manufacture and sales of reclaimed tires
	S2M Societe de Mecanique Magnetique	Seiko Seiki Co., Ltd.	1995	Manufacture of vacuum pumps and R&D of special bearing super pumps
	SAKATA VEGETABLES EUROPE SARL	Sakata Seed Corporation (100%)	1996	Sales of vegetables and flower breeds
	Sanden Manufacturing Europe S.A.	Sanden Corp.	1995	Manufacture and sales of compressors for car air conditioners
	Sankyo Pharma France SARL	Sankyo Co., Ltd. (Sankyo Pharma (Schweiz))	1977	Manufacture of raw materials for pharmacy
	Sansetsu France S.A.	Sansetsu Transportation Co., Ltd., Sansetsu UK Ltd.	1986	Manufacture and sales of cushioning package materials
	SC Chateau Beychevelle	Suntory Ltd.	1989	Brewing and sales of wine
	SCE Chateau Beaumont	Suntory Ltd.	1989	Manufacture and sales of wine
	Sealed Air Packaging, S.A.	JSP	1985	Manufacture and sales of various cellular plastic products
	Sharp Manufacturing France S.A.	Sharp Corp.	1989	Manufacture of office apparatuses
	Shiba's France S.A.	Royal Shiba's Ltd.	1996	Manufacture and sales of bread and confectionery
	Shiseido International France	Shiseido Co., Ltd. (Shiseido Europe S.A.)	1990	Manufacture and sales of cosmetics
	SISSA (SUD ISK-SNPE S.A.)	Ishihara Sangyo Kaisha, Ltd.	1994	Manufacture of agricultural chemicals
Societe Civile d'Etudes et de Recherches Takasago	Sakata Seed Corporation	1978	Manufacture and sales of perfume, cologne, etc.	

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France	Societe de Mecanique d'IRIGNY (S.M.I.)	Koyo Seiko Co., Ltd.	1991	R&D, design, manufacture and sales of automobile parts (steering)
	Societe des Fibres de Carbone S.A. (SOFICAR)	Toray Industries, Inc.	1982	Manufacture and sales of carbon fibers
	Societe d'Exploitation et de Participation Viti-Vinicole(SEPV)	Snow Brand Milk Products Co., Ltd.	1994	Production of wine
	Societe Nouvelle de Transmissions	NTN Corporation	1998	Production of automobile parts (constant velocity joints)
	Sony CSL S.A.(Computer Science Laboratory)	Sony Corp.	1997	R&D (computer-related)
	Sony France S.A.	Sony Corp.	1973	Manufacture and sales of audio cassettes, video cassettes, CD players and 8mm video products
	SONY FRANCE S.A. EMCS Alsace Centre de Technologie	Sony Corp.	1985	Manufacture of computers and mobile telephones
	Stanley- Idess S.A.	Stanley Electric Co., Ltd. (90.1%)	1988	Manufacture and sales of light emitting diodes and applied products thereof
	Structil S.A.	Mitsubishi Rayon Co., Ltd.	1998	Manufacture and sales of drawn parts and prepregs of carbon fibers
	Sumitomo Chemical Agro Europe S.A.	Sumitomo Chemical Co., Ltd. (100%)	1994	Development, registration, manufacture (only processing), and sales of agricultural chemicals
	SUMITOMO METAL EPITECH S.A.S.	Sumitomo Metal Industries, Ltd.(100%)	1995	Manufacture and sales of silicon wafers
	SUMCO FRANCE S.A.S.	Sumitomo Metal Industries, Ltd., Mitsubishi Materials Corp.	1995	Manufacture and sales of silicon wafers
	Sun Chemical S.A.	Dainippon Ink and Chemicals, Inc.	1986	Manufacture and sales of printing inks
	Synthelabo Tanabe Chimie S.A. (S.T.C.)	Tanabe Seiyaku Co., Ltd.	1989	Manufacture of therapeutic agents (calcium antagonists)
	Takasago Europe Perfumery Laboratory S.A.R.L.	Takasago International Corporation	1978	R&D, design, manufacture and sales of mixed and synthetic perfumes
	Takii Recherche France S.A.	Takii & Co., Ltd. (100%)	1995	R&D (seed and seedling)
	Tetras	Canon Inc.	1986	R&D, manufacture and sales of copiers
	Thepenier Pharma Industrie S.A.	Nihon Shikizai Inc.	2000	Manufacture, Sale and R&D of drugs, medicines and cosmetic
	THK France	THK Co., Ltd.	2000	Production of direct acting systems
	THK Manufacturing of Europe S.A.S.	THK Co., Ltd.	2000	Manufacture of linear motion guides
Three Bond Europe S.A.	Three Bond Co., Ltd.	1976	R&D, manufacture and sales of adhesives, sealants and processed parts (for car engines)	

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France	Todenco France S.A.	Tokyo Electric Wire Industrial Co., Ltd.	1988	Manufacture and sales of electric wires and electric cables
	Tomy France S.A.	Tomy Corporation (100%)	1985	Manufacture and sales of toys
	Toray Plastics Europe S.A.(TPEU)	Toray Industries, Inc.	1996	R&D, manufacture and sales of polyester films
	Toraya France S.A.R.L.	Toraya Co., Ltd.	1980	Manufacture and sales of Japanese confectionery
	Toshiba Lighting Products (France) S.A.	Harison Toshiba Lighting Corp.	1987	Manufacture and sales of electric supplies, halogen lamps and fluorescent lamps
	Toshiba Systemes (France) S.A.	Toshiba Corp.,Toshiba Europe GmbH	1986	Manufacture and sales of OA apparatuses
	TOSHIBA TEC EUROPE IMAGING SYSTEMS S.A.	Toshiba Tec Corp.	1999	Manufacture and sales of copiers, toners, etc.
	Toyal Europe S.A.	Toyo Aluminium K.K.	1982	Manufacture and sales of aluminum pastes and powders
	Toyota Europe Design development S.a.r.l (ED2)	Toyota Motor Corp. (100%)	1998	R&D of motor vehicles
	Toyota Industrial Equipment S.A.	Toyoda Automatic Loom Works, Toyota Motor Corp.	1995	Manufacture of forklifts
	Toyota Motor Manufacturing France(TMMF) S.A.	Toyota Motor Corp.	1998	Manufacture of motor vehicles
	TPC S.A.	Kyocera Corporation (AVX Corporation)	1998	Manufacture of electronic parts (film capacitors, ferrite, capacitors for high voltage power, etc.)
	Valeo Vision	Ichikoh Industries, Ltd.	1980	Manufacture of lighting fixtures for motor vehicles
	Yamaha Electronique Alsace S.A.	Yamaha Corp.	1989	Manufacture of audio products and aftersales service of computer apparatuses
	Yamazaki France S.A.	Yamazaki Baking Co., Ltd.	1988	Manufacture and sales of cakes and cooked foods
	YKK France S.A.R.L.	YKK Corp. (YKK Holding Europe B.V.)	1967	R&D, design, manufacture and sales of slide fasteners, plastic buckles and Hook-and-Loop fasteners
Yokogawa France S.A.	Yokogawa Electric Corporation	1992	Manufacture and sales of industrial measuring instruments	
Germany	ACT Advanced Circuit Testing GmbH	Advantest Corp.	1995	Development, manufacture and sales of EB testers
	Akzo Nobel Nippon Paint GmbH	Nippon Paint Co., Ltd	1995	Manufacture and sales of coating materials for coil coating
	Alps Electric Europa GmbH	Alps Electric Co., Ltd.	1979	Manufacture and sales of magnetic heads, tact switches, cylinder units and liquid crystal displays
	Arakawa Europe GmbH	Arakawa Chemical Industries, Ltd., Dow Chemical	1999	

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Germany	Bando Chemical Industries (Europe) GmbH	Bando Chemical Industries, Ltd.	1978	Sales of transmission belts, and manufacture and sales of copier blades
	BBS Kraftfahrzeug-Technik AG	Washi Baem Co., Ltd., Washi Kosan K.K.	1990	Manufacture and sales of aluminum wheels for motor vehicles
	Benoac Fertigteile GmbH	Inoue Corporation	1986	Manufacture and sales of automobile parts
	BLV Licht- und Vakuumtechnik GmbH	Ushio Inc.	1990	R&D, manufacture and sales of electric bulbs
	Boizenburg Gail-Inax AG	INAX Corp.	1989	R&D, design, manufacture and sales of porcelain tiles
	Boley GmbH	Citizen Watch Co., Ltd.(Citizen Machinery Europe GmbH)	1992	R&D and manufacture of precision CNC lathes
	Bregal Bremer Galvanisierungs GmbH	ITOCHE Corp. (Marubeni-Itochu Steel Europe)	1990	R&D, design and manufacture of zinc hot dipped steel plates
	BT Magnet Technology GmbH	TDK Corporation	1991	R&D, design, manufacture and sales of ferrite magnets and powder metallurgical products
	Canon Giessen GmbH	Canon Inc., Canon Europa N.V. (Netherlands)	1972	Manufacture and sales of copiers and photosensitive drums, filling of copier cartridge toners and filling of cartridge inks for BJ printers
	Chukyo Europe GmbH	Chukyo Yushi Co., Ltd.	1990	R&D and manufacture of releasing agents for polyurethane and heat sensitive coating materials
	Citizen Uhrenfabrik GmbH	Citizen Shoji Co., Ltd.(Citizen Watch Europe GmbH)	1975	R&D, design, manufacture and sales of timepieces
	Denon Electronic GmbH	Nippon Columbia Co., Ltd.	1988	Manufacture and sales of audio products
	Dipl. -ing Reinhold Eggers GmbH	Ushio Inc.	1990	Manufacture and sales of electric apparatuses
	Dolmar GmbH	Makita Corp.	1991	R&D, manufacture and sales of chain saws and garden tools
	Dunlop GmbH	Sumitomo Rubber Industries, Ltd. (Sumitomo Rubber Europe B.V.), Sumitomo Electric Industries, Ltd., Sumitomo Corp.	1984	R&D, design, manufacture and sales of tire tubes
	DYNAT Gesellschaft Fuer Verschluss Technik Und Feinmechanik mbH	YKK Corp.	1995	Manufacture and sales of fasteners
	Eisai Machinery GmbH	Eisai Co., Ltd.	1989	Manufacture and sales of pharmaceutical machines
	ELBE Metal Technik GmbH	Fujitsu Giken Co., Ltd.	1987	Manufacture and sales of automobile parts (sport mufflers)
	Faun GmbH	Tadano Ltd.	1990	R&D and manufacture of truck cranes, and manufacture of vehicles for high lift work
	Freudenberg Mektec	Nippon Mektron Ltd.	1990	R&D, design, manufacture and sales of flexible wiring boards
Fuji Magnetics GmbH	Fuji Photo Film Co., Ltd.	1987	Manufacture and sales of magnetic tapes	

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Germany	Fujicolor Photex GmbH & Co.	Fuji Photo Film Co., Ltd.	1969	R&D and manufacture for development and printing of photographs
	Fujitsu Siemens Computers Deutschland	Fujitsu Ltd.	1999	Development, manufacture and sales of information apparatuses
	Funai Electric (Europe) GmbH	Funai Electric Co., Ltd.	1988	Assembling of VTRs
	Gebrueder Horder GmbH & Co.	Maruyama Mfg. Co., Ltd.	1992	Manufacture and sales of agricultural machines and implements
	Goldwell GmbH	Kao Corp.	1989	R&D, manufacture and sales of hair care and skin care cosmetics for beauty parlors
	Hartmann Druckfarben GmbH	Dainippon Ink and Chemicals, Inc. (Sun Chemical (USA) Inc.)	1986	Manufacture and sales of printing inks
	Heinrich Wagner Sinto Maschinenfabrik GmbH	Shinto Kogio Ltd.	1983	Manufacture and sales of casting machines
	Hi-Bis GmbH	Honshu Chemical Industry Co., Ltd, Bayer AG, Mitsui & Co., Ltd.	2001	Manufacture of special bisphenol
	Hirata Robotics GmbH (HRG)	Hirata Corporation	1993	Manufacture and sales of robot systems for assembling light electrical products and motor vehicle related apparatuses
	Hitachi Automotive Systems Europe GmbH Sachsen Works	Hitachi, Ltd.	2003	Production of high-pressure pumps for direct-injection gasoline engines
	Hitachi Semiconductor (Europe) GbmH	Hitachi, Ltd., Hitachi Europe Ltd.	1980	Manufacture of semiconductor integrated circuits
	Horiba Europe Automation Division GmbH	Horiba, Ltd.	1996	Manufacture and sales of data processing systems and electric apparatuses
	Horiba Europe GmbH	Horiba, Ltd.	1972	Manufacture and sales of various analyzers and measuring instruments
	Hosokawa Alpine Aktiengesellschaft & Co.OHG	Hosokawa Micron Corp. (HMI-Unternehmens-Holding GmbH, HOS Beteiligungs GmbH)	1987	R&D, design, manufacture and sales of powder apparatuses and film molding apparatuses
	Hosokawa Bepex GmbH	Hosokawa Micron Corp.	1992	Manufacture and sales of powder apparatuses and food apparatuses
	Hosokawa Kreuter GmbH	Hosokawa Micron Corp.	1996	Manufacture and sales of confectionery technology machines
	Hosokawa Micron GmbH	Hosokawa Micron Corp.	1985	R&D, design, manufacture and sales of powder apparatuses and systems and environmental conservation apparatuses
	Hoya Lens Deutschland GmbH	Hoya Corp.	1979	Manufacture and sales of ophthalmic lenses
	IAI Industrieroboter GmbH	IAI Corporation	1995	Manufacture and sales of actuators and controllers for FA, etc.
IHI Charging Systems International GmbH	Ishikawajima-Harima Heavy Industries Co., Ltd.	1998	Manufacture and sales of superchargers for rolling stock	

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Germany	J.S.T.Deutschland GmbH	J.S.T. Mfg. Co., Ltd.	1984	Manufacture and sales of connectors, and continuous and loose terminals
	JVC Video Manufacturing Europe GmbH	Victor Co. of Japan Ltd.	1981	Manufacture and sales of VHS and deck type VTRs
	Kansai Special(Europe) GmbH	Morimoto Seisakusho	1989	Sales of special industrial sewing machines
	KANZAN Spezialpapiere GmbH	Oji Paper Co., Ltd., Marubeni Corp.	1990	R&D, manufacture and sales of thermosensitive paper
	Kao Chemicals GmbH	Kao Corp. (Kao Chemicals Europe S.L.)	1992	R&D, manufacture and sales of surfactants
	KB Roller Tech Kopierwalzen GmbH & Co.KG	Kinyosha Co., Ltd.	1987	R&D, manufacture and sales of silicone rubber rollers for copiers
	KBRT	Kinyosha Co., Ltd.	1987	Manufactures for rubber rolls for PPCs
	Klinge Pharma GmbH	Fujisawa Pharmaceutical Co., Ltd.	1983	R&D, manufacture and sales of medicines
	Komatsu Hanomag A.G.	Komatsu, Ltd.	1989	R&D, manufacture and sales of construction machines
	Komatsu Mining Germany GmbH	Komatsu, Ltd.	1996	Manufacture and sales of hydraulic excavators
	Kubota Baumaschinen GmbH	Kubota Corporation	1988	Design and manufacture of small construction machines
	KURARAY EUROPE GMBH	Kuraray Co., Ltd. (Eval Europe N.V.)	1991	Sales and services of chemical products, etc.
	Kurita Europe GmbH	Kurita Water Industries, Ltd., ITOCHU Corp.	1989	Manufacture and sales of water treatment chemicals
	Lafarge Refractories GmbH	Nippon Crucible Co., Ltd, MITSUI & Co., Ltd.	1975	Manufacture and sales of monolithic refractories for blast furnace troughs
	LEFO-Formenbau GmbH	Mitsubishi Materials Corp.	1992	R&D, design, manufacture and sales of metallic molds for injection molding
	Makino GmbH	Makino Milling Machine Co., Ltd.	1978	R&D, manufacture and sales of machining centers and electric discharge machines
	Makino GmbH	Makino Milling Machine Co., Ltd.	1978	Manufacture of machine tools
	Matsushita Audio Video (Deutschland) GmbH	Matsushita Electric Industrial Co., Ltd.	1982	R&D and manufacture of home use VTRs, CDs, miniature components, MDs and DVDs
	Matsushita Business Machine (Europe) GmbH	Matsushita Electric Industrial Co., Ltd., Matsushita Graphic Communication Systems Inc.	1986	Manufacture of plain paper copiers
	Matsushita Communication Deutschland GmbH	Matsushita Communication Industrial Co., Ltd., Matsushita Electric Industrial Co., Ltd.	1985	R&D, manufacture and sales of car audio apparatuses and CCTV cameras

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Germany	Matsushita Electric Works Europe A.G.	Matsushita Electric Works, Ltd.	1989	R&D, manufacture and sales of automatic controller parts
	Matsushita Electronic Components(Europe) GmbH	Matsushita Electronic Components Co., Ltd., Matsushita Display Device(Germany) GmbH	1984	R&D, manufacture and sales of tuners for television sets and videos, various digital tuners, RF modulators, power and control circuit units, remote controllers, and printed board assemblies
	Matsushita Electronics Europe GmbH	Matsushita Electric Industrial Co., Ltd., Matsushita Electronics Corp., Ltd.	1995	R&D, manufacture and sales of color cathode ray tubes
	MDC Power GmbH Motoren	Mitsubishi Motors Corporation	2001	Manufacture of automobile engines
	MESSER NIPPON SANZO GmbH & Co.KG	Nippon Sanso Corporation, Matheson Gas Products, Inc (Nippon Sanso Corporation (USA))	1990	Manufacture and sales of apparatuses relating to semiconductor manufacturing equipment
	Milei GmbH	Morinaga Milk Industry Co., Ltd.	1972	Manufacture and sales of dairy products
	Mitsubishi Hitec Paper Bielefeld	Mitsubishi Paper Mills, Ltd., Mitsubishi Corp.	1998	R&D, manufacture and sales of pressure sensitive paper and cast-coated paper
	Mitsubishi Hitec Paper Flensburg	Mitsubishi Paper Mills, Ltd., Mitsubishi Corp.	1996	Manufacture and sales of thermosensitive paper and inject paper
	Mitsubishi Paper GmbH	Mitsubishi Paper Mills, Ltd.	1989	Manufacture and sales of paper, photosensitive materials, etc.
	Mitsubishi Polyester Film GmbH	Mitsubishi Chemical Corporation	1991	R&D, design, manufacture and sales of PET films
	Mitsubishi Semiconductor Europe GmbH	Mitsubishi Electric Corp.	1989	Design and manufacture of electronic parts (semiconductor memories)
	Motoman Robotec GmbH	Yasukawa Electric Corp.	1992	Manufacture and sales of robot systems
	Murata Elektronik GmbH	Murata Mfg. Co., Ltd.	1980	Manufacture of capacitors and ceramic filters
	Nakagawa Manufacturing (Europe) GmbH	Nakagawa Manufacturing Co., Ltd	1991	Manufacture of facsimile paper, electrocardiograph and electroencephalogram paper, printer paper, and plotter paper
	Neueg Fertigung GmbH	NSK Ltd. (NKS Europa Holding GmbH)	1954	Manufacture and sales of bearings
	Nikkiso Deutschland GmbH	Nikkiso Co., Ltd.	1973	Design, manufacture and sales of special precision pumps
	Nippon Gohsei Europe GmbH	Nippon Synthetic Chemical Industry Co., Ltd.	1996	Manufacture of chemical products
	NITTAN Handelsvertretungen GmbH	NTG Co., Ltd.	1995	Sales of products of NTG Co., Ltd. in Europe, and manufacture of miniature gas cartridges
	NTN Kugellagerfabrik (Deutschland) GmbH	NTN Corporation	1971	Manufacture of bearings
	Nutrichem Diaet Pharma GmbH	SS Pharmaceutical Co., Ltd.	1989	R&D, design and manufacture of medicines and foods
Oiles-Tribomet Gleitelemente GmbH	Oiles Corporation	1977	Manufacture and sales of general machines	
Okuma Europe GmbH	Okuma Corp.	1988	Design, manufacture and sales of machine tools	

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Germany	Olympus Diagnostica GmbH	Olympus Optical Co., Ltd. (Olympus Optical Co. (Europe) GmbH)	1989	Manufacture and sales of diagnostic reagents
	Olympus Winter & Ibe GmbH	Olympus Optical Co., Ltd. (Olympus Optical Co. (Europe) GmbH)	1979	Manufacture and sales of medical apparatuses (endoscopes)
	Omron Electronics Manufacturing GmbH	Omron Europe B.V.	1992	Design and manufacture of sensors for FA
	Optrex Europe GmbH	Optrex Corporation	1989	R&D, design, manufacture and sales of liquid crystal displays (LCDs)
	P+P Materialfluss-Systeme GmbH	Toyo Kanetsu K.K	1994	Development, manufacture and sales of automatic picking devices
	Peco Welding Systems GmbH	Miyachi Technos Corp.	2000	Manufacture and sales of small precision resistance welding power supplies
	Pneumant Reifen GmbH	Sumitomo Rubber Industries, Ltd.	1995	Manufacture and sales of tires and industrial rubber products
	Polychrome GmbH	Dainippon Ink and Chemicals, Inc.	1979	Manufacture and sales of printing materials
	Praezision-Motor-Deutsche Minebea GmbH	Minebea Co., Ltd.	1990	R&D, manufacture and sales of small motors such as HDD spindle motors
	Precision System Science (PSS) Europe GmbH	Precision System Science Co., Ltd.	2001	Development, manufacture and sales, of automation systems for research and development, as well as practical application, related to gene / proteome analysis, and other automation systems / software
	Reichhold Chemie GmbH	Dainippon Ink and Chemicals, Inc.	1943	Manufacture and sales of synthetic resins, etc.
	ROTA Yokogawa GmbH & Co. KG	Yokogawa Electric Corp. (Yokogawa Europe)	1991	R&D, design and manufacture of flow meters and pharmaceutical machines
	Ruetgers Kureha Solvents GmbH	Kureha Chemical Industry Co., Ltd.	1982	R&D, design, manufacture and sales of chemical industry products for papermaking
	Sankyo Pharma GmbH	Sankyo Co., Ltd.	1990	R&D, manufacture and sales of medicines
	Sansetsu Deutschland GmbH	Sansetsu Warehouse Co., Ltd., Sansetsu UK Ltd.	1973	Manufacture and sales of cushioning packaging materials
	Sansetsu GmbH	Sansetsu Warehouse Co., Ltd.	1973	Manufacture of air valves
	Sanyo Industries Deutschland GmbH	Sanyo Electric Co., Ltd., (Sanyo Fisher Sales GmbH)	1984	Manufacture of VTRs
	Shimadzu Deutschland GmbH	Shimadzu Corporation	1968	Manufacture and sales of measuring instruments and medical appliances
	Simrax GmbH	Eagle Industries Co., Ltd.	1976	R&D, design, manufacture and sales of mechanical seals
	SMC Pneumatik GmbH	SMC Corporation.	1978	Design, manufacture and sales of pneumatic apparatuses
Star Micronics Manufacturing Deutschland GmbH	Star Micronics Co., Ltd. (Star Micronics Co., Ltd., Star Micronics Management Services GmbH)	1992	Manufacture of CNC automatic lathes	

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Germany	Sumika Color Europe GmbH	Sumika Color Co., Ltd.	1995	Manufacture and sales of various processed pigments
	Sumitomo (SHI) Cyclo Drive Germany GmbH	Sumitomo Heavy Industries, Ltd.	1974	R&D, manufacture and sales of mechanical power transmission devices and electric apparatuses, and manufacture and sales of reduction gears
	Sumitomo Electric Hartmetallfabrik GmbH	Sumitomo Electric Industries, Ltd. (Sumitomo Electric Hartmetall GmbH)	1989	Manufacture and sales of cutting tools
	Sumitomo Electric Schrumpf Produkte GmbH	Sumitomo Electric Industries, Ltd.	1991	Manufacture and sales of heat shrinkable tubes
	Sun Chemical Druckfarben GmbH	Dainippon Ink and Chemicals, Inc.	1996	Manufacture and sales of printing inks
	Sun Chemical Pigmente GmbH	Dainippon Ink and Chemicals, Inc.	1993	Manufacture and sales of printing inks
	Sysmex Europe GmbH	Sysmex Corporation	1980	Manufacture of reagents for blood tests, and assistance for sales of medical appliances
	Takasago Europe GmbH	Takasago International Corporation	1992	R&D and manufacture of edible spices
	Takata (Sachsen) GmbH	Takata Corporation	1995	Design, manufacture and sales of air bags and seat belts for passenger cars
	TD Deutsche Klimakompressor GmbH	Toyoda Automatic Loom Works, Denso Corp.	1998	Production and assembling of continuously variable displacement compressors and magnet clutches
	TDK Manufacturing Deutschland GmbH	TDK Corporation (TDK Electronics Europe GmbH)	1986	Manufacture of electronic parts and recording media
	TEC Electronic Werk GmbH	Tokyo Electric Co., Ltd.	1986	Manufacture and sales of printers
	Tenax Fibers GmbH & Co. KG	Toho Tenax Co., Ltd.	1993	R&D, manufacture and sales of industrial highly functional fibers
	Tokai Europe GmbH	Tokai Corporation	1982	Manufacture and sales of disposable lighters
	Toshiba Europe GmbH Regensburg Works	Toshiba Corp.	1989	Manufacture and sales of personal lap top computers
	Toshiba Semiconductor GmbH	Toshiba Corp. (Toshiba Electronics Europe GmbH)	1982	Manufacture of ASICs, IGBTs and LEDs
	Vossloh-Schwabe Matsushita Electric Works GmbH	Matsushita Electric Works, Ltd.	2001	Manufacture and sales of electric and electronic parts
	Wako Chemicals GmbH	Wako Pure Chemical Industries, Ltd.	1974	Manufacture and sales of chemical products and clinical testing reagents
	Weingut Reichsrat Von Buhl	St. Michael Wine and Spirits, Sanyo Electric Trading Co. Ltd.	1989	Manufacture and sales of wine
Wilhelm Schimmel Pianoforte-fabrik GmbH	Yamaha Corp.	1989	Manufacture and sales of pianos	
YKK Deutschland GmbH	YKK Corp.(YKK Holding Europe B.V.)	1967	Manufacture and sales of fasteners	

