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Japanese Manufacturing Affiliates in Europe and Turkey

- 2005 Survey -

September 2006

**Japan External Trade Organization
(JETRO)**

Preface

The survey on “Japanese manufacturing affiliates in Europe and Turkey” has been conducted 22 times since the first survey in 1983*. The latest survey, carried out from January 2006 to February 2006 targeting 16 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, effects of EU environmental regulations, etc.

The survey revealed that as of the end of 2005 there were a total of 1,008 Japanese manufacturing affiliates operating in the surveyed region --- 818 in Western Europe, 174 in Central and Eastern Europe, and 16 in Turkey. Of this total, 291 affiliates --- 284 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 129 affiliates --- 125 in Western Europe and 4 in Central and Eastern Europe.

In this survey we put emphasis on the effects of EU environmental regulations on Japanese manufacturing affiliates.

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.

September 2006

Europe Division
Middle East and Africa Division
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Japan External Trade Organization (JETRO)

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

Table of Contents

Overview of the Survey	1
Overseas Production Bases of Japanese Manufacturing Affiliates (map)	2
Year of Establishment of Japanese Manufacturing Affiliates in Europe and Turkey (by Country)	3
Number of Japanese Manufacturing Affiliates in Europe and Turkey by Country and Industry	4
Number of Japanese Manufacturing Affiliates in Europe and Turkey Having R & D and Design Centers	5
Europe	7
. Overview of Japanese Manufacturing Affiliates in Europe	8
. Business Conditions and Prospects of Japanese Manufacturing Affiliates in Europe	12
. Procurement, Production, and Sales	16
. Management Problems	24
. Environmental Issues	29
List of new Japanese Manufacturing Affiliates	35
Turkey	37
. Overview of Japanese Manufacturing Affiliates in Turkey	38
. Business Conditions and Prospects for Japanese Manufacturing Affiliates in Turkey	38
. Procurement, Production, and Sales	40
. Management Problems	43
. EU Accession Negotiations	45
Appendix	
List of Japanese Manufacturing Affiliates in Europe and Turkey	
Manufacturing Affiliates (by country)	47
Manufacturing Affiliates (by industry)	87
Japanese Manufacturing Affiliates Concurrently Having R & D and Design Centers on their Premises and Independent Companies (by country)	107

Overview of the Survey

This is the 22nd 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 16 countries in Western Europe (15 members of the EU, 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 (21st) survey. In the process, we added or deleted Japanese affiliates that had been established or withdrawn before 2004 but that we had been unable to access at the time of the previous survey.

4. Period of the Survey

January through February 2006

5. Response status

Of 1,008 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 670 enterprises that agreed to cooperate in the survey (some questionnaire forms were also sent by mail or facsimile), and received valid responses from 325 companies (response rate of 48.3%).

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 2005

Europe and Turkey (1,008)
Western Europe (818),
Central and Eastern Europe (174),
and Turkey (16)

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

Source: Survey by JETRO offices in Europe and Turkey

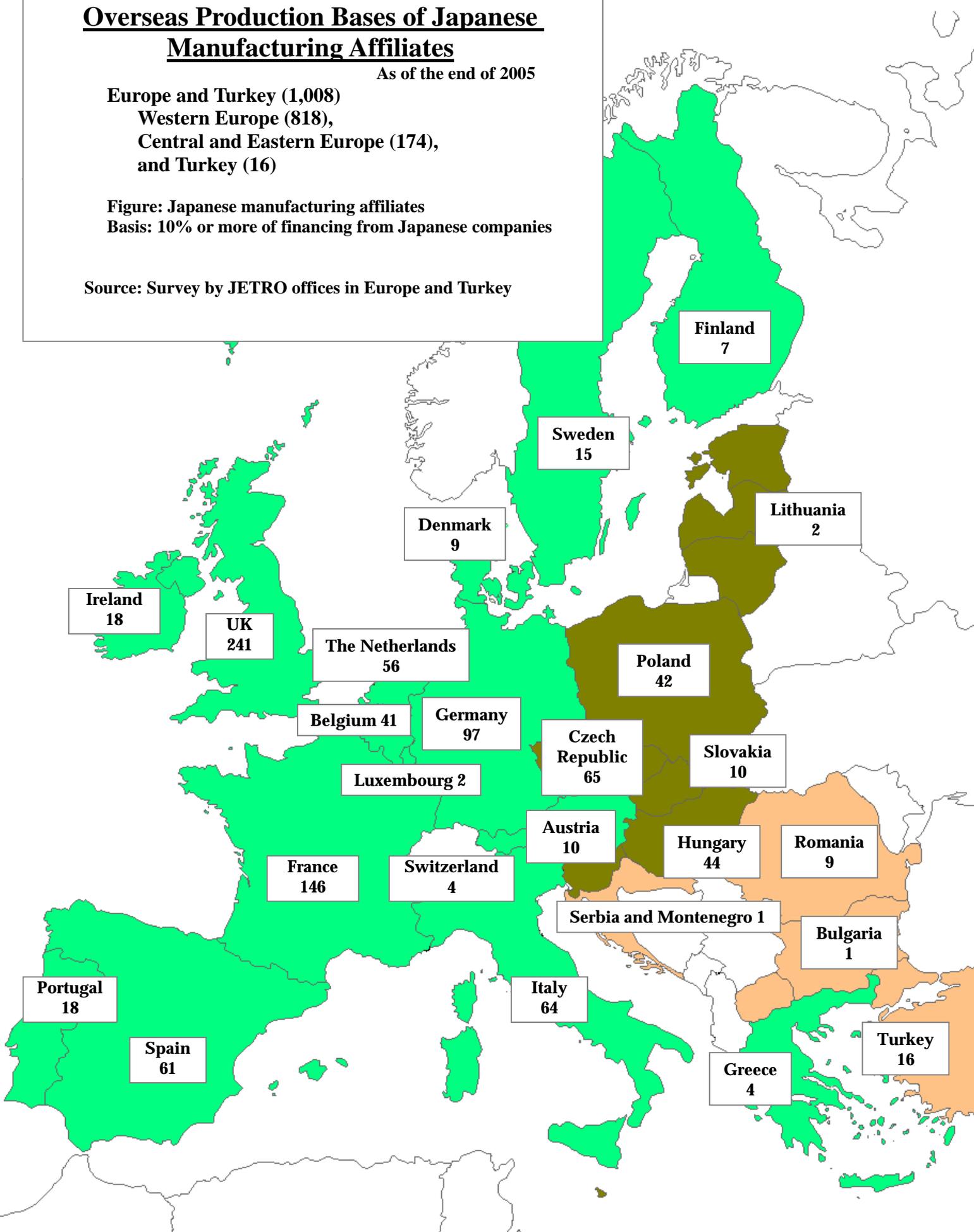


Table 1: Year of establishment of Japanese Manufacturing Affiliates in Europe and Turkey (by Country)

	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
	year end																				
UK	36	46	57	72	95	111	122	132	140	148	158	169	179	192	205	221	225	229	234	239	241
France	37	44	50	60	71	79	88	92	97	104	112	126	129	136	141	150	158	161	165	168	172
Germany	21	23	26	29	42	54	60	65	68	70	72	76	76	78	81	81	86	87	92	95	97
Netherlands	16	17	17	20	25	25	31	34	35	37	39	43	46	49	53	53	54	54	54	55	56
Belgium	16	16	17	19	24	29	31	33	34	34	36	36	38	38	40	40	40	40	40	40	41
Luxembourg					1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Ireland	2	2	2	3	5	5	7	8	9	9	12	12	13	14	14	14	14	16	16	17	18
Spain	20	24	27	29	33	37	41	41	42	43	44	46	48	50	52	53	55	57	58	60	61
Italy	19	19	19	22	25	33	35	35	37	40	44	47	49	51	53	54	57	58	59	63	64
Finland								1	1	2	2	3	4	4	4	4	5	6	7	7	7
Sweden	3	4	5	5	6	6	7	8	10	10	10	10	10	10	11	12	13	13	13	15	15
Denmark	1	1	1	1	2	2	2	2	2	2	3	3	3	3	3	3	5	5	7	8	9
Austria	3	5	5	5	5	5	5	7	7	7	7	7	8	8	8	9	9	9	9	9	10
Portugal	4	5	5	5	5	7	7	9	10	10	12	13	13	15	15	15	16	17	17	17	17
Switzerland								1	1	1	1	1	1	1	2	2	2	2	2	2	4
Greece	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	4	4	4
Western Europe	181	209	234	273	342	397	441	473	498	522	557	597	622	654	687	716	744	760	779	801	818
Poland									2	2	5	6	9	11	14	14	18	24	31	36	42
Czech Republic							1	5	6	6	7	9	11	11	14	19	31	44	51	60	65
Slovakia										1	1	3	4	4	4	6	8	8	8	9	10
Hungary							2	2	4	7	8	9	13	16	21	29	32	36	39	43	44
Romania														1	1	3	5	7	9	9	9
Lithuania																	1	1	1	2	2
Serbia and Montenegro																		1	1	1	1
Bulgaria													1	1	1	1	1	1	1	1	1
Central & Eastern Europe							3	7	12	16	21	27	38	44	55	72	96	122	141	161	174
Turkey	1	1	2	3	3	4	5	6	6	6	7	7	8	8	8	8	9	13	14	16	16
Total	182	210	236	276	345	401	449	486	516	544	585	631	668	706	750	796	849	895	934	978	1,008
Number of Companies Established within the Year	20	28	26	40	69	56	48	37	30	28	41	46	37	38	44	46	53	46	39	44	30
Increase over the previous year (%)	12.4	15.4	12.4	17.0	25.0	16.2	12.0	8.2	6.2	5.4	7.5	7.9	5.9	5.7	6.2	6.1	6.7	5.4	4.4	4.7	3.1

[Note] The table indicates the number of Japanese manufacturing affiliates operating in the regions as of the end of 2005 (1,008 companies) by year of establishment; the figures for each year (2004 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 2005)

	Total	Western Europe	UK	France	Germany	Netherlands	Belgium	Luxembourg	Ireland	Spain	Italy	Finland	Sweden	Denmark	Austria	Portugal	Switzerland	Greece	Central & Eastern Europe	Poland	Czech Republic	Slovakia	Hungary	Romania	Lithuania	Serbia and Montenegro	Bulgaria	Turkey
Transportation machinery parts	207	123	49	23	5	2	6			14	17		3			4			74	17	35	3	14	4		1		10
Chemical/Petrochemical products	112	110	24	22	14	13	11	1		8	8		1	1	2	3	1	1	2				2					
General machinery	107	95	27	14	23	6	3		2	2	11		5		2				12	7	4		1					
Electric and electronic parts	107	81	22	13	13	6	4	1	6	4	4	1	2	3	1	1			26	2	8	5	10	1				
Other manufacturing	91	71	21	15	7	5	4		1	6	6			2	2	1		1	19	5	7		3	2	1	1	1	1
Electric and electronic machinery	62	52	26	9	6	1	1		1	4	2		1			1			10	1	3	2	4					
Food products, agricultural and fisheries product processing	55	50	10	24	3	4	1			3	1			3			1		4	1			2	1				1
Precision machinery	55	51	16	17	9	4			1		1	1	1		1				4	1	1		2					
Pharmaceutical products	35	35	4	11	4	1	4		5	1	4	1																
Metal products	33	28	13	3		2				5	1					3		1	5		2		1	1	1			
Rubber products	25	17	3	5	1	1	1		2	2	1					1			7	5			2					1
Transportation machinery	24	19	5	3	1	2				4	1		1			2			2		1		1					3
Plastic products	18	16	5	1		4	2			2					1	1			2		2							
Ceramics, soil and stone	16	13	5	1			4			2	1								3	2	1							
Apparel/Textile products	15	15	6	6							3																	
Nonferrous metal	12	9	2	2	2	1				2									3	1			2					
Paper/Pulp	9	9	1		5	1						1					1											
Textiles (yarn/woven material)	9	8	2		1	1				1	3								1		1							
Medical Device	5	5		2	2												1											
Timber/wood products (excluding Furniture/Interior products)	5	5										3	1		1													
Iron and steel	4	4			1	1				1								1										
Printing/Publishing	1	1				1																						
Furniture/Interior products	1	1		1																								
Industry Total	1,008	818	241	172	97	56	41	2	18	61	64	7	15	9	10	17	4	4	174	42	65	10	44	9	2	1	1	16

[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

	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	2004 year end	2005 year end
UK	92 (27)	96 (28)	99 (30)	107 (34)	116 (39)	120 (42)	126 (45)	134 (53)	139 (56)	144 (58)	147 (61)	148 (62)
France	48 (6)	52 (9)	57 (10)	59 (11)	62 (12)	63 (12)	67 (12)	68 (12)	69 (12)	69 (12)	69 (12)	70 (12)
Germany	41 (18)	43 (19)	45 (19)	45 (19)	45 (19)	47 (19)	48 (20)	50 (20)	50 (20)	53 (21)	54 (21)	56 (21)
Netherlands	15 (3)	15 (3)	18 (3)	20 (4)	20 (4)	20 (4)	20 (4)	21 (4)	21 (4)	21 (4)	21 (4)	21 (4)
Belgium	20 (3)	20 (3)	20 (3)	22 (3)	22 (3)	23 (4)	23 (4)	23 (4)	23 (4)	23 (4)	23 (4)	24 (4)
Luxembourg	1	1	1	1	1	1	1	1	1	1	1	1
Ireland	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	3 (2)	3 (2)	3 (2)	3 (2)	3 (2)	3 (2)	3 (2)
Spain	26 (4)	27 (4)	28 (5)	29 (6)	29 (6)	30 (6)	32 (6)	32 (6)	32 (6)	32 (6)	33 (6)	33 (6)
Italy	14 (6)	16 (6)	17 (7)	18 (8)	19 (9)	20 (10)	21 (10)	21 (10)	23 (11)	23 (11)	23 (11)	23 (11)
Finland	1	1	2	2	2	2	2	2	2	3	3	3
Sweden	8	8	8	8	8	8	9	10	10	10	10	10
Denmark	1 (1)	1 (1)	1 (1)	2 (1)	2 (1)	3 (2)	3 (2)	4 (2)	5 (3)	6 (3)	7 (3)	7 (3)
Austria	2	2	2	2	2	2	2	2	2	2	2	2
Portugal	5	6	6	6	6	6	6	6	6	6	6	6
Switzerland												1
Greece	1	1	1	1	1	1	1	1	1	1	1	1
Western Europe	277 (69)	291 (74)	307 (79)	324 (87)	337 (94)	349 (101)	364 (105)	378 (113)	387 (118)	397 (121)	403 (124)	409 (125)
Poland					2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)
Czech Republic			1	1	1	1	1	2 (1)	2 (1)	3 (1)	3 (1)	3 (1)
Slovakia												
Hungary	1 (1)	1 (1)	1 (1)	2 (2)	2 (2)	2 (2)	2 (2)	2 (2)	2 (2)	2 (2)	2 (2)	2 (2)
Romania					1	1	1	1	2	2	2	2
Lithuania											1	1
Serbia and Montenegro												
Bulgaria												
Central & Eastern Europe	1 (1)	1 (1)	2 (1)	3 (2)	6 (3)	6 (3)	6 (3)	7 (4)	8 (4)	9 (4)	10 (4)	10 (4)
Turkey	1	1	1	1	1	1	1	1	1	1	1	1
Total	279 (70)	293 (75)	310 (80)	328 (89)	344 (97)	356 (104)	371 (108)	386 (117)	396 (122)	407 (125)	414 (128)	420 (129)
Increase over the previous year	16 (3)	14 (5)	17 (5)	18 (9)	16 (8)	12 (7)	15 (4)	15 (9)	10 (5)	11 (3)	7 (3)	6 (1)
Increase over the previous year (%)	6.1 (4.5)	5.0 (7.1)	5.8 (6.7)	5.8 (11.3)	4.9 (9.0)	3.5 (7.2)	4.2 (3.8)	4.0 (8.3)	2.6 (4.3)	2.8 (2.5)	1.7 (2.4)	1.4 (0.8)

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

The table indicates the number of Japanese manufacturing affiliates having R&D and design centers in the regions as of the end of 2005 (420 companies) by year of establishment; the figures for each year (2004 and before) are the number of companies operating as of the end of each year. The numbers in brackets indicate independent R&D and design centers

EUROPE

I. Overview of Japanese manufacturing affiliates in Europe

[Number of Japanese manufacturing affiliates in Europe]

-The latest survey shows that there were 992 Japanese manufacturing affiliates operating in Europe as of the end of 2005, including 818 in Western Europe and 174 in Central and Eastern Europe. A total of 30 Japanese companies established affiliates in Europe in 2005, including 17 in Western Europe and 13 in Central and Eastern Europe.

[By country]

-The UK hosts the largest number of Japanese companies, with 241, followed by France with 172 companies and Germany with 97. The three countries accounted for 51.4% of the total number of Japanese manufacturing affiliates operating in Europe.

-The Czech Republic, which has the greatest number of Japanese companies (65 companies) among Central and Eastern European countries, has become the 4th largest European manufacturing base for Japan, after the three European giants of the UK, France and Germany.

[By industry]

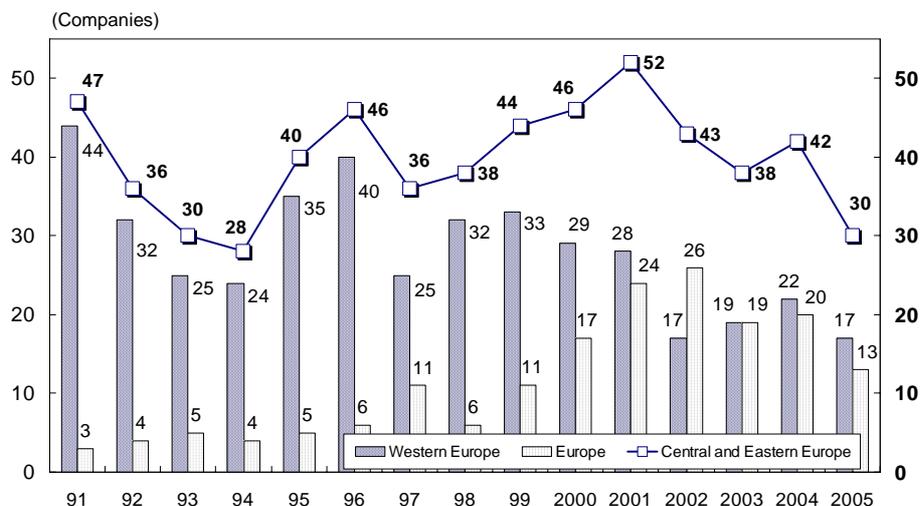
-The transportation machinery parts industry accounts for the largest number of Japanese companies, 197, (19.9% of the total), followed by the chemical/petrochemical industry with 112 companies (11.3%), the general machinery industry with 107 (10.8%) and the electric and electronic parts industry, also with 107 (10.8%).

1. Central and Eastern Europe growing in importance as a manufacturing base

The latest survey shows that there were 992 Japanese manufacturing affiliates in Europe as of the end of 2005, including 818 in Western Europe and 174 in Central and Eastern Europe. A total of 30 of Japanese companies established affiliates in Europe in 2005, including 17 in Western Europe and 13 in Central and Eastern Europe (See Diagrams 1-1, 1-2 and 1-3).

By country, the UK has the largest number of Japanese companies, with 241 in all, followed by France (172 companies), Germany (97), the Czech Republic (65), Italy (64), Spain (61), the Netherlands (56), Hungary (44), Poland (42) and Belgium (41). The UK, France and Germany together host a total of 510 Japanese companies, accounting for 51.4% of the total number of Japanese affiliates operating in the whole of Europe and 62.3% of the total in Western Europe.

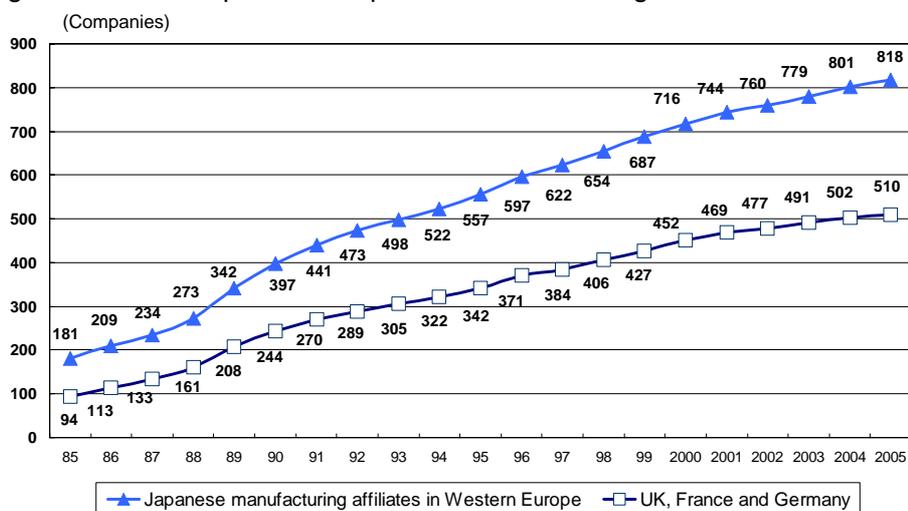
Diagram 1-1: Number of Japanese Manufacturing Affiliates Entering Europe



Note: This diagram indicates the number of Japanese manufacturing affiliates operating in Europe as of the end of 2005 by year of establishment. The figures for each year (2004 and before) represent the number of companies starting operation as of the end of each year.
Source: JETRO Survey, Japan External Trade Organization

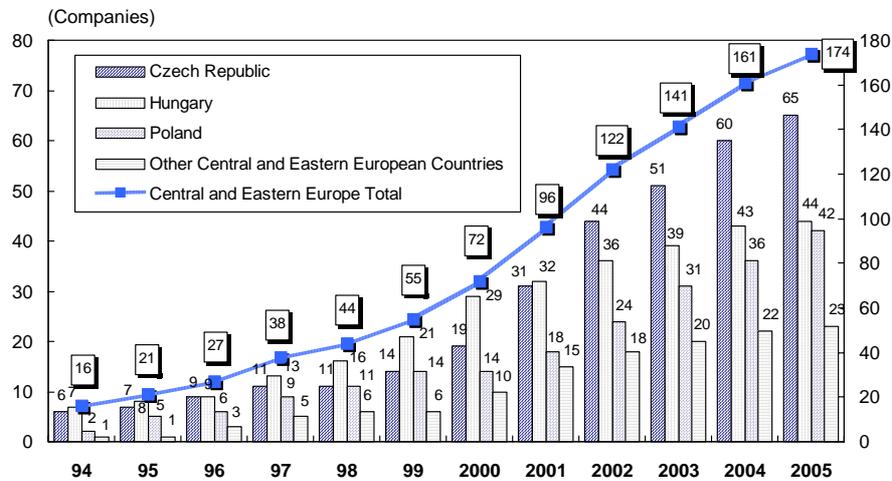
The Czech Republic, which has attracted the most Japanese companies among Central and Eastern European countries, has emerged as the fourth largest manufacturing base for Japanese firms in Europe, after the three Western European giants of the UK, France and Germany. Central and Eastern Europe is growing in importance as a manufacturing base, as Hungary and Poland are also just behind major Western European countries such as Italy, Spain and the Netherlands in the popularity as production bases for Japanese manufacturers. Meanwhile, the countries that attracted the most new entrants from Japan in 2005 were Poland (6 companies), the Czech Republic (5) and France (4).