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Germany	YKK Stocko Fasteners GmbH	YKK Holding Europe B.V.	1994	Manufacture and sales of notions
Netherlands	Bruynzeel Potlodenfabriek B.V.	Sakura Color Products Corp.	1997	Manufacture and sales of pencils
	Calsonic Exhaust Systems B.V.	Calsonic Corp., Calsonic International Europe	1985	Manufacture of mufflers for motor vehicles
	Chugoku Paints B.V.	Chugoku Marine Paints, Ltd.	1991	R&D, manufacture and sales of coating materials
	DaikinChemical Netherlands B.V.	Daikin Industries, Ltd.	1998	Manufacture and sales of fluorochemicals
	Delamine B.V.	Tosoh Corp.	1976	Manufacture and sales of ethyleneamine
	Eslon B.V.	Sekisui Chemical Co., Ltd.	1974	R&D, manufacture and sales of plastic building materials
	Euro-Mit Staal B.V.	Mitsui & Co., Ltd., Hirohata Denjiko Center	1991	Shearing and sales of thin steel sheets
	Fuji Photo Film B.V.	Fuji Photo Film Co., Ltd.	1982	R&D, manufacture and sales of photosensitive materials for photography
	Fuji Seal Europe B.V.	Fuji Seal Industries Co., Ltd.	1994	R&D, manufacture and sales of machines for attaching shrink labels and cap seals
	Glaverbel Nederland B. V.	Asahi Glass Co., Ltd.	1981	Manufacture and sales of float glass, double glazing and architectural processed glass
	Hitachi Construction Machinery(Europe) B.V.	Hitachi Construction Machinery Co., Ltd., Hokuetsu Kogyo Co., Ltd.	1972	Manufacture and sales of construction and civil engineering machines
	Hokushin Europe B.V.	Hokushin Kogyo Co., Ltd., Sumitomo Corp., Sumitomo Corporation (Europe)	1988	Manufacture and sales of cleaning blades and feed rollers
	Holland Sweetener Company VOF	Tosoh Corp.	1985	Manufacture and sales of aspartame
	Hosokawa Micron International B.V.	Hosokawa Micron Corp.	1983	Manufacture and sales of powder treatment devices
	Hosokawa Ter Braak B.V.	Hosokawa Micron Corp.	1996	Manufacture and sales of confectionery making apparatuses, and R&D of confectionery making systems
	Hoya Lens Nederland B.V.	Hoya Corp.(Hoya Holdings N.V.)	1981	Manufacture and sales of lenses, frames and processing apparatuses for spectacles
IRIS Ohyama Europe B.V.	IRIS Ohyama Co., Ltd.	1998	Manufacture of plastic and non-plastic household articles	
KIKKOMAN FOODS EUROPE B.V.	Kikkoman Corporation	1996	R&D and manufacture of soy sauce and related commodities	
KISUMA CHEMICALS B.V.	Kyowa Chemical Industry Co., Ltd.	1997	Manufacture of alcamizer	

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Netherlands	Kobelco Welding of Europe B.V.	Kobe Steel Group, Nissho Iwai Group	1994	Manufacture and sales of stainless steel welding materials
	Krehalon Industrie B.V.	Kureha Chemical Industry Co., Ltd., Kureha Plastics Co., Ltd., Mitsui & Co., Ltd., Mitsui & Co. Deutschland GmbH, Kureha Europe B.V.	1973	Manufacture and sales of food packaging materials (synthetic resins)
	Krehalon Synclair Packaging B.V.	Kureha Chemical Industry Co., Ltd. (Kureha Europe B.V.)	1989	Manufacture and sales of food packaging materials
	MHI Equipment Europe B.V.	Mitsubishi Heavy Industries, Ltd.	1980	Manufacture and sales of industrial engines and turbochargers for passenger cars
	Mitsubishi Caterpillar Forklift Europe B.V.	Mitsubishi Heavy Industries, Ltd., Mitsubishi Corp.	1992	Design, manufacture and sales of forklifts
	Mitsubishi Electric Automotive Europe B.V.	Mitsubishi Electric Corporation	1998	Manufacture of apparatuses for motor vehicles and related products thereto
	Mitsubishi Elevator Europe B.V.	Mitsubishi Electric Corporation, Mitsubishi Electric Building Techno-Service Co., Ltd.	1996	R&D, design, manufacture, sales, installation and maintenance of elevators
	Mitutoyo Nederland B.V.	Mitutoyo Co., Ltd.	1988	R&D, manufacture and sales of precision measuring instruments
	NEC Computers International B.V.	NEC Corporation	1999	Development, manufacture and sales of PCs and PC servers
	Netherlands Car B.V.	Mitsubishi Motors Corporation	1991	Manufacture of passenger cars
	Newlong Holland B.V.	Newlong Co., Ltd., Newlong Singapore (PTE) Ltd.	1984	Manufacture and sales of packaging machines
	Nichia Europe B.V.	Nichia Corporation	1999	Manufacture and sales of electric / electronic parts
	Nissin Foods B.V.	Nissin Food Products Co., Ltd., Mitsubishi Corp.	1991	R&D, manufacture and sales of bagged instant noodles and cupped instant noodles
	Nitta Corporation of Holland B.V.	Nitta Industries Co., Ltd.	1991	R&D, manufacture and sales of conveyor belts made of resins
	Omron Manufacturing of the Netherlands B.V.	Omron Corp. (Omron Electronics Europe B.V.)	1989	R&D, manufacture and sales of FA related apparatuses
	Plalloy MTD B.V.	Mitsui & Co., Ltd., Dainichiseika Colour & Chemicals Mfg. Co., Ltd.	1989	Manufacture and sales of compounds made of synthetic resins
	Royal Talens B.V.	Sakura Color Products Corp.	1991	Manufacture and sales of drawing materials
	Sanko Nederland B.V.	Sanko Gosei Ltd., Mitsui & Co., Ltd.	1995	Manufacture and sales of plastic parts for motor vehicles
	Sekisui Alveo B.V.	Sekisui Chemical Co., Ltd.	1973	R&D and manufacture of polyolefin foams
	Sekisui Jushi B.V.	Sekisui Jushi Co., Ltd.	1973	Manufacture and sales of plastic packaging materials (PP bands)
Sekisui S-Lec B.V.	Sekisui Chemical Co., Ltd.(Sekisui Europe AG)	1996	Manufacture and sales of intermediate films for safety glass	
Shin-Etsu Polymer Europe B.V.	Shin-Etsu Polymer Co., Ltd.	1986	Manufacture and sales of switches made of silicone rubber (electronic parts)	

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Netherlands	Shin-Etsu PVC B.V.	Shin-Etsu Chemical Co., Ltd.	1999	Manufacture and sales of PVC resin
	Shin-Etsu Silicones Europe B.V.	Shin-Etsu Chemical Co., Ltd.	1989	Manufacture and sales of silicone resins
	Shin-Etsu VCM B.V.	Shin-Etsu Chemical Co., Ltd.	1999	Manufacture and sales of PVC resin
	Sony Chemicals Europe B.V.	Sony Chemicals Corp.	1992	Manufacture and sales of heat transfer ink ribbons
	SPF Europe N.V.	Showa Entetsu Co., Ltd.	1989	Manufacture and sales of electrodes, surface plated equipment and apparatuses, and corrosion preventive process apparatuses for chemical industry
	Teijin Twaron B.V.	Teijin Ltd	2001	Manufacture and sales of Twaron (para-aramid fibers)
	Uni-Charm Molnlycke B.V.	Uni-Charm Corp.	1993	Manufacture of pants type paper diapers for babies and paper diapers for adults
	Weld-Equip Sales B.V.	Miyachi Technos Corp.	1995	Manufacture of precision welding machines
	Yakult Europe B.V.	Yakult Honsha Co., Ltd.(Yakult Europe B.V.)	1992	Manufacture and sales of lactic acid bacteria drink "Yakult"
	YAMADA EUROPE B.V.	Yamada Corp.	1985	Manufacture and sales of diaphragm pumps
	Yamanouchi Europe B.V.	Yamanouchi Pharmaceutical Co., Ltd. (Yamanouchi B.V.)	1991	R&D, manufacture and sales of medicines
	Yanmar Europe B.V.	Yanmar Diesel Corp.	1988	Manufacture and sales of diesel engines
	YKK Nederland B.V.	YKK Corp. (YKK Holding Europe B.V.)	1964	Manufacture and sales of slide fasteners
	Yokogawa Europe B.V.	Yokogawa Electric Corp.	1982	R&D, manufacture and sales of recorders, controllers, analyzers and electronic measuring instruments
	Yokogawa Industrial Safety Systems B.V.	Yokogawa Electric Corp.	1997	R&D, design, manufacture and sales of safe instrumentation systems
Belgium	Amano Electronics Europe, N.V.	Amano Electric Co., Ltd.	1988	R&D, design, manufacture and sales of time recorders, parking apparatuses and information apparatuses
	AW Europe S.A.	Aisin AW Co., Ltd., Aisin Seiki Co., Ltd.	1990	R&D, manufacture and sales of automatic transmissions for motor vehicles
	Bridgestone Europe N.V./S.A.	Bridgestone Corporation	1990	Manufacture of rubber products
	CMK Europe N.V.	CMK Corporation, Sumitomo Bakelite Co., Ltd.	1987	Manufacture and sales of printed wiring boards for residential and commercial use
	Daikin Europe N.V.	Daikin Industries, Ltd.	1972	R&D, manufacture and sales of air conditioners for general industrial use
	Daitube S.A.	Daiwa Steel Tube Industries Co., Ltd., Daitec Co., Ltd.	1983	Manufacture and sales of lance pipes

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Belgium	Eurogenetics N.V.	Tosoh Corp.	1984	R&D, manufacture and sales of diagnostic reagents
	Eval Europe N.V.	Kuraray Co., Ltd.(Kurare Europe GmbH)	1997	R&D, manufacture and sales of EVOH resin (ethylene-vinyl alcohol copolymer resin)
	Flat Glass Company of the Asahi Glass Group	Asahi Glass Co., Ltd.	1981	R&D, manufacture and sales of sheet glass and processed glass (mirrors, tempered glass laminate, double glazing)
	FM Technologies S.A.	Mitsui Chemicals Inc.	1992	R&D and sales of chemical products
	Fuji Hunt Photographic Chemicals N.V.	Fuji Photo Film Co., Ltd.	1989	Manufacture and sales of treatment chemicals for photograph
	Fuji Oil Europe	Fuji Oil Co., Ltd., Fuji Oil (Singapol)	1992	R&D, manufacture and sales of vegetable oils and fats
	GC EUROPE N.V.	G. C. International Corp.	1971	Manufacture and sales of dental investment compounds
	Goldwell Belgium N.V./S.A.	Kao Corpopration	1989	Manufacture of products for barbers and beauty parlors
	Gunze Plastics & Engineering Corporation of Europe N.V.	Gunze Ltd., Gunze Kobunshi Kogyo Ltd.	1991	Manufacture of resin films (for food packaging)
	Hishi Plastics Europe S.A.	Mitsubishi Plastics Industries Ltd., Mitsubishi Corp.	1982	Manufacture and sales of PVC products (extruded heat shrinkable tubes)
	Honda Belgium N.V.	Honda Motor Co., Ltd.	1962	Manufacture and sales of parts of two-wheelers and four-wheeled cars
	HOYA LENS BELGIUM N.V./S.A.	Hoya Corporation	1999	Manufacture and sales of ophthalmic lenses
	J.S.T. Europe N.V.	J.S.T. Mfg. Co., Ltd.	1977	Manufacture and sales of terminals and connectors
	JSR Electronics N.V.	JSR Co., Ltd.	1990	R&D, manufacture and sales of photo-resists and related chemicals
	Kaneka Belgium N.V.	Kaneka Corp.,Mitsui & Co., Ltd.	1970	R&D, manufacture and sales of MBS resin, polyethylene foam, polypropylene, and modified silicones
	Kaneka Pharma Europe N.V.	Kaneka Corp., Kaneka Belgium	1995	Manufacture and sales of raw materials for medicines, etc.
	Kuwayama Europe N.V.	Kuwayama Inc.	1995	Manufacture and sales of rough stones and polished diamond
	Matsushita Battery Belgium N.V.	Matsushita Electric Industrial Co., Ltd., Matsushita Battery Industrial Co., Ltd.	1970	Design and manufacture of dry batteries and chargeable batteries
	MEC Europe N.V.	MEC Company Ltd.	1993	Manufacture and sales of copper surface treating agents
	Mutoh Europe N.V.	Mutoh Industries Ltd.	1994	Manufacture, import and sales of CAD related apparatuses and design and drafting apparatuses
NGK CERAMICS EUROPE S.A.	NGK Insulators Ltd.(NGK EUROPE S.A.)	1985	R&D and manufacture of catalyst carriers for treatment of motor vehicle emissions	

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Belgium	NGK Europe S.A.	NGK Insulators Ltd.	1977	Manufacture and sales of insulators
	Nippon Shokubai Europe N.V.	Nippon Syokubai Co., Ltd.	1999	Manufacture and sales of highly water absorbable resins
	Nitto Europe N.V.	Nitto Denko Corporation	1974	R&D, manufacture and sales of industrial adhesive tapes and electric insulating tapes
	OMNICHEM S.A./N.V.	Ajinomoto Co., Inc.	1989	R&D, manufacture and sales of medicines, bulk, intermediate products, tannic acid, surfactants for agricultural chemicals, and agricultural chemical compounds
	P. I. of Europe N.V.	Japan Parkerizing Co., Ltd., Parker Industries Inc., Parker Engineering Co., Ltd., Parker Arrestor Co., Ltd.	1989	R&D, manufacture and sales of rust preventive oils
	PIONEER TECHNOLOGY BELGIUM N.V.	Pioneer Electronic Corp.	1976	R&D and manufacture of car stereos
	Press & Plat S.A.	Press Kogyo Co., Ltd.	1992	Manufacture of automobile parts
	Rotary Nozzle International S.A.	NKK Corp., TYK Ltd., Nihon Rotary Nozzle Co., Ltd.	1976	R&D, manufacture and sales of refractories, iron manufacturing machines and controllers
	Splintex S.A.	Asahi Glass Co., Ltd.(Glaverbel S.A.)	1991	R&D, manufacture and sales of glass for motor vehicles
	Sun Chemical ECP S.A./N.V.	Dainippon Ink and Chemicals, Inc.	1986	Manufacture and sales of printing inks
	Sun Chemical S.A.	Dainippon Ink and Chemicals, Inc.	1986	Manufacture and sales of printing inks
	SYSMEX MOLIS S.A.	Sysmex Corporation	1997	R&D, medically related softwares and specimen testing apparatuses
	T.P. Belgium N.V.	Tokyo Pearl Co., Ltd.	1989	Manufacture and sales of loose diamonds
	Terumo Europe N.V.	Terumo Corp.	1971	Manufacture and sales of medical appliances and medicines
	Tosoh Belgium, N.V.	Tosoh Corporation, Tosoh Europe	1990	Manufacture and sales of clinical and diagnostic apparatuses and reagents
	Yamauchi Corporation N.V.	Yamauchi Corp.	1988	Manufacture of molded precision resin articles
	YKK Belgium N.V.	YKK Corp.(YKK Holding Europe B.V.)	1970	Manufacture of fasteners, Hook-and-Loop fasteners and notions
Zexel Torsen S.A.	Bosch Automotive Systems Corporation	1989	Manufacture and sales of automobile parts (differential gears)	
Luxembourg	Circuit Foil Luxembourg S.A.	Furukawa Electric Co., Ltd.	1990	Manufacture and sales of electrolytic copper foils
	DuPont Teijin Films Luxembourg S.A.	Teijin Ltd.	1991	R&D, manufacture and sales of polyester films for auto and visual use
	TDK Recording Media Europe S.A.	TDK Corporation (TDK Europe S.A.)	1989	Manufacture and sales of audio video cassette tapes and optical disks, and sales of other recording media

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Ireland	Alps Electric (Ireland) Ltd.	Alps Electric Co., Ltd.	1988	Manufacture of car mounted parts for electric devices (heater control panels and door modules), keyboards and RF modulators
	Buffalo Technology Ireland	Melco Inc.	1998	Subcontract processing for manufacture of peripheral apparatuses of computers
	Carten Controls Ltd.	Fujikin, Inc.	1981	Manufacture of flow valves and flow controllers for semiconductor manufacturing equipment
	Docosoft Ltd.	Design Creation, Inc.	1991	Manufacture and sales of CAD and CAM softwares
	Fujisawa Ireland,Ltd.	Fujisawa Pharmaceutical Co., Ltd. (Fujisawa Holland B.V.)	1990	Manufacture and sales of novel immunosuppressive agents
	Hitachi Koki Europe Ltd.	Hitachi Koki Co., Ltd.	1995	R&D and manufacture of power tools
	HITACHI Printing Solutions Europe	Hitachi Koki Co., Ltd.	1990	Manufacture and sales of printers for computers, and copiers
	I.O. Systems Ltd.	Okamoto Systems Ltd.	1995	Manufacture of conveyor belts, and material handling
	INX International Ink Company	Sakata Inx Corp.	1979	Manufacture and sales of printing inks
	Klinge Pharma & Co.	Fujisawa Pharmaceutical Co., Ltd., Klinge Holdings	1984	Manufacture and sales of medicines
	NEC Semiconductors Ireland Ltd.	NEC Corp.	1976	Manufacture of lcs
	Neriki Europe Ltd.	Neriki Valve Co., Ltd., J. Gerber & Co., (Japan) Ltd.	1995	Manufacture of cylinder valves for high pressure gases (industrial gases)
	Ohshima (Ireland) Ltd.	Ohshima Kogyo Co., Ltd.Ohtec Co., Ltd.	1989	Manufacture and sales of AV parts and VTR parts
	OKURA AUTOMATION IRL LTD	Okura Yusoki Co., Ltd.	1991	Manufacture and sales of conveyors
	Olympus Diagnostica GmbH(Irish Branch)	Olympus Optical Co., Ltd.	1989	Chemical reagent for diagnostic analyzer,manufacturing & R&D
	Ophtecs Euro Ltd.	OPHTECS Corporation	2002	Manufacture and Sale of contact lens care products and ophthalmology ethical drug
	PGM Ballscrews Ireland Ltd.	THK Co., Ltd.	1992	Manufacture of ball screws (machine parts)
	RyuSyo Industrial Co.,(Ireland)Ltd.	Kosho Industries	1989	Manufacture of parts for electronic apparatuses
	Sun Chemical Inks(Ireland)Ltd.	Dainippon Ink and Chemicals, Inc.	1986	Manufacture and sales of printing inks
	Takeda Ireland Ltd.	Takeda Chemical Industries, Ltd.	1997	Manufacture of medicines
Uchiya Ireland Ltd.	Uchiya Thermostat Co., Ltd., Uchiya Hong Kong Limited	1993	Manufacture and sales of thermostats (for home use)	

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Ireland	Yamanouchi Ireland Co.,Ltd.	Yamanouchi Pharmaceutical Co., Ltd. (Yamanouchi B.V.)	1986	Manufacture and sales of medicines (famotidine, formoterol fumarate, nifedipine hydrochloride, and tamsulosin hydrochloride)
Spain	A.P.Amortiguadores,S.A.	Kayaba Industry Ltd.	1983	R&D, design, manufacture and sales of shock absorbers
	Aceites Esenciales y Derivados S.A.(ACEDESA)	Takasago International Corp.	1988	R&D, design, manufacture and sales of perfumes and flavors for cosmetics, soaps, foods, etc.
	ACERINOX,S.A.	Nisshin Steel Co., Ltd. , Metal One Corporation	1970	Manufacture and sales, R&D, and design, of stainless steel
	AMR Refractarios,S.A.	Kurosaki Refractories Co., Ltd., Mitsui & Co., Ltd.	1989	Manufacture and sales of refractory bricks
	Asahi Vet,S.A.	Asahi Chemical Industry Co., Ltd.	1988	Manufacture and sales of medicines for animals, and feed additives
	Barberet & Blanc, S.A.	Kirin Brewery Co., Ltd.(Kirin Agribio B.V.)	1994	R&D, manufacture and sales of carnation seeds and seedlings
	Bridgestone / Firestone Hispania,S.A.	Bridgestone Corp. (Bridgestone / Firestone Europe, S.A.)	1988	Manufacture and sales of tires and industrial rubber products
	Calsonic Kansei Spain,S.A.	Calsonic Kansei Corp.(Calsonic Kansei Europe plc)	1991	Manufacture and sales of car air conditioner, heater and heat exchanger
	Canon Ibérica Manufacturing,S.A.	Canon, Inc. (Canon Europa N.V., Canon Giessen GmbH,Canon Espana S.A.)	1989	Design, manufacture and sales of pedestals for copiers
	Componentes Hirotec,S.A.U.	Herotec Inc.	2002	Assembly / manufacture of automobile parts (doors, hoods, lift gates)
	Cotisa Tintas,S.L	Dainippon Ink and Chemicals, Inc. (Sun Chemical, S.A.)	1997	Manufacture of printing inks
	Daicolorchem EU,S.A.	Dainichiseika Color & Chemicals Mfg Co., Ltd.	1989	R&D, manufacture and sales of organic and inorganic pigments
	Dalphimetal España, S.A.	Nihon Plast Co., Ltd.	1929	Manufacture and sales of automobile parts
	Denso Barcelona,S.A.	Denso Corp. (Denso International Europe B.V.)	1989	Manufacture of electronic parts and engine control parts for motor vehicles
	DIC Coatings,S.L.	Dainippon Ink and Chemicals, Inc.	1998	R&D, manufacture and sales of can coating materials and metallic inks
	Ebara España Bombas,S.A.	Ebara Corp.	1990	Design, manufacture and sales of industrial pumps
	EM Research Organization,Inc. Europe Branch	EM Research Organization, Inc.	1998	Manufacture of soil conditioning microbes
	Esteban Ikeda,S.A.	Nissan Motor Co., Ltd., (Nissan Motor Ibérica,S.A.) , Johnson Controls Automotive Systems, Corp.(former Ikeda Bussan Co., Ltd.)	1990	Manufacture and sales of automobile seats
Fers Resins Europe,S.L.	Sumitomo Bakelite Co., Ltd. (N.V.Durez Europe,S.A.)	2003	Manufacture and sales of industrial phenol resin	
Fujitsu Manufacturing España,S.A.	Fujitsu Ltd.	1973	Manufacture and sales, and R&D, of information processing equipment, communications equipment, and automobile-related electronic equipment. The Development Division conducts ATM customization.	

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Spain	Fundimotor/Mecobusa,S.A.	Nissan Motor Co., Ltd.,	1976	Manufacture of engine parts The Nissan side participated in capital in 1980.
	Gallardo Dance,S.L.	Excel. Co., Ltd.(Onward Kashiyama Co.,Ltd.)	1997	Manufacture and sales of flamenco shoes
	Glapilk,A.I.E.(Horno Flot)	Asahi Glass Co., Ltd.	1998	Manufacture of sheet glass
	Gousei Iberica,S.A.	Nakagawa Electric Ind. Co., Ltd.	1996	Manufacture and sales of molded plastic parts
	GSB-TBK Automotive Components,S.L.	Tokyo Buhin Kogyo Co., Ltd.	2002	Manufacture and sale of automobile oil/water pump
	Hebron,S.A.	Otsuka Chemical Co., Ltd.	1989	Manufacture and sales of chemical products
	Hitachi Air Conditioning Products Europe,S.A.	Hitachi Air Conditioning Systems Co., Ltd.	1991	Manufacture and sales of business use air conditioners
	Hoya Lens Iberia,S.A.	Hoya Corp. (Hoya Lens Europe N.V.)	1978	Development and manufacture
	INGEMAT,S.A.	Hirotec Corporation	1986	R&D, design, manufacture and sales of jigs and devices for assembling motor vehicles
	Kanaflex España,S.A.	Kanaflex Industries Company Limited., Kanao Shigeki	1983	Manufacture and sales of plastic and rubber hoses
	Kanase España,S.A.	Kanase Industries Co., Ltd,	1970	Manufacture and sales of synthetic resin button blanks
	Kao Corporation,S.A.	Kao Corp.	1970	R&D, manufacture and sales of salts for softening agents, raw materials of perfumes and cosmetics, and perfumes
	Katsuyama Europe,S.A.	Katsuyama Kikai, Ltd.	1999	Manufacture and sales, R&D, and design, of building maintenance supplies (gondolas)
	Kayaba Spain,S.A.	Kayaba Industry Ltd.	1996	Manufacture and sales of power steering pumps for motor vehicles
	Kitz Corporation of Europe,S.A.	KITZ Corporation	1991	Manufacture and sales, marketing, and R&D, of valves (also research and development of design in business operation)
	Matsushita Electric España,S.A.	Matsushita Electric Industrial Co., Ltd.	1973	R&D, manufacture and sales of vacuum cleaners and audio products
	Miracle Coating Europe, S.A.	Mitsubishi Materials Kobe Tools Corporation, Mitsubishi Materials España,S.A.	2000	Hard metal tool coating business
	Mitsubishi Materials España,S.A.	Mitsubishi Materials Corp.	1974	Manufacture and sales of cemented carbide tools
	Montesa Honda,S.A.	Honda Motor Co., Ltd.	1986	Manufacture and sales of two-wheelers and repair parts
Muelles y Ballestas Hispano-Alemanas,S.A.	NHK Spring Co., Ltd., Nissho Iwai Corp.	1963	Manufacture and sales of plate springs for motor vehicles	
Nachi Industrial,S.A.	Nachi-Fujikoshi Corp.	1976	Manufacture and sales of ball bearings and needle bearings, Import and sales of other bearings	

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Spain	Nakagawa España,S.A.	Nakagawa Electric Ind. Co., Ltd.	1993	Manufacture and sales of household electric appliance parts
	Nifco Products España,S.L.	Nifco Inc.	2000	R&D, design, Manufacture and sale of automobile plastic part
	Nissan Forklift España,S.A.	Nissan Forklift Europe B.V..	1995	Design, Manufacture and sales of forklifts, and R&D and manufacture of automobile parts
	Nissan Motor Ibérica,S.A.	Nissan Motor Co., Ltd., Nissan Europe N.V.	1980	R&D, Manufacture of commercial use cars, four-wheel drive cars and engines
	Nissan Vehículos Industriales,S.A.	Nissan Motor Co., Ltd.(Nissan Motor Iberica S.A.)	1994	R&D, manufacture and sales of small and medium trucks and vans
	Productos Electrónicos del Baño, ROCA-INAX,S.A.	INAX Corp.	1991	Manufacture and sales of toilet stool top horseshoes with hot water washer
	Riken España, S.A.	Riken Co., Ltd.	1981	Manufacture and sales of seal rings and piston bands
	Sakata Inx España,S.A.	Sakata Inx Corporation	1980	R&D, manufacture and sales of printing inks
	Sanyo España,S.A.	Sanyo Electric Co., Ltd. (Sanyo Fisher Sales)	1969	Manufacture and sales of color television sets, sales of video and audio products and electronic ovens, and R&D of color television sets
	Sharp Electrónica España,S.A.	Sharp Corp.	1986	R&D, manufacture and sales of color television sets and facsimile machines, and sales of household electric appliances and information commodities
	Shionogi Qualicaps,S.A.	Shionogi & Co., Ltd.,Shionogi Europe B.V.	1992	Manufacture and sales of capsules (gelatin and cellulose)
	Showa Europe,S.A.	Showa Corporation	1990	R&D, Manufacture and sales of shock absorbers of two-wheelers
	SMC España,S.A.	SMC Corporation	1990	Manufacture and sales of pneumatic apparatuses and parts
	Sony España,S.A.	Sony Corp.	1972	Design, manufacture and sales of color television sets, etc.
	Sun Chemical, S.A.	Dainippon Ink and Chemicals, Inc.	1986	Manufacture and sales of printing inks
	Suzuki Manufacturing Spain,S.A.	Suzuki Motor España,S.A.	1993	Manufacture and sale of parts of two/four-wheeled vehicle
	Suzuki Motor España,S.A.	Suzuki Motor Corporation	1984	Manufacture and sales of autobicycles and parts thereof
	Tedec Meiji Farma,S.A.	Meiji Sieka Kaisha, Ltd.	1991	Manufacture and sales of medicines
	Terasaki España,S.A.U.	Terasaki Electric Co., Ltd.	1987	R&D, design, manufacture and sales of industrial circuit breakers
	Textil Celr ,S.A.	Kondo Cotton Spinning Co., Ltd., Marubeni Corp.	1987	Manufacture and sales of cotton yarns
UBE Chemical Europe,S.A.	Ube Corporation Europe,S.A.	1967	Manufacture and sales, and R&D, of caprolactam, ammonium sulfate, and fine products (1·6HD , DDA , MEKO, etc.)	

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Spain	UBE Engineering Plastics,S.A.	Ube Corporation Europe,S.A.	2001	Manufacture and sales of nylon are planned (operation planned for 2004)
	Yamaha Motor España,S.A.	Yamaha Motor Co., Ltd., Yamaha Motor Europe N.V.	1981	Manufacture and sales of two-wheel vehicles, sales and R&D of marine products and ATVs (four-wheel buggy vehicles)
	YKK España,S.A.	YKK Corp.(YKK Holding Europe B.V.)	1970	Manufacture and sales of auxiliary materials of textiles (fasteners, buttons, etc.)
	Y-TEC Europa, S.A.	Yamashita Rubber Co., Ltd.	1999	Manufacture and sales of rubber vibration isolators for motor vehicles
Italy	Achille Pinto Tintoria Stamperia, S.p.A.	Mitsui & Co., Ltd., Toray Industries, Inc.	1959	Manufacture and sales of printed fabrics
	Air Gunsa S.r.l.	Anest Iwata Corporation	1997	Manufacture of coating machines
	Ajinomoto Bioitalia S.p.A.	Ajinomoto Co., Inc.	1990	R&D and manufacture of lysine for feed
	Akzo Nobel Nippon Paint SRL	Nippon Paint Co., Ltd.	1999	Manufacture and sales of coating materials for coil coating
	Alcantara S.p.A.	Toray Industries, Inc., Mitsui & Co., Ltd.	1974	R&D, design, manufacture and sales of microfiber products
	Arcotronics Italia S.p.A.	Nissei Electric Co., Ltd.	1990	Manufacture and sales of film capacitors
	ATOP S.p.A.	Odawara Engineering Co., Ltd	1993	Manufacture of machines
	Belgarda S.p.A.	Yamaha Motor Co., Ltd. (Yamaha Motor Europe)	1980	R&D, manufacture and sales of two-wheelers
	BRIDGESTONE ITALIA S.P.A.	Bridgestone Corp.(Bridgestone / Firestone Europe S.A.)	1989	Manufacture and sales of tires for passenger cars and commercial use cars
	Bridgestone Metalpha Italia S.p.A.	Bridgestone Corp.	1996	Manufacture and sales of steel cords for tires
	CIAP S.R.L.	Honda Italia, Yamada Manufacturing Co., Ltd.	1980	Manufacture and sales of motor cycle parts (speed change gear mechanisms)
	DENSO MANUFACTURING ITALIA, S.p.A.	Denso Corp.	1999	R&D, manufacture and sales of alternators, starters and small motors for motor vehicles
	Denso Thermal Systems S.p.A.	Denso Corp.	2001	Manufacture of automobile air conditioner and radiator
	DNP Photomask Europe S.p.A.	Dai Nippon Printing Co., Ltd.	2003	Manufacture of photomasks
	Ebara-Pumps Europe S.p.A.	Ebara Corp.	1988	R&D, manufacture and sales of general purpose pumps and industrial pumps
	Emblem Europe S.p.A.	Marubeni Corp., Unitika, Ltd.	1988	Manufacture and sales of nylon films for food packaging
Eurogenetics Italia SRL	Tosoh Bioscience	1994	Manufacture and sales of clinical diagnosis equipment and in vitro diagnostics	

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Italy	Fiamm GS s.p.a.	Japan Storage Battery Co., Ltd.	1988	Manufacture and sales of small seal lead acid batteries
	Fiat Kobelco Construction Machinery S.p.A.	Kobelco Construction Machinery Co., Ltd., Hitachi Construction Machinery Co.,Ltd, Sumitomo Corporation	1986	Manufacture and sales, and design, of construction machines
	Fisat S.p.A.	Dainippon Ink and Chemicals, Inc.	1989	Manufacture and sales of printing inks
	Fujisawa SRL	Fujisawa Pharmaceutical Co., Ltd	1993	Manufacture and sales of medicines
	Gibo'co S.p.A.	Onward Kashiwama Co., Ltd.	1994	Manufacture and sales of men's and ladies's clothing
	Glaverbel Italy S.R.L.	Asahi Glass Co., Ltd.	1998	Manufacture and sales of float glass, mirrors and processed glass for motor vehicles
	Honda Italia Industriale S.p.A.	Honda Motor Co., Ltd.	1977	Manufacture and sales of 50-650 cc motor cycles and engines
	Hoya Lens Italia S.p.A.	Hoya Corp.	1982	Manufacture of optical equipment
	IHI Charging Systems International S.p.A.	Ishikawajima-Harima Heavy Industries Co., Ltd.	1995	Production of superchargers for motor vehicles
	Imer Nissei S.p.A.	Nissei Build Kogyo Co., Ltd.	1991	Sky parking places
	Industria Cuscinetti S.p.A.	NSK Ltd. (NSK-RHP Europe Ltd.)	1969	Manufacture and sales of bearings
	Italpet Preforme S.p.A.	Marubeni Corp.	1995	R&D and manufacture of resin for PET bottles
	Italpneumatica Sud SRL	SMC Italia	1990	Manufacture of pneumatic apparatuses
	Komatsu Utility Europe FKI S.p.A.	Komatsu Manufacturing Co., Ltd.	1995	Manufacture and sales of miniature construction machines such as miniature shovels and miniature wheel loaders
	Landini S.p.A.	Iseki & Co., Ltd.	1989	R&D, manufacture and sales of medium tractors
	Marghera Butadiene S.p.A.	Mitsui & Co., Ltd., Nihon Zeon Co., Ltd.	1985	Manufacture and sales of butadiene
	Miteni S.p.A.	Mitsubishi Corp. , JEMCO	1988	R&D, manufacture and sales of medicines and intermediate products of agricultural chemicals
	Mitsuba F.N.Europe S.p.A.	Mitsuba F.N.Europe S.p.A.	1990	Manufacture of electric devices for two-wheelers (starters, ACGs, CDIs and regulators)
	Matsushita Electric Works Electronic Materials(Italy) S.p.A.	Matsushita Electric Works Electronic Materials	2000	Manufacture of wire material for print-circuitboard
	Motori Minarelli S.p.A.	Yamaha Motor Co., Ltd.	1967	Manufacture of engines for two-wheelers
Nidek Technologies s.r.l.	Nidek Co., Ltd.	1998	R&D, manufacture and sales of ophthalmologic instruments	

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Italy	Olivetti Canon Industriale	Canon, Inc.	1987	Manufacture and R&D of copiers
	Onward Italia S.p.A.	Onward Kashiwama Co., Ltd.	1974	Manufacture and sales of men's and ladies' clothing
	Oshino Lamps Italia SRL	Oshino Lamps Limited	1990	Manufacture of illumination lamps for motor vehicles, railways, etc.
	Resindion S.r.l.	Mitsubishi Chemical Corp.	1989	Manufacture and sales of ion exchange resins
	Roland Europe S.p.A.	Roland Co., Ltd.	1976	Manufacture of electronic musical instruments
	Sanyo Argo Clima S.r.l.	Sanyo Electric Co., Ltd., Sumitomo Corp., Sumitomo Corp. Italia S.p.A.	1991	R&D and manufacture of air conditioners
	Sea Utensili Diamantati S.p.A.	Disco Corporation	1974	Manufacture and sales of diamond tools
	Sews - Cabind S.p.A.	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems Ltd., Sumitomo Corporation	2001	Manufacture of wire harnesses
	Shimano Italia S.p.A.	Shimano Europe Fishing Holding	1990	R&D, manufacture and sales of automobile parts
	Shinto Italia S.p.A.	Shinto Industrial Co., Ltd.	1984	Manufacture and sales of lance pipes
	SMC Italia S.p.A.	SMC Corporation	1977	Manufacture and sales of air compressors
	Star Automation Europe S.p.A.	Star Seiki Co., Ltd.	1989	Manufacture of FA equipment
	Sony Italia S.p.A.	Sony Corp.	1981	Sales and marketing of consumer electrics
	Sumoto SRL	Ebara Corp.	1981	Manufacture and sales of submerged motors for deep wells
	Sun Chemical,S.p.A.	Dainippon Ink and Chemicals, Inc.	1980	Manufacture and sales of printing inks
	Takeda Italia Farmaceutici S.p.A.	Takeda Chemical Industries, Ltd.	1982	R&D, manufacture and sales of medicines
	Takihyo Italia S.p.A.	Takihyo Co., Ltd	1996	Purchase of plain cloth, finding of makers, information collection, and planning and manufacture of original commodities
	Tesio Radiatori S.p.A.	Toyo Radiator Co., Ltd	2001	Manufacture of radiators
	Thermofil Polimeri (Italia) SRL	Asahi Kasei Corporation	1998	Manufacture of English and French business products
	TMI Europe S.p.A.	Teijin Ltd., ITOCHU Corp., ITOCHU Italiana S.p.A.	1994	R&D, manufacture and sales of woven fabrics of long polyester fibers
TOK Italia S.p.A.	Tokyo Ohka Kogyo Co., Ltd.	1995	R&D and manufacture of photo-resists for printed boards	

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Italy	Toyo Tanso Europe S.p.A.	Toyo Tanso Co., Ltd.	1997	R&D, manufacture and sales of carbon products
	VENDO ITALY S.p.A	Sanden Corp. (Vendo Europe Inc.)	1990	R&D, design, manufacture and sales of automatic vending machines
	Yanmar Cagiva S.p.A.	Yanmar Diesel Corp.	1996	R&D, manufacture and sales of diesel engines
	YKK Fasteners S.p.A	YKK Corp.	1990	Manufacture and sales of metallic notions
	YKK Italia S.p.A.	YKK Corp.(YKK Holding Europe B.V.)	1968	Manufacture and sales of fasteners
	YKK Mediterraneo S.p.A.	YKK Corp. (YKK Holding Europe B.V., YKK Italia S.p.A., YKK France Sarl, YKK Deutschland GmbH, YKK Nederland B.V.)	1977	Manufacture and sales of fastener parts
Finland	Jujo Thermal Oy	Nippon Paper Industries Co., Ltd., Mitsui & Co., Ltd.	1992	Manufacture and sales of thermosensible paper
	Misawa Home of Finland Oy	Misawa Homes Co., Ltd., Misawa Ceramics Corp., Yamanashi Housing Industries Co., Ltd.	1994	Manufacture of housing materials
	Nana Europe Ltd.	Nanatanigawa Lumber Industries Co., Ltd.	1996	Manufacture of housing materials
	Santen Oy	Santen Pharmaceutical Co., Ltd.	1997	Manufacture and sales of ophthalmologic medicines
	Oy Shinshowa Finland Ltd.	Shinshowa Co., Ltd.	2001	Manufacture of housing materials
	Sunarrow Finland Oy	Sunarrow Limited	2002	Manufacture of parts for cellular phones
Norway	Reichhold A.S.	Dainippon Ink and Chemicals, Inc. (Reichhold Holding A.S.)	1997	Manufacture and sales of unsaturated polyesters
Sweden	Akzo Nobel Nippon Paint AB	Nippon Paint Co., Ltd., Akzo Npbel	1999	Manufacture and sales of coating materials for coils
	Anritsu Devices AB	Anritsu Corporation	1996	Manufacture and sales of communication relays
	BT Industries AB	Toyota Industries Corp.	2000	R&D, manufacture and sales of indoor transport machines
	Coates Lorilleux AB	Dainippon Ink and Chemicals, Inc. (Sun Chemical Corp (U.S.A))	1962	Manufacture and sales of printing inks
	Daikichi Corporation AB	Nagao Corporation	1996	Manufacture of housing members
	Fuji Autotech AB	Fuji Kiko Co., Ltd.	1993	R&D, design, manufacture and sales of parts for trucks and passenger cars
	Hagby-Asahi AB	Asahi Diamond Industrial Co., Ltd.	1979	Design, manufacture and sales of diamond tools
	Heat Tech Induction AB	Neturen Co., Ltd.	1992	Design, manufacture and sales of thermal refining equipment for high frequency generators for automobile industry

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Sweden	Hoya Optiksli AB	Hoya Corp., Hoya Europe B.V.	1980	R&D, manufacture and sales of ophthalmic lenses
	Motoman Robotics Europe AB	Yaskawa Electric Corp.	1984	Design, manufacture and sales of robot systems
	Ohlins Racing AB	Yamaha Motor Co., Ltd. (Yamaha Motor Europe N.V.)	1987	R&D, design, manufacture and sales of shock absorbers
	Organo Toveko AB	Organo Corp. Organo (Europe) Ltd.	1998	Manufacture and sales of machines (water treatment equipment)
	SEIBU GIKEN DST AB	Seibu Giken Co., Ltd.	1993	Design, manufacture and sales of dehumidifiers, total enthalpy heat exchangers and VOC concentrators
	SiTek Electro Optics AB	Autex Inc.	1976	R&D, design, manufacture and sales of position measuring electronic parts
	SMC Pneumatics Sweden AB	SMC Corporation	1986	Manufacture and sales of pneumatic equipment and pneumatic system
	Tamura Sweden AB	Tamura Corporation	1996	Manufacture, sale and R&D of electrical transformer parts
	Tomoku Hus AB	Tomoku Co., Ltd., Sweden House Co., Ltd., Mitsubishi Corp., Mitsubishi International GmbH DSD	1991	R&D, manufacture and sales of housing members
Denmark	DNP Denmark A/S	Dai Nippon Printing Co., Ltd.	1989	Manufacture and sales of screens for projection television sets
	Envotech OHM Engineering Aps	OHM Electric Co., Ltd., Toshinori Kiyose	1997	R&D, manufacture of wastewater treatment devices
	KOKI EUROPE A/S	Koki Company Limited	2001	Manufacture and sales of solder pastes and post-fluxes (surface-mounted soldering materials)
	OFS-FITEL I/S	Indirect investment through the local corporation of Furukawa Electric Co., Ltd., USA	2001	R&D, manufacture of optical fibers
	Sun Chemical A/S	Indirect investment through the local corporation of Dainippon Ink and Chemicals, Inc. in each of Holland, Sweden, and Denmark	1990	Manufacture and sales of printing inks, coating materials and dyes
	YKK Danmark A/S	YKK Corp.	1982	Manufacture and sales of fasteners
Austria	Amada Austria GmbH	Amada Co., Ltd.	1986	Manufacture and sales of metallic molds for metal sawing machine blades and press brakes
	Fischer GmbH	Kanematsu Co., Ltd., Kanematsu Deutschland, Goldwin Inc.	1992	R&D, design, manufacture and sales of sporting goods
	HORIBA GmbH	Horiba, Ltd. (Horiba Europe GmbH)	1992	Design, manufacture and sales of air pollution measuring instruments
	LAMCO Holzverarbeitungsges.m.b.H.	Meiken Lamwood Corp.	1997	Manufacture and sales of wooden building materials
	Matsushita Electric Works Electronic Materials(Europe) GmbH	Matsushita Electric Works, Ltd.	2000	Manufacture and sales of laminates for multilayer printed boards
	Reichhold Chemie GmbH	Dainippon Ink and Chemicals, Inc.	1943	R&D, design, manufacture and sales of synthetic resins, etc.

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Austria	SMC Pneumatik GmbH	SMC Corporation	1978	Manufacture and sales of pneumatic apparatuses
	Sony DADC Austria AG	Sony Corp. (Sony Corporation of America)	1986	Manufacture and sales of optical disks
	Sun Chemical A.G.	Dainippon Ink and Chemicals, Inc.	1992	Manufacture of printing inks
	YKK (Austria) GmbH	YKK Corp.	1975	Manufacture and sales of fasteners
Portugal	CABELAUTO - Cabos para Automoveis, S.A.	Sumitomo Wiring Systems, Ltd., Sumitomo Wiring Systems Europe, Ltd., Sumitomo Corp.	1992	Manufacture and sales of electric wires
	Companhia Industrial de Resinas Sinteticas, CIRES, S.A.	Shin-Etsu Chemical Co., Ltd., Mitsui & Co., Ltd.	1960	Manufacture and sales of vinyl chloride polymer
	FISIPE S.A.	Mitsubishi Corp., Mitsubishi Rayon Co., Ltd., Mitsubishi International (Germany)	1973	Manufacture and sales of acrylic fibers
	JOROGASO - Industrial Portuguesa de Equipamentos para Automoveis, Lda.	Press Kogyo Co., Ltd.	1998	Manufacture and sales of fuel tanks, chassis parts and bumpers
	Mitsubishi Trucks Europe - Sociedade Europeia de Automoveis, S.A.	Mitsubishi Motors Corporation	1990	Manufacture and sales of commercial use cars
	NEC Portugal - Telecomunicacoes e Sistemas, S.A.	NEC Corp.	1995	R&D, manufacture, sales and maintenance of communication related apparatuses (telephone exchanges, telephone sets, carrier apparatuses, and radio communication apparatuses)
	Nemoto Portugal - Quimica Fina, Lda.	Nemoto & Co., Ltd., Nissho Iwai Corp.	1990	R&D, manufacture and sales of inorganic and fluorescent pigments
	Pioneer Technology Portugal, S.A.	Pioneer Electronic Corp. (Pioneer Technology Belgium N.V., Pioneer Europe N.V.)	1995	Car stereos and CD products
	Salvador Caetano, I.M.V.T., S.A.	Toyota Motor Corp.	1971	Assembling of bus bodies, automobile parts and commercial use cars (Toyota cars)
	Shotic Europa - Industria de Aluminio, Lda.	Showa Denko K.K.	1998	Manufacture of compressor parts (forged and molded aluminum parts) for car air conditioners
	Sun Chemical Portugal - Tintas Graficas, S.A.	Dainippon Ink and Chemicals, Inc.	1989	Manufacture and sales of printing inks
	Taiyo Technology Portugal, Lda.	Taiyo Manufacturing Co., Ltd.	2002	Manufacture and sales of panels for car stereos, panels for mobile telephones, etc.
	TESCO-Componentes Para Automoveis, Lda.	METTS Corporation, EUTIC	1993	Manufacture and sales of diecast aluminum products
	Textil Tsuzuki, Lda.	Tsuzuki Spinning Co., Ltd., Ofukogyo Co., Ltd., Tsuzuki Co., Ltd.	1988	Manufacture and sales of cotton yarns
	Uchiyama Portugal Vedantes, Lda.	Uchiyama Manufacturing Corp., Uchiyama America, Inc.	1996	Manufacture of rubbers and galvanized bearing seals
Yazaki Saltano de Ovar - P.E., Lda.	Yazaki Corporation	1992	Manufacture of low-voltage electric wires for automobiles	
Yazaki Saltano de Portugal, C.E.A., Lda.	Yazaki Corporation	1986	Manufacture of wire harnesses for motor vehicles	

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Portugal	YKK Portugal, Lda.	YKK Corp., YKK France Sarl.	1981	Manufacture and sales of metallic buttons and Hook-and-Loop fasteners
Switzerland	JT International S.A.	Japan Tobacco Inc.	1999	Manufacture and sales of tobacco products
	Sun Chemical AG (S.A., LTD)	Dainippon Ink and Chemicals, Inc. (Sun Chemical Group B.V.)	1992	Manufacture and sales of printing inks
	Waelzlager Industriewerke Bulle AG.	NSK Ltd. (RHP Barings Ltd.)	1961	Manufacture and sales of bearings
Greece	Hellenic Steel Company	Marubeni-Itochu Steel Europe	1972	Manufacture and sales of cold drawn products, tinplates, galvanized steel, etc.
	Tosoh Hellas A.I.C.	Tosoh Corporation, Mitsubishi Corp.	1973	R&D and manufacture of electrolytic manganese dioxide
	Tsopelas Miyama Hellas Ltd.	Miyama Corporate Group	2002	Manufacture and sales of iron and steel products for sewage systems
	Y.K.K. Hellas A.E.B.E.	YKK Corp., YKK Holding Europe	1983	Manufacture and sales of fastener products
Poland	AKS PRECISION BALL POLSKA Sp.zo.o.	Amatsuji Steel Ball Mfg. Co., Ltd.	2002	Manufacture of steel balls for bearings
	Bridgestone Poland Sp. zo.o.	Bridgestone Corp.	1998	Manufacture of radial tires for passenger cars
	Calsonic Kansei Poland Sp. z.o.o.	Calsonic Kansei Corp. (Calsonic International (Europe) plc.)	1997	Manufacture of car heaters
	CARBO TOKA Sp.zo.o.	Hokkaido Toka Fine Technic Co., Ltd.	1995	Development, manufacture, service and sales of products for gas meters
	Danfoss Saginomiya Sp.zo.o.	Saginomiya Seisakusho, Inc.	2002	Manufacture and sales of small pressure switches for air conditioners, sales of control equipment for freezers and air conditioners
	DENSO Manufacturing Polska Sp.z o.o.	Denso Corp.	1999	Manufacture and sales of small motors
	DENSO THERMAL SYSTEMS POLSKA Sp.z.o.o.	Denso Corp. (Denso Manufacturing Italia S.p.A.)	2001	Manufacture of heater and cockpit module
	Euro Comfort Sp.zo.o.	Bic Camera	1995	Collection, refining, and export, of feathers, manufacture of feather bedding
	ISUZU MOTORS POLSKA Sp.zo.o.	Isuzu Motors, Ltd.	1997	Manufacture and sales of diesel engines for passenger cars, boats, and ships
	Matsushita Battery Poland S.A.	Matsushita Battery Industrial Co.Ltd , Matsushita Electric Industrial Co. Ltd.	1993	Manufacture of manganese dry battery
	MES Poland Sp.zo.o.	Mitsui Engineering & Shipbuilding Co., Ltd	1998	Design engineering, and manufacture and sales, of pressure containers, etc.
	MOI Tech Europe Sp.zo.o.	Mitsuboshi Belting Co. Ltd.	2002	Manufacture of power transmission belts for automobiles
NGK Ceramics Polska Sp.zo.o.	NGK Insulators, Ltd.	2003	Manufacture of ceramics for automobiles	

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Poland	NSK ISKRA S.A.	NSK Ltd. (NSK-RHP Europe Ltd.), Nichimen Corp.	1998	R&D and manufacture of bearings and spark plugs
	Poland Smelting Technologies Sp.zo.o.	Toyota Tsusho Corporation, Daiki Aluminium Industry Co., Ltd.	2003	Manufacture and sales of aluminum liquid /regenerated mass
	SEWS CABIND POLAND Sp.zo.o.	Sumitomo Electric Industries, Ltd. (SEWS-CABIND S.p.A.)	2001	Manufacture of wire harnesses (for motor vehicles) and parts thereof
	SEWS-POLSKA Sp.zo.o.	Sumitomo Electric Industries, Ltd. (Sumitomo Electric Wiring Systems (Europe) Ltd.)	1995	Manufacture of wire harnesses (for motor vehicles) and parts thereof
	Takata Petri Parts Polska Sp.zo.o.	Takata Corporation (Takata Petri AG)	2001	Manufacture of automobile airbag
	Takata Petri Sp.zo.o.	Takata Corporation (Takata Petri AG)	1997	Manufacture of automobile handwheels
	TBMECA Poland Sp.zo.o.	Toyota Boshoku Corporation, Denso Corporation	2003	Manufacture of cylinder head covers for automobiles, intake manifolds, etc.
	TOHO Poland Sp.zo.o.	Toho Industrial Company Ltd.	2002	Manufacture of bearing parts
	Toyo Seal Poland Sp.zo.o.	Toyo Seal Industries Co. Ltd	2002	Manufacture of bearing rubber seal
	Toyota Motor Industries Poland Sp.zo.o.(TMIP)	Toyota Motor Corp. (Toyota Motor Engineering & Manufacturing Europe) , Toyota Industries Corp.	2003	Manufacture of diesel engines
	Toyota Motor Manufacturing Poland Sp.zo.o.(TMMP)	Toyota Motor Europe Manufacturing (Belgium)	1999	Manufacture of transmissions (speed change gears)
	TRI (Poland) Sp.zo.o.	Tokai Rubber Industries, Ltd.,Mitsui & Co., Ltd.	1999	Manufacture and sales of rubber vibration isolators for motor vehicles and other rubber products
	TSUBAKI HOOVER POLSKA Sp.zo.o.	Tsubaki Nakashima (Hoover Precision Products, Inc.)	2003	Manufacture of bearing parts
	YAGI Factory Poland Sp.zo.o.	Yagi Industries Co., Ltd.	2003	Manufacture of bearing parts
YKK Poland Sp.z o.o.	YKK Corp. (YKK Holding Europe B.V.,YKK Europe Ltd.)	1996	Manufacture and sales of various fasteners	
Czech Republic	Alcoa Fujikura Czech, s.r.o.	Fujikura Ltd.	2002	Manufacture of automobile cable
	AIRS Manufacturing Czech	Denso Airs Corporation	2002	Manufacture of alminum tube for automobile air conditioner
	Aisan Bitron Europe	Aisan Industry Co., Ltd.	2000	Fuel systems of motor vehicles
	Aisin Europe Mfg. Czech	Aisin Seiki Co., Ltd.	2002	Manufacture of automobile engine pump
	Alps Electric Czech, s.r.o.	Alps Electric Co., Ltd.	1995	Manufacture of personal computer keyboards and video modulators
	Aoyama Automotive Fasteners Czech, s.r.o.	Aoyama Seisakusho Co. Ltd	2002	Manufacture of automobile fasteners