Diagram 1-2: Development of Japanese Manufacturing Affiliates in Western Europe



Note: This diagram indicates the number of Japanese manufacturing affiliates operating in Western Europe as of the end of 2005 (818 companies) by year of establishment. The figures for each year (2004 and before) represent the number of companies operating as of the end of each year.
Source: JETRO Survey, Japan External Trade Organization

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



Note: This diagram indicates the number of Japanese manufacturing affiliates operating in Central and Eastern Europe as of the end of 2005 (174 companies) by year of establishment. The figures for each year (2004 and before) represent the number of companies operating as of the end of each year. Source: JETRO Survey, Japan External Trade Organization

2. Concentrated in four industries -- transportation machinery parts, chemical/petrochemical products, general machinery and electric and electronic parts

The largest Japanese presence is observed in the transportation machinery parts industry, in which 197 Japanese manufacturing affiliates (19.9% of the total) are engaged. The chemical/petrochemical industry forms the second largest group of Japanese affiliates, with 112 companies (11.3%) in all, followed by the general machinery and electrical and electronic parts industries, each with 107 companies (10.8%). The top four industries together account for 52.7 % of the total number of Japanese manufacturing affiliates operating in Europe.

A look into the industry-wise distribution of Japanese companies in each country and region shows that the Japanese presence in the UK was prominent in sectors such as transportation machinery parts, general machinery and electric and electronic parts. In France, Japanese manufactures operate in industries such as food products, agricultural and fisheries product processing, transport machinery parts and chemical/petrochemical products. In Germany, the Japanese presence is significant in such sectors as general machinery, chemical/petrochemical products and electric and electronic parts. Meanwhile, in Central and Eastern Europe, Japanese companies are mainly concentrated in the field of transportation machinery parts manufacturing (74 companies, or 42.5% of the total in Central and Eastern Europe), with the electric and electronic parts industry representing a distant second (26 companies, or 14.9%). In Hungary, the transportation machinery

parts industry and the electric and electronic parts industry are No. 1 and No. 2 in terms of the number of Japanese companies attracted, but the transportation industry's lead is slim. In Poland, general machinery is the second largest sector after the transportation machinery parts industry (See Table 1-1).

Of the new entrants into Europe from Japan in 2005, the transportation (automobile) machinery parts industry attracted the greatest number, 10, followed by the electric and electronic machinery/parts sectors (5 companies) and the pharmaceutical product and medical device sector (4). As other sectors attracted only one or two companies each, the total number of new Japanese entrants in 2005 was smaller than in recent years.

Table 1-1: Top 4 Industries by Region/Country

	1st	2nd	3rd	4th
Europe (992)	Transportation machinery parts 19.9% (197)	Chemical/Petrochemical products 11.3% (112)	General machinery 10.8% (107)	Electric and electronic parts 10.8% (107)
Western Europe (818)	Transportation machinery parts 15.0% (123)	Chemical/Petrochemical products 13.4% (110)	Electric and electronic machinery 11.6% (95)	Electric and electronic parts 9.9% (81)
UK (241)	Transportation machinery parts 20.3% (49)	General machinery 11.2% (27)	Electric and electronic machinery 10.8% (26)	Chemical/Petrochemical products 10.0% (22)
France (172)	Food products, agricultural and fisheries product processing 14.0% (24)	Transportation machinery parts 13.4% (23)	Chemical/Petrochemical products 12.8% (22)	Precision machinery 9.9% (17)
Germany (97)	General machinery 23.7% (23)	Chemical/Petrochemical products 14.4% (14)	Electric and electronic parts 13.4% (13)	Precision machinery 9.3% (9)
Central and Eastern Europe (174)	Transportation machinery parts 42.5% (74)	Electric and electronic parts 14.9% (26)	Other manufacturing 10.9% (19)	General machinery 6.9% (12)
Czech Republic (65)	Transportation machinery parts 53.8% (35)	Electric and electronic parts 12.3% (8)	Other manufacturing 11.9% (7)	General machinery 6.2% (4)
Hungary (44)	Transportation machinery parts 31.8% (14)	Electric and electronic parts 22.7% (10)	Electric and electronic machinery 9.1% (4)	Other manufacturing 6.8% (3)
Poland (42)	Transportation machinery parts 40.5% (17)	General machinery 16.7% (7)	Rubber products 11.9% (5)	Other manufacturing 11.9% (5)

Source: JETRO Survey, Japan External Trade Organization

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

-Most Japanese manufacturing affiliates in Europe projected operating profits for 2005, but the number of companies projecting losses increased.

-More than 60% of Japanese manufacturing affiliates in Western Europe projected operating profits, but the ratio of affiliates projecting losses exceeded 20%.

-In Central and Eastern Europe, more Japanese manufacturing affiliates projected losses than profits.

1. Operating profits projected by 61%, losses by 25%

Of the Japanese manufacturing affiliates in Europe, 60.5% (down 2.6 points from the previous survey) projected operating profits, 14.2% (down 3.2 points) projected a “balanced” and 25.2% (up 5.7 points) projected operating losses.

The percentage of companies that projected improvement on an operating basis in 2005 compared with 2004 amounted to 47.5%, down 3.6 points from the previous year (51.1%). On the other hand, the percentage of companies projecting deteriorations on an operating basis rose 2.7 points to 29.0% from the previous year (26.3%). These figures probably reflect effects of the slowdown of the European economic recovery, in place since the latter half of 2003, caused by the surge in the price of oil and the euro's climb against the U.S. dollar in the latter half of 2004 through the first half of 2005.

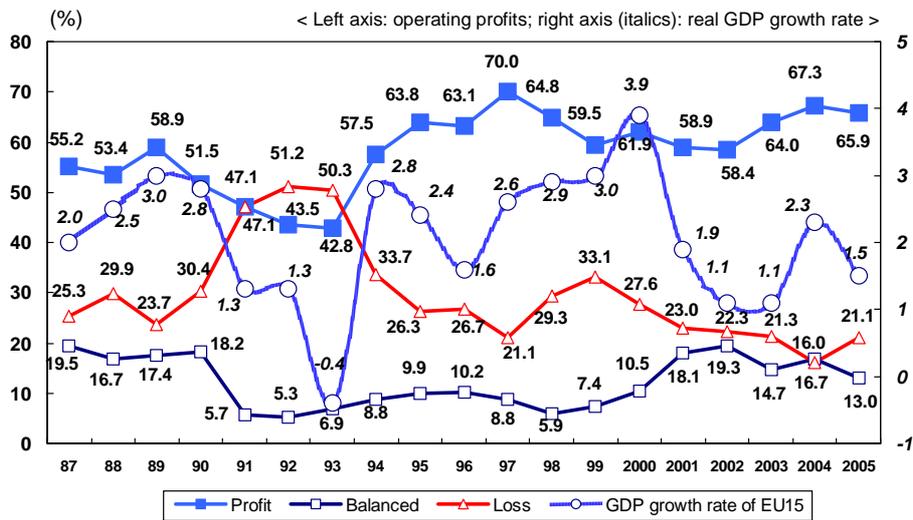
Of the Japanese manufacturing affiliates in Western Europe, 65.9% (down 1.4 points) projected operating profits, while the percentage of affiliates that projected operating losses jumped to 21.1% (up 5.1 points).

A country-by-country breakdown showed that most companies projected operating profits in Belgium (82.4% projecting profit against 11.8% projecting loss), Germany (77.8% profit vs. 7.4% loss), and the Netherlands (70.0% profit vs. 15.0% loss). In contrast, a larger proportion of companies projected operating losses in France (54.3% projecting profits against 25.7% projecting losses) and Spain (59.1% profit vs. 22.7% loss).

By industry, a particularly large proportion of companies projected operating profits in the electric and electronic parts industry (80.8% projecting profit against 11.5% projecting loss) and the chemical/petrochemical product sector (77.8% profit vs. 18.5% loss). However, a relatively high percentage of companies projected operating losses in the transportation machinery parts industry

(59.6% profit, 29.8% loss).

Diagram 2-1: Operating Profits for Japanese Manufacturing Affiliates in Western Europe

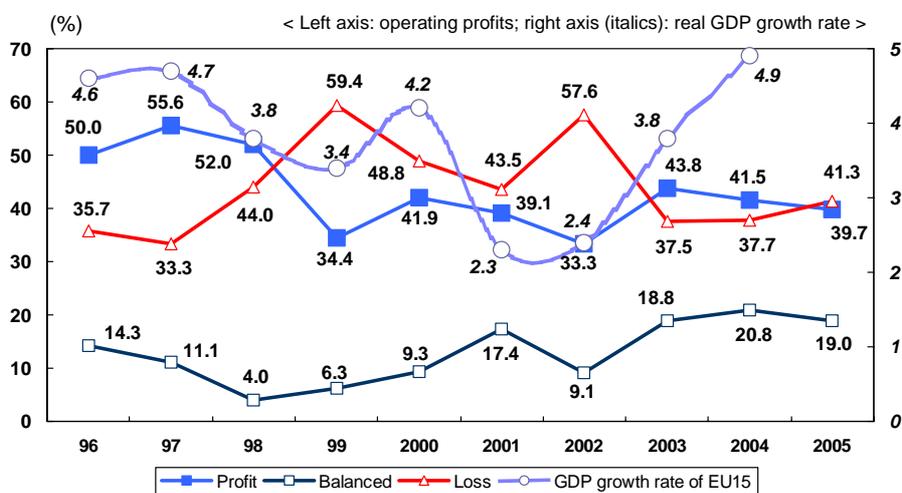


Note: The number of responses differs by year.
 Source: Operating profit --- JETRO Survey, Japan External Trade Organization
 Real GDP growth rate --- Economic and Financial Affairs DG, European Commission

Although most Japanese manufacturing affiliates in Central and Eastern Europe recorded operating profits in 2003 and 2004, more companies projected losses than profits for 2005 (39.7 % profit, 41.3% loss). This is likely due to the fact that a large proportion of the affiliates in Central and Eastern Europe have only recently begun operations and are still in the process of turning a profit. The ratio of companies projecting losses is particularly high in the Czech Republic (57.1%) and Poland (46.7%), both of which are attracting an increasing number of new entrants from Japan.

The loss projection ratio is also high in industries that are drawing a large number of companies, such as the transportation machinery parts sector (40.0% projecting profit against 45.0% projecting loss) and the electric and electronic parts sector (35.7% profit, 50.0% loss).

Diagram 2-2: Operating Profits for Japanese Manufacturing Affiliates in Central and Eastern Europe



Note: The number of responses differs by year.

Source: Operating profit --- JETRO Survey, Japan External Trade Organization

Real GDP growth rate --- Economic and Financial Affairs DG, European Commission

2. Improvement on an operating basis projected for 2006 by more companies

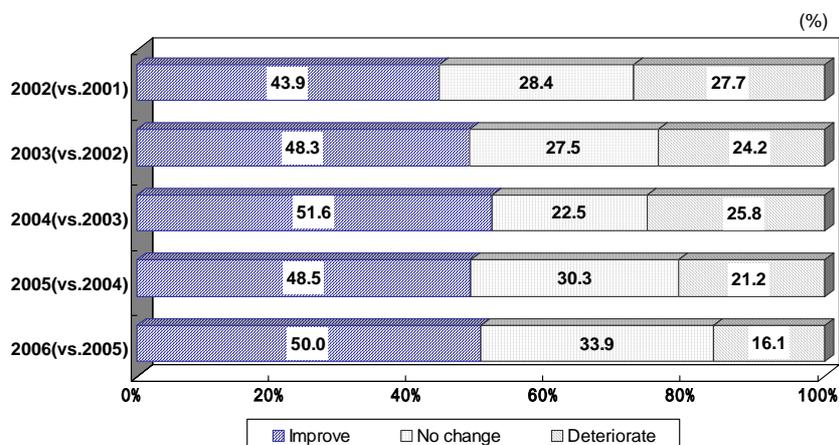
The percentage of companies that projected improvements in their operating-balance in 2006 compared with 2005 stood at 53.0%, whereas 31.0% expected "unchanged" results and 16.0% braced for deterioration. The improvement projection ratio rose 2.5 points from the previous survey and the deterioration projection ratio was down 4.8 points.

In Western Europe, improvement was projected by 50.0%, "unchanged" by 33.9%, and deterioration by 16.1%.

By country, the improvement projection ratio came to 63.6 % in Spain, where the economy is booming, and 64.3% in the Northern European trio of Finland, Sweden and Denmark. A majority of companies projected improvements in Belgium (58.8 %) and in France (51.4%).

By industry, a large proportion of companies projected improvements in the transportation machinery parts industry (76.9%), the chemical/petrochemical product industry (66.7%) and the electric and electronic parts industry (54.2%). In the transport machinery parts industry, however, the ratio of companies projecting improvement, at 25.5%, was lower than the ratio expecting deterioration, at 31.9%.

Diagram 2-3: Operating Profit Outlook for Japanese Manufacturing Affiliates in Western Europe

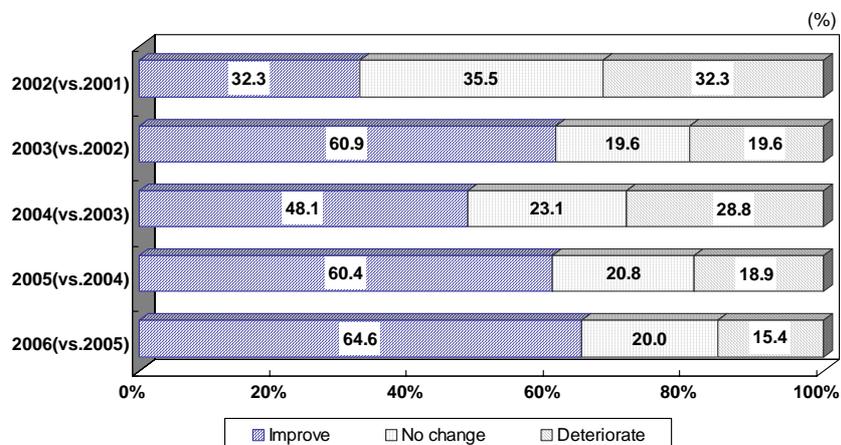


Source: JETRO Survey, Japan External Trade Organization

In Central and Eastern Europe, 64.6 % of Japanese manufacturing affiliates projected improvement on an operating basis for 2006, 20.0% expected “unchanged” results and 15.4% forecast deterioration. Compared with the previous survey, the improvement projection ratio was up 4.2 points and the deterioration projection ratio was down 3.5 points. There are high expectations for future business prospect in Central and Eastern Europe as the economic growth rate in the region is expected to remain higher than the growth rate in Western Europe for some time to come.

A country-by-country breakdown showed that a large proportion of Japanese manufacturing affiliates projected improvement in Poland (73.3%) and the Czech Republic (64.3%). By industry, the improvement projection ratio reached 80.0% in the transportation machinery parts industry. This reflects strong hopes for a growth in demand as the automobile production capacity in Central and Eastern Europe has been expanding due to brisk activities by automakers like Toyota Motor Corporation, Suzuki Motor Corporation and Hyundai Motor Company. Toyota started production in the Czech Republic, Suzuki expanded production in Hungary and Hyundai is planning to set up operations in the Czech Republic and in Slovakia.

Diagram 2-4: Operating Profit Outlook for Japanese Manufacturing Affiliates in Central and Eastern Europe



Source: JETRO Survey, Japan External Trade Organization

III. Procurement, Sales and Production Setups

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

-The three largest procurement sources for Japanese manufacturing affiliates in Western Europe are Western Europe, the country of location and Japan in that order. For affiliates in Central and Eastern Europe, the three biggest procurement sources are Japan, Western Europe and Central and Eastern Europe.

-Japanese companies plan to expand procurement from Central and Eastern Europe, China and Asia (excluding Japan and China).

(1) Present procurement sources

The major sources of parts and materials procurement by Japanese manufacturing affiliates in Western Europe are Western Europe (cited by 81.3%), the country of location (63.4%) and Japan (61.4%). The ratio of companies using the country of location as a procurement source has been continuing to decrease. Meanwhile, the procurement ratio came to 19.9% for Asia (excluding Japan and China), 16.7 % for China and 11.0 % for Central and Eastern Europe.

Country-by-country characteristics concerning procurement sources are as follows (See Diagram 3-1).

UK: Western Europe (83.1%) is the largest procurement source.

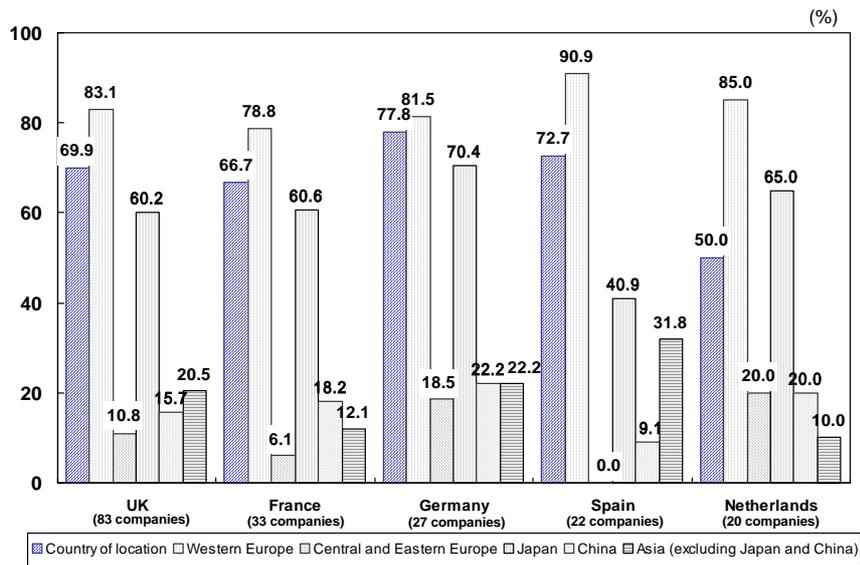
France: Lower procurement from Asia excluding Japan and China (12.1%) compared with other procurement sources.

Germany: The country of location (cited by 77.8%) and Japan (70.4%) are the leading procurement sources.

Spain: The ratio of companies using Japan as a procurement source (40.9%) is smaller than in other countries, while Asia (excluding Japan and China) (31.8%) is a relatively important procurement source.

The Netherlands: A relatively low procurement (50.0%) from the country of location as a procurement source.

Diagram 3-1: Major Procurement Sources for Japanese Manufacturing Affiliates in Western Europe (by region/country)

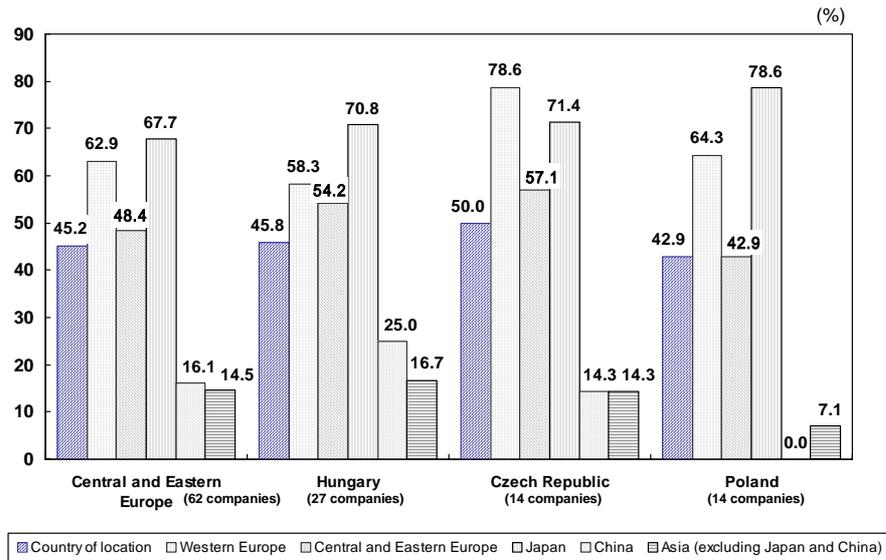


Source: JETRO Survey, Japan External Trade Organization

(Multiple responses allowed)

The major sources of parts and materials procurement by Japanese manufacturing affiliates in Central and Eastern Europe are Japan (cited by 67.7%), Western Europe (62.9%) and Central and Eastern Europe (48.4%). China was cited by 16.1% and Asia (excluding Japan and China) by 14.5%. Compared with the previous year, the ratio for China was up 6.8 points.

Diagram 3-2: Major Procurement Sources for Japanese Manufacturing Affiliates in Central and Eastern Europe (by region/country)



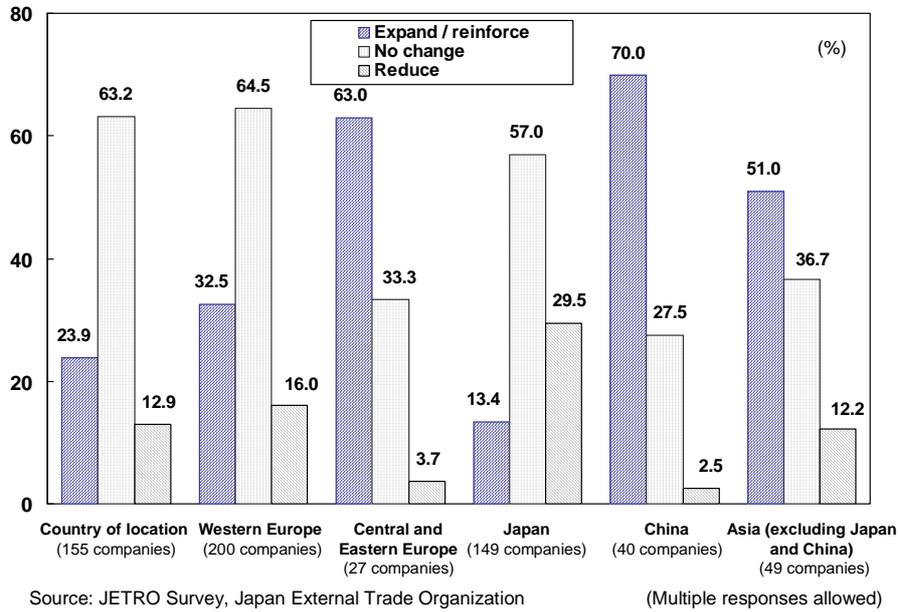
Source: JETRO Survey, Japan External Trade Organization

(Multiple responses allowed)

(2) Future procurement policy

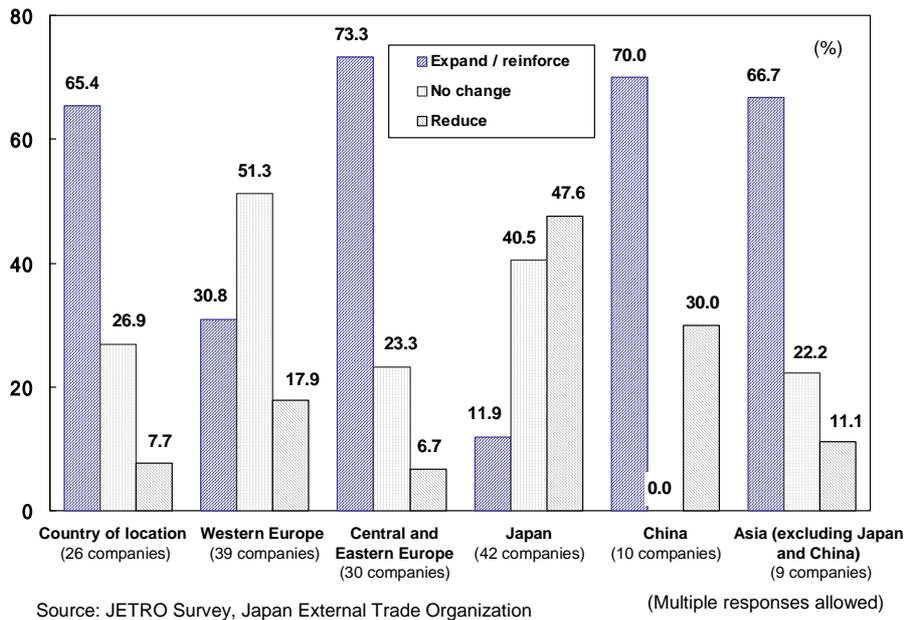
China (cited by 70.0%) tops the list of regions/countries from which Japanese manufacturing affiliates in Western Europe plan to expand procurement, followed by Central and Eastern Europe (63.0%) and Asia (excluding Japan and China) (51.0%). With regard to procurement from Japan, only 13.4% have plans for expansion/reinforcement, with 57.0% planning to maintain the present level and 29.5% planning to reduce the level.