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Czech Republic	AVX CZECH REPUBLIC, S.R.O.	Kyocera Corp. (AVX Ltd.)	1992	R&D, design and manufacture of tantalum chip capacitors
	Czech Republic ONAMBA s.r.o.	Onamba Co., Ltd.	2001	Wire harnesses for AV apparatuses
	Daiho(Czech) s.r.o.	Daiho Industrial Co., Ltd., Mitsui & Co. Deutschland GmbH, Mitsui & Co. (Tokyo)	2000	Manufacture and sales of plastic products (television cabinets)
	Daikin	Daikin Industries, Ltd.	2003	Air conditioners
	Denso Manufacturing CR	Denso Corporation	2001	Car air conditioners
	Electric Powersteering Components Europe, s.r.o.	Mitsubishi Electric Corporation, Koyo Seiko Co., Ltd.	2001	Electronic control units (ECUs) of electric power steering (EPSs) for motor vehicles
	EPCOS, s.r.o.	Matsushita Electric Industrial Co., Ltd.	1999	Semiconductors
	Epispol	Dainippon Ink and Chemicals, Inc.	2002	Epoxy resin
	Fujikoki	Fuji Koki Corporation	2001	Automobile parts
	Fuji-Koyo Czech	Fuji Kiko Co., Ltd.	2002	Automobile power steering parts
	Furukawa Autoparts Central Europe, s.r.o.	Furukawa Electric Co., Ltd.	2001	Wire harnesses for motor vehicles
	Futaba Industrial Czech	Futaba Industrial Co., Ltd.	2002	Manufacture of automobile emission system
	Geospol Uh nov, s.r.o.	NPK Europe	2001	Manufacture of building machinery
	Glaverbel Czech,a.s.	Asahi Glass Co., Ltd. (Glaverbel S.A.)	1991	Manufacture and sales of sheet glass and processed glass
	Indet Safety Systems, a.s.	Nippon Kayaku Co., Ltd., Nichimen Corp.	1999	R&D, manufacture and sales of squibs
	Ishimitsu Manufacturing Czech, s.r.o.	Ishimitsu Kogyo	2003	Automobile parts
	Japan Solderless Terminals s.r.o.	JST Mfg, Co. Ltd.	2003	Wires, cables
	JCEE, s.r.o	JCC Engineering Co., Ltd., Far East Engineering	1992	Manufacture and sales of capacitors
	Koito Czech, s.r.o.	Koito Manufacturing Co., Ltd.	2001	Lamps for motor vehicles
	Koyo Steering System Czech, s.r.o.	Koyo Co.,Ltd	2002	Electric power steering
LIPLATEC, s.r.o.	Shimizu Industry co.,Ltd.	2002	Plastic forming goods for automobile	

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Czech Republic	Matsushita Electric Works, s.r.o.	Matsushita Electric Works Co., Ltd. (Europe Matsushita Electric Works Co., Ltd.)	1997	Manufacture of control parts such as relays and switches
	Mitsubishi Electric Automotive Czech S.R.O.	Mitsubishi Electric Corp.	2000	Production and sales of electric devices for motor vehicles
	Nachi Czech, s.r.o.	Nachi-Fujikoshi Corp.	2003	Bearing
	Nikom,a.s.	Nissho Iwai Corp., Japan Metals & Chemicals Co., Ltd., Japan International Development Organization Ltd.	1993	Manufacture and sales of ferrovanadium
	Oiles Corporation	Oiles Corporation	2003	Bearing
	OPTREX Czech, a.s.	Optrex Corporation	1996	Liquid crystal displays (LCDs)
	Panasonic AVC Networks Czech, s.r.o.	Matsushita Electric Industrial Co., Ltd.	1996	R&D and manufacture of color television sets and image apparatuses
	Panasonic Mobile & Automotive Systems Czech, s.r.o.	Matsushita Communication Industrial Co., Ltd, Matsushita Electric Industrial Co., Ltd.	2001	Cellular phones and car audio products
	Shimano Czech Republic, s.r.o.	Shimato inc.	2000	Manufacture of automobile gears
	Showa Aluminium Czech, s.r.o.	Showa Aluminium Corporation	1997	Production of capacitors for car air conditioners
	STV Glass, a.s.	Nippon Electric Glass, Ltd.	2002	Glass parts for TV tubes and monitors
	Sumikei Czech, s.r.o.	Sumitomo Light Metal industries, Ltd.	2002	Manufacture of alminum parts for automobile air conditioner
	SY Wiring Technologies Czech, s.r.o.	Yazaki Corporation	2001	Manufacure of automobile cable
	Takada Industries CR	Takada Industries	2002	Precision plastic parts for automobile
	Takata-Petri-Parts, s.r.o.	Takata Corporation	1992	Automobile cable
	Tatsuno-Benc Europe, a.s.	Tatsuno Corporation	2000	Fuel supply appliances
	TG Safety Systems Czech	Toyota Gosei Co., Ltd., Toyota Tusho Corporation	2001	Steering wheels and air bags for motor vehicles
	Toray Textile Central Europe, s.r.o.	Toray Industries, Inc.	1997	Manufacture and sales of woven fabrics of long polyester fibers
	Toyota Peugeot Citoen Automobile Czech	Toyota Motor Corp.	2002	Manufacture of Automobile
	TRCZ , s.r.o.	Tokai Rika Co., Ltd.	2001	Automobile switch
TRIS Czech, s.r.o.	TRIS	2001	Automobile engine Carbon Brush	

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Czech Republic	Visteon-Nichirin-Czech, s.r.o.	Nichirin Co., Ltd.	2001	Rubber hose for automobile cooling system
	Zexel Valeo Compressor Czech, s.r.o.	Zexel Valeo Climate Control(ZVCC)	2002	Compressor for automobile air conditioner
Hungary	ARK-TECH KFT.	Arrk Corporation	2001	Production of molds and molded goods for plastic products
	AGROFERM Hungarian-Japanese Fermentation Industry Ltd.	Kyowa Hakko Kogyo Co., Ltd., Tomen Corp.	1987	Manufacture and sales of feed additives and L-lysine
	Aikawa Hungaria Elektronikai KFT.	Aikawa Press Industry Co., Ltd.(Exas Philippines, Inc.)	1998	Mechanical parts for electronic apparatus, and car audio parts
	Alpine Electronics Manufacturing of Europe Ltd.	Alpine Electronics, Inc.	1998	Production of car audio machines
	Clarion Hungary Electronics Kft.	Clarion Co., Ltd.	1997	Manufacture of car mounted audio apparatuses
	DAIAMOND ELECTRIC MAGYARORSZAG Kft.	Diamond Electric Mfg. Co., Ltd.	2000	Automobile parts
	Delphi Calsonic Magyarorszag Gyarto Kft.	Calsonic Corp.	2000	Car air conditioner parts
	DENSO Manufacturing Hungary Ltd.	Denso Corp.	1997	Manufacture of diesel injection pumps
	Digital Disc Drivers Kft.	Tanashin Denki Co., Ltd.,Tanashin (Europe) GmbH	1997	Manufacture of CD player parts and CD-ROM parts
	EPCOS Kft.	EPCOS AG	1994	Manufacture or electronic parts
	Euro Exedy Cluch Ltd.	Exedy Corp., Itochu Corporation, Daikin Clutch Europe Ltd.	1993	Manufacture and sales of manual clutches for motor vehicles
	Euro Wire & Cable Services Ltd.(EWCS)	Hitachi Cable, Ltd. Group,Hayakawa Densen Kogyo Co., Ltd. Group, Asahi Tsushin	1997	Manufacture and sales of wire harnesses
	FCI Furukawa Composite Insulator Co.,Ltd.	Furukawa Electric Co., Ltd.	1995	Manufacture and sales of silicon insulators
	HOYA LENS Manufacturing Hungary Rt.	Hoya Corp. (Hoya Lens Europe N.V)	1994	Optical lenses
	Magyar Suzuki Corporation	Suzuki Motor Corp., ITOCHU Corp.	1991	Manufacture and sales of passenger cars
	Meiji Rubber Europe Industrial Products Co.,Ltd.	Meiji Rubber & Chemical Co., Ltd.	2003	Manufacture and sales of printing blankets, sales of printing materials
	Mitsuba	Mitsuba Corporation	2001	Automobile parts
Musashi Hungary Manufacturing,Limited (MHM)	Musashi Seimitsu Industry Co., Ltd.	2000	Automobile parts	
NICOLOR RT.	Colour & Chemicals Mfg. Co. Ltd., Kanematsu Corporation	1991	Manufacture and sales of intermediate products of pigments	

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	Nissho Hungary Piccision Kft.	Nissho Corporation	1999	Processing, production and assembling of members based on adhesives, films and foams relating to electronics and motor vehicles
	Ortech Europe Kft.	Yushin Co., Ltd	2000	Automobile parts
	SANSHIN (Hungary) Kft	Sanshin Electric Co., Ltd.	1999	Manufacture and sales of car stereos and tuners for car stereos, and assembling and processing of various PCBs
	Sanyo Hungary Kft.	Sanyo Electric Co., Ltd., Sanyo Energy(Europe) GmbH	1999	Manufacture of nickel hydrogen batteries and lithium ion batteries for cellular phones
	SEI Interconnect Products (Hungary) Manufacturing Limited Liability Company	Sumitomo Electric Industries, Ltd.	2000	Manufacture of cables
	SEWS Automotive Wire Hungary Ltd.	Sumitomo Electric Industries. Ltd.,	2003	Manufacture of cables
	SEWS Components Europe Hungary Ltd.	SEWS Components Europe B.V.,Sumitomo Electric Wiring Systems Europe Ltd.	2002	Manufacture and sales of automobile parts
	SEWS Hungary Ltd.	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems, Ltd.	1996	Manufacture and sales of wire harnesses for motor vehicles
	Shinwa Precision (Hungary) Co.,Ltd.	Shinwa Co., Ltd.	1998	Development, manufacture and sales of optical apparatuses such as audio cassette decks and CDs, and related parts such as plastic and metallic parts
	SMK Hungary Kft	SMK Corp.	2000	Electronic parts for cellular phones, etc.
	Sony Hungaria KFT	Sony Corp. (Sony Holding B.V.)	1994	Manufacture and sales of AV apparatuses
	Stanley Electric Hungary krf.	Stanley Electric Co., Ltd.	2001	Manufacture of lamps for motor vehicles
	Sunarrow Hungary Kft.	Sunarrow Limited	2003	Manufacture of parts for cellular phones
	Taiho Corporation of Europe Kft.	Taiho Kogyo Co., Ltd.	2000	Manufacture of automobile parts
	TAKANO HUNGARY KFT.	Takano kogyo	2002	Manufacture of car audio parts
	Tanashin (Europe) Kft.	Tanashin Denki Co., Ltd. (Tanashin (Europe) GmbH)	2000	Car audio parts
	TDK Electronics Hungary KFT.	TDK Corporation (TDK Electronics Europe GmbH)	1995	Manufacture and sales of power transformers (noise filters, ferrite cores, chip capacitors, etc.)
	Tokai-Hetszolo Rt.	Suntory Ltd.	1991	Manufacture and sales of wine
	Toyo Seat Europe Kft.	Toyo Seat Co., Ltd.	2003	Manufacture of automobile seats
	TSUBAKI-HOOVER Hungary Ltd.	Tsubaki Nakashima (Hoover Precision Products, Inc.)	1999	Manufacture of rollers
Slovakia	Matsushita Audio Video (Slovakia) s.r.o.	Matsushita Electric Industrial Co., Ltd. (Germany)	2000	Home VTRs

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Slovakia	Matsushita Electronic Components (Slovakia) s.r.o.	Matsushita Electronic Components Co., Ltd., Matsushita DElectronic Components(Europe) GmbH	1997	Manufacture of power outlets, trans-coils, tuners for AV equipment, and remote controls
	Sluzba SIIX Electronics s.r.o.	SIIX Europe(Germany)	2001	Substrate mounting
	Sony Slovakia, spol.s.r.o	Sony Corp.(Sony Europe B.V.)	1996	Manufacture and sales of electron guns and deflecting yokes, which are key parts of TVs; and TV assembly
	Sumitomo Electric Wiring Systems-Slovakia s.r.o.	Sumitomo Electric Industries, Ltd. (Sumitomo Electric Wiring Systems (Europe) Ltd.)	1996	Manufacture of wire harnesses (for motor vehicles) and parts thereof
	Todenco Slovakia	Tokyo Electronic Wire Industrial Co., Ltd.	2001	Wire harnesses
	TRIM LEADER,a.s.	Araco Corporation	2000	Manufacture of seat covers (for automobiles)
	Yazaki Debnar Slovakia spol.s.r.o.	Yazaki Corporation	1994	Manufacture of wire harnesses (for motor vehicles)
Romania	Fuji Magnetics Romania S.R.L.	Fuji Magnetics GmbH (Germany)	2001	Manufacture and processing of film loading cameras
	JTI-Romania	JT International Holding BV	2000	Manufacture of cigarette
	Koyo Romania S.A.	Koyo Seiko Co., Ltd.	1998	R&D and manufacture of bearings
	SEWS-Romania	Sumitomo Electric Industries. Ltd., Sumitomo Wiring Systems Co., Ltd.	2000	Wire harnesses (for motor vehicles) and related parts
	Sol-Plus Romania	Sol-Plus Co. Ltd.	2002	Plastic molding / casting, software development
	TAKATA-PETRI ROMANIA S.R.L.	Takata Corporation (TAKATA-PETRI A.G.)	2001	Handle parts
	Yazaki Romania S.R.L	Yazaki Europe Limited	2003	Wire harnesses for motor vehicles
	YKK Romania S.R.L.	YKK Corp.	2002	Manufacture and sales of fastener
Lithuania	S-Y Wiring Technologies GmbH(Baltijos Automobiliu Technika)	Yazaki Corporation, Siemens-VDO Automotive	2001	Wire harnesses for motor vehicles
Bosnia and Herzegovina	Fuji BB international D.O.O	Fujimurashikokuban Co., Ltd.	2003	Manufacture of enamel blackboards
Serbia and Montenegro	DAIDO METAL KOTOR AD .	Daido Metal Co., Ltd.	2002	Bearings
Turkey	Anadolu Honda Otomobilcilik A.S.	Honda Motor Co., Ltd.	1992	Manufacture and sales of passenger cars
	Anadolu Isuzu Otomotiv Sanayi Ve Ticaret A.S.	Isuzu Motors, Ltd., ITOCHU Corp.	1980	Manufacture and sales of trucks and buses
	Bando Kockaya Belt Manufacturing (Istanbul) Inc.	Bando Chemical Industries, Ltd.	2003	Production of power transmission belts for automobiles and general industry

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Turkey	Bridgestone Co., Ltd.	Bridgestone Corp.	1988	R&D, manufacture and sales of tire tubes and flaps
	DENSO OTOMOTIV PARCALARI SANAYI A.S.	Denso Corp.	2002	Production of car air conditioners, heaters, etc.
	EGE Plantek Cicekcilik Ltd.Sti.	Dai-ichi Seed Co., Ltd., Mitsui & Co., Ltd., Mitsui & Co. (Turkey) Ltd., Mitsui Real Estate Development Ltd.	1992	Manufacture and sales of seedlings and seeds of flowers
	ROZMAS CHUO OTOMOTIV YAN SANAYI A.S.	Chuo Spring Co.,Ltd.	2002	Production of coil springs and stabilizers
	SANGO OTOMOTIV URUNLERI SANAYI VE TICARET A.S.	Sango Co.,Ltd.	2002	Production of exhaust system parts
	Takanichi Otomotiv Ic Doseme Parcalari Sanayi ve Ticaret A.S.	Takashimaya Nippatsu Kogyo Co., Ltd., Mitsui & Co., Ltd.	1997	Manufacture and sales of seats and door trims for motor vehicles
	TAT Tohumculuk A.S.	Kagome Co., Ltd., Sumitomo Corp., Kaneko Seeds Co., Ltd.	1987	Manufacture and sales of seeds and seedlings
	Toyota Motor Manufacturing Turkey Inc.	Toyota Motor Corp., Mitsui & Co., Ltd.	1990	Manufacture of motor vehicles
	TOYOTETSU Otomotiv Parcalari San. Ve Tic A.S.	Toyoda Iron Works Co. Ltd.	2001	Manufacture of parts for automobile press
	Yazaki Otomotiv Yan Sanayi ve Ticaret A.S.	Yazaki Corporation	1995	Manufacture and sales of wire harnesses for motor vehicles
	YKK Metal ve Plastik Urunleri Sanayi ve Ticaret A.S.	YKK Corp.(YKK Holding Europe B.V.)	1991	Manufacture and sales of fasteners

Industry	Country	Company Name
Food and agricultural/ fishery products	UK	Ben Nevis Distillery(Fort William) Ltd
	UK	J&W Hardie Ltd
	UK	Morrison Bownore Distillers Ltd.
	UK	Nakano Europe Limited
	UK	Nichiro Corporation
	UK	Princes Ltd.
	UK	Southern Glasshouse Produce Ltd.(Goldstock Breeding Ltd.)
	UK	The Tomatin Distillery Co.,Ltd.
	UK	Tomen Foods UK Ltd.
	France	Ajinomoto Euro-Aspartame S.A
	France	AJINOMOTO EUROLYSINE S.A.
	France	Beghin-Meiji Industries
	France	Chateau Lacaze
	France	Chateau Lagrange S.A.
	France	Chateau Reysson S.A.R.L.
	France	Comaboko,S.A.
	France	Domaine de Fontseche S.A.R.L.
	France	Domaine de la Lauzade Kinuito (S.A.R.L.)
	France	Euro-Aspartame S.A.
	France	Fromagerie Lorraine de Vezeuse S.A.(F.L.V.)
	France	Generale Biscuit Glico France
	France	Grands Millelimes de France
	France	Louis Royer Et Cie S.A.
	France	Raguneau S.A.
	France	SC Chateau Beychevelle
	France	SCE Chateau Beaumont
	France	Shiba's France S.A.
	France	Societe d'Exploitation et de Participation Viti-Vinicole(SEPV)
	France	Takii Recherche France S.A.
	France	Toraya France S.A.R.L.
	France	Yamazaki France S.A.
	Germany	Milei GmbH
	Germany	Weingut Reichsrat Von Buhl
	Netherlands	Holland Sweetener Company VOF
	Netherlands	Hosokawa Ter Braak B.V.
	Netherlands	KIKKOMAN FOODS EUROPE B.V.
	Netherlands	Nissin Foods B.V.
	Netherlands	Yakult Europe B.V.
	Belgium	Fuji Oil Europe
	Switzerland	JT International S.A.
	Hungary	Tokai-Hetszolo Rt.
Romania	JTI-Romania	
Turkey	EGE Plantek Cicekcilik Ltd.Sti.	
Turkey	TAT Tohumculuk A.S.	
Textiles (yarn or woven cloth)	UK	Dundee Textiles Ltd.
	UK	Toray Textiles Europe Ltd.(TTEL)
	Germany	Tenax Fibers GmbH & Co. KG
	Spain	Textil Celr ,S.A.
	Italy	Achille Pinto Tintoria Stamperia, S.p.A.
	Italy	Alcantara S.p.A.
	Italy	TMI Europe S.p.A.
	Portugal	Textil Tsuzuki, Lda.
Czech Republic	Toray Textile Central Europe, s.r.o.	
Apparel and textile products	UK	Aquascutum Group,Plc.
	UK	Freed of London Ltd.

Industry	Country	Company Name
Apparel and textile products	UK	Haythornthwaite & Sons Ltd.
	UK	John Laing of Hawick Ltd.
	UK	MINOVA LTD.
	UK	NAGATA SEIKI CO., (UK) LTD.
	UK	The New Zipper Co Ltd
	France	Balenciaga S.A.
	France	Comme des Garcons S.A.
	France	Emilio Robba SARL
	France	Exil S.A.
	France	Gentleman Givenchy S.A.
	France	Hanae Mori Haute Couture S.A.
	Germany	DYNAT Gesellschaft Fuer Verschluss Technik Und Feinmechanik GmbH
	Italy	Gibo'co S.p.A.
	Italy	Onward Italia S.p.A.
	Austria	Fischer GmbH
Lumber & wood products (excluding furniture& interior)	Finland	Misawa Home of Finland OY
	Finland	Na Na Europe Ltd.
	Finland	Oy Shinshowa Finland Ltd.
	Sweden	Daikichi Corporation AB
	Sweden	Tomoku Hus AB
	Austria	LAMCO Holzverarbeitungsges.m.b.H.
Furniture and fixtures	France	ONIRIS S.A.S.
Pulp and paper	Germany	KANZAN Spezialpapiere GmbH
	Germany	Mitsubishi Hitec Paper Bielefeld
	Germany	Mitsubishi Hitec Paper Flensburg
	Germany	Mitsubishi Paper GmbH
	Germany	Nakagawa Manufacturing (Europe) GmbH
	Germany	Ruetgers Kureha Solvents GmbH
	Netherlands	Uni-Charm Molnlycke B.V.
Printing and publishing	Finland	Jujo Thermal OY
	Germany	Fujicolor Photex GmbH & Co.
	Germany	Simrax GmbH
Chemicals and petroleum products	Netherlands	Fuji Photo Film B.V.
	UK	Accuromm U.K. Ltd.
	UK	Agrisense Bcs Ltd
	UK	AKZO NOBEL NIPPON PAINT
	UK	Asahi Glass Fluoropolymers UK Ltd
	UK	Asahi Thermofil
	UK	Biological Crop Protection Ltd
	UK	Canyon Europe Ltd.
	UK	Coates Brothers Plc
	UK	DP manufacturing U.K. Ltd.
	UK	DuPont Teijin Films U.K. Limited
	UK	Dynic (UK) Ltd.
	UK	F2 Chemicals Ltd
	UK	Fuji Copian (U.K.) Ltd.
	UK	Gibbon Group PLC
	UK	IK Precision Company Ltd.
	UK	Image Polymers Europe UK Partnership
	UK	Krehalon U.K. Ltd.
	UK	Nesco Ltd.
	UK	Nippon Gohsei UK Ltd.
	UK	Rohm and Haas (Scotland) Ltd.
UK	Sanko Gosei (U.K.) Ltd.	
UK	Sansetsu (U.K.) Ltd.	

Industry	Country	Company Name
Chemicals and petroleum products	UK	Sekisui (U.K.) Ltd.
	UK	Sun Chemical Ltd.
	UK	Swift Adhesives Ltd.
	UK	Synthomer Ltd.
	UK	Tamura Kaken (U.K.) Ltd.
	UK	Tenma U.K. Ltd.
	UK	Tennants Inks & Coating Supplies Ltd.
	UK	The BOC Group
	UK	THE INX GROUP (U.K.) LTD.
	UK	Union Chemicar U.K. Ltd.
	UK	Usher-Walker Group Ltd.
	UK	Zeon Chemicals Europe Ltd.
	France	ADEKA PALMAROLE SAS
	France	Akzo Nobel Nippon Paint S.A.
	France	Arysta Life Science Europe S.A.
	France	Asahi Thermofil (France) S.A.
	France	Beaute Prestige International S.A.
	France	CALLIOPE S.A.
	France	Dacral S.A.
	France	Francolor Pigments S.A.
	France	Georget S.A.
	France	Heitz Alsacol Industries,S.A.
	France	JSP International Sarl
	France	Kao Corporation France
	France	Kodak Polychrome France S.A.
	France	Pochet Inoac Inc.
	France	Reichhold Chemi S.A.
	France	SAKATA VEGETABLES EUROPE SARL
	France	Sansetsu France S.A.
	France	Sealed Air Packaging, S.A.
	France	Shiseido International France
	France	SISSA (SUD ISK-SNPE S.A.)
	France	Societe des Fibres de Carbone S.A. (SOFICAR)
	France	Structil S.A.
	France	Sumitomo Chemical Agro Europe S.A.
	France	Sun Chemical S.A.
	France	Takasago Europe Perfumery Laboratory S.A.R.L.
	France	Three Bond Europe S.A.
	France	Toray Plastics Europe S.A.(TPEU)
	Germany	Akzo Nobel Nippon Paint GmbH
	Germany	Chukyo Europe GmbH
	Germany	Goldwell GmbH
	Germany	Hartmann Druckfarben GmbH
	Germany	Hi-Bis GmbH
	Germany	Kao Chemicals GmbH
Germany	KURARAY EUROPE GMBH	
Germany	Kurita Europe GmbH	
Germany	Mitsubishi Polyester Film GmbH	
Germany	Nippon Gohsei Europe GmbH	
Germany	NITTAN Handelsvertretungen GmbH	
Germany	Polychrome GmbH	
Germany	Reichhold Chemie GmbH	
Germany	Sansetsu Deutschland GmbH	
Germany	Sumika Color Europe GmbH	
Germany	Sun Chemical Druckfarben GmbH	

Industry	Country	Company Name
Chemicals and petroleum products	Germany	Sun Chemical Pigmente GmbH
	Germany	Takasago Europe GmbH
	Germany	Wako Chemicals GmbH
	Netherlands	Chugoku Paints B.V.
	Netherlands	Delamine B.V.
	Netherlands	Eslon B.V.
	Netherlands	IRIS Ohyama Europe B.V.
	Netherlands	KISUMA CHEMICALS B.V.
	Netherlands	Krehalon Industrie B.V.
	Netherlands	Krehalon Synclair Packaging B.V.
	Netherlands	Plalloy MTD B.V.
	Netherlands	Sekisui Alveo B.V.
	Netherlands	Sekisui Jushi B.V.
	Netherlands	Sekisui S-Lec B.V.
	Netherlands	Shin-Etsu PVC B.V.
	Netherlands	Shin-Etsu Silicones Europe B.V.
	Netherlands	Shin-Etsu VCM B.V.
	Netherlands	Sony Chemicals Europe B.V.
	Netherlands	Teijin Twaron B.V.
	Belgium	Eval Europe N.V.
	Belgium	FM Technologies S.A.
	Belgium	Fuji Hunt Photographic Chemicals N.V.
	Belgium	Goldwell Belgium N.V./S.A.
	Belgium	Gunze Plastics & Engineering Corporation of Europe N.V.
	Belgium	Hishi Plastics Europe S.A.
	Belgium	JSR Electronics N.V.
	Belgium	Kaneka Belgium N.V.
	Belgium	MEC Europe N.V.
	Belgium	Nippon Shokubai Europe N.V.
	Belgium	Nitto Europe N.V.
	Belgium	OMNICHEM
	Belgium	P.I. of Europe N.V.
	Belgium	Sun Chemical ECP S.A./N.V.
	Belgium	Sun Chemical S.A.
	Luxembourg	DuPont Teijin Films Luxembourg S.A.
	Ireland	INX International Ink Company
	Ireland	Sun Chemical Inks(Ireland)Ltd.
	Spain	Aceites Esenciales y Derivados S.A.(ACEDESA)
	Spain	Cotisa Tintas,S.L
	Spain	Daicolorchem EU, S.A.
	Spain	DIC Coatings,S.L.
	Spain	Fers Resins Europe,S.L.
	Spain	Gousei Ib rica,S.A.
	Spain	Hebron,S.A.
	Spain	Kanaflex Espa a,S.A.
	Spain	Kanase Espa a,S.A.
	Spain	Kao Corporation,S.A.
	Spain	Sakata Inx Espa a,S.A.
	Spain	Sun Chemical S.A.
	Spain	UBE Chemical Europe,S.A.
	Spain	UBE Engineering Plastics,S.A.
	Italy	Ajinomoto Bioitalia S.p.A.
Italy	Akzo Nobel Nippon Paint SRL	
Italy	Emblem Europe S.p.A.	
Italy	Fisat S.p.A.	

Industry	Country	Company Name
Chemicals and petroleum products	Italy	Italpet Preforme S.p.A.
	Italy	Marghera Butadiene S.p.A.
	Italy	Resindion S.r.l.
	Italy	Sun Chemical S.p.A
	Italy	TOK Italia S.p.A.
	Italy	Toyo Tanso Europe S.p.A.
	Norway	Reichhold A.S.
	Sweden	Akzo Nobel Nippon Paint AB
	Sweden	Coates Lorilleux AB
	Denmark	Sun Chemical A/S
	Austria	Reichhold Chemie GmbH
	Austria	Sun Chemical A.G.
	Portugal	Companhia Industrial de Resinas Sinteticas, CIRES, S.A.
	Portugal	FISIPE S.A.
	Portugal	Nemoto Portugal - Quimica Fina, Lda.
	Portugal	Sun Chemical Portugal - Tintas Graficas, S.A.
	Portugal	Taiyo Technology Portugal, Lda.
	Switzerland	Sun Chemical AG (S.A., LTD)
	Greece	Tosoh Hellas A.I.C
	Czech Republic	Daiho(Czech) s.r.o.
	Czech Republic	Epispol
Pharmaceuticals	Hungary	AGROFERM Hungarian-Japanese Fermentation Industry Ltd.
	Hungary	NICOLOR RT.
	UK	Advanced Healthcare Ltd.
	UK	Terumo UK(Branch of Terumo Europe N.V.)
	UK	The Mentholatum Co.,Ltd.
	UK	Yamanouchi UK Ltd
	France	Daiichi Sanofi Laboratories Synthelabo
	France	Fujisawa SARL
	France	Laboratoires Takeda S.A.
	France	Menicon europe S.A.
	France	Menicon Pherme
	France	Rhone D.P.C. Europe
	France	Sankyo Pharma France SARL
	France	Synthelabo Tanabe Chimie S.A. (S.T.C.)
	France	Thepenier Pharma Industrie S.A.
	Germany	Klinge Pharma GmbH
	Germany	Nutrichem Diaet Pharma GmbH
	Germany	Olympus Diagnostica GmbH
	Germany	Sankyo Pharma GmbH
	Germany	Sysmex Europe GmbH
	Netherlands	Yamanouchi Europe B.V.
	Belgium	Eurogenetics N.V.
	Belgium	GC EUROPE N.V.
	Belgium	Kaneka Pharma Europe N.V.
	Belgium	Terumo Europe N.V.
	Belgium	Tosoh Belgium,N.V.
	Ireland	Fujisawa Ireland,Ltd.
	Ireland	Klinge Pharma & Co.
	Ireland	Olympus Diagnostica GmbH(Irish Branch)
	Ireland	Ophtecs Euro Ltd.
Ireland	Takeda Ireland Ltd.	
Ireland	Yamanouchi Ireland Co.,Ltd.	
Spain	Asahi Vet,S.A.	
Spain	Tedec Meiji Farma,S.A.	

Industry	Country	Company Name
Pharmaceuticals	Italy	Eurogenetics Italia SRL
	Italy	Fujisawa SRL
	Italy	Miteni S.p.A.
	Italy	Takeda Italia Farmaceutici S.p.A.
	Finland	Santen OY
Rubber products	UK	Dunlop Tyres Ltd.
	UK	Freudenberg Technical Products LP
	UK	ILLBRUCK-KOIKE Ltd.
	UK	Toyo Seal Industries Co Ltd (UK-BRANCH)
	France	Bridgestone / Firestone France S.A.
	France	Dunlop France S.A.
	France	Laboratoires Radiatex S.A.
	France	S.E.I.A. S.N.
	Germany	Bando Chemical Industries (Europe) GmbH
	Germany	Dunlop GmbH
	Germany	KBRT
	Germany	Pneumant Reifen GmbH
	Netherlands	Hokushin Europe B.V.
	Netherlands	Nitta Corporation of Holland B.V.
	Belgium	Bridgestone Europe N.V./S.A.
	Ireland	I.O. Systems Ltd.
	Ireland	Okura Automation Ireland Ltd
	Spain	Bridgestone / Firestone Hispania,S.A.
	Spain	Y-TEC Europa, S.A.
	Italy	BRIDGESTONE ITALIA S.P.A.
	Portugal	Uchiyama Portugal Vedantes, Lda.
	Poland	Bridgestone Poland Sp. zo.o.
Turkey	Bridgestone Co., Ltd.	
Ceramics and cement	UK	NGF Europe Ltd.
	UK	Nippon Electric Glass(UK) Ltd.
	UK	Tokai Carbon Europe Ltd
	UK	TYK Ltd.
	France	Glaverbel France S.A.
	Germany	Boizenburg Gail-Inax AG
	Germany	Lafarge Refractories GmbH
	Belgium	Flat Glass Company of the Asahi Glass Group
	Belgium	Kuwayama Europe N.V.
	Belgium	NGK Europe S.A.
	Belgium	Rotary Nozzle International S.A.
	Spain	AMR Refractarios,S.A.
	Spain	Glapiik,A.I.E.(Horno Flot)
	Italy	Glaverbel Italy S.R.L.
	Czech Republic	Glaverbel Czech,a.s.
	Czech Republic	STV Glass a.s.
Iron and steel	Germany	Bregal Bremer Galvaniseriungs GmbH
	Netherlands	Kobelco Welding of Europe B.V.
	Spain	ACERINOX,S.A.
	Spain	Fundimotor/Mecobusa,S.A.
	Greece	Hellenic Steel Company
Nonferrous metals	UK	Cookson Fukuda Ltd.
	UK	Ryobi Aluminium Casting (U.K.) Ltd.
	UK	Senju Manufacturing (Europe) Ltd
	France	NGK BERYLCO FRANCE
	France	Toyol Europe S.A.
	Germany	BT Magnet Technology GmbH

Industry	Country	Company Name
Nonferrous metals	Luxembourg	Circuit Foil Luxembourg S.A.
	Poland	Poland Smelting Technologies Sp.zo.o.
	Hungary	Euro Wire & Cable Services Ltd.(EWCS)
	Hungary	SEI Interconnect Products (Hungary) Manufacturing Limited Liability Company
	Hungary	SEWS Automotive Wire Hungary Ltd.
Metal products	UK	B.K.L. Fittings Ltd.
	UK	Diemakers Ltd.
	UK	Katmex UK
	UK	Kato Precision (U.K.) Ltd.
	UK	Kato-Entex Ltd.
	UK	Meiki (U.K.) Ltd.
	UK	NSK BEARINGS EUROPE LTD.
	UK	NSK-AKS Precision Ball Europe Ltd.
	UK	Sharp Precision Manufacturing (U.K.) Ltd.
	UK	YAJIMA (UK) LIMITED
	France	Amada Outillage S.A.
	France	LCO-Protomoule Group
	Germany	LEFO-Formenbau GmbH
	Netherlands	Euro-Mit Staal B.V.
	Spain	Canon Ib rica Manufacturing,S.A.
	Spain	Kitz Corporation of Europe,S.A.
	Spain	Miracle Coating Europe, S.A.
	Spain	Mitsubishi Materials Espa a,S.A.
	Spain	Muelles y Ballestas Hispano-Alemanas,S.A.
	Spain	Nachi Industrial,S.A.
	Italy	YKK Fasteners S.p.A
	Austria	Amada Austria GmbH
	Portugal	CABELAUTO - Cabos para Automoveis, S.A.
	Portugal	Shotoc Europa - Industria de Aluminio, Lda
	Portugal	TESCO - Componentes Para Automoveis, Lda.
	Czech Republic	Nikom,a.s.
	Hungary	ARK-TECH KFT.
Lithuania	S-Y Wiring Technologies GmbH(Baltijos Automobiliu Technika)	
General machinery	UK	Aida Engineering UK Ltd
	UK	Amada United Kingdom Limited
	UK	Asahi Diamond Industrial U.K.Co.,Ltd.
	UK	Flexello Ltd.
	UK	Fujifilm Electronic Imaging Ltd.
	UK	Heathway Ltd.
	UK	Hirata Corp. of Europe Ltd
	UK	Honda Engineering Europe Ltd.
	UK	Hoshizaki Europe Ltd.
	UK	Hosokawa Micron Ltd.
	UK	KAWASAKI PRECISION MACHINERY (UK) LTD.
	UK	Komatsu U.K. Ltd.
	UK	Koyo Bearings (Europe) Ltd.
	UK	Markron Sawafuji Limited
	UK	Miracle Engineering Europe
	UK	Mitsubishi Electronic Air Conditioning Systems Europe
	UK	Mitsui Bubcock Energy Ltd.
	UK	OSG UK LIMITED
	UK	PGM Ballscrews Ltd.
	UK	Satake Corporation UK Division
UK	SHI Cyclo Drive Europe Ltd	

Industry	Country	Company Name
General machinery	UK	SMC Pneumatics (U.K.)Ltd.
	UK	Sumitomo (SHI) Cyclo Drive Europe Ltd
	UK	Taikisha Europe Ltd.
	UK	Tomoe Tritec,Ltd.
	UK	Toyoda Koki Automotive UK,Ltd.
	UK	Unipress (UK) Ltd
	UK	Universal Drilling & Cutting Equipment Ltd
	UK	Yamazaki Machinery (U.K.) Ltd.
	France	Amada Europe S.A.
	France	Ammann-Yanmar S.A.
	France	Honda Europe Power Equipment S.A.
	France	Iris Instruments S.A.
	France	Itoh Denki Europe S.A.
	France	Mori Seiki France
	France	S2M Societe de Mecanique Magnetique
	France	THK Manufacturing of Europe S.A.S.
	Germany	Boley GmbH
	Germany	Dolmar GmbH
	Germany	Eisai Machinery GmbH
	Germany	Gebrueder Horder GmbH & Co.
	Germany	Heinrich Wagner Sinto Maschinenfabrik GmbH
	Germany	Hosokawa Alpine Aktiengesellschaft & Co.OHG
	Germany	Hosokawa Bepex GmbH
	Germany	Hosokawa Kreuter GmbH
	Germany	Hosokawa Micron GmbH
	Germany	Kansai Special(Europe) GmbH
	Germany	Komatsu Hanomag A.G.
	Germany	Komatsu Mining Germany GmbH
	Germany	Kubota Baumaschinen GmbH
	Germany	Makino GmbH
	Germany	Makino GmbH
	Germany	Motoman Robotec GmbH
	Germany	Neuweg Fertigung GmbH
	Germany	Nikkiso Deutschland GmbH
	Germany	NTN Kugellagerfabrik (Deutschland) GmbH
	Germany	Oiles-Tribomet Gleitelemente GmbH
	Germany	Okuma Europe GmbH
	Germany	Olympus Winter & Ibe GmbH
	Germany	Praezision-Motor-Deutsche Minebea GmbH
	Germany	ROTA Yokogawa GmbH & Co. KG
	Germany	SMC Pneumatik GmbH
	Germany	Star Micronics Manufacturing Deutschland GmbH
Germany	Sumitomo (SHI) Cyclo Drive Germany GmbH	
Germany	Sumitomo Electric Hartmetallfabrik GmbH	
Germany	TD Deutsche Klimakompressor GmbH	
Netherlands	Fuji Seal Europe B.V.	
Netherlands	Hitachi Construction Machinery(Europe) B.V.	
Netherlands	Hosokawa Micron International B.V.	
Netherlands	Newlong Holland B.V.	
Netherlands	SPF Europe N.V.	
Netherlands	YAMADA EUROPE B.V.	
Netherlands	Yanmar Europe B.V.	
Belgium	Daikin Europe N.V.	
Belgium	Daitube S.A.	
Belgium	J.S.T. Europe N.V.	

Industry	Country	Company Name
General machinery	Ireland	Carten Controls Ltd.
	Ireland	Neriki Europe Ltd.
	Spain	Ebara España Bombas,S.A.
	Spain	SMC España,S.A.
	Italy	Air Guns S.r.l.
	Italy	ATOP S.p.A.
	Italy	Ebara-Pumps Europe S.p.A.
	Italy	Fiat Kobelco Construction Machinery S.p.A.
	Italy	Italpneumatica Sud SRL
	Italy	Komatsu Utility Europe FKI S.p.A.
	Italy	Sea Utensili Diamantati S.p.A.
	Italy	Shinto Italia S.p.A.
	Italy	SMC Italia S.p.A.
	Italy	Star Automation Europe S.p.A.
	Sweden	Hagby-Asahi AB
	Sweden	Motoman Robotics Europe AB
	Sweden	Organo Toveko AB
	Sweden	SEIBU GIKEN DST AB
	Sweden	SMC Pneumatics Sweden AB
	Austria	SMC Pneumatik GmbH
	Switzerland	Waelzlager Industrierwerke Bulle AG.
	Poland	AKS PRECISION BALL POLSKA Sp.zo.o.
	Poland	CARBO TOKA Sp.zo.o.
	Poland	MES Poland Sp.zo.o.
	Poland	NSK ISKRA S.A.
	Poland	TOHO Poland Sp.zo.o.
	Poland	Toyo Seal Poland Sp.zo.o.
	Poland	TSUBAKI HOOVER POLSKA Sp.zo.o.
	Czech Republic	Geospol Uhřetov, s.r.o.
	Czech Republic	JCEE, s.r.o
	Czech Republic	Tatsuno-Benc Europe, a.s.
	Hungary	TSUBAKI-HOOVER Hungary Ltd.
	Electrical machinery	UK
UK		B.B.M.Electronics Group Limited
UK		Brother Industries (U.K.) Ltd.
UK		Fujitsu Siemens Computers BV
UK		Fujitsu Telecommunications Europe Ltd.
UK		Hochiki Europe U.K. Ltd.
UK		JVC Manufacturing (U.K.) Ltd.
UK		Kiyokuni Europe Ltd.
UK		Makita Manufacturing Europe Ltd.
UK		Matsushita Industrial Equipment Co. (U.K.) Ltd.
UK		Nittan (U.K.) Ltd.
UK		NOR Systems Ltd.
UK		Obara Europe Ltd.
UK		OKI (U.K.) Ltd.
UK		Orion Electric (U.K.) Ltd.
UK		Pioneer Technology(U.K.) Ltd.
UK		Sanyo Industries (U.K.) Ltd.
UK		Sato UK Ltd
UK		Sharp Manufacturing Co.of the U.K.
UK		Sony Broadcast Ltd.
UK		Sony U.K.
UK		Toshiba Information Systems(U.K.) Ltd.
France	Barudan Co., Ltd. Succursale d'Alsace	

Industry	Country	Company Name	
Electrical machinery	France	Canon Research Centre France S.A.	
	France	Epson Engineering(France) S.A.	
	France	MELCO Mobile Communications Europe S.A.	
	France	Mitsubishi Electric Information Technology Centre Europe B.V.(Telecommunication Laboratory)	
	France	Ricoh Industrie France S.A.	
	France	Sharp Manufacturing France S.A.	
	France	Sony France S.A.	
	France	Tetras	
	France	Toshiba Systemes (France) S.A.	
	France	Yamaha Electronique Alsace S.A.	
	Germany	Canon Giessen GmbH	
	Germany	Denon Electronic GmbH	
	Germany	Funai Electric (Europe) GmbH	
	Germany	Horiba Europe Automation Division GmbH	
	Germany	JVC Video Manufacturing Europe GmbH	
	Germany	Matsushita Business Machine (Europe) GmbH	
	Germany	Sanyo Industries Deutschland GmbH	
	Germany	TEC Electronic Werk GmbH	
	Germany	Toshiba Europe GmbH Regensburg Works	
	Germany	Vossloh-Schwabe Matsushita Electric Works GmbH	
	Netherlands	Omron Manufacturing of the Netherlands B.V.	
	Belgium	Mutoh Europe N.V.	
	Ireland	Buffalo Technology Ireland	
	Spain	Fujitsu Manufacturing Espa a,S.A.	
	Spain	Hitachi Air Conditioning Products Europe,S.A.	
	Spain	Matsushita Electric Espa a,S.A.	
	Spain	Sharp Electr nica Espa a,S.A.	
	Spain	Sony Espa a,S.A.	
	Italy	Roland Europe S.p.A.	
	Italy	Sanyo Argo Clima S.r.l.	
	Portugal	NEC Portugal - Telecomunicacoes e Sistemas, S.A.	
	Czech Republic	Daikin	
	Czech Republic	Electric Powersteering Components Europe, s.r.o.	
	Czech Republic	Panasonic AVC Networks Czech, s.r.o.	
	Czech Republic	Panasonic Mobile & Automotive Systems Czech, s.r.o.	
	Slovakia	Matsushita Audio Video (Slovakia) s.r.o.	
	Slovakia	Sluzba SIIX Electronics s.r.o.	
	Hungary	Sony Hungaria KFT	
	Electrical and electronic components	UK	AGM Batteries LTD
		UK	AVX Ltd.
		UK	Electronic Harnesses (U.K.) Ltd.
UK		Fuji Electric (Scotland) Ltd.	
UK		GKK Plastics Ltd.	
UK		Hosiden Besson Ltd.	
UK		ITRON (UK) Ltd	
UK		J.S.T U.K. Ltd	
UK		JEM Europe Ltd.	
UK		Maruwa Europe Ltd	
UK		Matsushita Electric (U.K.) Ltd.	
UK		Matsushita Electronic Magnetron Corp. (U.K.) Ltd.	
UK		Maxell Europe Ltd.	
UK		Mitsumi (U.K.) Ltd.	
UK		NEC Computers Scotland Ltd.	
UK		Nicera-European Works Ltd	

Industry	Country	Company Name
Electrical and electronic components	UK	Omron Automotive Electronics UK Ltd
	UK	Oshino Manufacturing (U.K.) Ltd.
	UK	Panasonic Communications Company (U.K.) Ltd
	UK	Sanken Power Systems (U.K.) Ltd.
	UK	SEI INTERCONNECT PRODUCTS EUROPE LTD
	UK	SMK (U.K.) Ltd.
	UK	Tabuchi Electric U.K. Ltd.
	UK	Terasaki (Europe) Ltd.
	UK	YASKAWA ELECTRIC UK Ltd.
	UK	Yuasa Automotive Batteries (Europe) Limited
	UK	Yuasa Battery (U.K.) Ltd.
	France	Epcos S.A.
	France	J.S.T. France S.A.
	France	Hitachi Furukawa Loaders Europe S.A.S.
	France	KENWOOD Electronics Bretagne S.A.
	France	NGK Spark Plug Industries Europe S.A.
	France	Pioneer Electronics France S.A.
	France	Rohm LSI Sysytems
	France	Sony CSL S.A.(Computer Science Laboratory)
	France	Stanley- Idess S.A.
	France	SUMCO France
	France	SUMITOMO METAL EPITECH S.A.S.
	France	Todenco France S.A.
	France	Toshiba Lighting Products (France) S.A.
	France	TPC S.A.
	Germany	Alps Electric Europa GmbH
	Germany	BLV Licht- und Vakuumtechnik GmbH
	Germany	Dipl. -ing Reinhold Eggers GmbH
	Germany	Fuji Magnetics GmbH
	Germany	Hitachi Automotive Systems Europe GmbH Sachsen Works
	Germany	Hitachi Semiconductor (Europe)GmbH
	Germany	J.S.T.Deutschland GmbH
	Germany	KB Roller Tech Kopierwalzen GmbH & Co.KG
	Germany	Matsushita Audio Video (Deutschland) GmbH
	Germany	Matsushita Communication Deutschland GmbH
	Germany	Matsushita Electronic Components(Europe) GmbH
	Germany	Matsushita Electronics Europe GmbH
	Germany	Mitsubishi Semiconductor Europe GmbH
	Germany	Optrex Europe GmbH
	Germany	Sumitomo Electric Schrumpf Produkte GmbH
	Germany	TDK Manufacturing Deutschland GmbH
	Germany	Toshiba Semiconductor GmbH
	Netherlands	NEC Computers International B.V.
Netherlands	Nichia Europe B.V.	
Netherlands	Shin-Etsu Polymer Europe B.V.	
Belgium	Amano Electronics Europe,N.V.	
Belgium	CMK Europe N.V.	
Belgium	Matsushita Battery Belgium N.V.	
Belgium	PIONEER TECHNOLOGY BELGIUM N.V.	
Luxembourg	TDK Recording Media Europe S.A.	
Ireland	Alps Electric (Ireland) Ltd.	
Ireland	Hitachi Koki Europe Ltd.	
Ireland	Hitachi Printing Solutions Europe	
Ireland	NEC Semiconductors Ireland Ltd.	
Ireland	Ohshima (Ireland) Ltd.	

Industry	Country	Company Name
Electrical and electronic components	Ireland	RyuSyo Industrial Co.,(Ireland)Ltd.
	Ireland	Uchiya Ireland Ltd.
	Spain	Denso Barcelona,S.A.
	Spain	Nakagawa España,S.A.
	Spain	Sanyo España,S.A.
	Spain	Terasaki España,S.A.U.
	Italy	Arcotronics Italia S.p.A.
	Italy	DNP Photomask Europe S.p.A.
	Italy	Fiamm GS s.p.a.
	Italy	Matsushita Electric Works Electronic Materials(Italy) S.p.A.
	Italy	Olivetti Canon Industriale
	Italy	Sony Italia S.p.A.
	Finland	Sunarrow Finland OY
	Sweden	Anritsu Devices AB
	Sweden	SiTek Electro Optics AB
	Sweden	Tamura Sweden AB
	Denmark	OFS - FITEL I/S
	Austria	Sony DADC Austria AG
	Portugal	Pioneer Technology Portugal, S.A.
	Poland	Danfoss Saginomiya Sp.zo.o.
	Poland	Matsushita Battery Poland S.A.
	Czech Republic	Alps Electric Czech, s.r.o.
	Czech Republic	AVX CZECH REPUBLIC, S.R.O.
	Czech Republic	Czech Republic ONAMBA s.r.o.
	Czech Republic	Matsushita Electric Works,s.r.o.
	Czech Republic	OPTREX Chech, a.s.
	Slovakia	Matsushita Electronic Components (Slovakia) s.r.o.
	Slovakia	Sony Slovakia, spol.s.r.o
	Slovakia	Todenco Slovakia
	Hungary	Clarion Hungary Electronics Kft.
	Hungary	Digital Disc Drivers Kft.
	Hungary	EPCOS Kft.
	Hungary	FCI Furukawa Composite Insulator Co.,Ltd.
	Hungary	Meiji Rubber Europe Industrial Products Co.,Ltd.
	Hungary	SANSHIN (Hungary) Kft
	Hungary	Sanyo Hungary Kft.
	Hungary	SEWS Components Europe Hungary Ltd.
	Hungary	SEWS Hungary Ltd.
	Hungary	SMK Hungary Kft
	Hungary	Sunarrow Hungary Kft.
	Hungary	TDK Electronics Hungary KFT.
	Romania	Fuji Magnetics Romania S.R.L.
Transport machinery	UK	Honda of the UK Manufacturing Ltd.
	UK	T.E.U.K.Ltd.
	UK	Toyota Motor Manufacturing (U.K.) Ltd.
	France	M.B.K. Industrie
	France	Toyota Europe Design development S.a.r.l (ED2)
	France	Toyota Industrial Equipment S.A.
	France	Toyota Motor Manufacturing France(TMMF) S.A.
	Germany	Faun GmbH
	Netherlands	Mitsubishi Caterpillar Forklift Europe B.V.
	Netherlands	Mitsubishi Elevator Europe B.V.
	Netherlands	Netherlands Car B.V.
	Spain	Nissan Forklift España,S.A.
	Spain	Nissan Motor Ibérica,S.A.