Diagram 3-3: Future Procurement Policies of Japanese Manufacturing Affiliates in Western Europe for Current Major Procurement Sources



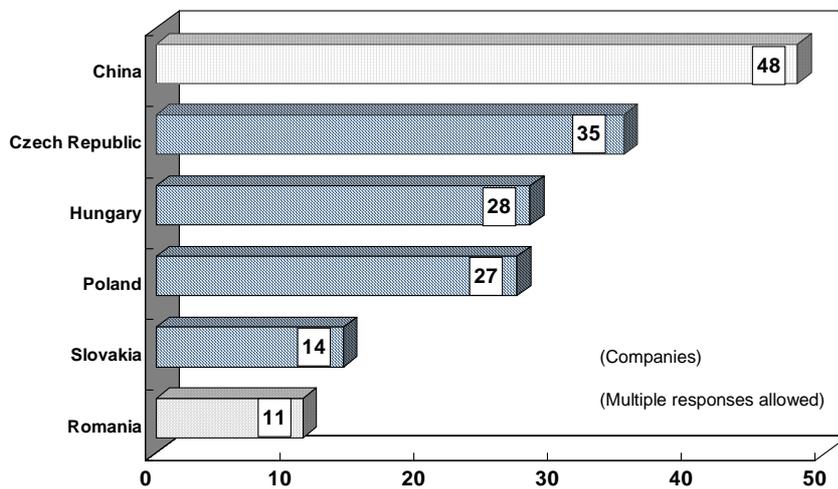
The regions/countries most frequently cited by Japanese manufacturing affiliates in Central and Eastern Europe as targets for procurement expansion/reinforcement are Central and Eastern Europe (73.3%), China (70.0%) and Asia (excluding Japan and China) (66.7%) and the country of location (65.4%). Only 11.9 % plan to expand/reinforce procurement from Japan, with 40.5% planning to maintain the present level of procurement and 47.6% planning to reductions therein.

Diagram 3-4: Future Procurement Policies of Japanese Manufacturing Affiliates in Central and Eastern Europe for Current Major Procurement Sources



Among the regions/countries being considered by Japanese manufacturing affiliates in Western Europe as future procurement sources, Central and Eastern Europe and China top the list at 47.8% and 35.9 % respectively. For Japanese manufacturing affiliates in Central and Eastern Europe, the country of location (58.8 %), Central and Eastern Europe (52.9 %) and China (44.1 %) figure highly among candidate regions/countries for future procurement sources. The survey results indicate that Japanese manufacturing affiliates in Europe as a whole attach importance to Central and Eastern Europe and China as candidates for future procurement. China is being eyed by the greatest number of Japanese companies (48 companies) in Europe as a future procurement source, followed by the Czech Republic (35), Hungary (28) and Poland (27).

Diagram 3-5: Countries Considered by Japanese Manufacturing Affiliates in Europe as Candidates for Future Procurement Sources



Source: JETRO Survey, Japan External Trade Organization

2. Sales Destinations

- More than 90% of the companies list Western Europe as a sales destination.
- The companies plan to expand sales in Central and Eastern Europe and in Russia and the CIS countries.

(1) Present sales destinations

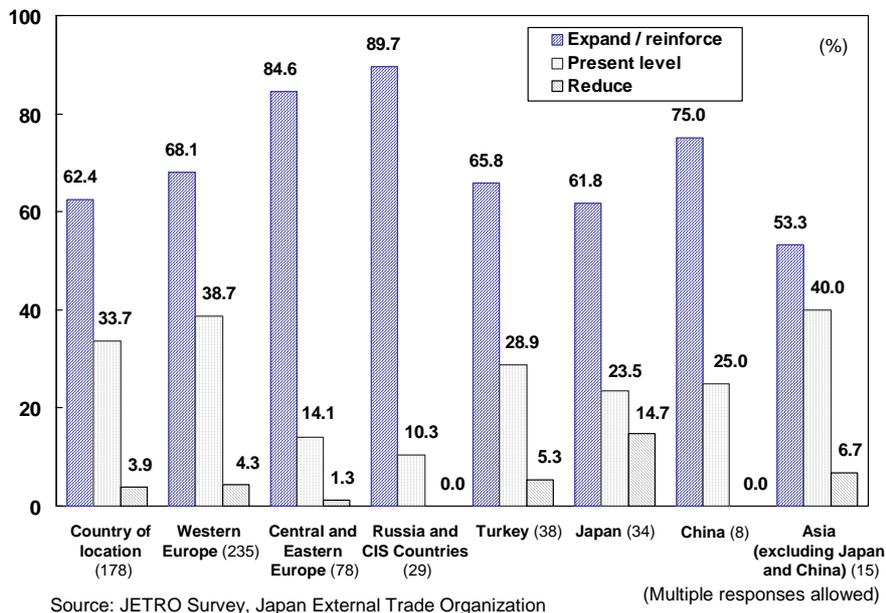
Western Europe is the leading sales destination for Japanese manufacturing affiliates in Western Europe (cited by 95.1%), followed by the country of location (72.9%) and Central and Eastern Europe (31.6%). For Japanese manufacturing affiliates in Central and Eastern Europe, the leading

sales destinations are Western Europe (77.4%), Central and Eastern Europe (56.5%) and the country of location (43.5%). For Japanese affiliates in Europe as a whole, Western Europe (91.6%) is the top sales destination, followed by Central and Eastern Europe (36.6%). Meanwhile, companies citing Japan as a major sales destination amounted to 13.6%, with 9.7% listing Russia and the CIS countries, 5.8% Asia (excluding Japan and China) and 3.9% China.

(2) Future sales policy

With regard to future sales policies for established sales destinations, most Japanese manufacturing affiliates in Western Europe plan to expand/reinforce sales in Central and Eastern Europe (84.6%) and in Russia and the CIS countries (89.7%). Also, more than six in every ten affiliates cited Western Europe (68.1%) and the country of location (62.4%) as targets for future sales expansion. For Japanese affiliates in Central and Eastern Europe, the leading targets for future sales expansion/reinforcement are Central and Eastern Europe (85.7%) and the country of location (84.6%), with Western Europe just behind them (81.3%).

Diagram 3-6: Future Sales Policies of Japanese Manufacturing Affiliates in Western Europe for Current Major Sales Destinations

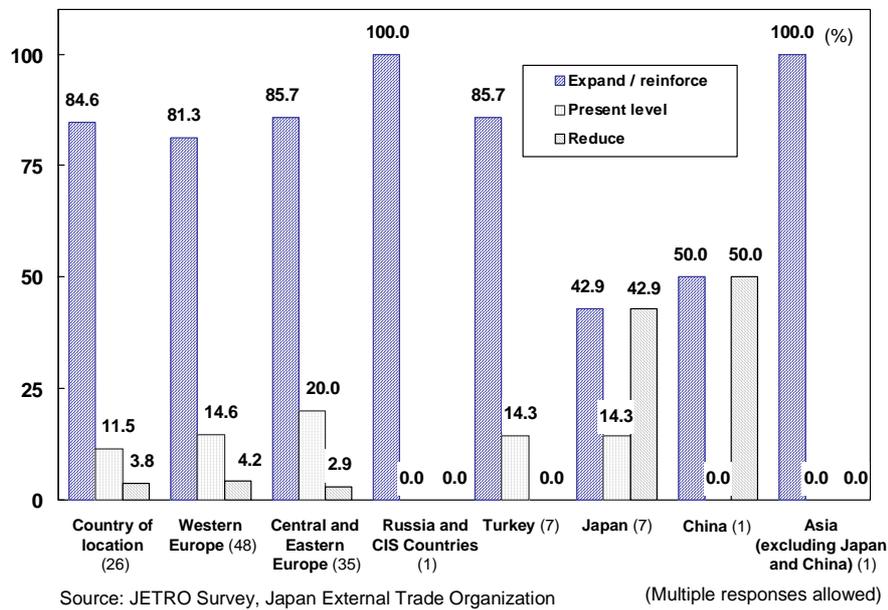


By country, France was cited by the most Japanese affiliates (133 companies) as a sales expansion target, followed by the UK (125), Germany (125), Spain (87) and Italy (80).

Among major candidates for future sales destinations for Japanese affiliates in Western Europe are Central and Eastern Europe (cited by 47.5%), Russia and the CIS countries (35.0%) and Turkey

(31.3 %). For Japanese affiliates in Central and Eastern Europe, the leading sales destination candidates included Central and Eastern Europe (68.2%), the country of location (54.5%) and Russia and the CIS countries (36.4%). By country, the Czech Republic was favored by the largest number of affiliates, 29, followed by Russia (28), Poland (28), Turkey (28) and Hungary (26). The survey results underscore the attractiveness of Central and Eastern Europe, Russia and Turkey as markets for Japanese manufacturing affiliates in Europe.

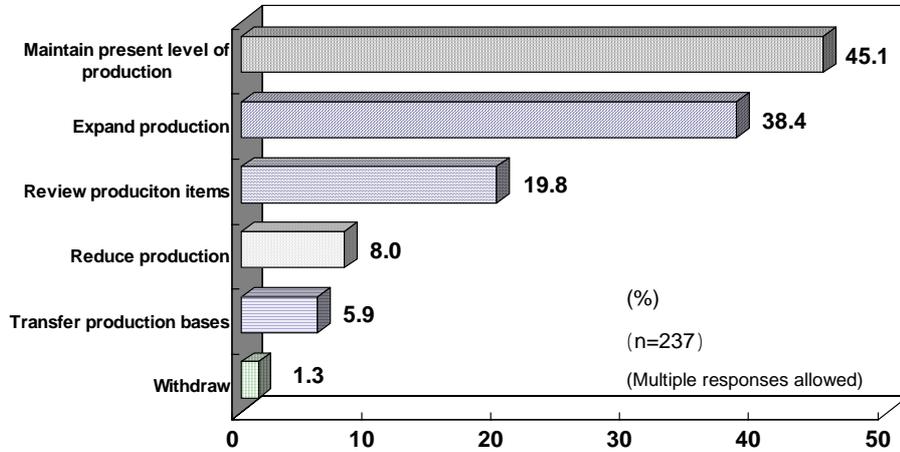
Diagram 3-7: Future Sales Policies of Japanese Manufacturing Affiliates in Central and Eastern Europe for Current Major Sales Destinations



3. Production Setups

Concerning future production systems/plans, the latest survey shows that 45.1% of Japanese affiliates operating in Western Europe plan to maintain the current level of production and 38.4% plan to expand production. Meanwhile, 19.8% plan to review items in production, 8.0% plan reductions of production, 5.9% plan to transfer production bases and 1.3% plan withdrawals.

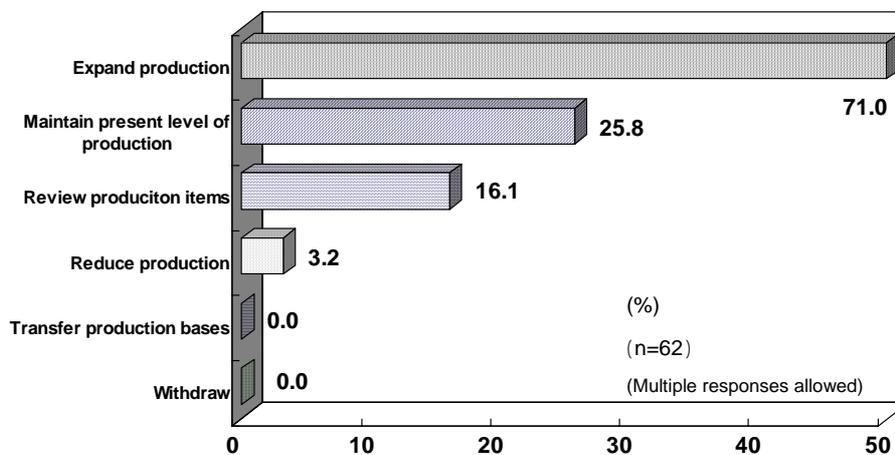
Diagram 3-8: Future Production Plan for Japanese Manufacturing Affiliates in Western Europe



Source: JETRO Survey, Japan External Trade Organization

Of Japanese manufacturing affiliates in Central and Eastern Europe, 71.0% plan to expand production, 25.8% plan to maintain the present level of production, and 16.1% plan to review items in production. On the other hand, only 3.2% plan reductions of production and no companies have plans for transfers of production bases or withdrawals. In the transportation machinery parts sector, in which Japanese companies have a particularly large presence, all of the 18 respondent companies plan to expand production. This planned production expansion is probably in response to automakers' moves in recent years to increase their production capacity in the region.

Diagram 3-9: Future Production Plan for Japanese Manufacturing Affiliates in Central and Eastern Europe

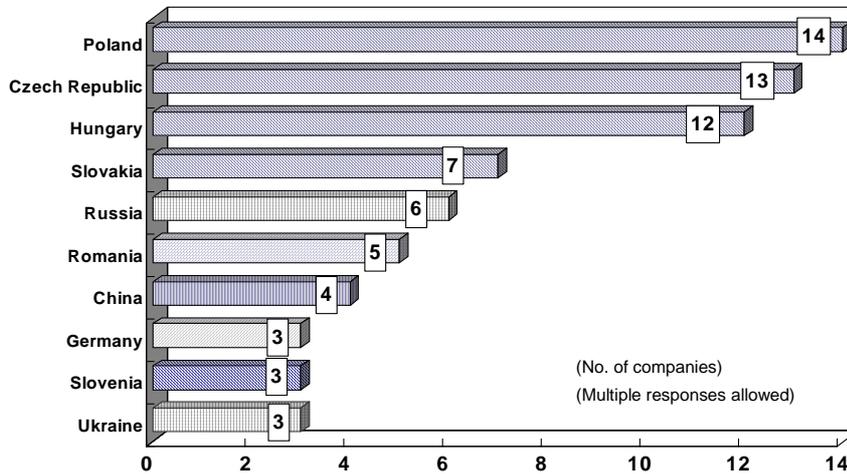


Source: JETRO Survey, Japan External Trade Organization

When asked whether or not they planned to build new production bases, 47 of the 296 respondent companies, or 15.9%, said they were considering such plans (the 47 respondents comprising of 40 firms operating in Western Europe and seven in Central and Eastern Europe).

By industry, plans for new production bases are under consideration in the areas of transportation machinery parts (10 companies), chemical/petrochemical products (7), electric and electronic machinery (6) and plastic products (5). Central and Eastern Europe is particularly popular as a potential site for new production bases, with Poland favored by 14 companies, the Czech Republic by 13, Hungary by 12 and Slovakia by 7.

Diagram 3-10: Countries Considered by Japanese Manufacturing Affiliates in Western Europe as Candidate Sites for New Production Bases



Source: JETRO Survey, Japan External Trade Organization

IV. Management Problems

-Materials and parts procurement costs and labor costs are the leading management problems for Japanese manufacturing affiliates in Western Europe.

-The major challenges for Japanese affiliates in Central and Eastern Europe are securing competent human resources and dealing with issues surrounding complicated trade-related administrative procedures, visas and work permits.

Japanese manufacturing affiliates in Western Europe and those in Central and Eastern Europe face different natures of management problems. In Europe as a whole, the major problems are those related to labor issues, materials and parts procurement, exchange rate fluctuations, visas and work permits and CE marking.

Table 4-1: Management Problems for Japanese Manufacturing Affiliates in Europe

2005 (n=307)			
Category	Problem	Responses	Percentage
Materials and parts procurement	Procurement costs	180	58.6 %
Labor problems	Labor costs	162	52.8 %
Financial problems	Exchange rate fluctuations	159	51.8 %
Labor problems	Competent human resources	127	41.4 %
Labor problems	Quality of workers	119	38.8 %
Investment legislation/procedures	Visa and work permits	111	36.2 %
Standards, certification and regulations	CE mark	104	33.9 %
Materials and parts procurement	Delivery	104	33.9 %
Materials and parts procurement	Product quality	101	32.9 %
Tax system/procedures	Tax rates	81	26.4 %
Labor problems	Social security system	74	24.1 %
Trade legislation/procedures	Complicated administrative procedures	73	23.8 %
Trade legislation/procedures	Customs and tariffs	72	23.5 %
Environmental regulations	RoHS	65	21.2 %
Investment legislation/procedures	Complicated administrative procedures	59	19.2 %
Tax system/procedures	Complicated procedures	58	18.9 %
Labor problems	Unions and strikes	56	18.2 %
Investment legislation/procedures	Frequently revised systems and procedures	43	14.0 %
Insufficient infrastructure	Power supply	40	13.0 %
Insufficient infrastructure	Roads	39	12.7 %
Environmental regulations	WEEE	39	12.7 %
Insufficient infrastructure	Communications	29	9.4 %
Tax system/procedures	Double taxation	28	9.1 %
Environmental regulations	REACH	28	9.1 %
Environmental regulations	ELV	23	7.5 %
Insufficient infrastructure	Other public transportation	22	7.2 %
Tax system/procedures	Other	20	6.5 %
Standards, certification and regulations	Other	20	6.5 %
Financial problems	Fund raising	20	6.5 %
Insufficient infrastructure	Other	18	5.9 %
Trade legislation/procedures	Rules of origin	16	5.2 %
Trade legislation/procedures	Other	16	5.2 %
Environmental regulations	Other	16	5.2 %
Others	Competition law	15	4.9 %
Investment legislation/procedures	Other	11	3.6 %
Labor problems	Other	9	2.9 %
Insufficient infrastructure	Port facilities	9	2.9 %
Trade legislation/procedures	Anti-dumping measures	8	2.6 %
Financial problems	Other	8	2.6 %
Standards, certification and regulations	Plant and animal quarantines	7	2.3 %
Materials and parts procurement	Other	5	1.6 %
Trade legislation/procedures	MFN	1	0.3 %

Source: JETRO Survey, Japan External Trade Organization

Among the management problems facing Japanese manufacturing affiliates in Western Europe, the most frequently mentioned are materials and parts procurement costs (60.7%), labor costs (57.0%) and exchange rate fluctuations (51.2%).

Table 4-2: Management Problems for Japanese Manufacturing Affiliates in Western Europe

2004 (n=266)				2005 (n=242)			
Category	Problem	Responses	Percentage	Category	Problem	Responses	Percentage
Labor problems	Labor costs	155	58.3 %	Materials and parts procurement	Procurement costs	147	60.7 %
Materials and parts procurement	Procurement costs	144	54.1 %	Labor problems	Labor costs	138	57.0 %
Financial problems	Exchange rate fluctuations	133	50.0 %	Financial problems	Exchange rate fluctuations	124	51.2 %
Labor problems	Quality of workers	97	36.5 %	Labor problems	Quality of workers	91	37.6 %
Labor problems	Competent human resources	93	35.0 %	Labor problems	Competent human resources	83	34.3 %
Materials and parts procurement	Delivery	85	32.0 %	Materials and parts procurement	Product quality	76	31.4 %
Standards, certification and regulations	CE mark	85	32.0 %	Materials and parts procurement	Delivery	76	31.4 %
Investment legislation/procedures	Visa and work permits	70	26.3 %	Standards, certification and regulations	CE mark	74	30.6 %
Materials and parts procurement	Product quality	66	24.8 %	Investment legislation/procedures	Visa and work permits	72	29.8 %
Tax system/procedures	Tax rates	51	19.2 %	Tax system/procedures	Tax rates	57	23.6 %
Trade legislation/procedures	Customs and Tariffs	48	18.0 %	Environmental regulations	RoHS	56	23.1 %
Labor problems	Unions and strikes	48	18.0 %	Labor problems	Unions and strikes	52	21.5 %
Environmental regulations	RoHS	42	15.8 %	Trade legislation/procedures	Customs and tariffs	49	20.2 %
Labor problems	Social security system	39	14.7 %	Labor problems	Social security system	48	19.8 %
Environmental regulations	WEEE	33	12.4 %	Trade legislation/procedures	Complicated administrative procedures	34	14.0 %
Tax system/procedures	Complicated procedures	32	12.0 %	Environmental regulations	WEEE	34	14.0 %
Trade legislation/procedures	Complicated administrative procedures	28	10.5 %	Tax system/procedures	Complicated procedures	32	13.2 %
Investment legislation/procedures	Complicated administrative procedures	24	9.0 %	Investment legislation/procedures	Complicated administrative procedures	29	12.0 %
Standards, certification and regulations	Other	23	8.6 %	Environmental regulations	REACH	26	10.7 %
Tax system/procedures	Double taxation	19	7.1 %	Tax system/procedures	Double taxation	20	8.3 %
Insufficient infrastructure	Other public transportation	19	7.1 %	Investment legislation/procedures	Frequently revised systems and procedures	19	7.9 %
Investment legislation/procedures	Frequently revised systems and procedures	16	6.0 %	Insufficient infrastructure	Power supply	19	7.9 %
Environmental regulations	ELV	16	6.0 %	Standards, certification and regulations	Other	17	7.0 %
Insufficient infrastructure	Communications	15	5.6 %	Insufficient infrastructure	Communications	16	6.6 %
Environmental regulations	REACH	14	5.3 %	Environmental regulations	ELV	16	6.6 %
Financial problems	Fund raising	14	5.3 %	Tax system/procedures	Other	15	6.2 %
Insufficient infrastructure	Roads	12	4.5 %	Insufficient infrastructure	Other	15	6.2 %
Insufficient infrastructure	Power supply	12	4.5 %	Insufficient infrastructure	Other public transportation	14	5.8 %
Trade legislation/procedures	Rules of Origin	10	3.8 %	Environmental regulations	Other	14	5.8 %
Environmental regulations	Other	10	3.8 %	Trade legislation/procedures	Other	13	5.4 %
Tax system/procedures	Other	9	3.4 %	Trade legislation/procedures	Rules of Origin	12	5.0 %
Others	Competition law	9	3.4 %	Financial problems	Fund raising	12	5.0 %
Trade legislation/procedures	Anti-dumping measures	8	3.0 %	Insufficient infrastructure	Roads	12	5.0 %
Trade legislation/procedures	Other	7	2.6 %	Others	Competition law	12	5.0 %
Labor problems	Other	5	1.9 %	Investment legislation/procedures	Other	9	3.7 %
Standards, certification and regulations	Plant and animal quarantines	5	1.9 %	Trade legislation/procedures	Anti-dumping measures	8	3.3 %
Insufficient infrastructure	Port facilities	5	1.9 %	Financial problems	Other	6	2.5 %
Materials and parts procurement	Other	4	1.5 %	Standards, certification and regulations	Plant and animal quarantines	5	2.1 %
Financial problems	Other	3	1.1 %	Labor problems	Other	5	2.1 %
Investment legislation/procedures	Other	3	1.1 %	Insufficient infrastructure	Port facilities	5	2.1 %
Insufficient infrastructure	Other	2	0.8 %	Materials and parts procurement	Other	2	0.8 %
Trade legislation/procedures	MFN	1	0.4 %	Trade legislation/procedures	MFN	1	0.4 %

Source: JETRO Survey, Japan External Trade Organization

Cost-related issues are thus looming large as the leading problems in Western Europe. This suggests that Japanese companies are acutely aware of the cost disadvantage of Western Europe compared with Central and Eastern Europe, as an increasing number of Central and Eastern European countries are becoming integrated into the EU.

The issue of materials and parts procurement costs stands out as a major problem in the UK (cited by 60 out of the 83 respondent companies) and in Germany (16 out of 25), while the issue of labor costs was frequently cited in Germany (17 out of 25), the Netherlands (12 out of 18), Ireland (8 out of 12) and the UK (51 out of 83).

Exchange rate fluctuations stood out as a major problem not only in the UK (cited by 51 companies out of 83), which is outside the euro zone, but also in euro-zone countries such as the Netherlands (cited by 11 out of 18), Germany (14 out of 25) and Spain (12 out of 22). This probably reflects the increased competition with companies from outside the EU that due to the continued strength of European currencies such as the euro and the pound against the yen and other currencies.

The above-mentioned three most frequently cited management problems were followed by the quality of workers (37.6%), the securing of competent human resources (34.3%), and parts and materials procurement costs (31.4%) and delivery (31.4%). Thus, Japanese companies operating in Western Europe are struggling with issues related to labor and materials and parts procurement in addition to cost-related problems.

The issue of worker quality was identified as a problem by many companies in the UK (50 out of the 83 respondents companies) and in the Netherlands (10 out of 18). In Ireland, securing competent human resources (6 out of 12) also stands out as a major management problem, in addition to the worker quality issues (7 out of 12). In Spain, “unions and strikes” were cited by a particularly large proportion of companies (14 out of 22).

Other issues identified as a major management problem included CE marking (30.6%), and visas and work permits (29.8%).

Table 4-3: Management Problems for Japanese Manufacturing Affiliates in Central and Eastern Europe

2004 (n=54)				2005 (n=65)			
Category	Problem	Responses	Percentage	Category	Problem	Responses	Percentage
Financial problems	Exchange rate fluctuations	36	66.7 %	Labor problems	Competent human resources	44	67.7 %
Investment legislation/procedures	Visa/work permits	32	59.3 %	Trade legislation/procedures	Complicated administrative procedures	39	60.0 %
Materials and parts procurement	Product quality	27	50.0 %	Investment legislation/procedures	Visa and work permits	39	60.0 %
Insufficient infrastructure	Roads	27	50.0 %	Financial problems	Exchange rate fluctuations	35	53.8 %
Labor problems	Competent human resources	27	50.0 %	Materials and parts procurement	Procurement costs	33	50.8 %
Investment legislation/procedures	Complicated administrative procedures	25	46.3 %	Investment legislation/procedures	Complicated administrative procedures	30	46.2 %
Trade legislation/procedures	Complicated administrative procedures	24	44.4 %	Standards, certification and regulations	CE mark	30	46.2 %
Tax systems/procedures	Complicated procedures	23	42.6 %	Labor problems	Quality of workers	28	43.1 %
Materials and parts procurement	Delivery	23	42.6 %	Materials and parts procurement	Delivery	28	43.1 %
Standards, certification and regulations	CE mark	22	40.7 %	Insufficient infrastructure	Roads	27	41.5 %
Materials and parts procurement	Procurement costs	21	38.9 %	Tax systems/procedures	Complicated procedures	26	40.0 %
Investment legislation/procedures	Frequently revised systems and procedures	20	37.0 %	Labor problems	Social security system	26	40.0 %
Labor problems	Social security system	19	35.2 %	Materials and parts procurement	Product quality	25	38.5 %
Labor problems	Labor costs	17	31.5 %	Investment legislation/procedures	Frequently revised systems and procedures	24	36.9 %
Labor problems	Quality of workers	17	31.5 %	Tax systems/procedures	Tax rates	24	36.9 %
Tax systems/procedures	Tax rates	14	25.9 %	Labor problems	Labor costs	24	36.9 %
Insufficient infrastructure	Power supply	11	20.4 %	Trade legislation/procedures	Customs and tariffs	23	35.4 %
Trade legislation/procedures	Customs and tariffs	11	20.4 %	Insufficient infrastructure	Power supply	21	32.3 %
Financial Problems	Fund raising	10	18.5 %	Insufficient infrastructure	Communications	13	20.0 %
Insufficient infrastructure	Communications	9	16.7 %	Environmental regulations	RoHS	9	13.8 %
Tax systems/procedures	Double taxation	8	14.8 %	Tax systems/procedures	Double taxation	8	12.3 %
Environmental regulations	RoHS	6	11.1 %	Financial problems	Fund raising	8	12.3 %
Insufficient infrastructure	Other public transportation	6	11.1 %	Insufficient infrastructure	Other public transportation	8	12.3 %
Environmental regulations	WEEE	4	7.4 %	Environmental regulations	ELV	7	10.8 %
Others	Competition law	4	7.4 %	Tax systems/procedures	Other	5	7.7 %
Trade legislation/procedures	Rules of origin	3	5.6 %	Environmental regulations	WEEE	5	7.7 %
Labor problems	Unions/strikes	3	5.6 %	Trade legislation/procedures	Rules of Origin	4	6.2 %
Environmental regulations	ELV	3	5.6 %	Labor problems	Unions and strikes	4	6.2 %
Standards, certification and regulations	Plant and animal quarantines	2	3.7 %	Labor problems	Other	4	6.2 %
Standards, certification and regulations	Other	2	3.7 %	Insufficient infrastructure	Port facilities	4	6.2 %
Trade legislation/procedures	MFN	1	1.9 %	Trade legislation/procedures	Other	3	4.6 %
Insufficient infrastructure	Port facilities	1	1.9 %	Standards, certification and regulations	Other	3	4.6 %
Trade legislation/procedures	Anti-dumping measures	1	1.9 %	Materials and parts procurement	Other	3	4.6 %
				Insufficient infrastructure	Other	3	4.6 %
				Others	Competition law	3	4.6 %
				Investment legislation/procedures	Other	2	3.1 %
				Standards, certification and regulations	Plant and animal quarantines	2	3.1 %
				Financial problems	Other	2	3.1 %
				Environmental regulations	REACH	2	3.1 %
				Environmental regulations	Other	2	3.1 %
				Trade legislation/procedures	Anti-dumping measures	0	0.0 %
				Trade legislation/procedures	MFN	0	0.0 %

(Source: JETRO Survey, Japan External Trade Organization)

Problems most frequently cited by Japanese manufacturing affiliates in Central and Eastern Europe included the securing of competent human resources (67.7%), complicated trade-related administrative procedures (60.0%), visas and work permits (60.0%), exchange rate fluctuations (53.8%) and materials and parts procurement costs (50.8%).

The securing of competent human resources topped the list of problems in the latest survey as the percentage of companies citing this as a problem jumped as much as 17.7 points from the previous year after being on the rise for some years. This problem was cited particularly frequently in countries with small populations, such as the Czech Republic (12 out of the 14 respondent companies), which has been a strong magnet for new entrants in recent years, and Hungary (18 out of 24). On the other hand, relatively few companies (5 out of 15) noted any problems in securing competent human resources in Poland, which is the most populous country in Central and Eastern Europe. As an increasing number of companies from Japan and other countries set up manufacturing operations in the region, putting a squeeze on a limited labor pool, new entrants struggle to hire employees and existing affiliates have to prevent the outflow of employees to other companies. Under these circumstances, expectations are high for the governments of these countries welcoming foreign companies to implement effective policy measures to develop human resources.

A majority of Japanese affiliates in each Central and Eastern European country identified the issue of visas and work permits (investment legislation and procedures) as a management problem, with a particularly large proportion of companies in Hungary (17 out of 24) citing this as an issue. Among other issues related to the investment legislation and procedures, complicated administrative procedures also figured prominently among major problems (cited by 46.2%).

The ratio of companies that listed exchange rate fluctuations as a management problem fell 12.9 points, but a majority still regarded it as a problem. This comes against the background of the local currencies in Central and Eastern Europe continuing to retain relatively high levels against the euro, a situation that puts manufacturers in the region at a disadvantage with regards to exports to the euro zone.

Also high up the list of management problems in the region are materials and parts procurement costs (cited by 50.8%), materials and parts delivery (43.1%), and materials and parts quality (38.5%). Thus, the procuring of high-quality materials and parts smoothly and at affordable cost is a major challenge for Japanese affiliates in Central and Eastern Europe, as well as for their counterparts in Western Europe.

CE marking (standards, certification and regulations) is another major problem (cited by 46.2 %),

reflecting the need for the Japanese affiliates in Central and Eastern Europe to take steps to comply with the EU legislation and regulations following the enlargement of the EU. Also notable is that the ratio of companies citing the worker quality issue climbed as much as 11.6 points from the previous year to 43.1%. This issue was cited by a particularly large number of companies in Hungary (14 out of 24). Insufficient road infrastructure also loomed large as a management problem (cited by 41.5 %). It was cited by a majority of Japanese affiliates in Poland (12 out of 15). It is hoped that will these problems be solved promptly utilizing EU funds.

Among other major issues cited as problems were complicated tax-related procedures and social security systems, both of which were cited by 40.0% of respondents.

V. Measures to Deal with Environmental Issues

-Approximately 70% of companies expect that measures that must be taken to comply with EU environmental regulations will impose additional costs on them.

-Approximately 40% expect that countermeasures against global warming will lead to cost increases.

1. Effects of EU environmental regulations*

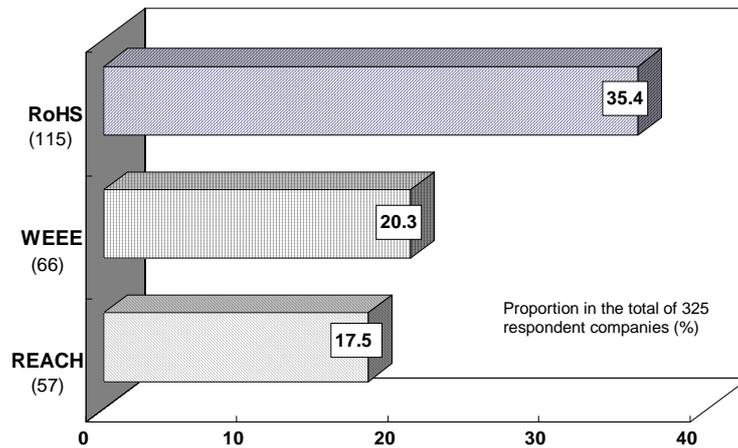
Among management problems, environmental regulations are being cited more often than before. In this context, the survey addressed the three major EU environmental regulations, i.e. the Directive on Waste Electrical and Electronic Equipment (WEEE), which implemented in August 2003, the Directive on the Restriction of the Use of Certain Hazardous Substances in Electrical and Electronic Equipment (RoHS), implemented in July 2006, and the new regulation for the Registration, Evaluation, Authorization of Chemicals (REACH), which is under development and scheduled to take effect around the spring of 2007, with a view to investigating both the impact of these regulations on Japanese manufacturing affiliates in Europe in terms of costs as well as the measures taken to comply with these regulations.

Of the 325 respondent companies, 161 companies (49.5%) deal with products subject to these three regulations. By region, 130 of these companies (80.7%) are located in Western Europe, with 27 companies (16.8%) in Central and Eastern Europe, and four (2.5%) in Turkey, almost in proportion to the geographical distribution of Japanese manufacturing affiliates.

* Only this item includes data for Turkey.

The RoHS directive applies to the largest number of companies, 115 in all, followed by WEEE, applicable to 66 companies, and REACH, applicable to 57. This suggests that RoHS has broad and significant effects (See Diagram 5-1).

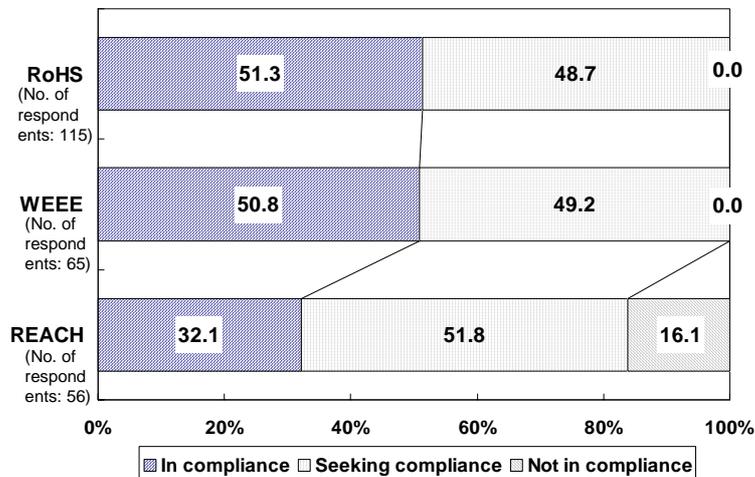
Diagram 5-1: Number of Companies Subject to EU Environmental Regulations



Source: JETRO Survey, Japan External Trade Organization

The latest survey asked companies about their level of compliance with regards to each of the three EU regulations, providing three answer choices; “in compliance,” “seeking compliance,” and “not in compliance.” Of the companies whose products are subject to RoHS and WEEE, no company answered “not in compliance,” and a slim majority responded that they were “in compliance.” Concerning REACH, details of which have yet to be revealed, more than three in every ten (32.1%) replied they were in compliance, with only 16.1% responding that they were not in compliance.

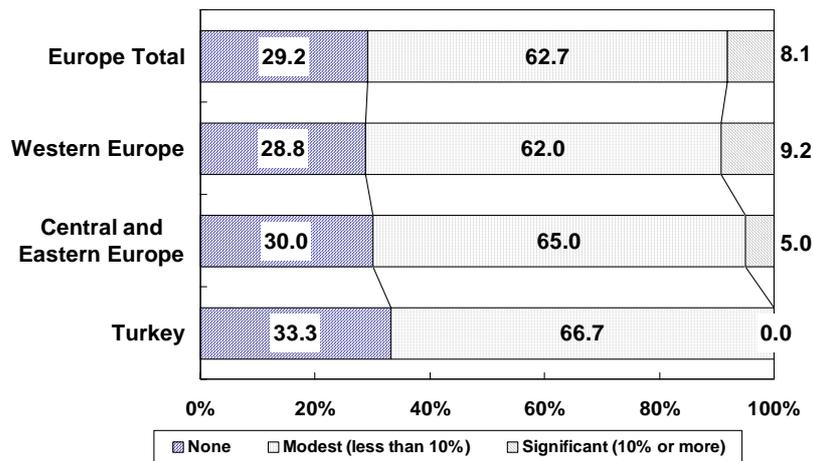
Diagram 5-2: Reactions to EU Environmental Regulations



Source: JETRO Survey, Japan External Trade Organization

When asked about the impact of compliance with environmental regulations on their costs, 62.7% (131 companies) expect modest cost increases (an increase of less than 10%) and 8.1 % (17 companies) project significant cost increases (an increase of 10% or more). This means that seven out of every ten companies (70.8 %, or 148 companies) expect a certain degree of impact on their costs (29.2 %, or 61 companies, expect no such impact).

Diagram 5-3: Effects of EU Environmental Regulations on Production Costs

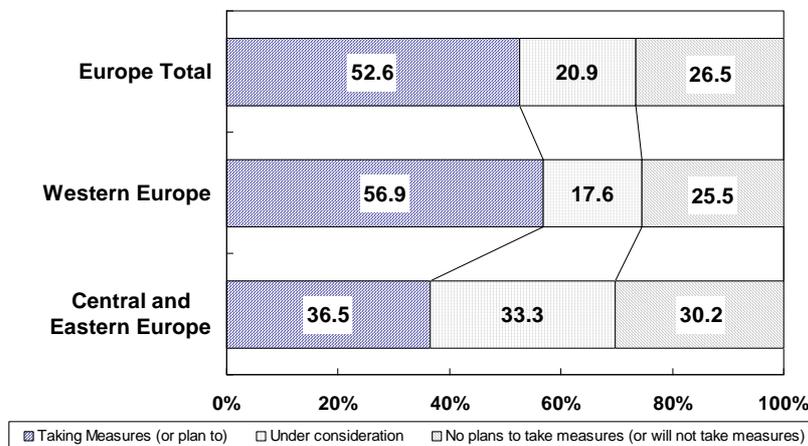


Source: JETRO Survey, Japan External Trade Organization

2. Countermeasures against global warming

As governments cooperate in implementing countermeasures against global warming, anti-global warming legislation and regulations that may affect corporate management are already in force. In this context, the latest survey asked the companies about measures they have taken to tackle global warming (energy saving, CO2 reduction, etc.) and about the impact of these measures on their costs.

Diagram 5-4: Implementation of Countermeasures Against Global Warming



Source: JETRO Survey, Japan External Trade Organization

About half of the respondent companies (52.6%) said they were already implementing countermeasures against global warming or planned to do so, and 20.9% said that such measures were “under consideration.” This means that more than seven out of every ten companies (73.5%) reported that they were actively tackling global warming. The ratio of companies that are implementing countermeasures or plan to do so stands at 56.9% in Western Europe and at 36.5% in Central and Eastern Europe, indicating that Western Europe is ahead of Central and Eastern Europe in its efforts to combat global warming. Even in Western Europe, however, about a quarter of the companies reported having no plans or intentions to implement countermeasures against global warming.

The latest survey also asked companies that are implementing countermeasures or plan to do so about their objectives and specific implementation measures and their impact on costs.

(1) “What are the primary objectives?” (Multiple responses allowed)

“Environmental contribution as a socially responsible company” was cited by the most companies (59.8%), followed by “response to environmental regulations (i.e. Law concerning the Rational Use of Energy)” (54.8%), “cost reduction for products through energy conservation, etc. (53.4%), and “enhancing environmental value of our products” (26.5%). The survey results indicate that many companies are tackling global warming with positive motivation, as opposed to simply responding to the need to comply with environmental regulations.

(2) “What specific methods” are being implemented? (Multiple responses allowed)

By far the largest proportions of companies chose “introducing energy-saving methods in factories/offices” (67.4%) and “acquisition of environmental certification, such as ISO 14000” (66.0%) as answers. This suggests that factory-floor level efforts and the acquisition of ISO certificates, for which Japanese companies are working hard, are effective practical measures in tackling global warming.

Only small proportions of the companies responded with “introducing new energy facilities (i.e. wind power, solar, biomass) in factories/offices” (12.1%) and “purchasing emission reduction credits, green certificates, etc” (4.2%).

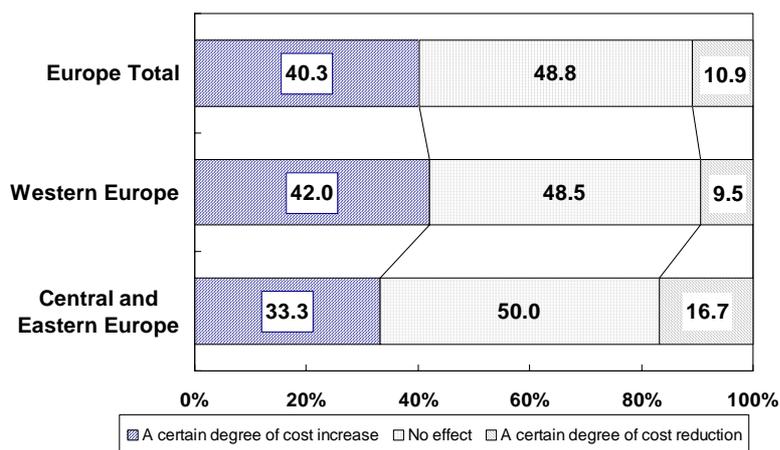
(3) “How much production cost do these global warming measures impose on your company?”

The survey provided the following five answer choices according to the degree of cost impact.

- (i) Significant increase (10% or more)

- (ii) Modest increase (less than 10%)
- (iii) None
- (iv) Modest reduction (less than 10%)
- (v) Significant reduction (10% or more)

Diagram 5-5: Effects of Countermeasures Against Global Warming on Production Costs



Source: JETRO Survey, Japan External Trade Organization

No company picked (v). The largest proportion of the respondents, constituting nearly half of the companies (48.8%), chose (iii)“None” as their answer. As for the other companies, 3.3% picked (i), 37.0% chose (ii), and 10.9% opted for (iv).

The upshot thereof is that about four out of every ten companies (40.3%), the sum of the percentages of the companies that picked (i) and (ii), are experiencing a certain degree of cost increase. The ratio of companies expecting cost increases is somewhat higher in Western Europe than in Central and Eastern Europe.

The latest survey also asked companies, including those that stated that they had no plans to take countermeasures against global warming, about the European Union Greenhouse Gas Emission Trading Scheme (EU-ETS), which was initiated in January 2005.

(4) Effects of EU-ETS (multiple responses allowed)

Of the respondent companies, as many as about eight in every ten (79.4%) replied that they expect “no significant effect.” Meanwhile, 14.0% noted that energy costs (electricity and gas fees) increased and 4.5% noted increases in parts procurement costs. The ratio of companies that said emission

limits were imposed on their factories came to 3.5%. The survey results indicate that although most companies foresee no notable impact, some firms are clearly feeling palpable effects.

(5) Countermeasures against global warming following the entry into force of the European Directive linking international schemes – Kyoto Protocol (Kyoto Mechanism) and EU-ETS (multiple responses allowed)

Of the 273 respondent companies, about seven out of every ten (70.3%) said there was no change in their existing policies, while about three out of every ten (30.8%) said they are collecting “the latest relevant information.” The ratio of companies considering “active investment to secure emission reduction credits” stood at only 1.8%.

Table: Japanese Manufacturing Affiliates Newly Entering Europe in 2005

Country	Local company name	Japanese company name	Established in	Line of Business	Sector
UK	JORDANS (TOOLMAKERS) Limited	ARRK Corp.	2005	Manufacture and sales of molds	Metal products
	Tackle Seating UK	TACHI-S Co., Ltd.	2005	Manufacture of automotive seats	Transportation machinery parts
France	Kontron Medical SAS	Fukuda Denshi Co., Ltd.	2005	R&D, manufacture and sales of ultrasound imaging diagnostic equipment	Medical device
	MHI Equipment Alsace S.A.S	Mitsubishi Heavy Industries, Ltd.	2005	Manufacture and sales of medium- and large-size engines	General machinery
	SERMO SAS	ARRK Corp.	2005	Design and manufacture of molds for automotive parts	Transportation machinery parts
	TOYOTA BOSHOKU FRANCE S.A.S	Toyota Boshoku Corp.	2005	Manufacture and sales of automotive bumpers	Transportation machinery parts
Germany	Olympus Life And Material Science Europe GmbH	Olympus Corp.	2005	R&D, manufacture and sales of reagents	Pharmaceutical products
	Trocellen GmbH	Furukawa Electric Co., Ltd. Otsuka Chemical Co., Ltd.	2005	Manufacture of cross-linked polyolefin foam, manufacture and sale of processed products	Other manufacturing
Netherlands	Ecques Coatings B.V.	Dainippon Ink and Chemicals, Inc.	2005	Coating agents and adhesives for optical discs	Chemical/Petrochemical products
Belgium	Toyota Boshoku Europe N.V.	Toyota Boshoku Corp.	2005	Surveys on European automobiles, manufacture and sales of automotive interior products	Transportation machinery parts
Ireland	Astellas Ireland Co., Ltd.	Astellas Pharma Inc.	2005	Manufacture of pharmaceutical products	Pharmaceutical products
Spain	Qualicaps Europe, S.A.	Qualicaps Co., Ltd.	2005	Manufacture and sales of capsules (gelatin and cellulose)	Other manufacturing
Italy	IRIS s.r.l.	Onward Kashiyama Co., Ltd.	2005	Manufacture and sales of shoes	Apparel/textile products
Denmark	Musholm Lax A/S	Okamura Foods Co., Ltd.	2005	Cultivation of trout, trout roe, etc.	Food products, agricultural and fisheries product processing
Austria	Lexedis Lighting GmbH	Toyoda Gosei Co., Ltd.	2005	Manufacture and sales of high efficiency digital light sources (XED)	Electric and Electronic parts
Switzerland	ILFORD Imaging Switzerland GmbH	Oji Paper Co., Ltd.	2005	Manufacture and sales of glossy inkjet photo paper and display film	paper/pulp
	Kontron Medical AG	Fukuda Denshi Co., Ltd.	2005	R&D, manufacture and sales of ultrasound imaging diagnostic equipment	Medical device
Poland	Fuji Seal Poland Sp.z o.o.	Fuji Seal International Inc.	2005	Manufacture and sales of packaging materials	Other manufacturing
	Koide Poland Sp.z o.o.	Koide Kokan Co., Ltd.	2005	Manufacture of steel pipes for automotive vibration isolation rubber and other products	Transportation machinery parts
	Kotani Poland Sp.z o.o.	Kotani Corp., Sumitomo Corp. Group, NTN Corp.	2005	Manufacture of forged parts for automotive drive system	Transportation machinery parts
	Natrium S.A.	Ushio Inc.(BLV Licht-und Vakuumtechnik GmbH)	2005	Manufacture and sales of sodium lamps and other energy-saving lighting sources, manufacture of lamps and lighting equipmen	Electric and Electronic machinery
	SD Engineering (Europe) Sp.zo.o	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems, Ltd.	2005	Manufacture and sales of small facilities	Transportation machinery parts
	SURUGA POLSKA Sp.z o.o.	Suruga Seiki Co., Ltd. (Misumi Group Inc)	2005	Manufacture of precision parts for factory automation machinery	Precision machinery
Czech Republic	AGC Automotibe Czech a.s.	Asahi Glass Co., Ltd.	2005	Manufacture of automotive glass	Transportation machinery parts
	Daido Metal Czech s.r.o.	Daido Metal Corp.	2005	Manufacture of resin and metal bushes for automotive steering and suspension systems	Transportation machinery parts
	JSP International s.r.o	JSP Corp. (JSP International)	2005	Manufacture of expanded polypropylene beads	Chemical/Petrochemical products
	Muramoto Manufacturing Europe s.r.o.	Muramoto Industry Co., Ltd.	2005	Manufacture of press parts for plasma television sets	Electric and electronics parts
	Ohmori Technos Czech s.r.o	Ohmori Technos Corp.	2005	Manufacture of parts for air conditioner compressors	Electric and electronic parts
Slovakia	Kitani Electric Slovakia s.r.o.	Kitani Electric Co., Ltd.	2005	Manufacture of solar panel parts	Electric and electronic parts
Hungary	Bridgestone Hungary Ltd.	Bridgestone Corp.	2005	Manufacture of automotive tires	transportation machinery parts

TURKEY

I. Overview of Japanese Manufacturing Affiliates in Turkey

---13 of 16 Japanese manufacturing affiliates are based in the automotive and related industries

The latest survey revealed that 16 Japanese manufacturing affiliates were operating in Turkey as of the end of 2005.