Industry	Country	Company Name
Transport machinery	Spain	Nissan Veh culos Industriales,S.A.
	Spain	Suzuki Motor Espa a,S.A.
	Spain	Yamaha Motor Espa a,S.A.
	Italy	Belgarda S.p.A.
	Italy	Landini S.p.A.
	Sweden	BT Industries AB
	Portugal	Mitsubishi Trucks Europe - Sociedade Europeia de Automoveis, S.A.
	Czech Republic	Toyota Peugeot Citroen Automobile Czech
	Hungary	Magyar Suzuki Corporation
	Turkey	Anadolu Isuzu Otomotiv Sanayi Ve Ticaret A.S.
	Turkey	Honda Turkey A,S
	Turkey	Toyota Motor Manufacturing Turkey Inc.
Transport machinery components	UK	Activa Technology Ltd
	UK	AGC Automotive U.K.Ltd
	UK	Aisin Europe Manufacturing(UK) Ltd.
	UK	Bristol Bending Sanoh,Ltd.
	UK	Calsonic Kansei Technology Center Europe
	UK	Calsonic Kansei UK Ltd.
	UK	Daido Industrial Bearings Europe Ltd
	UK	Denso Manufacturing Midland
	UK	Denso Manufacturing U.K. Ltd.
	UK	DENSO MARSTON LTD.
	UK	Dunlop-Topy Wheels,Ltd.
	UK	Dura Cables Ltd
	UK	EFTEN EUROPA LTD.
	UK	FCC (Europe) Ltd
	UK	Federal-Mogul Daido HWB Co.,Ltd.
	UK	Futaba-Tenneco U.K.Ltd.
	UK	Hashimoto Ltd.
	UK	Hilata Parts UK, Ltd.
	UK	HI-LEX CABLE SYSTEM CO LIMITED (HCS)
	UK	Hitachi Automotive Products Europe Ltd.
	UK	Hitachi Cable UK, Ltd.
	UK	Koito Aerospace Europe Ltd
	UK	Koito Europe Limited
	UK	Magna Kansei Ltd.
	UK	Magnetto-Topy Wheels (UK) Ltd
	UK	Matsushita Electronic Components (U.K.) Ltd.
	UK	Maxis (UK) Ltd
	UK	Meritor Suspension Systems Co, Ltd
	UK	Mitsui Components Europe Ltd
	UK	Musashi Auto Parts Europe Limited
	UK	Nichirin UK Ltd
	UK	Nissan Motor Manufacturing (U.K.) Ltd.
	UK	Nissin Showa UK Ltd.
	UK	NP Automotive Coatings (Europe) Ltd.
	UK	NSK STEERING SYSTEMS EUROPE LTD.
	UK	Ogihara Europe Ltd.
UK	Oji Intertech Ltd	
UK	Piolax Ltd.	
UK	RHP Bearings Ltd	
UK	R-TEK Ltd.	
UK	Sumi Argo(UK) Ltd	
UK	T.E.E.U. Ltd	
UK	TAKAO EUROPE MANUFACTURING LTD	

Industry	Country	Company Name
Transport machinery components	UK	TOYODA GOSEI FLUID SYSTEMS UK LTD
	UK	TP MOULDUNG LTD
	UK	Traltec (UK) Ltd
	UK	TRB Ltd.
	UK	TS TEC UK Ltd
	UK	UK-NSI Co.,Ltd.
	UK	Uniparts Yutaka Systems Ltd
	UK	UYE (Unipart Yanagawa Engineering)
	UK	UYS Ltd
	UK	UYT Limited
	UK	Yamada Europe Co.,Ltd.
	France	Aisan Bitron Europe
	France	Akebono Arras S.A.
	France	Akebono Europe S.A.
	France	Clarion France S.A.
	France	Delphi Calsonic Compressors
	France	Eagle-Witzenmann S.A.S.
	France	Freudenberg-Uchiyama Europe S.A.
	France	HPI Hydroperfect International S.A.
	France	Jideco-4e S.A.
	France	KOYO STEERING DIJON SAINT ETIENNE S.A.S.
	France	KOYO STEERING EUROPE S.A.S.
	France	NTN Transmissions Europe
	France	Ogura S.A.S
	France	Peugeot Motocycles S.A.
	France	Sanden Manufacturing Europe S.A.
	France	Societe de Mecanique d'IRIGNY (S.M.I.)
	France	Societe Nouvelle de Transmissions
	France	Valeo Vision
	Germany	BBS Kraftfahrzeug-Technik AG
	Germany	Benoac Fertigteile GmbH
	Germany	ELBE Metal Technik GmbH
	Germany	IHI Charging Systems International GmbH
	Germany	MDC Power GmbH Motoren
	Germany	Takata (Sachsen) GmbH
	Netherlands	Calsonic Exhaust Systems B.V.
	Netherlands	MHI Equipment Europe B.V.
	Netherlands	Mitsubishi Electric Automotive Europe B.V.
	Netherlands	Sanko Nederland B.V.
	Belgium	AW Europe S.A.
	Belgium	Honda Belgium N.V.
	Belgium	Press & Plat S.A.
Belgium	Splintex S.A.	
Belgium	Zexel Torsen S.A.	
Spain	A.P.Amortiguadores,S.A.	
Spain	Calsonic Kansei Spain,S.A.	
Spain	Componentes Hirotec,S.A.U.	
Spain	Dalphimetal España, S.A.	
Spain	Esteban Ikeda,S.A.	
Spain	GSB-TBK Automotive Components,S.L.	
Spain	Kayaba Spain,S.A.	
Spain	Montesa Honda,S.A.	
Spain	Nifco Products España,S.L.	
Spain	Riken España,S.A.	

Industry	Country	Company Name
Transport machinery components	Spain	Showa Europe,S.A.
	Spain	Suzuki Manufacturing Spain,S.A.
	Italy	Bridgestone Metalpha Italia S.p.A.
	Italy	CIAP S.R.L.
	Italy	DENSO MANUFACTURING ITALIA, S.p.A.
	Italy	Denso Thermal Systems S.p.A.
	Italy	Honda Italia Industriale S.p.A.
	Italy	IHI Charging Systems International S.p.A.
	Italy	Industria Cuscinetti S.p.A.
	Italy	Mitsuba F.N.Europe S.p.A.
	Italy	Motori Minarelli S.p.A.
	Italy	Oshino Lamps Italia SRL
	Italy	Sews - Cabind S.p.A.
	Italy	Shimano Italia S.p.A.
	Italy	Tesio Radiatori S.p.A.
	Italy	VENDO ITALY S.p.A
	Italy	Yanmar Cagiva S.p.A.
	Sweden	Fuji Autotech AB
	Sweden	Heat Tech Induction AB
	Sweden	Ohlins Racing AB
	Portugal	JOROGASO - Industrial Portuguesa de Equipamentos para Automoveis, Lda.
	Portugal	Salvador Caetano, I.M.V.T., S.A.
	Portugal	Yazaki Saltano de Ovar - P.E., Lda.
	Portugal	Yazaki Saltano de Portugal, C.E.A., Lda
	Poland	Calsonic Kansei Poland Sp. z.o.o.
	Poland	DENSO Manufacturing Polska Sp.z o.o.
	Poland	DENSO THERMAL SYSTEMS POLSKA Sp.z.o.o.
	Poland	ISUZU MOTORS POLSKA Sp.zo.o.
	Poland	MOI Tech Europe Sp.zo.o.
	Poland	NGK Ceramics Polska Sp.zo.o.
	Poland	SEWS CABIND POLAND Sp.zo.o.
	Poland	SEWS-POLSKA Sp.zo.o.
	Poland	Takata Petri Parts Polska Sp.zo.o.
	Poland	Takata Petri Sp.zo.o.
	Poland	TBMECA Poland Sp.zo.o.
	Poland	Toyota Motor Industries Poland Sp.zo.o.(TMIP)
	Poland	Toyota Motor Manufacturing Poland Sp.zo.o.(TMMP)
	Poland	TRI (Poland) Sp.zo.o.
	Poland	YAGI Factory Poland Sp.zo.o.
	Czech Republic	AFL Czech, s.r.o.
	Czech Republic	AIRS Manufacturing Czech
	Czech Republic	Aisan Bitron Europe
	Czech Republic	Aisin Europe Manufacturing Czech
	Czech Republic	Aoyama Automotive Fasteners Czech, s.r.o.
	Czech Republic	Denso Manufacturing CR
	Czech Republic	Fujikoki
	Czech Republic	Fuji-Koyo Czech
	Czech Republic	Furukawa Autoparts Central Europe, s.r.o.
	Czech Republic	Futaba Industrial Czech
	Czech Republic	Indet Safety Systems, a.s.
Czech Republic	Ishimitsu Manufacturing Czech, s.r.o.	
Czech Republic	Koito Czech, s.r.o.	
Czech Republic	Koyo Steering System Czech, s.r.o.	
Czech Republic	LIPLATEC, s.r.o.	
Czech Republic	Mitsubishi Electric Automotive Czech S.R.O.	

Industry	Country	Company Name
Transport machinery components	Czech Republic	Shimano Czech Republic, s.r.o.
	Czech Republic	Showa Aluminium Czech, s.r.o.
	Czech Republic	Sumikei Czech, s.r.o.
	Czech Republic	SY Wiring Technologies Czech, s.r.o.
	Czech Republic	Takada Industries CR
	Czech Republic	Takata-Petri-Parts, s.r.o.
	Czech Republic	TG Safety Systems Czech
	Czech Republic	TRCZ, s.r.o.
	Czech Republic	TRIS Czech, s.r.o.
	Czech Republic	Visteon-Nichirin-Czech, s.r.o.
	Czech Republic	Zexel Valeo Compressor Czech, s.r.o.
	Slovakia	Yazaki Debnar Slovakia spol.s.r.o.
	Slovakia	Sumitomo Electric Wiring Systems- Slovakia s.r.o.
	Slovakia	TRIM LEADER,a.s.
	Hungary	Alpine Electronics Manufacturing of Europe Ltd.
	Hungary	DAIAMOND ELECTRIC MAGYARORSZAG Kft.
	Hungary	Delphi Calsonic Magyarorszag Gyarto Kft.
	Hungary	DENSO Manufacturing Hungary Ltd.
	Hungary	Euro Exedy Cluch Ltd.
	Hungary	Mitsuba
	Hungary	Musashi Hungary Manufacturing,Limited (MHM)
	Hungary	Ortech Europe Kft.
	Hungary	Stanley Electric Hungary krf.
	Hungary	Taiho Corporation of Europe Kft.
	Hungary	TAKANO HUNGARY KFT.
	Hungary	Tanashin (Europe) Kft.
	Hungary	Toyo Seat Europe Kft.
	Romania	Koyo Romania S.A.
	Romania	SEWS-Romania
	Romania	TAKATA-PETRI ROMANIA S.R.L.
	Romania	YAZAKI Romania S.R.L
	Serbia and Montenegro	DAIDO METAL KOTOR AD .
	Turkey	Bando Kockaya Belt Manufacturing (Istanbul) Inc.
	Turkey	DENSO OTOMOTIV PARCALARI SANAYI A.S.
	Turkey	ROZMAS CHUO OTOMOTIV YAN SANAYI A.S.
	Turkey	SANGO OTOMOTIV URUNLERI SANAYI VE TICARET A.S.
Turkey	Takanichi Otomotiv Ic Doseme Parcalari Sanayi ve Ticaret A.S.	
Turkey	TOYOTETSU Otomotiv Parcalari San. Ve Tic A.S.	
Turkey	Yazaki Otomotiv Yan Sanayi ve Ticaret A.S.	
Precision machinery and equipment	UK	Air Bearings Ltd
	UK	Algram Group Ltd
	UK	Anritsu Limited
	UK	ARRK PRODUCT DEVELOPMENT GROUP LIMITED
	UK	Asahi Seiko (Europe) Ltd
	UK	Digi Europe Ltd.
	UK	Edinburgh Instruments Ltd.
	UK	Epson Telford Ltd.
	UK	Horiba Instruments Ltd.
	UK	Hoya Lens U.K. Ltd.
	UK	Ishida Europe Manufacturing Ltd.
	UK	Keymed (Medical & Industrial Equipment) Ltd.
	UK	Kratos Analytical Ltd
	UK	Kratos Group PLC.
	UK	Mitutoyo (U.K.) Ltd.
UK	N.E.W.(Nicera European Works) Ltd.	

Industry	Country	Company Name
Precision machinery and equipment	UK	Ricoh U.K. Products Ltd.
	UK	Rose Bearings Ltd.
	UK	Sanyo Gallenkamp Plc.
	UK	Shin-Etsu Handotai Europe Ltd.(SEH EuL Ltd.)
	UK	Silicon Sensing Systems LTD.
	UK	Surface Technology Systems Ltd.
	France	ABX S.A.
	France	Asahi Diamond Industrial Europe /Triefus France
	France	Bull S.A.
	France	Calgraph S.A.
	France	Canon Bretagne S.A.
	France	Dilor S.A.
	France	Fuji Electric France S.A.
	France	Hitachi Computer Products (Europe) S.A.
	France	Hoya Lens France S.A.
	France	JOBIN-YVON S.A.
	France	KOMORI CHAMBON SA
	France	Konica Minolta Supplies Manufacturing France S.A.S
	France	Mitsui-Eurocel S.A.
	France	Packard Bell NEC
	France	Yokogawa France S.A.
	Germany	ACT Advanced Circuit Testing GmbH
	Germany	Arakawa Europe GmbH
	Germany	Citizen Uhrenfabrik GmbH
	Germany	Freudenberg Mektec
	Germany	Fujitsu Siemens Computers
	Germany	Hirata Robotics GmbH (HRG)
	Germany	Horiba Europe GmbH
	Germany	Hoya Lens Deutschland GmbH
	Germany	Matsushita Electric Works Europe A.G.
	Germany	MESSER NIPPON SANZO GmbH & Co.KG
	Germany	Murata Elektronik GmbH
	Germany	Omron Electronics Manufacturing GmbH
	Germany	Peco Welding Systems GmbH
	Germany	Precision System Science (PSS) Europe GmbH
	Germany	Shimadzu Deutschland GmbH
	Netherlands	Hoya Lens Nederland B.V.
	Netherlands	Mitutoyo Nederland B.V.
	Netherlands	Weld-Equip Sales B.V.
	Netherlands	Yokogawa Europe B.V.
	Netherlands	Yokogawa Industrial Safety Systems B.V.
	Belgium	T.P. Belgium N.V.
Ireland	PGM Ballscrews Ireland Ltd.	
Italy	Hoya Lens Italia S.p.A.	
Sweden	Hoya Optikslip AB	
Austria	HORIBA GmbH	
Czech Republic	EPCOS, s.r.o.	
Hungary	Aikawa Hungaria Elektronikai KFT.	
Hungary	Shinwa Precision (Hungary) Co.,Ltd.	
Other manufacturing enterprises	UK	ADEL ROOTSTEIN LTD
	UK	ARRK PTS Europe Ltd.
	UK	Audience Systems Ltd.
	UK	Crystal Leisure Ltd
	UK	Daiwa Sports Ltd.
	UK	Fuji Seal (Europe) Ltd.

Industry	Country	Company Name
Other manufacturing enterprises	UK	GR Advanced Materials Ltd.
	UK	JPM International Ltd
	UK	Kemble & Co.,Ltd.
	UK	Kuretake U.K. Limited
	UK	KYOSHIN EUROPE LTD
	UK	Mizuno Corporation (U.K.)
	UK	Namco Europe Ltd.
	UK	NSUK Limited
	UK	PTS Europe Ltd
	UK	Sega Amusement Europe,Ltd.
	UK	Tinplate Containers Ltd
	UK	Tosoh Quartz Ltd.
	UK	Toyoda Gosei UK, LTD.
	UK	Toyoda Mitsui Europe UK branch
	UK	YKK (U.K.) Ltd.
	UK	Zuken Ltd
	France	Societe Civile d'Etudes et de Recherches Takasago
	France	Advantest Europe R&D S.A.R.L
	France	Buchmann France SAS
	France	Esteban
	France	Euro Pentel S.A.
	France	Eurodia Industrie S.A.
	France	European Sakata Holding SAS
	France	Hitachi Software Engineering Europe S.A. (HSEE)
	France	IBIDEN DPF FRANCE S.A.S
	France	IMRA EUROPE S.A.
	France	NEPCO S.A.
	France	Pilot Industry Europe
	France	THK France
	France	Tomy France S.A.
	France	TOSHIBA TEC EUROPE IMAGING SYSTEMS S.A.
	France	YKK France S.A.R.L.
	Germany	IAI Industrieroboter GmbH
	Germany	P+P Materialfluss-Systeme GmbH
	Germany	Sansetsu GmbH
	Germany	Tokai Europe GmbH
	Germany	Wilhelm Schimmel Pianoforte-fabrik GmbH
	Germany	YKK Deutschland GmbH
	Germany	YKK Stocko Fasteners GmbH
	Netherlands	Bruynzeel Potlodenfabriek B.V.
	Netherlands	DaikinChemical Netherlands B.V.
	Netherlands	Glaverbel Nederland B. V.
Netherlands	Royal Talens B.V.	
Netherlands	YKK Nederland B.V.	
Greece	Tsopelas Miyama Hellas Ltd.	
Belgium	HOYA LENS BELGIUM N.V./S.A..	
Belgium	NGK CERAMICS EUROPE S.A.	
Belgium	SYSMEX MOLIS S.A.	
Belgium	Yamauchi Corporation N.V.	
Belgium	YKK Belgium N.V.	
Ireland	Docu soft Ltd.	
Spain	Barberet & Blanc, S.A.	
Spain	EM Research Organization,Inc. Europe Branch	
Spain	Gallardo Dance,S.L.	

Industry	Country	Company Name
Other manufacturing enterprises	Spain	Hoya Lens Iberia,S.A.
	Spain	INGEMAT,S.A.
	Spain	Katsuyama Europe,S.A.
	Spain	Productos Electricos del Ba o ROCA-INAX,S.A.
	Spain	Shionogi Qualicaps,S.A.
	Spain	YKK Espa a,S.A.
	Italy	Imer Nissei S.p.A.
	Italy	Nidek Technologies s.r.l.
	Italy	Sumoto SRL
	Italy	Takihyo Italia Sp.A.
	Italy	Thermofil Polymeri(Italia) SRL
	Italy	YKK Italia S.p.A.
	Italy	YKK Mediterraneo S.p.A.
	Denmark	DNP Denmark A/S
	Denmark	Envotech OHM Engineering Aps
	Denmark	KOKI EUROPE A/S
	Denmark	YKK Danmark A/S
	Austria	Matsushita Electric Works Electronic Materials(Europe) GmbH
	Austria	YKK (Austria) GmbH
	Portugal	YKK Portugal, Lda.
	Greece	Y.K.K. Hellas A.E.B.E.
	Poland	Euro Comfort Sp.zo.o.
	Poland	YKK Poland Sp.z o.o.
	Czech Republic	Japanese Solderless Terminals s.r.o.
	Czech Republic	Nachi Czech, s.r.o.
	Czech Republic	Oiles Corporation
	Turkey	YKK Metal ve Plastik Urunleri Sanayi ve Ticaret A.S.
	Hungary	HOYA LENS Manufacturing Hungary Rt.
	Hungary	Nissho Hungary Piccision Kft.
	Romania	Sol-Plus Romania
	Romania	YKK Romania S.R.L.
	Bosnia and Herzegovina	Fuji BB international D.O.O

Country	Independent	Name of Local Enterprise	Name of Japanese Enterprise	Established in	Main Products / Business
UK		ADEL ROOTSTEIN LTD	Yoshichu Mannequin Co., Ltd.	1992	Design, manufacture and sales of mannequins for displays
		Advanced Healthcare Ltd.	Shofu Inc.	1991	R&D, manufacture and sales of dental materials
		Ajinomoto Pharmaceuticals Europe Limited	Ajinomoto Co., Inc.	1999	R&D (clinical development of new drugs), licence activities, information collection, etc.
		AKZO NOBEL NIPPON PAINT	Nippon Paint Co., Ltd. (Nippon Paint (Europe) Ltd.)	1993	R&D, manufacture and sales of coating materials for coil coating
		ALPS Electric Technology Centre (UK) Ltd	Alps Electric Co., Ltd.	1994	Development of shortwave solutions, TV tuners, and modulators
		Anritsu Limited	Anritsu Corp. (Anritsu U.S. Holding Inc.)	1980	R&D, manufacture and sales of electronic measuring instruments
		Asahi Fluoropolymers U.K. Ltd	Asahi Glass Co.,Ltd.	1999	R&D, manufacture and sales of PTFE-resin
		Asahi Thermofil	Asahi Kasei Corporation	1991	R&D, design, manufacture and sales of plastic compound products
		Audience Systems Ltd.	Kotobuki Co., Ltd.	1993	Design, manufacture and sales of audience chairs
		Calsonic Kansei Technology Center Europe	Calsonic Corp.	1989	Development and manufacture of heat exchangers for automobiles
		Canon Research Centre Europe Ltd.	Canon Inc., Canon Europe N.V., Canon U.K. Ltd.	1988	R&D (softwares)
		Chugai Pharma Europe Ltd	Chugai Pharmaceutical Co., Ltd.	1995	Clinical development, preclinical development, market development
		Daiichi Pharmaceuticals U.K. Ltd.	Daiichi Pharmaceutical Co., Ltd.	1993	R&D (medicines), sales and marketing
		Daiwa Sports Ltd.	Daiwa Seiko Inc.	1977	R&D, manufacture and sales of fishing gear
		DENSO MARSTON LTD.	Denso Corp.	1989	Design, manufacture and sales of aluminum and copper radiators
		Denso Sales UK Ltd.	Denso Corp. (Denso International UK Ltd.)	1993	R&D (car air conditioners, EFi, car navigators) and sales (automobile parts)
		Diemakers Ltd.	Kanematsu Corp., Die Makers, Inc.	1992	R&D and manufacture of magnesium diecast products
		Digi Europe Ltd.	Teraoka Seiko Co., Ltd.	1989	R&D, manufacture and sales of automatic and non-automatic weighing and planting machines
		Dunlop Tyres Ltd.	Sumitomo Rubber Industries, Ltd. (Sumitomo Rubber Europe), Sumitomo Electric Industries, Ltd., Ohtsu Tire & Rubber Co., Ltd. and others	1984	R&D, design, manufacture and sales of tire tubes
		Dunlop-Topy Wheels,Ltd.	Topy Industries, Ltd.	1987	R&D, design, manufacture and sales of car wheels
		Dura Cables Ltd	Nippon Cable System, Inc.	1989	Design, manufacture and sales of control cables for motor vehicles
		Edinburgh Instruments Ltd.	Hamamatsu Photonics K.K.	1995	R&D, design, manufacture and sales of optical apparatuses
		Eisai London Research Laboratory Ltd.	Eisai Co., Ltd.	1990	R&D (medicines)
	Eisai Ltd.	Eisai Co., Ltd.	1995	Sales and clinical research of medicines	
	Epson (UK) Limited, Cambridge Research Laboratory	Seiko Epson Corporation, Epson Europe B.V.	1998	Micro liquid process, thin film transistors (TFT), circuit design	

Country	Independent	Name of Local Enterprise	Name of Japanese Enterprise	Established in	Main Products / Business
UK		F2 Chemicals Ltd	Asahi Glass Co.,Ltd., Mitsubishi Corp.	1992	R&D, manufacture and sales of fluorocarbon chemical
		Federal-Mogul Daido HWB Co.,Ltd.	Daido Metal Co., Ltd.	1998	Design, manufacture and sales of medium and large plain bearings for diesel engines
		Flexello Ltd.	Nanshin Co., Ltd.	1991	R&D, design, manufacture and sales of castors (for carrying at superstores, factories, airports, hospitals, hotels, etc.)
		Fuji Seal (Europe) Ltd.	Fuji Seal Industries Co., Ltd.	1986	R&D, design, manufacture and sales of shrinkable labels and seals
		Fujifilm Electronic Imaging Ltd.	Fuji Photo Film Co., Ltd. (Fuji Photo Film Finance (UK) Ltd.)	1996	R&D, manufacture and sales of printing related apparatuses
		Fujitsu Laboratories of Europe Limited	Fujitsu Ltd.	2000	Joint study with universities in the mobile communications field, ultrahigh-speed parallel computing (GRID), and basic fields
		Fujitsu Siemens Computers BV	Fujitsu Ltd.	1999	Manufacture and sales, design, and R&D, of PC products for Europe, and server products
		Fujitsu Telecommunications Europe Ltd.	Fujitsu Ltd.	1991	Manufacture and sales, design, and R&D, of communications equipment
		GR Advanced Materials Ltd.	Tohoku Ricoh Co., Ltd., Ricoh Co., Ltd. (Ricoh UK Holdings)	1994	R&D, design, manufacture and sales of consumable supplies for printing machines (paper and inks)
		Harada Industries (Europe) Ltd.	Harada Industries Co., Ltd.	1991	R&D, manufacture and sales of car antennas
		Hashimoto Ltd.	Hashimoto Forming Industry Co., Ltd.	1989	Design, manufacture and sales of automobile parts
		Hitachi Cambridge Laboratory	Hitachi, Ltd.	1989	Basic research on solid state devices
		Honda R&D Europe (U.K.) Ltd.	Honda Research Development Co., Ltd.	1992	R&D (transport apparatuses)
		Hosiden Besson Ltd.	Hosiden Corp., Hoshiden Europe GmbH	1990	R&D, design, manufacture and sales of movable body communication related products, telephone set related products and remote controllers (for television sets, etc.)
		Hosokawa Micron Ltd.	Hosokawa Micron Corp.	1987	R&D, design, manufacture and sales of powder apparatuses
		IMRA EUROPE S.A. UK Research Centre	Aisin Seiki Co., Ltd., Aisin Takaoka Co.,Ltd, Aisin AW Co.,Ltd	1985	R&D (automobile parts)
		Ishida Europe Manufacturing Ltd.	Ishida Co., Ltd. (Ishida Europe Ltd.)	1995	R&D, design, manufacture and sales of inspection instruments
		J.S.T. (UK) Ltd	JST Mfg. Co. Ltd.	1982	Manufacture and sales, and design, of connectors and continuous terminals
		Kato Precision (U.K.) Ltd.	Kato Spring Works Co., Ltd.	1989	R&D, design, manufacture and sales of parts for MFD
		Kato-Entex Ltd.	ADVANEX Inc.	1993	Design, manufacture and sales of springs
		KAWASAKI PRECISION MACHINERY (UK) LTD.	Kawasaki Heavy Industries, Ltd.	1994	R&D, manufacture and sales of hydraulic pumps, motors, valves, etc.
		Keymed (Medical & Industrial Equipment) Ltd.	Olympus Optical Co., Ltd. (Olympus (UK) Ltd.)	1969	R&D, manufacture and sales of medical and industrial optical apparatuses
		Kiyokuni Europe Ltd.	Kiyokuni Industry Co., Ltd.	1987	Design, manufacture and sales of precision metals for household electric appliances and OA apparatuses
	Koito Europe Limited	Koito Manufacturing Co., Ltd.	1996	R&D, design, manufacture and sales of lighting fixtures for motor vehicles	
	Komatsu U.K. Ltd.	Komatsu Manufacturing Co., Ltd., Komatsu Europe International S.A. (Belgium)	1985	R&D, design, manufacture and sales of hydraulic excavators	