The presence of Japanese manufacturing affiliates in Turkey is concentrated primarily in the automotive industry, as three of the 16 companies are based in the transportation machinery sector and ten are in the transportation machinery parts sector. The remaining three companies are involved in food products and agricultural and fisheries product processing, rubber products and the “other” manufacturing sectors.

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

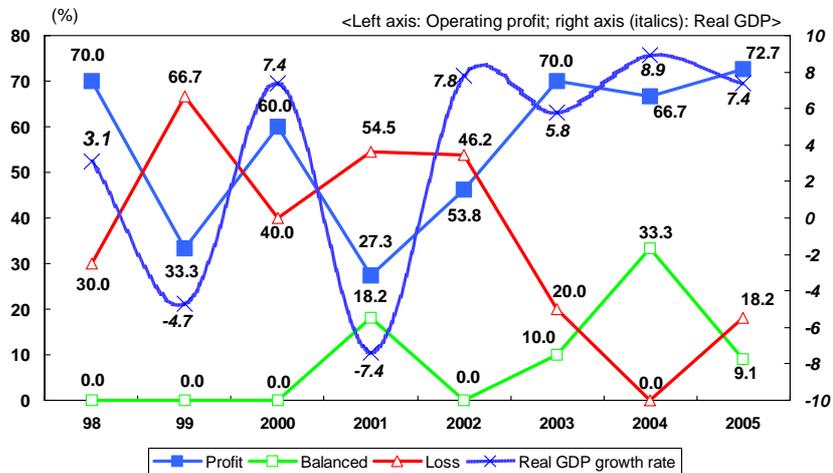
-Of the respondent companies, 72.7% projected operating profits for 2005, 9.1 % projected a “balanced” and 18.2 % projected operating losses.

-The ratios of both of companies projecting improvements on an operating basis and those projecting deterioration came to 36.4 %.

1. Most companies continuing to project operating profits for 2005

Of the 11 respondent companies, eight projected operating profits for 2005, compared with six out of the nine respondent companies in the previous year. Meanwhile, two companies projected operating losses, whereas in the previous year, there were no firms projecting losses. Only one company projected a “balanced,” down from three in the previous year (See Diagram 1).

Diagram 1: Operating Profits for Japanese Manufacturing Affiliates in Turkey



Source: Operating profit --- JETRO Survey, Japan External Trade Organization
Real GDP growth rate --- Turkish Statistical Institute

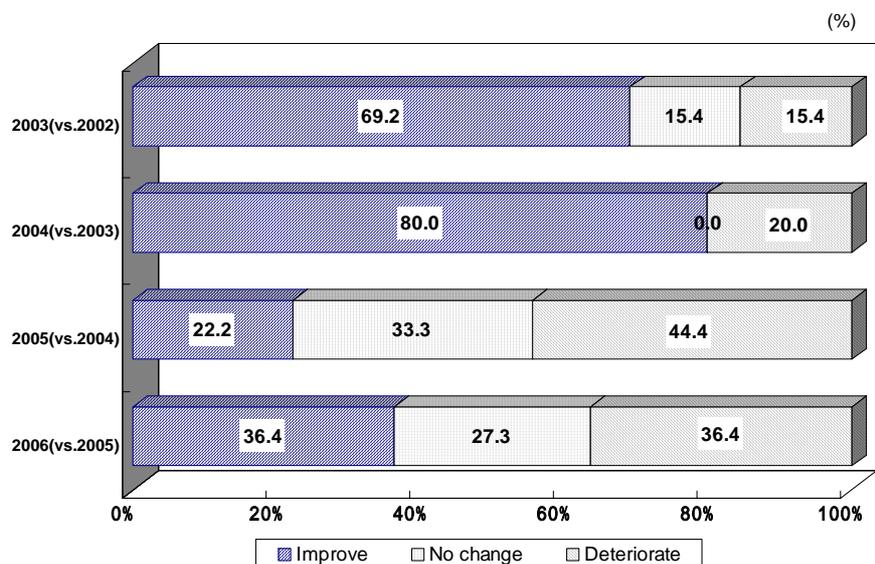
2. Outlook for 2006 almost evenly divided among projections for “improvement,” “deterioration and “unchanged”

Of the respondent companies, four (36.4%) projected improvements on an operating basis in 2006 compared with 2005, with another four projecting deterioration and three (27.3%) projecting “unchanged” results (See Diagram 2).

In 2005, Turkey’s real GDP growth rate declined from 8.9% in the previous year to 7.4%, but personal consumption in the country held firm and private-sector capital investment maintained double-digit growth. The GDP growth rate exceeded 5% for four straight years from 2002, creating such a sustained economic boom unseen since the 1990s. However, a surge in imports due to growing domestic demand and continued high oil prices lifted the ratio of the current account deficit to GNP to a record high of 6.3 %, fueling concern about the future prospects of the economy.

Adding to this concern, Turkey, as well as other emerging economies, faced an exodus of funds that had been produced by the so-called carry trade (a way of earning profits by raising funds in currencies of countries where interest rates are low and investing these funds in currencies of countries with high interest rates), after the United States, Europe and Japan implemented credit tightening measures almost in step with each other in the spring of 2006, thus clamping down on this excessive financial liquidity around the world. Consequently, the Turkish lira plunged 17.9% against both the U.S. dollar and the euro in May-June, and Turkish stock prices tumbled 19.5 % during the same period. Although the lira rebounded by the end of August against the dollar and the euro by 6.8 % and 9.2 %, respectively, the Central Bank of Turkey had twice conducted interest rate hikes by that time in order to rein in inflation and defend the value of the lira. The interest rate hikes may affect sales of automobiles in particular, as the proportion of cars sold in monthly installments is high. When the latest survey was conducted (January 2006), it was difficult to predict such shaky economic conditions. However, Japanese manufacturing affiliates in Turkey were divided in their profit outlook for 2006, apparently because there had already been concern that the country’s domestic demand, which had been showing signs of overheating, might soon enter an adjustment phase.

Diagram 2: Operating Profit Outlook for Japanese Manufacturing Affiliates in Turkey



Source: JETRO Survey, Japan External Trade Organization

III. Procurement, Sales and Production Systems/Plans

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

-The major procurement sources at present are Japan, Western Europe and the country of location .
 -Japanese companies plan to reduce procurement from Japan while expanding procurement from Western Europe and the country of location.

(1) Present procurement sources

---Japan, Western Europe and the country of location are the three major sources of procurement

The leading sources of procurement by the 11 Japanese manufacturing affiliates in Turkey are Japan and Western Europe, both cited by eight companies. The country of location (Turkey) was cited by seven companies as a source of procurement (See Table 1).

Table 1: Major Procurement Sources (Regions/Countries)

Japan	Western Europe	Country of Location	Central and Eastern Europe	Others	Respondent companies
8	8	7	2	2	11

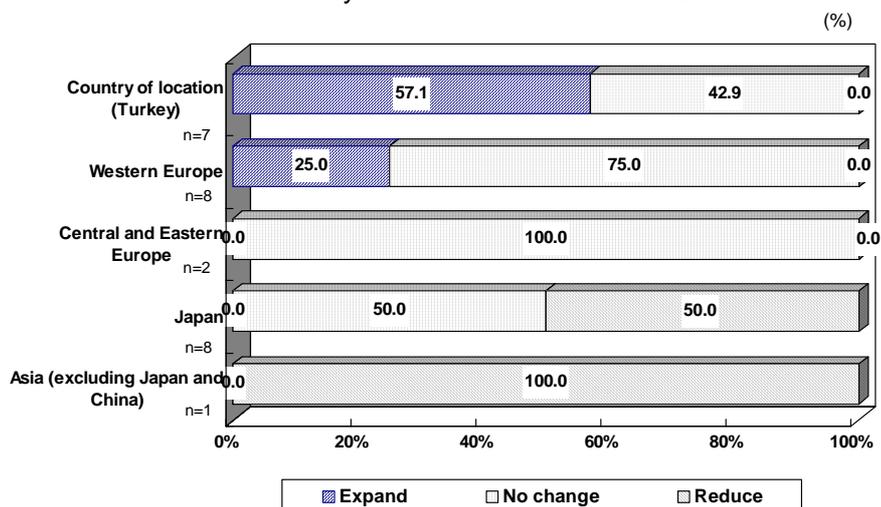
(Multiple responses allowed)

(2) Future procurement policy

---Companies planning to concentrate their procurement sources within Europe

The Japanese manufacturing affiliates in Turkey plan to maintain or reduce present levels of procurement from Japan while expanding or maintaining present levels of procurement from the country of location and Western Europe. There are only two companies procuring materials and parts from Central and Eastern Europe, both of which plan to maintain current level of procurements from that region. There are two companies procuring materials and parts from Asia (excluding Japan and China) and from “other” Regions, both of which plan to reduce their procurement from these regions. The survey results indicate a growing trend towards focusing on Europe as a procurement source (See Diagram 3).

Diagram 3: Future Procurement Policies of Japanese Manufacturing Affiliates in Turkey for Current Procurement Sources



(Multiple responses allowed)

Source: JETRO Survey, Japan External Trade Organization

2. Sales destinations

-Japanese manufacturing affiliates in Turkey are focusing on the country of location and Europe as principal sales markets and also expanding sales in neighboring countries.
 -The companies plan to expand sales in Central and Eastern Europe

(1) Present sales destinations

--- Companies also expanding sales in neighboring countries in the Middle East

The country of location (Turkey) was the leading sales destination for the 11 Japanese manufacturing affiliates in Turkey as the country was cited by all of the 11, followed by Western Europe, mentioned

by six companies. Central and Eastern Europe, Japan and “others” were all cited by two companies each. Of the two firms that cited "others," one mentioned the United States, while the other listed Syria, Saudi Arabia and Iran, which are all Middle Eastern neighbors of Turkey. The survey results indicate that although Turkey's domestic market is the leading sales destination for the Japanese manufacturing affiliates in the country, Turkey also serves as a base for exports to Europe and to neighboring countries (See Table 2).

Table 2: Sales Destinations (Regions/Countries)

Japan	Western Europe	Country of Location	Central and Eastern Europe	Others	Respondent companies
2	6	11	2	2	11

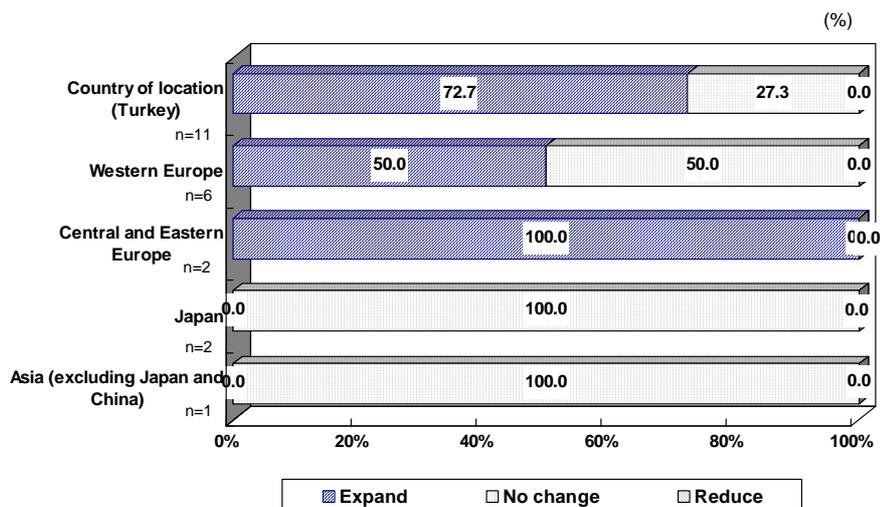
(Multiple responses allowed)

(2) Future sales policies

--- Most companies planning to expand sales in Turkey and in Central and Eastern Europe

Japanese manufacturing affiliates in Turkey plan to expand/reinforce domestic sales as well as those in Central and Eastern Europe. Of the 11 companies selling products in Turkey, eight said that they planned to expand sales in the country. Both of the two companies selling products in Central and Eastern Europe said they planned to expand sales in the region. The six companies selling products in Western Europe were evenly divided with regard to their sales plans, with three of them planning sales expansions there and the remaining three planning to maintain present levels (see Diagram 4).

Diagram 4: Future Sales Policies for Current Sales Destinations



(Multiple responses allowed)

Source: JETRO Survey, Japan External Trade Organization

IV. Management Problems

-"Complicated trade-related administrative procedures" and "CE marking" are the first and the second most frequently cited management problems, respectively.

Table 3: Management Problems (2004)

(n=9)			
Category	Problem	Responses	Percentage
Investment legislation/procedures	Visa/work permits	8	88.9 %
Financial problems	Exchange rate fluctuations	8	88.9 %
Standards, certification and regulations	CE mark	7	77.8 %
Materials and parts procurement	Product quality	7	77.8 %
Trade legislation/procedures	Complicated administrative procedures	6	66.7 %
Insufficient infrastructure	Roads	5	55.6 %
Insufficient infrastructure	Power supply	5	55.6 %
Trade legislation/procedures	Customs and tariffs	4	44.4 %
Tax systems/procedures	Complicated procedures	4	44.4 %
Insufficient infrastructure	Communications	4	44.4 %
Investment legislation/procedures	Frequently revised systems and procedures	3	33.3 %
Investment legislation/procedures	Complicated administrative procedures	3	33.3 %
Materials and parts procurement	Delivery	3	33.3 %
Insufficient infrastructure	Other public transportation	3	33.3 %
Tax systems/procedures	Other	2	22.2 %
Labor problems	Competent human resources	2	22.2 %
Financial problems	Fund raising	2	22.2 %
Insufficient infrastructure	Port facilities	2	22.2 %
Insufficient infrastructure	Other	2	22.2 %
Trade legislation/procedures	Anti-dumping measures	1	11.1 %
Trade legislation/procedures	Other	1	11.1 %
Tax systems/procedures	Tax rates	1	11.1 %
Standards, certification and regulations	Other	1	11.1 %
Labor problems	Labor costs	1	11.1 %
Labor problems	Quality of workers	1	11.1 %
Labor problems	Unions and strikes	1	11.1 %
Labor problems	Social security system	1	11.1 %
Financial problems	Other	1	11.1 %
Materials and parts procurement	Procurement cost	1	11.1 %
Environmental regulations	WEEE	1	11.1 %
Environmental regulations	ELV	1	11.1 %
Environmental regulations	Other	1	11.1 %
Others	Competition Law	1	11.1 %

(Source: JETRO Survey, Japan External Trade Organization)

Table 4: Management Problems (2005)

(n=11)			
Category	Problem	Responses	Percentage
Trade legislation/procedures	Complicated administrative procedures	10	90.9 %
Standards, certification and regulations	CE mark	9	81.8 %
Financial problems	Exchange rate fluctuations	8	72.7 %
Investment legislation/procedures	Visa/work permits	7	63.6 %
Investment legislation/procedures	Complicated administrative procedures	6	54.5 %
Labor problems	Labor costs	6	54.5 %
Investment legislation/procedures	Frequently revised systems and procedures	5	45.5 %
Tax systems/procedures	Complicated procedures	5	45.5 %
Materials and parts procurement	Product quality	5	45.5 %
Insufficient infrastructure	Other public transportation	5	45.5 %
Insufficient infrastructure	Communications	5	45.5 %
Labor problems	Competent human resources	4	36.4 %
Materials and parts procurement	Procurement cost	4	36.4 %
Insufficient infrastructure	Roads	4	36.4 %
Insufficient infrastructure	Power supply	4	36.4 %
Financial problems	Fund raising	3	27.3 %
Materials and parts procurement	Delivery	3	27.3 %
Trade legislation/procedures	Customs and tariffs	2	18.2 %
Labor problems	Social security system	2	18.2 %
Insufficient infrastructure	Port facilities	2	18.2 %
Environmental regulations	ELV	2	18.2 %
Tax systems/procedures	Tax rates	1	9.1 %
Standards, certification and regulations	Plant and animal quarantines	1	9.1 %
Labor problems	Unions and strikes	1	9.1 %
Labor problems	Other	1	9.1 %
Materials and parts procurement	Other	1	9.1 %
Environmental regulations	REACH	1	9.1 %
Trade legislation/procedures	Anti-dumping measures	0	0.0 %
Trade legislation/procedures	Rules of origin	0	0.0 %
Trade legislation/procedures	MFN	0	0.0 %
Trade legislation/procedures	Other	0	0.0 %
Investment legislation/procedures	Other	0	0.0 %
Tax systems/procedures	Double taxation	0	0.0 %
Tax systems/procedures	Other	0	0.0 %
Standards, certification and regulations	Other	0	0.0 %
Labor problems	Quality of workers	0	0.0 %
Financial problems	Other	0	0.0 %
Insufficient infrastructure	Other	0	0.0 %
Environmental regulations	WEEE	0	0.0 %
Environmental regulations	RoHS	0	0.0 %
Environmental regulations	Other	0	0.0 %
Others	Competition Law	0	0.0 %

In the latest survey (2005), "complicated trade-related administrative procedures" emerged as the greatest management problem in Turkey, cited by ten out of the 11 respondent companies. In the previous survey, this item ranked fifth among management problems. The number two problem in the latest survey was "CE mark" (standards, certification and regulations), which placed third in the previous survey. These two leading problems in the latest survey are probably closely interrelated as demonstrated by the following turn of events.

Notification No. 2004/9 in the Government Notice for February 14, 2004 (No. 25373) and

Notification No. 2004/22 in the Government Notice for April 10, 2004 (No. 24529) as overseen by the Turkish Undersecretariat of Foreign Trade made CE marking obligatory for toys, medical equipment, active implantable medical devices, machinery, low-voltage equipment, and a variety of products meeting electromagnetic compatibility (EMC) standards. The documents and inspections required under the CE marking system introduced by Turkey differed from those stipulated by the EU, and the chaos that accompanied the implementation of this system initially brought customs clearance to a complete halt. Restrictions were eased by way of Notification No. 2004/29 in the Government Notice for May 4, 2004 (No. 25452), and CE-standard compliance inspections were no longer required for toys, medical equipment, and active medical implant devices imported from the EU. Given that one of the ulterior motives in introducing the system is believed to be to restrict imports from China and other East Asian countries, customs clearance barriers faced by Japanese companies exporting products to Turkey have continued to be reported.

Ranked third and fourth among management problems respectively were exchange rate fluctuations, which was in the second place in the previous survey, and visas and work permits, which was at the top of the previous list. The Turkish lira had plummeted against major currencies throughout 2002, but it began to gain in value in 2003, especially versus the US dollar, and maintained its uptrend until the spring of 2006. Exporting industries complained that the Central Bank of Turkey had been slow in cutting interest rates and tolerated a strong lira. Meanwhile, after jurisdiction over work permits was transferred from the Undersecretariat of the Treasury to the Ministry of Labor and Social Security as a result of legislative revisions concerning work permits for foreigners, the time required for obtaining permits lengthened. The Japanese Embassy in Ankara and an association of Japanese nationals living in Turkey urged the Ministry of Labor and Social Security to take corrective measures, and as a result, the situation apparently improved substantially in 2005. However, it is still difficult to obtain work permits for engineers.

Among other notable results of the latest survey were that labor costs, an item cited by only one company or two in previous surveys, jumped to the sixth place in the management problem ranking, whereas the quality of materials and parts, an issue which usually was among the top five problems, declined to ninth place. The problem of increased labor costs is likely to have been caused mainly by a rise of the value of the Turkish lira in recent years. In JETRO's annual Investment-Related Cost Comparison survey, it was pointed out that labor costs in Turkey, particularly those for middle management posts, are high compared with those in Central and Eastern European countries. With regards to product quality issues, some Japanese manufacturing affiliates in Turkey believe that materials and parts made in Turkey may be approaching the levels of quality of those manufactured in Japan.

V. Measures for EU Accession Negotiations

-Japanese manufacturing affiliates in Turkey are still in the process of collecting information concerning cost increases that may be caused by the harmonizing of Turkey's domestic laws with the body of EU law.

-There are only four companies whose products are subject to EU environmental regulations.

In Turkey's EU accession negotiations, which started in October 2005, screening (examining Turkey's compliance with regards to domestic laws with EU legislation in preparation for accession) was gradually implemented in 35 areas of negotiation. In June 2006, screening was completed in the area of science and research, and real negotiations in the area were undertaken. The existing Turkish laws, as well as standards and certification procedures, may be revised drastically if progress is made in bringing Turkey's laws in line with the body of EU law (*acquis communautaire*).

When asked about their reactions to the process of the legislative compliance, five out of the 11 respondent companies said they had taken some kind of measures to deal with the situation and the remaining six said they had taken no action. Of the five companies that had taken action, four were merely collecting information and only one company had gone so far as to conduct cost estimations and review production systems with a view to cutting costs.

When the accession negotiations for Turkey started, the EU made it clear that there was no possibility of Turkey acceding to the EU before 2014, and the pace of Japanese companies' responses to these negotiations appear to be in step with this timetable (See Tables 5 and 6).

There were only four Japanese manufacturing affiliates in Turkey that said that their products were subject to EU environmental regulations. Of the regulations, WEEE applies to the products of two companies, while RoHS and REACH are applicable to products of three companies each (multiple responses allowed). When asked about production costs incurred by their compliance with these regulations, two of the six respondent companies said that there were no additional costs and the other four reported modest cost increases (increases of less than 10%).

Table 5: Reactions to Compliance with Body of EU Law (*acquis communautaire*)

Taking measures	Not taking measures	Respondent companies
5	6	11
45.5	54.5	100.0

Above: No. of companies Below: Ratio (%)

Table 6: Major Measures Taken

Information collection	Cost estimation for compliance	Review of production system including cost cutting	Others	Respondent companies
4	1	1	-	5
80.0	20.0	20.0	-	100.0

Above: No. of respondent companies Below: Ratio (%)

Appendix

List of Japanese Manufacturing Affiliates in Europe and Turkey
by country

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
UK	Accuromm U.K. Ltd.	Fuji Seiko Ltd.	1988	Manufacture and sales of plastic precision parts and sales of cutting tools
	Adel Rootstein Ltd.	Yoshichu Mannequin Co., Ltd.	1992	R&D, 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.	Asahi Glass Co., Ltd.	1991	Mounting of parts on automotive processed glass, and base warehouse functions
	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.	2001	Manufacture and sales of pheromone and other information chemicals-related equipment
	Air Bearings Ltd.	Hitachi Via Mechanics, Ltd.	1993	R&D and manufacture of spindles for processing machines of printed boards
	Aisin Europe Manufacturing (UK) Ltd.	Aisin Seiki Co., Ltd. (Aisin Europe S.A.)	1997	Manufacture and sales of automotive parts (door frames, etc.)
	Algram Group Ltd.	Olympus Corp. (KeyMed (Medical & Industrial Equipment) Ltd.)	1996	Manufacture and sales of large-sized plastic molded products
	Alps Electric (UK) Ltd.	Alps Electric Co., Ltd.	1984	Manufacture and control of electronic parts
	Amada United Kingdom Limited	Amada Co., Ltd.	1972	Sales of industrial machines for sheet metal machining, and manufacture and sales of metal molds
	Anritsu Limited	Anritsu Corp. (Anritsu U.S. Holding Inc.)	1990	R&D, manufacture and sales of electronic measuring instruments
	Aquascutum Group, PLC	Renown Inc.	1990	Manufacture and sales of apparel products
	Arcontrol Ltd.	Terasaki Electric Co., Ltd. (Terasaki Europe Ltd.)	2000	Manufacture and sales of electric machines and apparatuses
	ARi Industries (U.K.) Ltd.	Okazaki Manufacturing Company	1983	Manufacture of temperature sensors, etc.
	Arrk Product Development Group Ltd.	Arrk Corp.	1988	R&D, experimentally manufactured products for various industrial development, preparation of CAD/CAM data, experimental manufacture of industrial models, and manufacture of metal molds
	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	R&D, manufacture and sales of PTFE resins
	Asahi Seiko (Europe) Ltd.	Asahi Seiko Co., Ltd.	1994	R&D and manufacture of currency identification machines, refunding machines, and card refunding read/write machines
	Asahi Thermofil (UK) Ltd.	Asahi Kasei Corp.	2000	R&D, manufacture and sales of functional resin compound products
	Audience Systems Ltd.	Kotobuki Co., Ltd.	1993	Design, manufacture and sales of movable bleacher, chairs for sport and theaters
	AVX Limited	Kyocera Corp. (AVX Corp.)	1989	R&D, manufacture and sales of passive electronic parts
	BBM Electronics Group Limited	TOA Corp.	1998	Design, manufacture and sales of communication apparatuses (wireless microphones) and peripheral apparatuses
	Ben Nevis Distillery Ltd.	The Nikka Whisky Distilling Co., Ltd., Asahi Breweries, Ltd.	1989	Brewing and sales of whisky
	Bio Signal Corporation Ltd.	Inahata Sangyo Co., Ltd.	2003	Manufacture and sales of quality control devices for beer servers
	Biological Crop Protection Ltd.	Mitsui & Co., Ltd.	1987	Manufacture of agricultural chemicals

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
UK	Birkbys Plastics Ltd.	Marubeni Corp.	1989	Design and manufacture molded plastic injection products
	Bristol Bending Sanoh, Ltd.	Sanoh Industrial Co., Ltd., Sojitz Corp.	1991	Manufacture of automotive tubes and other plumbing parts
	Broadcast and Professional Europe	Sony Corp.	1978	R&D and manufacture of broadcasting equipment (video cameras, TVs, etc.)
	Brother Industries (U.K.) Ltd.	Brother Industries, Ltd.	1985	Manufacture of OA apparatuses, such as faxes and electronic typewriters
	Calsonic Kansei Europe Technology Center	Calsonic Kansei Corp.	1989	R&D and manufacture of heat exchangers for motor vehicles, etc.
	Calsonic Kansei UK Limited	Calsonic Kansei Corp. (Calsonic Kansei Europe PLC)	1989	Manufacture and sales of automotive parts
	Canyon Europe Ltd.	Canyon Corp.	1986	Manufacture and sales of plastic hand sprayers
	Clan Douglas Limited	Toyo Boshi Kogyo Co., Ltd.	1992	Manufacture and sales of cashmere knitwear
	Coates Group	Dainippon Ink and Chemicals, Inc. (Sun Chemical Group B.V.)	2000	Manufacture and sales of printing inks
	Daido Industrial Bearings Europe Ltd.	Daido Metal Co., Ltd.	1998	R&D, manufacture and sales of bearings and bushes for diesel engines, turbo chargers, etc.
	Daikin Airconditioning UK Ltd.	Daikin Industries, Ltd. (Daikin Europe N.V.)	1993	Manufacture and sales of air conditioners
	Daiwa Sports Ltd.	Daiwa Seiko Inc.	1977	R&D, manufacture and sales of fishing gears and sporting goods
	Denso Manufacturing Midlands Ltd.	Denso Corp. (Denso Manufacturing Italia S.p.A.)	1998	Manufacture and sales of starters and alternators
	Denso Manufacturing UK Ltd.	Denso Corp. (Denso International (UK) Ltd.)	1990	Manufacture of heaters and air conditioners
	Denso Marston Ltd.	Denso Corp. (Denso International (UK) Ltd.)	1989	Design, manufacture and sales of radiators, oil coolers and intercoolers
	Digi Europe Ltd.	Teraoka Seiko Co., Ltd.	1989	R&D, manufacture and sales of automatic and non-automatic weighing machines
	Dunlop Tyres UK Ltd.	Sumitomo Rubber Industries, Ltd. (Sumitomo Rubber Europe), Sumitomo Electric Industries, Ltd.	1984	R&D, manufacture and sales of tire tubes
	DuPont Teijin Films U.K. Ltd.	Teijin Ltd. (Teijin Holding U.K. PLC)	2000	R&D, manufacture and sales of polyester films
	Dynic (UK) Ltd.	Dynic Corp.	1990	Manufacture and sales of ribbons for computers and typewriters
	Eadie & Kanai Co., Ltd.	Kanai Juyo Kogyo Co., Ltd.	1987	R&D and manufacture of spinning machine parts
	Edinburgh Instruments Ltd.	Hamamatsu Photonics K.K.	1995	R&D, design, manufacture and sales of optical apparatuses
	Electronic Harnesses (UK) Ltd.	Onamba Co., Ltd., Sumitomo Electric Industries, Ltd.	1988	Manufacture and sales of wire harnesses and wire assemblies
	Epson Telford Ltd.	Seiko Epson Corp. (Epson Europe B.V.)	1987	Manufacture of ink-jet printers and ink cartridges
	F2 Chemicals Ltd.	Asahi Glass Co., Ltd., Mitsubishi Corp.	1992	R&D, manufacture and sales of fluorine-based medicine and agrochemical intermediates
FCC (Europe) Ltd.	FCC Co., Ltd., Kanematsu Corp.	1995	Manufacture and sales of clutches for two-wheel and four-wheel vehicles	
Featherpost Limited	Sansetsu Transportation Co., Ltd.	1990	Manufacture and sales of mailing envelopes containing plastic packing materials	

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
UK	Fred Perry Limited	Hitunion	1995	Sales and manufacture of sportswear and leisurewear
	Freed of London Ltd.	Chacott Co., Ltd.	1987	Manufacture and sales of dancing shoes
	Freudenberg Technical Products LP	NOK Corp.	1989	Manufacture and sales of oil 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 Device Technology Co., Ltd.	1992	Manufacture and sales of semiconductor devices
	Fuji Seal Europe, Ltd.	Fuji Seal Industries Co., Ltd.	1986	Design, manufacture and sales of shrinkable labels, various packaging materials and packaging-related machines
	FUJIFILM Electronic Imaging Ltd.	Fuji Photo Film Co., Ltd.	1997	R&D, manufacture and sales of printing-related apparatuses
	Fujitsu Telecommunications Europe Ltd.	Fujitsu Ltd.	1991	R&D, manufacture, sales and service of communication apparatuses
	Futaba Industrial UK Ltd.	Futaba Industrial Co., Ltd.	2004	Manufacture of side member, chassis and other automotive parts
	Futaba-Tenneco U.K. Ltd.	Futaba Industrial Co., Ltd.	2000	Manufacture and sales of mufflers and other automotive parts
	GKK Plastics Ltd.	Brother Industries, Ltd. (Brother Industries (U.K.) Ltd.)	1990	Manufacture of plastic precision molded parts for electronic and electric products
	GR Advanced Materials Ltd.	Tohoku Ricoh Co., Ltd., Ricoh Co., Ltd. (Ricoh UK Holdings Ltd.)	1994	R&D, manufacture and sales of consumable supplies for printing machines (paper and inks)
	Harada Industries (Europe) Ltd.	Harada Industry Co., Ltd.	1989	R&D, manufacture and sales of car-mounted antenna systems, cables and actuators
	Hashimoto Limited	Hashimoto Forming Industry Co., Ltd.	1989	Design, manufacture and sales of automotive parts (resin molded, coated and compound extruded products)
	HFTEC (Hercunite Foundry Technology) Ltd.	Hitachi Metals, Ltd. (Hitachi Metals Europe GmbH)	2004	Manufacture of exhaust-related casting parts for motor vehicles
	Hi-Lex Cable System Co., Ltd.	Nippon Cable System Inc.	2000	Manufacture and sales of control cables and window regulators for motor vehicles
	Hirata Corporation of Europe Limited	Hirata Corp.	1996	Design, 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., Hitachi Cable Indiana, Inc.	2000	Manufacture and sales of power steering hoses and brake hoses
	Hochiki Europe (U.K.) Limited	Hochiki Co., Ltd.	1991	R&D, manufacture and sales of fire alarms
	Honda Connectors Limited	Honda Tsushin Kogyo Co., Ltd. (Honda Connectors, Inc.)	1994	Manufacture and sales of electronic parts
	Honda Engineering Europe Ltd.	Honda Engineering Co., Ltd.	1990	Design and manufacture of production facilities and metal molds
	Honda of the UK Manufacturing Ltd.	Honda Motor Co., Ltd. (Honda Motor Europe Ltd.)	1986	Manufacture of four-wheel vehicles
Horiba Instruments Limited	Horiba, Ltd.	1977	Manufacture and sales of auto emission measuring systems and environmental pollution monitoring systems	
Horiba Jobin Yvon IBH Ltd.	Horiba, Ltd.	2003	Design and manufacture of fluorescent life measuring devices	
Horton Automatics Ltd.	Sanwa Shutter Corp. (Overhead Door Corp. & Dallas Properties Group, Inc.)	1989	Manufacture and sales of automatic door	

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
UK	Hoshizaki Europe Ltd.	Hoshizaki Electric Co., Ltd. (Hoshizaki Europe Holdings B.V.)	1994	Manufacture of full automatic ice makers
	Hosiden Besson Ltd.	Hosiden Corp. (Hosiden Europe GmbH)	1990	R&D, design, manufacture and sales of mobile communication-related products, hand sets, test phones and network-related parts
	Hosokawa Micron Ltd.	Hosokawa Micron Corp.	1985	Manufacturing, sales and processing on contract of powder process apparatuses and clean rooms
	Hoya Lens U.K. Limited	Hoya Corp. (Hoya Holdings N.V.)	1980	Manufacture and sales of lenses for glasses
	Hunting Oilfield Services (UK) Ltd.	Marubeni-Itochu Steel Inc. (Marubeni-Itochu Tubulars Europe PLC)	1992	Processing of screw cutters for steel pipes for oil drilling
	IK Precision Company Ltd.	Inahata Sangyo Co., Ltd., I & P Co., Ltd.	1989	Molding and sales of metal and plastic parts
	Image Polymers Europe UK Partnership	Mitsui Chemicals, Inc. (MCI Great Britain Ltd.)	1996	Manufacture and sales of toner binders
	Ishida Europe Ltd.	Ishida Co., Ltd.	1985	R&D, manufacture and sales of industrial apparatuses, such as testing devices, measuring/packaging apparatuses
	Itron (UK) Limited	Noritake Co., Ltd.	1997	Design, manufacture and sales of VFD modules and allied control systems
	J&W Hardie Ltd.	Takara Shuzo Co., Ltd. (The Tomatin Distillery Co., Ltd.)	1996	Manufacture and sales of Scotch whisky
	John Laing of Hawick Ltd.	KFC, Ltd.	1990	Manufacture and sales of cashmere knitwear
	JORDANS (TOOLMAKERS) Limited	ARRK Corp.	2005	Manufacture and sales of metal molds
	JPM International Ltd.	Sega Corp.	1996	Development, manufacture and sales of game equipment
	JTEKT AUTOMOTIVE UK, LTD.	JTEKT Corp.	1997	Design, manufacture and sales of power steering pumps
	JVC Manufacturing U.K. Ltd.	Victor Company of Japan, Limited	1988	Manufacture and sales of TV sets
	Katmex Ltd.	Katsushiro Matex Co., Ltd., Komatsu Ltd. (Komatsu Europe International N.V.)	2000	Manufacture of construction and industrial machine parts
	Kato Precision (U.K.) Limited	Advanex Inc.	1988	Design, manufacture and sales of precision springs
	Kato-Entex Limited	Advanex Inc. (Kato Precision (U.K.) Limited)	1993	Design and manufacture of precision springs and allied products
	Kawasaki Precision Machinery (UK) Ltd.	Kawasaki Precision Machinery Ltd.	1993	Design, manufacture and sales of hydraulic pumps, motors, valves, etc.
	Keihin Europe Ltd.	Keihin Corp.	1996	Manufacture, sales and collection of information on parts for two-wheel and four-wheel vehicles
	Kemble & Co., Ltd.	Yamaha Co., Ltd.	1947	Manufacture and sales of pianos
	KeyMed (Medical & Industrial Equipment) Limited	Olympus Corp. (Olympus KeyMed Group Ltd.)	1979	R&D, manufacture, sales and marketing of industrial hard mirrors
	Kiyokuni Europe Limited	Kiyokuni Industry Co., Ltd.	1987	Design and manufacture of metal molds for OA apparatuses, manufacture of pressed products and office furniture
	KMS Research Laboratories (UK) Limited	Kao corp. (Goldwell GmbH)	2002	Manufacture of hair care products for hair salon
Koito Aerospace Europe Ltd.	Koito Industries, Ltd.	2003	R&D, manufacture and sales of aircraft seats	
Koito Europe Limited	Koito Manufacturing Co., Ltd.	1999	Manufacture and sales of lighting fixtures for motor vehicles	

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
UK	Komatsu U.K. Ltd.	Komatsu Europe International N.V.	1985	R&D, design, manufacture and sales of hydraulic excavators
	KOYO BEARINGS (EUROPE) LTD.	JTEKT Corp.	1990	Manufacture and sales of bearings
	Kratos Analytical Ltd.	Shimadzu Corp.	1989	R&D, manufacture and sales of measuring instruments
	Krehalon U.K. Ltd.	Kureha corp. (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
	KVC (UK) Ltd.	KVC Co., Ltd.	2000	Design and manufacture of ball valves
	Kyoshin Europe Ltd.	Kyoshinshoji Corp.	1998	Manufacture and sales of insulation materials, sealing materials and gaskets for motor vehicles
	Magna Kansei Limited	Calsonic Kansei Corp. (Calsonic Kansei Europe PLC)	1990	R&D, design and manufacture of resin products for motor vehicles, such as cockpit modules
	Magnetto-Topy Wheels (UK) Limited	Topy Industries, Ltd. (Topy International (Europe) B.V.)	1987	Design, manufacture and sales of automotive wheels
	Makita Manufacturing Europe Ltd.	Makita Corp. (Makita International Europe Ltd.)	1989	Manufacture of power tools
	Markon Sawafuji Ltd.	Sawafuji Electric Co., Ltd.	2001	Manufacture and sales of electrified bodies for general-purpose generators
	Maruwa Europe Ltd.	MARUWA Co., Ltd.	1998	Development of electronic devices for cellular phone and production of alumina base for industrial machines
	Matsui Europe Ltd.	Matsui Gaming Machine Co., Ltd.	2004	Planning, manufacture and sales of casino game products
	Matsushita Electronic Magnetron Corp. (U.K.) Ltd.	Panasonic Semiconductor Discrete Devices Co., Ltd.	1990	Manufacture and sales of magnetrons for microwave ovens and industrial machines
	Maxell Europe Ltd.	Hitachi Maxell Co., Ltd.	1980	Manufacture and sales of audio and video products
	Meiki (UK) Ltd.	Meiki & Company, Ltd.	1989	Design, manufacture and repairing of metal molds for plastic products
	Meritor Suspension Systems Co, Ltd.	Mitsubishi Steel Mfg. Co., Ltd. (MSM Canada, Inc.)	2000	Manufacture and sales of stabilizers (ant rolling springs), automotive engine valve springs, and springs for general industrial use
	Minova Ltd.	Miyuki Holdings Co., Ltd.	1979	Manufacture and sales of woolen fabrics
	Miracle Engineering Europe Ltd.	Mitsubishi Materials Kobe Tools Corp.	2001	Manufacture, sales and regrinding of end mills
	Mitsubishi Electric Air Conditioning Systems Europe Ltd.	Mitsubishi Electric Corp.	1999	Manufacture and sales of air conditioners for offices and stores
	Mitsui Babcock Energy Ltd.	Mitsui Engineering & Shipbuilding Co., Ltd.	1995	R&D, manufacture, sales, maintenance and remodeling of boilers, etc.
	Mitsui Components Europe Ltd.	Mitsui Mining & Smelting Co., Ltd. (Mitsui Mining & Smelting (Netherlands) B.V.), Mitsui & Co., Ltd., Mitsui & Co., UK PLC	1999	Manufacture and sales of functional parts for motor vehicles
Mitsumi UK Ltd.	Mitsumi Electric Co., Ltd.	1987	Design, manufacture and sales of tuners for radios, TVs and videos	
Mizkan UK Ltd.	Mizkan Group Co., Ltd.	1998	Manufacture and sales of vinegar and white liquor	
Mizuno Corporation (U.K.)	Mizuno Corp.	1982	Manufacture and sales of golfing kits and sales of sports equipment	
Morrison Bowmore Distillers Ltd.	Suntory Ltd.	1994	Manufacture and sales of Scotch whisky	

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
UK	Musashi Auto Parts UK Ltd.	Musashi Seimitsu Industry Co., Ltd.	1993	Manufacture and sales of transmission and suspension parts for four-wheel vehicles
	Namco Europe Ltd.	Namco Ltd.	1991	R&D, manufacture and sales of amusement apparatuses and distribution of contents to cellular phones
	NEC Computers Scotland Ltd.	NEC Corp.	1981	R&D and manufacture of PCs
	NGF Europe Ltd.	Nippon Sheet Glass Co., Ltd.	1991	R&D, manufacture and sales of glass cords for rubber reinforcement
	NGK Berylco U.K. Ltd.	NGK Insulators, Ltd. (NGK North America, Inc.)	1986	Processing and sales of beryllium copper products
	Nicera European Works Ltd.	Nippon Ceramic Co., Ltd.	1994	Manufacture and sales of infrared sensors
	Nichirin U.K. Ltd.	Nichirin Co., Ltd.	1999	Manufacture and sales of hoses for motor vehicles and brake hoses for two-wheels vehicles
	Nifco U.K. Ltd.	Nifco Inc., Marubeni Corp.	1990	Manufacture and sales of industrial clamps and precision molded plastic products
	Nikon Optical U.K. Limited	Nikon-Essilor Co., Ltd.	1998	Surface processing and sales of lenses for glasses
	Nippon Electric Glass (UK) Limited	Nippon Electric Glass Co., Ltd.	1995	Manufacture and sales of glass for cathode ray tubes
	Nippon Gohsei UK Ltd.	Nippon Synthetic Chemical Industry Co., Ltd.	2001	Manufacture and sales of Soanol (ethylene-vinyl alcohol copolymer/EVOH)
	Nippon Oil Exploration and Production U.K. Limited	Nippon Oil Exploration Limited	1996	Prospecting, development and manufacture of petroleum and natural gas in the British North Sea
	Nissan Motor Manufacturing (U.K.) Ltd.	Nissan Motor Co., Ltd.	1984	Manufacture and sales of motor vehicles and automotive parts
	Nissin Showa UK Ltd.	Showa Corp., Nissin Kogyo Co., Ltd.	1995	Manufacture and sales of power steering and shock absorbers for four-wheel vehicles
	Nittan (U.K.) Ltd.	Nittan Co., Ltd.	1972	R&D, manufacture and sales of disaster prevention apparatuses and ion smoke detector, etc.
	NMB-Minebea UK Ltd.	Minebea Co., Ltd.	1988	R&D, manufacture and sales of bearings
	Nobel Enterprises, Ltd.	Inahata Sangyo Co., Ltd.	2002	R&D and manufacture of materials for inks, paints and cosmetics
	NP Automotive Coatings (Europe) Ltd.	Nippon Paint Co., Ltd. (Nippon Paint (Europe) Ltd.)	1995	Manufacture and sales of coating materials for motor vehicles
	NPL Technologies Limited	Arrk Corp. (Arrk Product Development Group)	2004	Manufacture of models, experimental products and metal molds for the automotive and aircraft industries
	NSK Bearings Europe Ltd.	NSK Ltd. (NSK Europe Ltd.)	1974	R&D, manufacture of bearings
	NSK Steering Systems Europe Ltd.	NSK Ltd.	1999	Manufacture and sales of automotive 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, Co., Ltd.	1998	Manufacture and sales of heat insulating materials and sound deadening materials
	Obara Europe Ltd.	Obara Corp.	1999	Manufacture and sales of resistance welding apparatuses for motor vehicles production
Ogihara Europe Limited	Marubeni Corp., Ogihara Corp., Ogihara America Corp., Marubeni Europe PLC	1994	Manufacture and sales of pressed parts and metal molds for car bodies	
Oji InterTech Ltd.	Oji International Packaging K.K.	1988	Manufacture and sales of F10 materials (ceiling and membrane materials for motor vehicles)	