Country	Independent	Name of Local Enterprise	Name of Japanese Enterprise	Established in	Main Products / Business
UK		Koyo Bearings (Europe) Ltd.	Koyo Seiko Co., Ltd.	1990	R&D and manufacture of ball bearings and roller bearings
		Kratos Group PLC.	Shimadzu Corp.	1989	R&D, design, manufacture and sales of analyzers
		Kyowa Hakko UK Ltd.	Kyowa Hakko Kogyo Co., Ltd., Kyowa Hakko Europe GmbH	1993	R&D (medicines)
		Maruwa Europe Ltd	Maruwa Co., Ltd	1998	Development of high-frequency electronic parts
		Matsushita Electric (U.K.) Ltd.	Matsushita Electric Industrial Co., Ltd.	1974	R&D and manufacture of color television sets and electronic ovens
		Matsushita Electronic Components (U.K.) Ltd.	Matsushita Electronics Components Co., Ltd., Matsushita Electric Industrial Co., Ltd.	1988	Design, manufacture and sales of transformers, chip parts and car speakers
		Meiji Seika Kaisha Ltd	Meiji Seika Kaisha, Ltd.	1998	Control (research) of clinical trials related to pharmaceutical development centered on Europe
		Meritor Suspension Systems Co, Ltd	Mitsubishi Steel Mfg. Co., Ltd	2000	Manufacture and sales of stabilizers, engine valve strings for automobiles, and other spring products for general industry
		Miracle Engineering Europe Ltd.	Mitsubishi Materials Kobe Tools Corp.	2002	Development, manufacture, and regrinding, of end mills
		Mitsubishi Electric ITE B.V. Visual Information Laboratory	Mitsubishi Electric Corp.	1996	Image processing-related research
		Mitsui Babcock Energy Ltd.	Mitsui Engineering & Shipbuilding Co., Ltd.	1995	R&D, manufacture and sales of boilers
		Mitsumi (U.K.) Ltd.	Mitsumi Electric Co., Ltd.	1987	R&D, design, manufacture and sales of electronic parts
		Mobisphere Limited	NEC Corp.	1999	R&D of next-generation communications technology
		Morrison Bownore Distillers Ltd.	Suntory Ltd.	1989	Design, manufacture and sales of Scotch whisky
		NEC Computers Scotland Ltd.	NEC Corp.	1981	PC-related manufacture and R&D
		NEC Technologies (UK) Ltd	NEC Corp.	1987	Communications-related R&D
		NGF Europe Ltd.	Nippon Sheet Glass Co., Ltd.	1991	R&D, manufacture and sales of glass fibers
		Nichiro Corporation	Nichiro Corporation	1990	Quality and hygiene control of foods, and research and development on useful ingredients from unused resources
		Nissan Design Europe	Nissan Motor Co., Ltd.	2003	Design, R&D
		Nissan Technical Centre Ltd.(UK)(Cranfield)	Nissan Motor Co., Ltd.	1988	R&D (motor vehicles)
		NOR Systems Ltd.	Sato Corporation	1996	R&D, manufacture and sales of desk top printers and labeling systems
		NP Automotive Coatings (Europe) Ltd.	Nippon Paint Co., Ltd.	1995	R&D, design, manufacture and sales of coating materials for motor vehicles
		NSK BEARINGS EUROPE LTD.	NSK Ltd.(NSK-RHP Europe Ltd.)	1975	R&D and manufacture of ball bearings
	NSK European Technology Co.,Ltd.	NSK Ltd. (NSK-RHP Europe Ltd.)	1993	R&D (bearings)	
	Obara Europe Ltd.	Obara Corporation	1994	R&D, manufacture and sales of resistance welding apparatuses	

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UK		OKI (U.K.) Ltd.	OKI Data Corporation	1987	Design, manufacture of computer printers and manufacture and sales of electronic controllers for motor vehicles
		Panasonic Communications Company (U.K.) Ltd	Matsushita Electric Industrial Co., Ltd.	1999	Development of models exclusively for respective countries based on basic models (PBX · DECT)
		Panasonic Mobile Communications Development of Europe Ltd.	Panasonic Mobile Communications, Co., Ltd.	2001	R&D of mobile communications
		Panasonic Office Workstation Ltd.	Matsushita Electric Industrial Co., Ltd.	1989	R&D (AV apparatuses)
		Panasonic R&D Centre Europe	Matsushita Electric Industrial Co., Ltd.	2001	Promotion of collaboration of R&D activities in Europe, and research and development on mobile communication / system LSI
		Piolax Ltd.	Piolax Inc.	1995	Design, manufacture and sales of resinous and metallic fasteners and fuel system parts for motor vehicles
		Pioneer Digital Design Centre Ltd	Pioneer Electronic Corp.	1995	Design of broadband network products
		Pioneer Technology(U.K.) Ltd.	Pioneer Electronic Corp. (Pioneer High Fidelity(G.B.) Ltd.)	1992	Manufacture and R&D of acoustic tuners, minicomponents, and CDPs
		RHP Bearings Ltd.	NSK Ltd. (NSK-RHP Europe Ltd.)	1990	R&D, manufacture and sales of bearings
		Rose Bearings Ltd.	Minebea Co., Ltd.	1988	R&D, manufacture and sales of bearings
		Ryobi Aluminium Casting (U.K.) Ltd.	Ryobi, Ltd.	1990	Design, manufacture and sales of diecast products
		Sanko Gosei (U.K.) Ltd.	Sanko Gosei Ltd.	1987	Design, manufacture and sales of metallic molds for plastic molding, and molded plastic articles
		Sansetsu (U.K.) Ltd.	Sansetsu Transportation Co., Ltd.	1978	R&D, design, manufacture and sales of plastic packaging materials
		Sanyo Gallenkamp Plc.	Sanyo Sales Ltd.	1990	Manufacture and sales, and R&D, of environmental laboratories, centrifuges, ovens, incubators, and water purification systems
		Sanyo Industries (U.K.) Ltd.	Sanyo UK Sales Ltd.	1981	Design and manufacture of color television sets
		Sega Amusement Europe, Ltd.	Sega Enterprises Ltd.	1991	R&D, manufacture and sales of game apparatuses
		Sekisui (U.K.) Ltd.	Sekisui Chemical Co., Ltd. (Sekisui (Europe) A.G.)	1975	R&D and manufacture of polyolefin foams (plastic foams)
		Sharp Laboratories of Europe Ltd.	Sharp Corporation (Sharp Electronics (UK) Ltd., Sharp Electronics (Europe) GmbH, Sharp Manufacturing France S.A., Sharp Electronica Espana S.A.)	1990	R&D (optoelectronics technology, information processing technology, liquid crystal technology, etc.)
		Sharp Manufacturing Co. of the U.K.	Sharp Corp.	1984	R&D and manufacture of video cassette recorders and electronic ovens
		Sharp Telecommunications of Europe	Sharp Corp.	2001	R&D of moving body communication apparatuses
		SHI Cyclo Drive Europe Ltd	Sumitomo Heavy Industries, Ltd.	1996	R&D, manufacture and sales of mechanical power transmission devices and electric apparatuses
		Shimadzu Research Laboratory (Europe) Ltd	Shimadzu Corp.	1997	Research and development on basic technology
		SMK (U.K.) Ltd.	SMK Corp.	1988	Design, manufacture and sales of remote control units and keyboard switches
		Sony Broadcast Ltd	Sony Corp.	1978	R&D (electronic apparatuses for broadcasting and business use)
	SONY U.K.	Sony Corp.	1974	R&D, design and manufacture of color television sets, display monitors and related parts	

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UK		Southern Glasshouse Produce Ltd.(Goldstock Breeding Ltd.)	Kirin Brewery Co., Ltd.	1992	R&D, breeding and sales of chrysanthemums
		SumiAgro (UK) Ltd.	Sumitomo Corp.	2002	R&D and sale of agricultural chemical
		Sumitomo Pharmaceuticals Europe Ltd	Sumitomo Pharmaceuticals Co., Ltd.	1997	Development of pharmaceuticals
		Surface Technology Systems Ltd.	Sumitomo Precision Products Co., Ltd.	1995	R&D, manufacture and sales of semiconductor-making equipment
		Synthomer Ltd.	Dainippon Ink and Chemicals, Inc.	1987	R&D and manufacture of latexes for self-adhesives of carpets, buildings, concrete and cement
		Tabuchi Electric U.K. Ltd.	Tabuchi Electric Co., Ltd.	1985	R&D, manufacture and sales of high voltage transformers, various low frequency transformers and power supplies
		Takeda Europe Research & Development Centre Ltd	Takeda Chemical Industries, Ltd. (Takeda Europe Holdings)	1998	R&D (medicines for arteriosclerosis, hypertension, diabetes, cardiac failure and asthma)
		Telecom MODUS Ltd	NEC Corp.	1998	Development and design of infrastructure equipment for next-generation mobile communications systems in Europe
		Terasaki (Europe) Ltd.	Terasaki Electric Co., Ltd.	1972	R&D, manufacture and sales of electric circuit breakers
		The Fujisawa Institute of Neuroscience	Fujisawa Pharmaceutical Co., Ltd	1992	Basic research in neuroscience
		The New Zipper Co Ltd	YKK Corp.	1954	R&D, design and manufacture and sales R&D of fastener
		Tomoe Tritec,Ltd.	Tomoe Valve Co., Ltd.	1997	Design, manufacture and sales of butterfly valves
		Toshiba Information Systems(U.K.) Ltd.(Consumer Digital TV Research)	Toshiba Corp.	1998	Manufacture, and research and development, of digital television-related products
		Toshiba Research Europe Ltd, Cambridge Research Laboratory	Toshiba Corp.	1991	Basic research on semiconductors / sound technology
		Toshiba Research Europe Ltd, Telecommunications Research Laboratory	Toshiba Corp.	1998	Next-generation radio communications technology
		Toyoda Koki Automotive UK,Ltd.	Toyoda Machine Works, Ltd.	1997	Design, manufacture and sales of power steering pumps and hoses
		Yamanouchi U.K. Ltd.	Yamanouchi Pharmaceutical Co., Ltd. (Yamanouchi B.V.)	1990	Clinical development, and manufacture and sales, of pharmaceuticals, etc.
		Yamazaki Machinery (U.K.) Ltd.	Yamazaki Mazak Corp.	1980	Design, manufacture and sales of machining centers and NC lathes
		YKK (U.K.) Ltd.	YKK Corporation (YKK Holding Europe B.V.)	1966	R&D, manufacture and sales of slide fasteners and Hook-and-Loop fasteners
		YOKOGAWA MAREX LTD	Yokogawa Electric Corp.	1966	R&D, design and development of softwares
		Yoshitomi Research Institute of Neuroscience in Glasgow	Welfide Corp.	1997	Drug discovery research
		Yuasa Automotive Batteries (Europe) Limited	Yuasa Corp.	1988	R&D, manufacture and sales of batteries for motor vehicles
		Yuasa Battery (U.K.) Ltd.	Yuasa Corp.	1981	Design, manufacture and sales of gastight lead accumulators
		Zeon Chemicals Europe Ltd.	Nippon Zeon Co., Ltd.	1989	R&D, manufacture and sales of special synthetic rubbers
	Zuken Ltd	Zuken Inc.	1990	Development and sale of CAE/CAD/CAM system	

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France		ABX S.A.	Horiba, Ltd.	1996	R&D, manufacture and sales of hemocytometers
		Adeka Palmarole S.A.S	Asahi Denka Co., Ltd. (90%)	2000	Manufacture and sales, and R&D, of resin additives, stabilizers, and elasticizers
		Advantest Europe R&D S.A.R.L	Advantest Corp.	1986	R&D
		Ajinomoto Euro-Aspartame S.A.	Ajinomoto Co., Inc.	1991	Manufacture and R&D of aspartame (high-sweetness sweetener)
		AJINOMOTO EUROLYSINE S.A.	Ajinomoto Co., Inc.	1974	R&D, manufacture and sales of feed additives (lysine, threonine and tryptophane)
		Akebono Europe S.A.	Akebono Brake Industry Co., Ltd.	1985	R&D and sales of brakes
		Amada Europe S.A.	Amada Co., Ltd., Amada Machinics, Inc.	1986	R&D and manufacture of press brakes, shearing machines and punching machines
		Ammann-Yanmar S.A.	Yanmar Diesel Engine Co., Ltd., Seirei Industry Co., Ltd.	1989	R&D, manufacture and sales of small civil engineering and construction machines
		Arysta Life Science Europe S.A.	Tomen Corp., Nichimen Corp.	1998	R&D and manufacture of expellents against ticks parasitic on honey
		Asahi Thermofil (France) S.A.	Asahi Kasei Corp., Nichimen Corp.	1991	R&D, design, manufacture and sales of plastic products and compounds
		Calgraph S.A.	Nireco Corp.	1994	R&D, design, manufacture and sales of image processing machines for printing machines
		CALLIOPE S.A.	Tomen Corp., Nichimen Corp.	1994	R&D, manufacture and sales of agricultural chemicals
		Canon Research Centre France S.A.	Canon Inc., Canon Europe N.V., Canon France S.A., Canon Bretaque S.A.	1990	R&D (electric machines)
		Clarion France S.A.	Clarion Co., Ltd.	1983	R&D, manufacture and sales of car stereos
		Comaboko,S.A.	Marubeni Corp.(Marubeni Europe S.A.)	1990	R&D, design and manufacture of processed foods (boiled crab pastes)
		Dacral S.A.	NOF Corp.	1975	Manufacture and sales of special rust preventive materials
		Daiichi Sanofi Laboratories Synthelabo	Daiichi Pharmaceutical Co., Ltd.	1989	R&D, manufacture and sales of medicines
		Domaine de la Lauzade Kinuito (S.A.R.L.)	Itoham Foods Inc.	1987	Brewing and sales of wine
		Dunlop Roues S.A.	Sumitomo Rubber Industries, Ltd. (Dunlop France S.A.)	1984	R&D, design, manufacture and sales of car wheels
		European Sakata SARL	Sakata Seed Corp.	1996	R&D (breeding and variety evaluation)
	Exil S.A.	Tsukamoto Co., Ltd.	1996	Design (apparel)	
	Francolor Pigments S.A.	Toyo Ink Mfg. Co., Ltd. (Toyo Europe Network S.A.S.)	1993	R&D, manufacture and sales of pigments for printing inks	
	Freudenberg-Uchiyama Europe S.A.	Uchiyama Manufacturing Corp.	1990	R&D, design, manufacture and sales of gaskets (transport machine parts)	
	Fujisawa SARL	Fujisawa Pharmaceutical Co., Ltd	1994	R&D, manufacture and sales of medicines	
	Hitachi Computer Products (Europe) S.A.	Hitachi, Ltd.	1991	R&D and manufacture of magnetic storages for large computers	

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France		Hitachi Furukawa Loaders Europe S.A.S.	Hitachi Construction Machinery Co.,Ltd, Furukawa Co. Ltd.	2002	R&D, Manufacture of wheel loader
		Hitachi Software Engineering Europe S.A. (HSEE)	Hitachi Software Engineering Co., Ltd.	1994	R&D and sales of software products
		Honda Europe Power Equipment S.A.	Honda Motor Co., Ltd.(Honda Motor Europe Ltd.), Honda Motor Europe(South)S.A.	1985	R&D, manufacture and sales of lawn mowers and dynamo-electric generators
		HPI Hydroperfect International S.A.	Koyo Seiko Co., Ltd. (SMI S.A.)	1994	R&D, design, manufacture and sales of motor-operated pumps, gear pumps, gear motors for machines of automobile industry
		IMRA EUROPE S.A.	Aisin Seiki Co., Ltd., Aisin AW Co., Ltd., Aisin Takaoka Co., Ltd., Aisin Chemical Co., Ltd., IMRA Japan, Inc., IMRA America, Inc., and five other companies	1986	R&D (fields of energy, environment and ITS)
		Iris Instruments S.A.	Oyo Corp.	1990	R&D, design, manufacture and sales of measuring instruments for geotechnical engineering
		Jideco-4e S.A.	Jidosha Denki Kogyo Co., Ltd.	1996	R&D, manufacture and sales of automobile parts (power seat motors, wiper systems and power window motors)
		JOBIN-YVON S.A.	Horiba, Ltd.	1997	R&D, manufacture and sales of optical apparatuses and precision apparatuses
		JSP International Sarl	JSP Corp.	1993	R&D, manufacture and sales of resin foams
		Kanebo Ltd.,Paris Laboratory	Kanebo, Ltd.	1966	R&D (cosmetics)
		Kao Corporation France	Kao Corporation	1990	R&D, import and sales of fragrant materials, etc.
		KENWOOD Electronics Bretagne S.A.	Kenwood Corp.	1985	R&D and manufacture of tuners, car stereos and communication apparatuses
		KOMORI CHAMBON SA	Komori Corporation	1989	R&D, manufacture and sales of printing machines for carbon boxes
		KOYO STEERING DIJON SAINT ETIENNE S.A.S.	Koyo Seiko Co., Ltd.	2000	R&D, manufacture and sales of automobile parts (steering)
		Louis Royer Et Cie S.A.	Suntory Ltd. (Suntory France)	1989	R&D, manufacture and sales of cognac and liqueur
		M.B.K. Industrie	Yamaha Motor Co., Ltd., Yamaha Motor Europe N.V.	1986	R&D, design, manufacture and sales of motor bicycles, bicycles, outboard motors and parts thereof
		Mitsubishi Electric Information Technology Centre Europe B.V.(Telecommunication Laboratory)	Mitsubishi Electric Corp.	1995	R&D (multi-media)
		NTN Transmissions Europe	NTN Corporation	1999	Manufacture and sales of constant velocity joints for motor vehicles
		Oniris S.A.	Sumitomo Rubber Industries, Ltd.	1947	R&D, manufacture and sales of bed clothing
		Peugeot Motocycles S.A.	Honda Motor Co., Ltd.	1985	R&D, design, manufacture and sales of autobicycles
		Pioneer Electronics France S.A.	Pioneer Electronic Corp. (Pioneer Electronics B.V.)	1985	Design, manufacture and sales of speaker systems
		Rhone D.P.C. Europe	Dainippon Pharmaceutical Co., Ltd.	1989	R&D and sales of medicines
		Ricoh Industrie France S.A.	Ricoh Co., Ltd.	1987	Manufacture of copiers, facsimile machines, fixing rollers and toners, and R&D, manufacture and sales of thermal paper
	S2M Societe de Mecanique Magnetique	Seiko Seiki Co., Ltd.	1995	Manufacture of vacuum pumps and R&D of special bearing super pumps	
	Sharp Manufacturing France S.A.	Sharp Corp.	1989	R&D and manufacture of office apparatuses	

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France		Shiseido International France	Shiseido Co., Ltd (Shiseido Europe S.A.)	1990	R&D, manufacture and sales of cosmetics
		Societe Civile d'Etudes et de Recherches Takasago	Takasago International Corporation	1989	R&D of fragrances, aroma chemical,etc.
		Societe de Mecanique d'IRIGNY (S.M.I.)	Koyo Seiko Co., Ltd.	1991	R&D, design, manufacture and sales of automobile parts (steering)
		Sony CSL S.A.(Computer Science Laboratory)	Sony Corp.	1997	R&D (concerned with computers)
		Structil S.A.	Mitsubishi Rayon Co.,Ltd.	1998	Manufacture and sales of drawn parts and prepregs of carbon fibers
		Takasago Europe Perfumery Laboratory S.A.R.L.	Takasago International Corporation	1978	R&D, design, manufacture and sales of mixed and synthetic perfumes
		Takii Recherche France S.A.	Takii & Co., Ltd.	1995	R&D (seeds and seedlings)
		Tetras	Canon Inc.	1986	R&D, manufacture and sales of copiers
		Thepenier Pharma Industrie S.A.	Nihon Shikizai Inc.	2000	R&D, manufacture and sales of drugs, medicines and cosmetic
		Three Bond Europe S.A.	Three Bond Co., Ltd.	1976	R&D, manufacture and sales of adhesives, sealants and processed parts (for car engines)
		Toray Plastics Europe S.A.(TPEu)	Toray Industries, Inc.	1996	R&D, manufacture and sales of polyester films
		Toyota Europe Design development S.a.r.l (ED2)	Toyota Motor Corp.	1998	R&D of motor vehicles
		YKK France S.A.R.L.	YKK Corporation (YKK Holding Europe B.V.)	1967	R&D, design, manufacture and sales of slide fasteners, plastic buckles and Hook-and-Loop fasteners
Germany		ACT Advanced Circuit Testing GmbH	Applied Materials Japan, Inc., Advantest Inc.	1996	R&D (semiconductor examination instruments)
		Alpine Electronics(Europe) GmbH	Alpine Electronics, Inc.	1992	R&D and sales (car navigation/car audio/car electronics)
		BLV Licht- und Vakuumtechnik GmbH	Ushio Inc.	1990	R&D, manufacture and sales of electric bulbs
		Boizenburg Gail-Inax AG	INAX Corporation	1989	R&D, design, manufacture and sales of porcelain tiles
		Boley GmbH	Citizen Watch Co., Ltd. (Citizen Machinery Europe GmbH)	1992	R&D and manufacture of precision CNC lathes
		Bregal Bremer Galvaniseriungs GmbH	ITOCHU Corp. (Marubeni-Itochu Steel Europe)	1990	R&D, design and manufacture of zinc hot dipped steel plates
		BT Magnet Technology GmbH	TDK Corporation	1991	R&D, design, manufacture and sales of ferrite magnet and powder metallurgical products
		Chukyo Europe GmbH	Chukyo Yushi Co., Ltd.	1990	R&D and manufacture of releasing agents for polyurethane and heat sensitive coating materials
		Citizen Uhrenfabrik GmbH	Citizen Shoji Co., Ltd. (Citizen Watch Europe GmbH)	1975	R&D, design, manufacture and sales of timepieces
		DENSO AUTOMOTIVE Deutschland GmbH	Denso Corp. (Denso International Europe B.V.)	1984	R&D (car air conditioners and car heaters)
		DIC Berlin GmbH R&D Laboratory	Dainippon Ink and Chemicals, Inc.	1986	R&D (resin polymers)
	Dolmar GmbH	Makita Corp.	1991	R&D, manufacture and sales of chain saws and garden tools	

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Germany		Dunlop GmbH	Sumitomo Rubber Industries, Ltd. (Sumitomo Rubber Europe B.V.), Sumitomo Electric Industries, Ltd., Sumitomo Corporation	1984	R&D, design, manufacture and sales of tire tubes
		Ebara Germany GmbH	Ebara Corp.	1995	R&D (soil treatment)
		EDS-Bordnetz-Entwicklungs GmbH	Yazaki Corp.	1988	R&D and design (motor vehicle related apparatuses)
		Faun GmbH	Tadano Ltd.	1990	R&D and manufacture of truck cranes, and manufacture of vehicles for high lift work
		Freudenberg Mektec	Nippon Mektron Ltd.	1990	R&D, design, manufacture and sales of flexible wiring boards
		Fujicolor Photex GmbH & Co.	Fuji Photo Film Co., Ltd.	1969	R&D and manufacture for development and printing of photographs
		Fujitsu Microelectronics Europe GmbH	Fujitsu Ltd.	1980	R&D, design and sales (electronic devices and semiconductors)
		Goldwell GmbH	Kao Corp.	1989	R&D, manufacture and sales of hair care and skin care cosmetics for beauty parlors
		Gould Electronics GmbH	Japan Energy Corp.	1988	R&D (electronic materials)
		Hitachi Seiki Deutschland Werkzeug Maschinen GmbH	Hitachi Seiki Co., Ltd.	1993	Design and manufacture of machining centers and NC lathes
		Honda R&D Europe GmbH	Honda Research & Development Co., Ltd.	1988	R&D and design (motor vehicles and two-wheelers)
		Hosokawa Alpine Aktiengesellschaft & Co.OHG	Hosokawa Micron Corp. (HMI-Unternehmens-Holding GmbH), HOS Beteiligungs GmbH	1987	R&D, design, manufacture and sales of powder apparatuses and film molding devices
		Hosokawa Micron GmbH	Hosokawa Micron Corp.	1985	R&D, design, manufacture and sales of powder apparatuses and systems and environmental conservation apparatuses
		IMRA EUROPE S.A.S German Research Office	IMRA Europe S.A.(France)	1981	R&D (automobile parts, ITS field)
		KANZAN Spezialpapiere GmbH	Oji Paper Co., Ltd., Marubeni Corp.	1990	R&D, manufacture and sales of thermosensible paper
		Kao Chemicals GmbH	Kao Corp. (Kao Chemicals Europe S.L.)	1992	R&D, manufacture and sales of surfactants
		KB Roller Tech Kopierwalzen GmbH & Co.KG	Kinyosha Co., Ltd.	1987	R&D, manufacture and sales of silicone rubber rollers for copiers
		Klinge Pharma GmbH	Fujisawa Pharmaceutical Co., Ltd.	1983	R&D, manufacture and sales of medicines
		Komatsu Hanomag A.G.	Komatsu Manufacturing Co., Ltd.	1989	R&D, manufacture and sales of construction machines
		Kubota Baumaschinen GmbH	Kubota Corporation	1988	Design and manufacture of small construction machines
		LEFO-Formenbau GmbH	Mitsubishi Materials Corp.	1992	R&D, design, manufacture and sales of metallic molds for injection molding
		Makino GmbH	Makino Milling Machine Co., Ltd.	1978	R&D, manufacture and sales of machining centers and electric discharge machines
		Matsushita Audio Video (Deutschland) GmbH	Matsushita Electric Industrial Co., Ltd.	1982	R&D and manufacture of home use VTRs, CDs, miniature components, MDs and DVDs
	Matsushita Communication Deutschland GmbH	Matsushita Communication Industrial Co., Ltd., Matsushita Electric Industrial Co., Ltd.	1985	R&D, manufacture and sales of car audio apparatuses and CCTV cameras	
	Matsushita Electric Works Europe A.G.	Matsushita Electric Works, Ltd.	1989	R&D, manufacture and sales of automatic controller parts	

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Germany		Matsushita Electronic Components(Europe) GmbH	Matsushita Electronic Components Co., Ltd., Matsushita Display Device(Germany) GmbH	1984	R&D, manufacture/sales of tuners for TV sets and videos, various digital tuners, RF modulators, power/control circuit units, remote controllers, and printed board assemblies
		Matsushita Electronics Europe GmbH	Matsushita Electric Industrial Co., Ltd., Matsushita Electronics Corp., Ltd.	1995	R&D, manufacture and sales of color cathode ray tubes
		Mazda Motor Corporation Europe R&D Representative Office	Mazda Motor Corporation	1987	R&D and design (motor vehicles)
		Mitsubishi Hitec Paper Bielefeld	Mitsubishi Paper Mills, Ltd., Mitsubishi Corp.	1998	R&D, manufacture and sales of pressure sensitive paper and cast-coated paper
		Mitsubishi Motor R&D Europe (MRDE)	Mitsubishi Motors Corporation (Mitsubishi Motors Europe B.V.)	1993	R&D and design (automobile parts)
		Mitsubishi Polyester Film GmbH	Mitsubishi Chemical Corp.	1991	R&D, design, manufacture and sales of PET films
		Mitsubishi Semiconductor Europe GmbH	Mitsubishi Electric Co., Ltd.	1989	Design and manufacture of electronic parts (semiconductor memories)
		NEC Electronics (Europe) GmbH, European Technology Center	NEC Corporation	1973	Design (semiconductors) and sales (semiconductors and electronic parts)
		NEC Europe Ltd. C&C Research Laboratories	NEC Corporation	1995	R&D (multimedia communication)
		Nikkiso Deutschland GmbH	Nikkiso Co., Ltd.	1973	Design, manufacture and sales of special precision pumps
		Nutrichem Diaet Pharma GmbH	SS Pharmaceutical Co., Ltd.	1989	R&D, design and manufacture of medicines and foods
		Okuma Europe GmbH	Okuma Corp.	1988	Design, manufacture and sales of machine tools
		Omron Electronics Manufacturing GmbH	Omron Europe B.V.	1992	Design and manufacture of sensors for FA
		Optrex Europe GmbH	Optrex Corporation	1989	R&D, design, manufacture and sales of liquid crystal displays (LCDs)
		Otsuka Pharmaceutical Research Office	Otsuka Pharmaceutical Co., Ltd.	1982	R&D (medicines, Pletaal, Mikelan, Meptin and Mucosta)
		Otto Benninhoven GmbH	Nikko Co., Ltd.	1990	R&D (construction machines)
		Panasonic European Laboratories GmbH	Matsushita Electric Industrial Co., Ltd.	1991	R&D (digital signal processing)
		Praezision-Motor-Deutsche Minebea GmbH	Minebea Co., Ltd.	1990	R&D, manufacture and sales of small motors such as HDD spindle motors
		Ricoh Deutschland GmbH EFDC (European Facsimile Design Center)	Ricoh Co., Ltd.	1978	R&D (facsimile machines)
		ROTA Yokogawa GmbH & Co. KG	Yokogawa Electric Corp. (Yokogawa Europe)	1991	R&D, design and manufacture of flow meters and pharmaceutical machines
		Ruetgers Kureha Solvents GmbH	Kureha Chemical Industry Co., Ltd.	1982	R&D, design, manufacture and sales of chemical industry products for papermaking
		Sankyo Pharma GmbH	Sankyo Co., Ltd.	1990	R&D, manufacture and sales of medicines
		Simrax GmbH	Eagle Industries Co., Ltd.	1976	R&D, design, manufacture and sales of mechanical seals
	SMC Pneumatik GmbH	SMC Corporation	1978	Design, manufacture and sales of pneumatic apparatuses	
	Sony-Wega Produktions GmbH	Sony Corp., Sony Europe Holding B.V.	1975	R&D (CTVs and audio speakers), training centers	

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Germany		Sumitomo (SHI) Cyclo Drive Germany GmbH	Sumitomo Heavy Industries, Ltd.	1974	R&D, manufacture/sales of mechanical power transmission devices and electric apparatuses, and manufacture and sales of reduction gears
		Takasago Europe GmbH	Takasago International Corporation	1992	R&D and manufacture of edible spices
		Takata (Europe) Vehicle Safety Technology GmbH	Takata Corporation	1993	R&D (air bags for passenger cars)
		Takata (Sachsen) GmbH	Takata Corporation	1995	Design, manufacture and sales of air bags and seat belts for passenger cars
		Takeda Euro R&D Centre GmbH	Takeda Chemical Industries, Ltd.	1988	R&D (medicines)
		Takeda Pharma GmbH	Takeda Chemical Industries, Ltd.	1981	R&D (medicines...Spizef , Enantone , Trenantone , Enantone-Gyn , Agopton , Blopress)
		Tenax Fibers GmbH & Co. KG	Toho Tenax Co., Ltd.,	1993	R&D, manufacture and sales of industrial highly functional fibers
		Tungaloy Europe GmbH	Tungaloy Corporation	1987	Sales and R&D of industrial cutting tools
		YKK Stocko Fasteners GmbH	YKK Holding Europe B.V.	1994	Manufacture and sales of notions
Netherlands		Chugoku Paints B.V.	Chugoku Marine Paints, Ltd.	1991	R&D, manufacture and sales of coating materials
		Eslon B.V.	Sekisui Chemical Co., Ltd.	1974	R&D, manufacture and sales of plastic building materials
		Fuji Photo Film B.V.	Fuji Photo Film Co., Ltd.	1982	R&D, manufacture and sales of photosensitive materials for photography
		Fuji Seal Europe B.V.	Fuji Seal Industries Co., Ltd.	1994	R&D, manufacture and sales of machines for attaching shrink labels and cap seals
		Hosokawa Ter Braak B.V.	Hosokawa Micron Corp.	1996	Manufacture and sales of confectionery making apparatuses, and R&D of confectionery making systems
		KIKKOMAN FOODS EUROPE B.V.	Kikkoman Corporation	1996	R&D and manufacture of soy sauce and related commodities
		Koike Europe B.V.	Koike Sanso Co., Ltd.	1982	R&D (automatic fusing machines)
		Koyo Seiko Co., Ltd European Technical Center	Koyo Seiko Co., Ltd.	1997	R&D (bearings)
		Mitsubishi Caterpillar Forklift Europe B.V.	Mitsubishi Heavy Industries, Ltd., Mitsubishi Corp.	1992	Design, manufacture and sales of forklifts
		Mitsubishi Elevator Europe B.V.	Mitsubishi Electric Corporation, Mitsubishi Electric Building Techno-Service Co., Ltd.	1996	R&D, design, manufacture, sales, installation and maintenance of elevators
		Mitutoyo Nederland B.V.	Mitutoyo Co., Ltd.	1988	R&D, manufacture and sales of precision measuring instruments
		Nitec (Europe) B.V.	Nissin Food Products Co., Ltd., Mitsubishi Corp.	1991	R&D for Nissin Foods
		Nitta Corporation of Holland B.V.	Nitta Industries Co., Ltd.	1991	R&D, manufacture and sales of conveyor belts made of resins
		Omron Manufacturing of The Netherlands B.V.	Omron Corp. (Omron Electronics Europe B.V.)	1989	R&D, manufacture and sales of FA related apparatuses
	Sekisui Alveo B.V.	Sekisui Chemical Co., Ltd.	1973	R&D and manufacture of polyolefin foams	
	Snow Brand European Research Laboratories B.V.	Snow Brand Milk Products Co., Ltd.	1991	R&D (dairy science)	

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Belgium		Takasago International (Nederland) B.V.	Takasago International Corporation (Takasago Europe Perfumery Laboratory SARL)	1991	R&D (perfumes)
		Teijin Twaron B.V.	Teijin Ltd.	2001	Manufacture and sales of Twaron (para-aramid fibers)
		Yamanouchi Europe B.V.	Yamanouchi Pharmaceutical Co., Ltd. (Yamanouchi B.V.)	1991	R&D, manufacture and sales of medicines
		Yokogawa Europe B.V.	Yokogawa Electric Corp.	1982	R&D, manufacture and sales of recorders, controllers, analyzers and electronic measuring instruments
		Yokogawa Industrial Safety Systems B.V.(YIS-HQ)	Yokogawa Electric Corp.	1997	R&D, design, manufacture and sales of safe instrumentation systems
		Amano Electronics Europe,N.V.	Amano Electric Co., Ltd.	1988	R&D, design, manufacture and sales of time recorders, parking apparatuses and information apparatuses
		AW Europe S.A.	Aisin AW Co., Ltd.,Aisin Seiki Co., Ltd.	1990	R&D, manufacture and sales of automatic transmissions for motor vehicles
		Daikin Europe N.V.	Daikin Industries, Ltd.	1972	R&D, manufacture and sales of air conditioners for general industrial use
		Eurogenetics N.V.	Tosoh Corp.	1984	R&D, manufacture and sales of diagnostic reagents
		Eval Europe N.V.	Kuraray Co., Ltd., Kuraray Europe GmbH (Germany)	1997	R&D, manufacture and sales of EVOH resin (ethylene-vinyl alcohol copolymer resin)
		FM Technologies S.A.	Mitsui Chemicals, Inc.	1992	R&D and sales of chemical products
		Fuji Oil Europe	Fuji Oil Co., Ltd., Fuji Oil (singapol)	1992	R&D, manufacture and sales of vegetable oils and fats
		Flat Glass Company of the Asahi Glass Group	Asahi Glass Co., Ltd.	1981	R&D, manufacture and sales of sheet glass and processed glass (mirrors, tempered glass laminate, double glazing)
		JSR Electronics N.V.	JSR Co., Ltd.	1990	R&D, manufacture and sales of photo-resists and related chemicals
		Kaneka Belgium N.V.	Kaneka Corp., Mitsui & Co., Ltd.	1970	R&D, manufacture and sales of MBS resin, polyethylene foam, polypropylene, and modified silicones
		Koito Manufacturing Co.,Ltd. Europe Technical Center	Koito Manufacturing Co., Ltd.	1999	R&D (lamps for motor vehicles and related electronic parts)
		Matsushita Battery Belgium N.V.	Matsushita Electric Industrial Co., Ltd., Matsushita Battery Industrial Co., Ltd.	1970	Design and manufacture of dry batteries and chargeable batteries
		Mutoh Europe N.V.	Mutoh Industries Ltd.	1990	R&D and manufacture of lettering machines and plotters
		Chiyoda Europa N.V./S.A.	Chiyoda Gravure Printing Co., Ltd., Chiyoda Express Co., Ltd.	1987	R&D and design concerning printing industry
		NGK CERAMICS EUROPE S.A.	NGK Insulators Ltd. (NGK EUROPE S.A.)	1985	R&D and manufacture of catalyst carriers for treatment of motor vehicle emissions
		Nissan Technical Centre Europe Ltd. (Brussels Branch)	Nissan Motor Co., Ltd. (Nissan European Technology Centre Ltd. (UK))	1989	R&D (motor vehicles)
		Nitto Europe N.V.	Nitto Denko Corporation	1974	R&D, manufacture and sales of industrial adhesive tapes and electric insulating tapes
		OMNICHEM	Ajinomoto Co., Inc.	1989	R&D, manufacture and sales of medicines, bulk, intermediate products, tannic acid, surfactants for agricultural chemicals, and agricultural chemical compounds
	P. I. of Europe N.V.	Japan Parkerizing Co., Ltd., Parker Industries Inc., Parker Engineering Co., Ltd., Parker Arrestor Co., Ltd.	1989	R&D, manufacture and sales of rust preventive oils	
	PIONEER TECHNOLOGY BELGIUM N.V.	Pioneer Electronic Corp.	1976	R&D and manufacture of car stereos	

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Belgium		Rotary Nozzle International S.A.	NKK Corp., TYK Ltd., Nihon Rotary Nozzle Co., Ltd.	1976	R&D, manufacture and sales of refractories, iron manufacturing machines and controllers
		Splintex S.A.	Asahi Glass Co., Ltd. (Glaverbel S.A.)	1991	R&D, manufacture and sales of glass for motor vehicles
		SYSMEX MOLIS S.A.	Sysmex Corporation	1997	R&D (medically related softwares and specimen testing apparatuses)
		Toyota Motor Europe Marketing & Engineering NV/SA	Toyota Motor Corp.	1990	R&D (motor vehicles and parts thereof)
Luxembourg		DuPont Teijin Films Luxembourg S.A.	Teijin Ltd.	1991	R&D, manufacture and sales of polyester films for auto and visual use
Ireland		Hitachi Europe Ltd., Research & Development Centre, Dublin Laboratory	Hitachi, Ltd.	1989	R&D (softwares)
		Olympus Diagnostica GmbH(Irish Branch)	Olympus Optical Co., Ltd.	1989	R&D and manufacture of chemical reagents for diagnostic analyzers
		TDK Electronics Ireland Limited	TDK Corporation (TDK Europe S.A.)	1999	R&D (electronic parts for cellular phone terminals)
Spain		A.P.Amortiguadores,S.A.	Kayaba Industry Ltd.	1983	R&D, design, manufacture and sales of shock absorbers
		Aceites Esenciales y Derivados S.A.(ACEDESA)	Takasago International Corp.	1988	R&D, design, manufacture and sales of perfumes and flavors for cosmetics, soaps, foods, etc.
		ACERINOX,S.A.	Nisshin Steel Co., Ltd. , Metal One Corporation	1970	Manufacture and sales, R&D, and design, of stainless steel
		Akzo Nobel Nippon Paint España S.A.	Nippon Paint Co. Ltd.	1996	Consignment production of coil coating material
		Barberet & Blanc, S.A.	Kirin Brewery Co., Ltd. (Kirin Agribio B.V.)	1994	R&D, manufacture and sales of carnation seeds and seedlings
		Canon Ibérica Manufacturing,S.A.	Canon, Inc. (Canon Europa N.V., Canon Giessen GmbH, Canon Espana S.A.)	1989	Design, manufacture and sales of pedestals for copiers
		Daicolorchem EU,S.A.	Dainichiseika Colour & Chemicals Mfg. Co., Ltd.	1989	Manufacture and sales of organic and inorganic pigments, import and sales of chemical products, R&D (only pigments)
		Dalphimetal España, S.A.	Nihon Planst Co., Ltd.	1929	Manufacture and sales, R&D, and design, of automobile parts
		DIC Coatings,S.L.	Dainippon Ink and Chemicals, Inc.	1998	R&D, manufacture and sales of can coating materials and metallic inks
		Ebara España Bombas,S.A.	Ebara Corp.	1990	Design, manufacture and sales of industrial pumps
		Felguera-IHI S.A.	Ishikawajima - Harima Heavy Industries Co., Ltd.	1975	Design (design and fabrication of various tanks and storage plants)
		FUJISAWA	Fujisawa Pharmaceutical Co., Ltd.	1994	Development and sales of Prograf
		Fujitsu Manufacturing España,S.A.	Fujitsu Ltd.	1991	Manufacture and sales, and R&D, of information processing equipment, communications equipment, and automobile-related electronic equipment
		Hoya Lens Iberia,S.A.	Hoya Corp.	1978	R&D and manufacture
		INGEMAT,S.A.	Hirotec Corporation	2000	R&D, manufacture and sales of jigs and devices for assembling motor vehicles
	Kao Corporation,S.A.	Kao Corp.	1970	R&D, manufacture and sales of salts for softening agents, raw materials of perfumes and cosmetics, and perfumes	
	Katsuyama Europe,S.A.	Katsuyama Kikai, Ltd.	1999	Manufacture and sales, R&D, and design, of building maintenance supplies (gondolas)	

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Spain		Kenogard S.A.	Sumitomo Chemical Co., Ltd., Nissan Chemical Industries, Ltd., Sumitomo Corporation	1992	R&D (agricultural chemicals)
		Kitz Corporation of Europe,S.A.	KITZ Corporation	1991	Manufacture and sales, marketing, and R&D, of valves (also research and development on design in business operation)
		Matsushita Electric España,S.A.	Matsushita Electric Industrial Co., Ltd.	1973	Design, manufacture and sales of vacuum cleaners
		Nifco Products España,S.L.	Nifco Inc.	2000	Manufacture and sales, R&D, and design, of plastic parts for automobiles
		Nissan European Technology Centre España,S.A.(NETC-E)	Nissan Europe N.V., Nissan European Technology Centre Ltd. (UK)	1997	R&D (motor vehicles)
		Nissan Forklift España,S.A.	Nissan Forklift Europe B.V., Nissan Europe N.V.	1994	Design, manufacture and sales of forklifts
		Nissan Veh ículos Industriales,S.A.	Nissan Motor Co., Ltd. (Nissan Motor Iberica, S.A.)	1994	R&D, manufacture and sales of small and medium trucks and vans
		Paceco España S.A.	Mitsui Engineering & Shipbuilding Co., Ltd., Mitsui & Co., Ltd., Mitsui & Co., España S.A.	1989	Design (container cranes)
		Sakata Inx España,S.A.	Sakata Inx Corporation	1980	R&D, manufacture and sales of printing inks
		Sanyo España,S.A.	Sanyo Electric Co., Ltd. (Sanyo Fisher Sales)	1969	Manufacture and sales of color TVs, sales and R&D of other consumer equipment
		Sharp Electr ónica España,S.A.	Sharp Corp.	1986	R&D, manufacture and sales of color television sets and facsimile machines, and sales of household electric appliances and information commodities
		Showa Europe,S.A.	Showa Corporation	1990	Manufacture and sales, and R&D, of two-wheel vehicle bumpers
		Sony España,S.A.	Sony Corp.	1972	R&D, manufacture and sales of color television sets.
		Terasaki España,S.A.U.	Terasaki Electric Co., Ltd.	1987	R&D, design, manufacture and sales of industrial circuit breakers
		UBE Chemical Europe,S.A.	Ube Corporation Europe, S.A.	1993	Manufacture and sales, and R&D, of caprolactam, ammonium sulfate, and fine products (1·6HD , DDA , MEKO, etc.)
		Yamaha Motor España,S.A.	Yamaha Motor Co., Ltd., Yamaha Motor Europe N.V.	1981	Manufacture and sales of two-wheel vehicles, sales and R&D of marine products and ATVs (four-wheel buggy vehicles)
Italy		Ajinomoto Bioitalia S.p.A.	Ajinomoto Co., Inc.	1990	R&D and manufacture of lysine for feed
		Alcantara S.p.A.	Toray Industries, Inc., Mitsui & Co., Ltd.	1974	R&D, design, manufacture and sales of microfiber products
		Olivetti Canon Industriale	Canon, Inc.	1987	R&D and manufacture of copiers
		Belgarda S.p.A.	Yamaha Motor Co., Ltd. (Yamaha Motor Europe)	1980	R&D, manufacture and sales of two-wheelers
		Bridgestone / Firestone Technical Center Europe S.p.A.	Bridgestone Corp.	1988	R&D and design of tires for passenger cars, trucks, buses and agricultural use vehicles
		CREA S.r.l.	Amada Co., Ltd., Amada Engineering Service Company Ltd.	1993	R&D and design (machines and robots)
		DENSO MANUFACTURING ITALIA, S.p.A.	Denso Corp.	1999	R&D, manufacture and sales of alternators, starters and small motors for motor vehicles
		Ebara-Pumps Europe S.p.A.	Ebara Corp.	1988	R&D, manufacture and sales of general purpose pumps and industrial pumps
		Italpet Reforme S.p.A.	Marubeni Corp.	1995	R&D and manufacture of resin for PET bottles

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Italy		Landini S.p.A.	Iseki & Co., Ltd.	1989	R&D, manufacture and sales of medium tractors
		Miteni S.p.A.	Mitsubishi Corp., Mitsubishi Material Corp. (Tohkem Products Corporation)	1988	R&D, manufacture and sales of medicines and intermediate products of agricultural chemicals
		Sanyo Argo Clima S.r.l.	Sanyo Electric Co., Ltd., Sumitomo Corp., Sumitomo Corporation Italia S.p.A.	1991	R&D and manufacture of air conditioners
		Shimano Italia S.p.A.	Shimano Inc. (Shimano Singapore Pte Ltd.)	1990	R&D, manufacture and sales of automobile parts
		Takeda Italia Farmaceutici S.p.A.	Takeda Chemical Industries, Ltd.	1982	R&D, manufacture and sales of medicines
		TMI Europe S.p.A.	Teijin Ltd., ITOCHU Corporation, ITOCHU Italiana S.p.A.	1994	R&D, manufacture and sales of woven fabrics of long polyester fibers
		TOK Italia S.p.A.	Tokyo Ohka Kogyo Co., Ltd. (80%)	1995	R&D and manufacture of photo-resists for printed boards
		Toyo Tanso Europe S.p.A.	Toyo Tanso Co., Ltd.	1997	R&D, manufacture and sales of carbon products
		VENDO (ITALY) S.p.A	Sanden Corp.(Vendo Europe Inc.)	1990	R&D, design, manufacture and sales of automatic vending machines
		Yanmar Cagiva S.p.A.	Yanmar Diesel Corp.	1996	R&D, manufacture and sales of diesel engines
		YKK AP Design Studio Milano	YKK Architectural Products Inc.	1991	Design (building materials, doors, interiors, exteriors (gates, balconies, etc.))
Finland		Jujo Thermal OY	Nippon Paper Industries Co., Ltd., Mitsui & Co., Ltd.	1992	R&D, manufacture and sales of thermosensible paper
		Na Na Europe	Nanatanigawa Lumber Industries Co., Ltd.	1996	R&D, manufacture and sales of wooden products
Sweden		BT Industries AB	Toyota Industries Corp.	2000	R&D, manufacture and sales of indoor transport machines
		Daikichi Corporation AB	Nagao Corporation	1996	Manufacture of housing members
		Fuji Autotech AB	Fuji Kiko Co., Ltd.	1993	R&D, design, manufacture and sales of parts for trucks and passenger cars
		Hagby-Asahi AB	Asahi Diamond Industrial Co., Ltd.	1979	Design, manufacture and sales of diamond tools
		Heat Tech Induction AB	Neturen Co., Ltd.	1992	Design, manufacture and sales of thermal refining equipment for high frequency generators for automobile industry
		Hoya Optikslip AB	Hoya Corp., Hoya Europe B.V.	1980	R&D, manufacture and sales of ophthalmic lenses
		Motoman Robotics Europe AB	Yaskawa Electric Corp.	1984	Design, manufacture and sales of robot systems
		Ohlins Racing AB	Yamaha Motor Co., Ltd. (Yamaha Motor Europe N.V.)	1987	R&D, design, manufacture and sales of shock absorbers
		SEIBU GIKEN DST AB	Seibu Giken Co., Ltd.	1993	Design, manufacture and sales of dehumidifiers, total enthalpy heat exchangers and VOC concentrators
		SiTek Electro Optics AB	Autex Inc.	1976	R&D, design, manufacture and sales of position measuring electronic parts
		Tamura Sweden AB	Tamura Corporation	1996	Manufacture, sale and R&D of electrical transforme parts
	Tomoku Hus AB	Tomoku Co., Ltd., Sweden House Co., Ltd., Mitsubishi Corp., Mitsubishi International GmbH DSD	1991	R&D, manufacture and sales of housing members	

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Denmark		Bioener ApS	Takuma Co., Ltd., ITOCHU Corp.	2002	Sales and R&D of biomass power plants
		Burmeister & Wain Scandinavian Contractor A/S	Indirect investment through a subsidiary company of Mitsui Engineering & Shipbuilding Co., Ltd.: MESCO Denmark A/S	1990	Sales, construction, maintenance, and R&D, of diesel power plants
		Envotech OHM Engineering Aps	OHM Electric Co., Ltd., Toshinori Kiyose	1997	Manufacture and R&D of wastewater treatment systems
		OFS-FITEL I/S	Indirect investment through the local corporation of Furukawa Electric Co., Ltd., USA	2001	Manufacture and R&D of optical fiber
Austria		Fischer GmbH	Kanematsu Co., Ltd., Kanematsu Deutschland, Goldwin Inc.	1992	R&D, design, manufacture and sales of sporting goods
		HORIBA GmbH	Horiba, Ltd. (HORIBA Europe GmbH)	1992	Design, manufacture and sales of air pollution measuring instruments
		Reichhold Chemie GmbH	Dainippon Ink and Chemicals, Inc.	1943	R&D, design, manufacture and sales of synthetic resins, etc.
Portugal		NEC Portugal - Telecomunicacoes e Sistemas, S.A.	NEC Corp., NEC Do Brasil	1995	R&D, manufacture, sales and maintenance of communication related apparatuses (telephone exchanges, telephone sets, carrier apparatuses, and radio communication apparatuses)
		Nemoto Portugal-Quimica Fina, Lda.	Nemoto & Co., Ltd., Nissho Iwai Corp.	1990	R&D, manufacture and sales of inorganic and fluorescent pigments
		Salvador Caetano, I.M.V.T., S.A.	Toyota Motor Corp.	1971	Assembling of bus bodies, automobile parts and commercial use cars (Toyota cars)
Greece		Tosoh Hellas A.I.C.	Tosoh Corporation, Mitsubishi Corp.	1973	R&D and manufacture of electrolytic manganese dioxide
Poland		FQS Poland Sp.zo.o.	Fujitsu Kyushu System Engineering Limited	1998	R&D (computer softwares)
		NSK ISKRA S.A.	NSK Ltd. (NSK-RHP Europe Ltd.), Nichimen Corp.	1998	R&D and manufacture of bearings and rollers
Czech Republic		Matsushita Television Central Europe, Development Center	Matsushita Electric Industrial Co., Ltd.	2003	Technology center auxiliary to a color TV manufacturing plant
		Panasonic Europe Software Development Laboratory, s.r.o.	Matsushita Electric Industrial Co., Ltd. (Panasonic European Laboratories GmbH)	2001	Development of software for digital TV
Hungary		Furukawa Electric Institute of Technology Co.,Ltd.	Furukawa Electric Co., Ltd.	1990	R&D (electric insulating materials)
		Shinwa Precision (Hungary) Co.,Ltd.	Shinwa Co., Ltd.	1998	Development, manufacture and sales of optical apparatuses such as audio cassette decks and CDs, and related parts such as plastic and metallic parts
		TATEYAMA Magyar Laboratorium Kft.	Tateyama Kagaku Industry Co., Ltd., Tateyama System Laboratory Co., Ltd.	1997	Development of softwares
Romania		Ferrotec Engineering Ro	Ferrotec Corporation	2002	Research and development on mechatronics and new materials
		Koyo Romania S.A.	Koyo Seiko Co., Ltd.	1998	R&D and manufacture of bearings
		Sol-Plus Romania	Sol-Plus Co. Ltd.	2002	Manufacture of Plastic molding, Developing of Software
Turkey		Bridgestone Co., Ltd.	Bridgestone Corp.	1988	R&D, manufacture and sales of tire tubes and flaps