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
UK	Oki (UK) Ltd.	Oki Electric Industry Co., Ltd. (Oki Europe Ltd.)	1987	Design, manufacture and sales of printers, faxes and electronic apparatuses 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
	OMRON Electronic Components Ltd.	OMRON Corp. (OMRON Europe B.V.)	1988	Manufacture and sales of information apparatuses
	Orion Electric (U.K.) Ltd.	Orion Electric Co., Ltd.	1986	Manufacture of color TVs, VCRs and DVD players
	OSG U.K. Limited	OSG Corp. (OSG Europe Ltd.)	1999	Manufacture and sales of precision cutting tools
	Panasonic Communications Company (U.K.) Ltd.	Matsushita Electric Industrial Co., Ltd.	1986	Manufacture of PBXs (private branch exchanges) and DECTs (European-type cordless telephones) and R&D of models exclusively for respective countries based on basic models
	Panasonic Electronic Devices UK Ltd.	Panasonic Electronic Devices Co., Ltd., Matsushita Electric Industrial Co., Ltd.	1988	Design and manufacture of car-mounted speakers and keyboard, etc.
	Panasonic Manufacturing U.K. Ltd.	Matsushita Electric Industrial Co., Ltd. (Matsushita Electric Europe (Headquarters) Ltd.)	1974	R&D and manufacture of notebook PCs and microwave ovens
	Pilkington PLC	Nippon Sheet Glass Co., Ltd.	2000	Manufacture and sales of glass for buildings and motor vehicles
	Piolax Manufacturing Ltd.	Piolax Inc.	2003	Design and manufacture of industrial fasteners and precision springs for motor vehicles
	Pioneer Technology (UK) Ltd.	Pioneer Corp. (Pioneer GB Ltd.)	1990	R&D and manufacture of acoustic and video products
	Princes Ltd.	Mitsubishi Corp., Mitsubishi Corporation (UK) PLC	1989	Manufacture and sales of foods and drinks
	Ricoh UK Products Ltd.	Ricoh Co., Ltd. (Ricoh UK Holdings Ltd.)	1983	Manufacture of copiers, toners and photosensitive bodies
	Robertson Geologging Ltd.	Oyo Corp. (Oyo Corp., U.S.A.)	1992	manufacture and sales of small-caliber logging equipment
	R-Tek Ltd.	Kasai Kogyo Co., Ltd.	1991	Manufacture and sales of interior parts for motor vehicles
	Ryobi Aluminium Casting (UK), Ltd.	Ryobi, Ltd.	1990	Design, manufacture and sales of diecast products
	Sakata Ornamentals UK Ltd.	Sakata Seed Corp. (European Sakata Holding S.A.S.)	1998	Manufacture and sales of seeds and seedlings
	Sanken Power Systems (UK) Limited	Sanken Electric Co., Ltd.	1989	Design, manufacture and sales of switch-mode power supplies and motor control modules
	Sanko Gosei UK Ltd.	Sanko Gosei Ltd.	1986	Design and manufacture of metal molds for plastic molding, and design and molding of plastic molded articles
	Sansetsu UK Limited	Sansetsu Transportation Co., Ltd.	1978	Design, manufacture and sales of plastic packaging materials
	Sanyo Energy (UK) Co., Ltd.	Sanyo Electric Co., Ltd.	1991	Manufacture and sales of batteries
	Sanyo Industries (UK) Ltd.	Sanyo Electric Co., Ltd.	1982	Design and manufacture of color TVs
	Satake Corporation UK Division	Satake Corp.	1998	R&D, manufacture and sales of rice/flour milling machines
	Sato UK Ltd.	Sato Corp. (Barcode Sato International Pte. Ltd.)	2000	Sales of electronic printers and hand labeling machines and manufacture and sales of consumable supplies
Sega Amusements Europe Ltd.	Sega Corp. (Sega Europe Ltd.)	1991	Manufacture and sales of commercial amusement apparatuses	
SEI Interconnect Products (Europe) Ltd.	Sumitomo Electric Industries, Ltd. (SEI (UK) Holding Ltd.)	1999	Manufacture and sales of electronic wiring products	

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
UK	Sekisui (U.K.) Ltd.	Sekisui Chemical Co., Ltd. (Sekisui Europe B.V.)	1975	R&D and manufacture of polyolefin foams
	Senju Manufacturing (Europe) Ltd.	Senju Metal Industry Co., Ltd.	1997	Manufacture and sales of solder pastes
	Sharp Manufacturing Company of U.K.	Sharp Corp.	1985	Manufacture of video cassette recorders, microwave ovens and solar cell modules
	Sharp Precision Manufacturing (U.K.) Ltd.	Sharp Corp. Sharp Manufacturing Systems Corp.	1988	Manufacture and sales of precision press parts and precision engineering plastic parts
	Shin-Etsu Handotai Europe Ltd.	Shinetsu Handotai Co., Ltd.	1984	R&D, manufacture and sales of semiconductor silicon
	Shoda Sauces Europe Company Limited	Shoda Soy Sauce Co., Ltd.	2004	Manufacture of authentically brewed soy sauce
	Silicon Sensing Systems, Ltd.	Sumitomo Precision Products Co., Ltd.	1999	Manufacture and sales of motion sensors
	SMC Pneumatics (U.K.) Ltd.	SMC Corp.	1978	R&D, manufacture and sales of pneumatic apparatuses
	SMK (U.K.) Ltd.	SMK Corp.	1987	Design, manufacture and sales of remote control units, control panels and AC chargers
	Southern Glass House Produce Ltd.	Kirin Brewery Co., Ltd. (Kirin Agribio EC B.V.)	1992	Sales of chrysanthemum seedlings and manufacture and sales of cut flowers
	SumiAgro (UK) Ltd.	Sumitomo Corp.	2000	R&D, manufacture and sales of agricultural chemicals for agricultural and non-agricultural land
	Sumitomo (SHI) Cyclo Drive Europe, Ltd.	Sumitomo Heavy Industries, Ltd.	1996	Manufacture and sales of machine power transmission units and electric apparatuses
	Sumitomo Electric Wiring Systems (Europe) Ltd.	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems, Ltd., Sumitomo Wiring Systems Europe,	1999	Manufacture and sales of wire harnesses for motor vehicles and allied products
	Sun Chemical Ltd.	Dainippon Ink and Chemicals, Inc.	1991	Manufacture and sales of printing inks
	Surface Technology Systems PLC	Sumitomo Precision Products Co., Ltd.	1995	R&D, manufacture and sales of plasma process units
	Tackle Seating UK	TACHI-S Co., Ltd.	2005	Manufacture of automotive seats
	Takao Europe Manufacturing Ltd.	Takao Kinzoku Kogyo Co., Ltd.	2000	Manufacture of automotive parts
	Tamura Hinchley Ltd.	TAMURA Corp.	1989	R&D, manufacture and sales of transformers and power supply apparatuses
	Tamura Kaken (U.K.) Ltd.	Tamura Kaken Co., Ltd.	1980	Manufacture and sales of printed wiring board materials
	Tenma (U.K.) Ltd.	Tenma Corp., Sumitomo Corp., Sumitomo Corporation Europe PLC	1988	Plastic injection molding and coating
	Terasaki (Europe) Ltd.	Terasaki Electric Co., Ltd.	1972	R&D, manufacture and sales of electric circuit breakers, etc.
	Terumo UK Ltd.	Terumo Corp. (Terumo Europe N.V.)	1995	Manufacture and sales of medical apparatuses
	The Inx Group (U.K.) Ltd.	Sakata Inx Corp. (The Inx Group Ltd.)	1992	Manufacture and sales of printing inks
	The Mentholatum Co., Ltd.	Rohto Pharmaceutical Co., Ltd. (Mentholatum Co., Inc.)	1988	R&D, manufacture and sales of medicines
The New Zipper Company Ltd.	YKK Corp. (YKK (U.K.) Ltd.)	1983	Manufacture and sales of fasteners	
The Tomatin Distillery Co., Ltd.	Takara Shuzo Co., Ltd.	1986	Manufacture and sales of Scotch whisky	

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UK	Tomen Foods U.K. Ltd.	Toyota Tsusho Corp., Toyota Tsusho U.K.Ltd.	1997	Manufacture and sales of Japanese foods
	Tomoe Tritec, Ltd.	Tomoe Valve Co., Ltd. (Tomoe Valve UK Ltd.)	1997	Design, manufacture and sales of triple decentering process valves, etc.
	Toray Textiles Europe Ltd.	Toray Industries, Inc., Hosokawa Kigyo Co., Ltd., Komatsu Seiren Co., Ltd.	1989	R&D, manufacture and sales of synthetic fiber textiles
	Toshiba Carrier UK Ltd.	Toshiba Corp.	1990	Manufacture and sales of air conditioners
	Toshiba Information Systems (UK) Ltd.	Toshiba Corp., Toshiba Europe GmbH	1986	Manufacture of color TVs and air conditioners, and R&D relating to digital TVs
	TOSOH Quartz Ltd.	Tosoh Corp. (Tosoh America, Inc.)	1992	Processing and sales of quartz glass products
	Toyo Seal Industries Co., Ltd. UK	Toyo Seal Industries Co., Ltd.	1997	Manufacture and sales of rubber seals for roller bearings
	Toyoda Gosei Fluid Systems UK Ltd.	Toyoda Gosei Co., Ltd.	2000	Manufacture and sales of functional automotive parts
	Toyoda Gosei UK Ltd.	Toyoda Gosei Co., Ltd., Toyota Tsusho Corp.	1999	Manufacture and sales of body sealing products for motor vehicles
	Toyota Motor Manufacturing (UK) Ltd.	Toyota Motor Corp.	1992	Manufacture of passenger cars (AVENSIS, COROLLA) and engines
	TP Moulding Ltd.	Denso Corp.	2000	Manufacture of car air conditioners, radiator parts, etc.
	Traltec (UK) Ltd.	Denso Corp.	1995	Manufacture of car air conditioners, radiator parts, etc.
	TRB Limited	Tokai Rika Co., Ltd.	1998	Manufacture and sales of automotive parts, mainly switches
	TS Tech UK Ltd.	TS Tech Co., Ltd.	1999	Manufacture of automotive parts
	TT Assembly Systems (UK) Limited	Toyota Tsusho Corp.	2003	Assembling of tires and wheels
	TYK Limited	TYK Corp.	1988	Manufacture and sales of fire-resistant materials
	UK-NSI Co., Ltd.	Nippon Seiki Co., Ltd.	1988	R&D and manufacture of meters for two-wheel and four- wheel vehicles
	Union Chemicar U.K. Ltd.	Union Chemicar Co., Ltd.	1989	Manufacture and sales of ink ribbon cassettes and ink ribbons for Faxes
	Unipart Yachiyo Technology (UYT) Ltd.	Honda Motor Co., Ltd., Yachiyo Industry Co., Ltd., Hirata Technical Co., Ltd., Honda Trading Corp.	1996	Manufacture and sales of automotive parts (sun roofs, white bodies, etc.)
	Unipart Yanagawa Engineering (UYE) Ltd.	Honda Motor Co., Ltd., Honda Trading Corp., Yanagawa Seiki Co., Ltd.	1996	Manufacture of transmission parts
	Unipart Yutaka Systems (UYS) Ltd.	Yutaka Giken Co., Ltd., Honda Motor Co., Ltd., Honda Trading Corp.	1998	Manufacture of parts for four-wheel vehicles
	Unipres (UK) Limited	Unipress Corp.	1987	Manufacture of body parts for motor vehicles
Universal Drilling & Cutting Equipment Ltd.	Nitto Kohki Co., Ltd. (Nitto Kohki Europe Co., Ltd.)	2002	Manufacture and sales of portable magnetic drills and blades for these drills	
Vascutek Ltd.	Terumo Corp. (Terumo Europe N.V.)	2002	R&D, manufacture and sales of artificial blood vessels	
Yajima (UK) Limited	Metaltech Ltd., Yajima Giken, Inc.	1997	Manufacture of frames for cathode ray tube, various automated machines and units, and automotive and other industrial parts	
Yamada Europe Co., Ltd.	Yamada Corp.	1996	Manufacture of functional parts for four-wheel vehicles	

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UK	Yamazaki Mazak U.K. Ltd.	Yamazaki Mazak Corp.	1980	Design, manufacture and sales of machine tools
	Yaskawa Electric UK Ltd.	Yaskawa Electric Corp.	1993	Manufacture and sales of inverters
	YKK (U.K.) Ltd.	YKK Corp. (YKK Holding Europe B.V.)	1966	R&D, manufacture and sales of fasteners
	Yuasa Automotive Batteries (Europe) Ltd.	Yuasa Corp.	1988	Manufacture and sales of batteries for motor vehicles
	Yuasa Battery (UK) 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 synthetic rubber
	Zuken Ltd.	ZUKEN Inc. (Zuken Group Ltd.)	1994	R&D, manufacture and sales of CAE/CAD/CAM systems
France	HORIBA ABX S.A.	Horiba, Ltd.	1996	R&D, manufacture and sales of hemocytometers
	Adeka Palmarole S.A.S	Asahi Denka Co., Ltd.	2000	R&D, manufacture and sales of resin additives, stabilizers and plasticizers
	Aisan Bitron Europe	Aisan Industry Co., Ltd.	2000	Manufacture of automotive fuel pump modules
	Ajinomoto Euro-Aspartame S.A.	Ajinomoto Co., Inc.	1991	R&D and manufacture 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)
	Ajinomoto Foods Europe S.A.S	Ajinomoto Co., Inc.	2003	Manufacture and sales of MSG and glutamate, and sales of other seasoning
	Akebono Arras S.A.	Akebono Brake Industry Co., Ltd. (Akebono Europe S.A.)	1998	Manufacture of brake pads for motor vehicles
	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., Ltd., Amada Machinics, Ltd.	1986	R&D and manufacture of press brakes, shearing machines and punching machines
	Amada Outillage S.A.	Amada Co., Ltd.	1992	Manufacture and sales of metal 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
	Arrk Product Development Group S.A	Arrk Corp.	2001	Manufacture and sales of industrial design model
	Arysta Life Science Europe S.A.	Toyota Tsusho Corp., Sojitz Corp.	1998	R&D and manufacture of acaricides for honey parasitic acarids
	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 Corp., Sojitz Corp.	1991	R&D, design, manufacture and sales of plastic products and compounds
	Balenciaga S.A.	Sojitz Corp.	1991	Manufacture of "BALENCIAGA"- brand clothing, accessories and perfumes
	Barudan Co., Ltd. Succursale d'Alsace	Barudan Co., Ltd.	1993	Manufacture and sales of embroidery machines
	Beghin-Meiji Industries	Meiji Seika Kaisha, Ltd.	1989	Manufacture and sales of fructo-oligo saccharides
	Bretagne Express	Northern Express S.A.	2003	Manufacture of food

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France	Bridgestone / Firestone France S.A.	Bridgestone Corp.	1988	Manufacture and sales of tires
	Buchmann France SAS	Hoya Corp.	1999	Manufacture and sales of lenses for glasses
	Budoonoki provence	Budoonoki Co., Ltd.	2004	Manufacture and wholesale of jam
	Bull S.A.	NEC Corp., Dai Nippon 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.	Toyota Tsusho Corp., Sojitz Corp.	1994	R&D, manufacture and sales of agricultural chemicals
	Canon Bretagne S.A.	Canon Inc., Canon Europa N.V.	1983	Manufacture of office machines (small copiers, LBPs, etc.) and toner cartridges
	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
	Colin Europe, SARL	OMRON HEALTHCARE Co., Ltd.	1999	Manufacture, sales and maintenance of medical devices (Blood pressure monitors)
	Comaboko,S.A.	Marubeni Corp. (Marubeni Europe S.A.)	1990	R&D, design and manufacture of processed foods (boiled crab pastes, etc.)
	Comme des Garcons S.A.	COMME des GARCONS	1982	Manufacture and sales of clothing
	Dacral S.A.	NOF Corp.	1975	Manufacture and sales of special antirusts
	Daiichi Sanofi Laboratories Synthelabo	Daiichi Pharmaceutical Co., Ltd.	1989	R&D, manufacture and sales of medicines
	DAIKIN CHEMICAL FRANCE S.A.S	Daikin Industries, Ltd.	2004	Manufacture of fluororubber
	Delphi Calsonic Compressors	Calsonic Kansei Corp.	1996	Manufacture of compressors for car air conditioners
	Dilor S.A.	Horiba, Ltd.	1997	Manufacture and sales of optical and precision apparatuses
	Domaine de Fontseche S.A.R.L.	Nikka Whisky Distilling Co., Ltd.	1990	Manufacture and sales of wine, cognac and cereals
	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
	Eisai S.A.S	Eisai Co., Ltd.	1996	Manufacture and sales of medicines
	Emilio Robba SARL	Itokin Co., Ltd.	1980	Manufacture and sales of female dresses and accessories
Epcos S.A.	Panasonic Electronic Devices Co., Ltd.	1989	Manufacture of ferrite cores	
EPE EUROPE	EPE International Corp.	2001	Design, manufacture and sales of packing materials	

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France	Epson Engineering(France) S.A.	Seiko Epson Corp.	1988	Manufacture of terminal printers
	Esteban	Nippon Kodo Co., Ltd.	1996	Manufacture and sales of interior fragrances mainly using ceramics
	Euro Pentel S.A.	Pentel Co., Ltd., Pentel (Stationery) Ltd.	1966	Manufacture and sales and export/import sales of stationery
	Eurodia Industrie S.A.	Tokuyama Corp.	1993	Manufacture and sales of films
	Exil S.A.	Tsukamoto Co., Ltd.	1996	Manufacture of high-class clothing
	F.P. Natural Ingredients (S.A.S.)	Ariake Japan Co.,Ltd.	2003	Manufacture and sales of natural seasoning
	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 Buriot S.A.S	Fuji Seal International, Inc.	2002	Manufacture and sales of packaging materials (shrinkable labels and cap seal)
	Fuji Electric France S.A.	Fuji Electric Co., Ltd.	1995	Manufacture and sales of measuring instruments
	Generale Biscuit Glico France	Ezaki Glico Co., Ltd.	1982	Manufacture and sales of confectionery (biscuits)
	Gentleman Givenchy S.A.	Kakiuchi Co., Ltd.	1987	Design, manufacture and sales of men's clothing
	Glaverbel France S.A.	Asahi Glass Co., Ltd.	1998	Manufacture and sales of float glass and processed glass for motor vehicles
	Godart S.A.	Maruyasu Industries Co., Ltd.	1971	Manufacture of EGR(Exhaust Gas Recirculation) for diesel engines
	Grands Millesimes de France	Suntory Ltd.	1988	Manufacture and sales of wine
	Hanae Mori Haute Couture S.A.	HANAE MORI Associates Co., Ltd.	1976	Manufacture and sales of haute couture dresses
	Hitachi Computer Products (Europe) S.A.	Hitachi, Ltd.	1991	R&D and manufacture of magnetic storages for large computers
	Hitachi Construction Machinery France S.A.S.	Hitachi Construction Machinery Co., Ltd.	2002	Manufacture and sales of construction machines
	Hitachi Software Engineering Europe S.A. (HSEE)	Hitachi Software Engineering Co., Ltd.	1994	R&D, manufacture 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 Conbio France EURL	Hoya Corp.	1991	Manufacture and sales of various laser instruments
	Hoya Lens France S.A.	Hoya Corp. (Hoya Holding N.V.)	1997	Manufacture and sales of lenses for glasses and allied apparatuses
IBIDEN DPF FRANCE S.A.S	IBIDEN Co., Ltd.	2001	Manufacture of diesel particulate filters	
INX International France SAS	Sakata Inx Corp.	2004	Manufacture and sales flexographic and gravure inks	
Iris Instruments S.A.	Oyo Corp.	1990	R&D, design, manufacture and sales of measuring instruments for geotechnical engineering	

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France	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. Mfg. Co., Ltd.	1988	Manufacture and sales of connectors
	Jideco-4e S.A.	Jidosha Denki Kogyo Co., Ltd.	1996	R&D, manufacture and sales of automotive parts (power seat motors, wiper systems and power window motors)
	JIDECO-Equipement Electrique Electronique Europeen S.A.	Jidosha Denki Kogyo Co., Ltd.	1999	Manufacture and sales of electric devices for motor vehicles
	JOBIN-YVON S.A.	Horiba, Ltd.	1997	R&D, manufacture and sales of optical and precision apparatuses
	JSP International Sarl	JSP Corp.	1993	R&D, manufacture and sales of resin foams
	JTEKT AUTOMOTIVE DIJION SAINT ETIENNE S.A.S.	JTEKT Corp.	2000	R&D, manufacture and sales of automotive parts (steering)
	JTEKT AUTOMOTIVE LYON S.A.S	JTEKT Corp.	2002	Manufacture and sales of steering
	JTEKT EUROPE S.A.S.	JTEKT Corp.	1991	Manufacture and sales of automotive parts (steering)
	JTEKT HPI S.A.S.	JTEKT Corp.	1994	R&D, design, manufacture and sales of motor-operated pumps, gear pumps and gear motors for machines for the automotive industry
	KENWOOD Electronics Bretagne S.A.	Kenwood Corp.	1985	R&D and manufacture of tuners, car stereos and communication apparatuses
	KOMORI CHAMBON SA	Komori Corp.	1989	R&D, manufacture and sales of printing machines for paper containers
	Konica Minolta Supplies Manufacturing France S.A.S	Konica Minolta Holdings, Inc.	1990	Assembly of copiers, manufacture of toner and manufacture and assembly of copier units
	Kontron Medical SAS	Fukuda Denshi Co., Ltd.	2005	Development, manufacture and sales of ultrasound imaging diagnostic equipment
	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 France S.A.	Takeda Pharmaceutical Company Ltd.	1978	Development and sales of medicines
	LCO-Protomoule Group	Arrk Corp.	2001	Manufacture of metal molds and molded articles
	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
	Menicon europe S.A.	Menicon Co., Ltd.	1976	Manufacture and sales of contact lenses and allied products
	Menicon Pherme	Menicon Co., Ltd.	1992	Manufacture of contact lenses and maintenance products
	MHI Equipment Alsace S.A.S	Mitsubishi Heavy Industries, Ltd.	2005	Manufacture and sales of medium- and large-size engines
	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
Natural Plant Protection S.A.S.	Arysta LifeScience Corp.	1993	Manufacture of microbial formulation	
NEPCO S.A.	Sojitz Group., 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	

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France	NGK Spark Plug Industries Europe S.A.	NGK Spark Plug Co., Ltd.	1990	Manufacture of spark plugs for internal combustion engines
	Nidek S.A.	Nidek Co., Ltd.	1988	Manufacture and sales of ophthalmologic instruments
	NTN Transmissons Europe	NTN Corp.	1999	R&D and manufacture of constant velocity joints for motor vehicles
	Ogura S.A.S	Ogura Clutch Co., Ltd., Ogura Corporation (USA)	1996	Manufacture and sales of electromagnetic clutches for car air conditioners
	Oniris S.A.	Sumitomo Rubber Industries Ltd.	1947	R&D, manufacture and sales of bed clothing
	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 auto bicycles
	Pilot Industry Europe	Pilot Corp.	1996	Manufacture of ball-point pens and fountain pens
	Pioneer Electronics France S.A.	Pioneer 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
	Ricoh Industrie France S.A.	Ricoh Co., Ltd.	1987	Manufacture of copiers, facsimile machines and fixing roller toners, and R&D, manufacture and sales of thermal paper
	Rohm LSI Sysytems	Rohm Co., Ltd.	2000	Development, design and manufacture of LSIs
	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
	SAGEM SA	Dai Nippon Printing Co., Ltd.	2003	Manufacture of thermal transfer ribbons
	Saint Etienne Automotive Components S.A.S.	Somic Ishikawa Inc., JTEKT Corp.	2001	Manufacture of ball joints
	Sakata Vegetables Europe SARL	Sakata Seed Corp.	1996	Manufacture and sales of vegetable and flower breeds
	Sanden Manufacturing Europe S.A.	Sanden Corp.	1995	Manufacture and sales of compressors for car air conditioners
	Sankyo Manufacturing France SARL	Sankyo Co., Ltd. (Sankyo Pharma (Schweiz))	1977	Manufacture of raw materials for pharmacy
	Sankyo Pharma France SARL	Sankyo Co., Ltd. (Sankyo Pharma(Schweiz))	1977	Sales of medicines
	Sanoh Europe(France) EURL	Sanoh Industrial Co., Ltd.	2000	Manufacture and sales of automotive parts
	Sansetsu France S.A.	Sansetsu Transportation Co., Ltd., Sansetsu UK Ltd.	1986	Manufacture and sales of cushioning packaging materials
SARL Domaine de la Lauzade kinu-Ito	Itoham Foods Inc.	1987	Manufacture and sales of wine	
SC Chateau Beychevelle	Suntory Ltd.	1989	Brewing and sales of wine	
SCE Chateau Beaumont	Suntory Ltd.	1989	Manufacture and sales of wine	

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France	Schneider Toshiba Investor Europe S.A.S	Toshiba Corp.	2001	Development, manufacture and sales of general-purpose inverters
	Sealed Air Packaging, S.A.	JSP Corp.	1985	Manufacture and sales of various cellular plastic products
	SERMO SAS	Arrk Corp.	2005	Design and manufacture of metal molds for automotive parts molding
	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.	1996	Manufacture of agricultural chemicals
	Societe Civile d'Etudes et de Recherches Takasago	Takasago International Corp.	1978	Manufacture and sales of perfume, cologne, etc.
	Societe de Mecanique d'IRIGNY (S.M.I.)	JTEKT Corp.	1991	R&D, Design, manufacture and sales of automotive 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	Manufacture of wine
	Societe Nouvelle de Transmissions	NTN Corp.	1998	Manufacture of automotive parts (constant velocity joints)
	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 cellular phones
	Stanley- Idess S.A.	Stanley Electric Co., Ltd.	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
	SUMCO France S.A.S.	Sumco Corp.	1995	Manufacture and sales of silicon wafers
	Sumitomo Chemical Agro Europe S.A.	Sumitomo Chemical Co., Ltd.	1994	Development, registration, manufacture (only processing) and sales of agricultural chemicals
	SUMITOMO METAL EPITECH S.A.S.	Sumitomo Metal Industries, Ltd.	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 Corp.	1978	R&D, design, manufacture and sales of mixed and synthetic perfumes
	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 medicines and cosmetics	
THK France	THK Co., Ltd.	2000	Manufacture of direct acting systems	
THK Manufacturing of Europe S.A.S.	THK Co., Ltd.	2000	Manufacture of linear motion guides	

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France	Three Bond Europe S.A.	Three Bond Co., Ltd.	1976	R&D, manufacture and sales of adhesives, sealing agent and processed parts (for automotive engines)
	TODENKO EUROPE S.A.S.	Tokyo Electric Wire Industrial Co., Ltd.	1988	Manufacture and sales of electric wires and electric cables
	Tomy France S.A.	Tomy Corp.	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 BOSHOKU FRANCE S.A.S	Toyota Boshoku Corp.	2005	Manufacture and sale of automotive bumpers
	Toyota Industrial Equipment S.A.	Toyota Industries Corp., Toyota Motor Corp.	1995	Manufacture of industrial vehicles (forklifts)
	Toyota Motor Manufacturing France(TMMF) S.A.	Toyota Motor Corp.	2001	Assembling of automotive engines and manufacture of motor vehicles
	TPC S.A.	Kyocera Corp. (AVX Corp.)	1998	Manufacture of electronic parts (film capacitors, ferrite, capacitors for high-voltage power, etc.)
	Trinity Coating Systems Europe SARL	Trinity Industrial Corp.	2000	Manufacture and sales of coating equipment and apparatuses
	Valeo Vision	Ichikoh Industries, Ltd.	1980	Manufacture of lighting fixtures for motor vehicles
	Vetopharma	Arysta LifeScience Corp.	1991	Manufacture and sales of veterinary medicine
	Wevista S.A.	Maruyasu Industries Co., Ltd.	2001	Manufacture of EGR (Exhaust Gas Recirculation) allied parts for diesel engines, etc.
	Wyjolab S.A.	Arysta LifeScience Corp.	1988	Manufacture and sales of veterinary medicine
	Yamaha Electronique France S.A.	Yamaha Corp.	1989	Manufacture of audio products and after sales service for computer apparatuses
	Yamaha Motor France S.A.	Yamaha Motor Co., Ltd.	1992	Manufacture and sales of two-wheel vehicles, outboard motor, water vehicles, All-Terrain Vehicles, etc.
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 Corp.	1992	Manufacture and sales of industrial measuring instruments	
Germany	ADZ Nagano GmbH	Nagano Keiki Co., Ltd.	1999	Manufacture of sensors and pressure gauges
	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

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Germany	BBS Kraftfahrzeug-Technik GmbH	Washi Baem Co., Ltd., Washi Kosan K.K.	1990	Manufacture and sales of aluminum wheels for motor vehicles
	Benoac Fertigteile GmbH	Inoue Corp.	1986	Manufacture and sales of automotive parts
	BLV Licht-und Vakuumtechnik GmbH	Ushio Inc.	1990	R&D, manufacture and sales of electric bulbs
	Bregal Bremer Galvanisierungs GmbH	ITOCHU Corp. (Marubeni-Itochu Steel Europe)	1990	Manufacture of zinc hot dipped steel plates
	BT Magnet Technology GmbH	TDK Corp.	1991	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 printers
	Celon AG	Olympus Corp.	2004	R&D, manufacture and sales of medical apparatuses (endoscopes)
	Chukyo Europe GmbH	Chukyo Yushi Co., Ltd.	1990	Manufacture of releasing agents for polyurethane and heat-sensitive coating materials
	Citizen Machinery & Boley GmbH	Citizen Watch Co., Ltd. (Citizen Watch Europe GmbH)	1992	R&D and manufacture of precision CNC lathes
	Cloyes Europe GmbH	Sumitomo Corp.	2002	Manufacture of transmission machines and parts
	DAS Duennschicht Anlagensysteme GmbH Dresden	Mitsubishi Kakoki Kaisha, Ltd.	2004	Manufacture of exhaust gas removing devices
	Denon Electronics GmbH	D&M Holdings, Inc.	1988	Manufacture and sales of audio products
	DENSO AUTOMOTIVE Deutschland GmbH	Denso Corp. (Denso International Europe B.V.)	1984	R&D, processing and assembling of compressors and pulley
	Dipl. -ing Reinhold Eggert GmbH	Ushio Inc.	1990	R&D, 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, manufacture and sales of tire tubes
	Faun GmbH	Tadano Ltd.	1990	R&D and manufacture of truck cranes and manufacture of vehicles for high lift work
	Freudenberg Mektec Europa GmbH	Nippon Mektron Ltd.	1990	Manufacture and sales of flexible wiring boards
	Fuji Magnetics GmbH	Fuji Photo Film Co., Ltd.	1987	Manufacture and sales of magnetic tapes
	Fujitsu Siemens Computers	Fujitsu Ltd.	1999	Manufacture of computer-related apparatuses
	Gould Electronics GmbH & Co. KG	Nippon Mining & Holdings, Inc.	1988	Manufacture of copper foil for printed circuit
	GTD GRAPHIT TECHNOLOGIE GmbH	Toyo Tanso Co., Ltd.	1991	Processing and sales of carbon products
	Hartmann Druckfarben GmbH	Dainippon Ink and Chemicals, Inc. (Sun Chemical (USA) Inc.)	1986	Manufacture and sales of printing inks
Heinrich Wagner Sinto Maschinenfabrik GmbH	Shintokogio, 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 Corp.	1993	Manufacture and sales of robot systems for assembling light electrical products and motor vehicle-related apparatuses	

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Germany	Hitachi Automotive Systems Europe GmbH	Hitachi, Ltd.	2003	R&D, manufacture of high-pressure pumps for direct-injection gasoline engines
	Hosokawa Alpine AG	Hosokawa Micron Corp. (HMI-Unternehmens-Holding GmbH), HOS Beteiligungs GmbH	1987	R&D, 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	R&D, manufacture and sales of confectionery technology machines
	Hosokawa Micron GmbH	Hosokawa Micron Corp.	1985	Manufacture, sales and processing on contract of powder process apparatuses
	Hoya Lens Deutschland GmbH	Hoya Corp.	1979	Manufacture and sales of lenses for glasses
	J.S.T.Deutschland GmbH	J.S.T. Mfg. Co., Ltd.	1984	R&D, manufacture and sales of connectors and continuous and loose terminals
	JT International Germany GmbH Werk Trier	Japan Tobacco Inc.	1999	Manufacture of tobacco products
	JVC Video Manufacturing Europe GmbH	Victor Co. of Japan Ltd.	1981	Manufacture and sales of VHS and deck-type VTRs
	KANZAN Spezialpapiere GmbH	Oji Paper Co., Ltd., Marubeni Corp.	1990	R&D, manufacture and sales of thermo sensitive 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	Manufacture and sales of silicone rubber rollers for copiers
	Kodak polychrome graphics GmbH	Dainippon Ink and Chemicals, Inc.	1989	R&D, manufacture of printing materials
	Komatsu Hanomag A.G.	Komatsu Ltd.	1989	Manufacture and sales of construction machines
	Komatsu Mining Germany GmbH	Komatsu Ltd.	1996	Manufacture and sales of hydraulic excavators
	KPSS (Kao Professional Salon Service GmbH)	Kao Corp.	1989	R&D, manufacture and sales of cosmetics for beauty salon
	Kubota Baumaschinen GmbH	Kubota Corp.	1988	Design and manufacture of small construction machines
	Kuraray Specialities Europe GmbH	Kuraray Co., Ltd.	2001	Manufacture and sales of poval and butyral resins
	Kurita Europe GmbH	Kurita Water Industries Ltd., ITOCHU Corp.	1989	Manufacture and sales of water treatment chemicals
	MDC Power GmbH	Mitsubishi Motors Corp.	2001	Manufacture of automotive engines
	Milei GmbH	Morinaga Milk Industry Co., Ltd.	1972	R&D, manufacture and sales of dairy products
	Mitsubishi Hitec Paper Bielefeld	Mitsubishi Paper Mills, Ltd., Mitsubishi Corp.	1998	Manufacture and sales of pressure sensitive paper and cast-coated paper
	Mitsubishi Hitec Paper Flensburg	Mitsubishi Paper Mills, Ltd., Mitsubishi Corp.	1996	R&D, manufacture and sales of thermo sensitive paper and inkjet paper
	Mitsubishi Paper GmbH	Mitsubishi Paper Mills, Ltd.	1989	Manufacture and sales of paper, photosensitive materials, etc.
Mitsubishi Polyester Film GmbH	Mitsubishi Chemical Corp.	1991	R&D, manufacture and sales of PET films	
Miyachi Europe GmbH	Miyachi Technos Corp.	1990	Manufacture and sales of small precision resistance-welding power sources	

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Germany	Motoman Robotec GmbH	Yaskawa Electric Corp.	1994	Manufacture, sales and service of robot and robot systems
	MT Picture Display GmbH	Matsushita Electric Industrial Co., Ltd., Toshiba Corp.	2003	R&D and manufacture of displays
	Neuweg Fertigung GmbH	NSK Ltd. (NSK Europa Holding GmbH)	1990	Manufacture and sales of bearings
	Nikkiso Pumps Europe GmbH	Nikkiso Co., Ltd.	1973	Manufacture, sales and service of special precision pumps
	NTN Kugellagerfabrik (Deutschland) GmbH	NTN Corp.	1971	Manufacture of bearings
	Nutrichem Diaet Pharma GmbH	SS Pharmaceutical Co., Ltd.	1989	R&D and manufacture of medicines and foods
	Olympus BioSystems GmbH	Olympus Corp.	2001	R&D, manufacture and sales of research instruments
	Olympus Diagnostica Lab-Automation GmbH	Olympus Corp. (Olympus Optical Co. (Europe) GmbH)	2003	Manufacture and sales of diagnostic reagents
	Olympus Life And Material Science Europe GmbH	Olympus Corp.	2005	Development, manufacture and sales of reagents
	Olympus Winter & Ibe GmbH	Olympus Corp. (Olympus Optical Co. (Europe) GmbH)	1979	Manufacture and sales of medical apparatuses (endoscopes)
	Omron Electronics Manufacturing GmbH	OMRON Corp. (OMRON Europe B.V.)	1992	Design and manufacture of sensors for FA
	Optrex Europe GmbH	Optrex Corp.	1989	R&D, design, manufacture and sales of liquid crystal displays (LCDs)
	Otto Benninghoven GmbH	Nikko Co., Ltd.	1990	Manufacture and sales of construction machines
	Panasonic Automotive Systems Europe GmbH	Panasonic Mobile Communications Co., Ltd., Matsushita Electric Industrial Co., Ltd.	1985	R&D, manufacture and sales of car audio apparatuses and CCTVs (monitoring cameras)
	Panasonic Electric Works Europe A.G.	Matsushita Electric Works, Ltd.	1989	R&D, manufacture and sales of automatic controller parts
	RENESAS Semiconductor Europe (Landshut) GmbH	Hitachi, Ltd., Mitsubishi Electric Corp.	2003	Design and manufacture of electronic parts (semiconductor memories)
	ROTA Yokogawa GmbH & Co. KG	Yokogawa Electric Corp. (Yokogawa Europe)	1991	R&D, manufacture of flow meters and pharmaceutical machines
	Ruetgers Kureha Solvents GmbH	Kureha corp.	1982	R&D, 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
	SMB Modell- und Werkzeugbau GmbH	Shin Nippon Koki Co., Ltd.	2004	Manufacture of plastic molds
	SMC Pneumatik GmbH	SMC Corp.	1978	R&D, manufacture and sales of pneumatic apparatuses
	Sumitomo (SHI) Cyclo Drive Germany GmbH	Sumitomo Heavy Industries, Ltd.	1989	Manufacture and sales of mechanical power transmission devices and electric apparatuses, and R&D, 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 Schrupf Produkte GmbH	Sumitomo Electric Industries, Ltd.	1991	Manufacture and sales of heat shrinkable tubes	
Sun Chemical Druckfarben GmbH	Dainippon Ink and Chemicals, Inc.	1996	R&D, manufacture and sales of printing inks	

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Germany	Takasago Europe GmbH	Takasago International Corp.	1992	Manufacture of edible spices
	Takata-PETRI (Sachsen) GmbH	Takata Corp.	1995	R&D, manufacture and sales of air bags and seat belts for passenger cars
	TD Deutsche Klimakompressor GmbH	Toyota Industries Corp., Denso Corp.	1998	Manufacture and assembling of continuously variable displacement compressors and magnet clutches
	TOGO SCHERDEL GmbH	Togo Seisakusyo Corp.	2003	Manufacture of compression springs, blade springs and tension springs
	Toho Tenax Europe GmbH	Toho Tenax Co., Ltd.	1993	R&D, manufacture and sales of industrial highly functional fibers
	Tokai Europe GmbH	Tokai Corp.	1982	Manufacture and sales of disposable lighters
	Toshiba Europe GmbH Regensburg Works	Toshiba Corp.	1989	Manufacture and sales of personal laptop computers
	Toshiba Semiconductor GmbH	Toshiba Corp. (Toshiba Electronics Europe GmbH)	1982	Manufacture of ASICs, IGBTs and LEDs
	Trocellen GmbH	The Furukawa Electric Co., Ltd., OTSUKA Chemical Co., Ltd.	2005	Manufacture of cross-linked polyolefin foam, and manufacture and sales of processed products
	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 Pianofortefabrik 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
YKK Stocko Fasteners GmbH	YKK Corp. (YKK Holding Europe B.V.)	1994	Manufacture and sales of notions	
Netherlands	Astellas B.V.	Astellas Pharma Inc.	1991	R&D, manufacture and sales of medicines
	Bruynzeel Potlodenfabriek B.V.	Sakura Color Products Corp.	1997	Manufacture and sales of pencils
	Calsonic Exhaust Systems B.V.	Calsonic Kansei 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	Pre-compound processing of fluororubber
	Delamine B.V.	Tosoh Corp.	1976	Manufacture and sales of ethyleneamine
	Ecques Coatings B.V.	Dainippon Ink and Chemicals, Inc.	2005	Coating agents and adhesives for optical discs
	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

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Netherlands	Glaverbel Nederland B. V.	Asahi Glass Co., Ltd.	1981	Manufacture and sales of float glass, double glazing and architectural processed glass
	Harakosan Zephyros	HARAKOSAN Corp.	2004	Manufacture and sales of wind power generator
	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 Corp. (Europe)	1988	Manufacture and sales of cleaning blades and feed rollers
	Holland Sweetener Company VOF	Tosoh Corp.	1985	Manufacture and sales of aspartame (artificial sweetener)
	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 Europe B.V.	Hoya Corp. (Hoya Holding N.V.)	1981	Manufacture and sales of lenses, frames and processing apparatuses for glasses
	IRIS Ohyama Europe B.V.	IRIS Ohyama Co., Ltd.	1998	Manufacture and sales of plastic and non-plastic household articles
	KIKKOMAN FOODS EUROPE B.V.	Kikkoman Corp.	1996	R&D and manufacture of soy sauce and allied commodities
	KISUMA CHEMICALS B.V.	Kyowa Chemical Industry Co., Ltd.	1997	Manufacture of synthetic hydrotalcite and magnesium hydroxide
	Kobelco Welding of Europe B.V.	Kobe Steel, Ltd., Sojitz Corp.	1994	Manufacture and sales of stainless steel welding materials
	Krehalon Synclair Packaging B.V.	Kureha corp. (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 Corp.	1998	Manufacture of apparatuses for motor vehicles and allied products
	Mitsubishi Elevator Europe B.V.	Mitsubishi Electric Corp., Mitsubishi Electric Building Techno-Service Co., Ltd.	1996	R&D, design, manufacture, sales, installation and maintenance of elevators
	Mitutoyo Nederland B.V.	Mitutoyo Corp.	1988	R&D, manufacture and sales of precision measuring instruments
	NEC Computers International B.V.	NEC Corp.	1999	Development, manufacture and sales of PCs and PC servers
	Netherlands Car B.V.	Mitsubishi Motors Corp.	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 Corp.	1999	Manufacture and sales of precision chemicals, mainly fluorescent substances
	Nitta Corporation of Holland B.V.	Nitta Industries Co., Ltd.	1991	R&D, manufacture and sales of resin conveyor belts
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 Color & Chemicals Mfg. Co., Ltd.	1989	Manufacture and sales of synthetic resin compounds	
Royal Talens B.V.	Sakura Color Products Corp.	1991	Manufacture and sales of drawing materials	

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Netherlands	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 silicone rubber switches (electronic parts)
	Shin-Etsu PVC B.V.	Shin-Etsu Chemical Co., Ltd	1999	Manufacture and sales of PVC resins
	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 resins
	Sony Chemicals Europe B.V.	Sony Chemicals Corp.	1992	Manufacture and sales of thermal transfer ink ribbons
	SPF Europe N.V.	Showa Entetsu Co., Ltd.	1989	Manufacture and sales of electrodes, surface plated equipment and corrosion preventive process apparatuses for the 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.	1992	Manufacture and sales of lactic acid bacteria drink "Yakult"
	YAMADA EUROPE B.V.	Yamada Corp.	1985	Manufacture and sales of diaphragm pumps
	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	AGC Automotive Europe S.A.	Asahi Glass Co., Ltd. (Glaverbel S.A.)	1991	R&D, manufacture and sales of glass for motor vehicles
	AGC Flat Glass	Asahi Glass Co., Ltd.	1981	R&D, manufacture and sales of sheet glass and processed glass (mirrors, tempered glass laminates, double glazing)
	Ajinomoto Omnicem S.A./N.V.	Ajinomoto Co., Inc.	1989	R&D, manufacture and sales of medicines, bulk pharmaceuticals, intermediates products, tannic acids, surfactants for agriculture and agricultural chemical compounds
	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 Corp.	1990	Manufacture of rubber products
	CMK Europe N.V.	CMK Corp., Sumitomo Bakelite Co., Ltd.	1987	Manufacture and sales of printed wiring boards for consumer use

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Belgium	Daikin Europe N.V.	Daikin Industries, Ltd.	1972	R&D, manufacture and sales of air conditioners for general industrial use
	Eval Europe N.V.	Kuraray Co., Ltd., Kurare Europe GmbH	1997	R&D, manufacture and sales of EVOH resins (ethylene-vinyl alcohol copolymer resins)
	Fuji Hunt Photographic Chemicals N.V.	Fuji Photo Film Co., Ltd.	1989	Manufacture and sales of treatment chemicals for photos
	Fuji Oil Europe	Fuji Oil Co., Ltd., Fuji Oil (Singapore)	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.	Kao Corp.	1989	Manufacture of products for barbers and beauty parlors
	Gunze Plastics & Engineering Co. of Europe N.V.	Gunze Ltd., Gunze Kobunshi Corp.	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-wheel and four-wheel vehicles
	HOYA Lens Belgium N.V.	Hoya Corp.	1999	Manufacture and sales of lenses for glasses
	J.S.T. Europe N.V.	J.S.T. Mfg. Co., Ltd.	1977	Manufacture and sales of terminals and connectors
	JSR Micro N.V.	JSR Co., Ltd.	1990	R&D, manufacture and sales of photo-resists and allied chemicals
	JTEKT TORSEN EUROPE S.A.	JTEKT Corp.	1989	Manufacture and sales of automotive parts (differential gear)
	Kaneka Belgium N.V.	Kaneka Corp., Mitsui & Co., Ltd.	1970	R&D, manufacture and sales of MBS resins, polyethylene foams, 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
	MEC Europe N.V.	MEC Company Ltd.	1993	Manufacture and sales of copper surface treating agents
	Mutoh Europe N.V.	Mutoh Industries Ltd.	1990	Manufacture, import and sales of CAD-related apparatuses and designing and drafting apparatuses
	MYCOM EUROPE N.V./S.A.	Maekawa Mfg. Co., Ltd.	1971	Manufacture and sales of industrial freezers and various gas compressors
	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
	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 Corp.	1974	R&D, manufacture and sales of industrial adhesive tapes and electric insulating tapes
Panasonic Battery Belgium N.V.	Matsushita Electric Industrial Co., Ltd., Matsushita Battery Industrial Co., Ltd.	1970	Design and manufacture of dry batteries and chargeable batteries	
Parker Industries 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 Corp.	1976	R&D and manufacture of car stereos	

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Belgium	Press & Plat N.V.	Press Kogyo Co., Ltd.	1992	Manufacture of automotive 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
	SYSMEX Belgium S.A.	Sysmex Corp.	1997	R&D, manufacture and sales of medical care-related software and specimen testing apparatuses
	Terumo Europe N.V.	Terumo Corp.	1971	Manufacture and sales of medical appliances and medicines
	Tosoh Bioscience N.V.	Tosoh Corp., Tosoh Europe	1990	Manufacture and sales of clinical diagnostic apparatuses and reagents
	Toyota Boshoku Europe N.V.	Toyota Boshoku Corp.	2005	Surveys on European automobiles, manufacture and sales of automotive interior products
	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 and sales of fasteners, Hook-and-Loop fasteners and notions
Luxembourg	Dupont Teijin Films Europe S.A.	Teijin Ltd.	1991	R&D, manufacture and sales of polyester films for audio and video products
	TDK Recording Media Europe S.A.	TDK Corp. (TDK Europe S.A.)	1989	Manufacture and sales of audio and video cassette tapes and optical disks, and sales of other recording media
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
	Astellas Ireland Co., Ltd.	Astellas Pharma Inc.	2005	Manufacture of pharmaceutical products
	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
	Docu soft Ltd.	Design Automation, Inc.	1991	Manufacture and sales of CAD and CAM software
	Hitachi Koki Europe Ltd.	Hitachi Koki Co., Ltd.	1995	Manufacture of power tools
	I.O. Systems Ltd.	Okamoto Systems Ltd.	1995	Manufacture of conveyor belts and material handling
	NEC Semiconductors Ireland Ltd.	NEC Corp.	1976	Manufacture of Ics
	Neriki Europe Ltd.	Neriki Valve Co., Ltd., J. Gerber & Co., (Japan) Ltd.	1995	Manufacture of cylinder valves for high-pressure gases (industrial gases)
	OKURA AUTOMATION IRL LTD	Okura Yusoki Co., Ltd.	1991	Manufacture and sales of conveyors
	Olympus Diagnostica GmbH(Irish Branch)	Olympus Corp.	1989	R&D and manufacture of chemicals for diagnostic purposes
	Ophtecs Euro Ltd.	OPHTECS Corp.	2002	Manufacture and sales of contact lens care products and ophthalmological medicines
	PGM Ballscrews Ireland Ltd.	THK Co., Ltd.	1992	Manufacture of ball screws (machine parts)
	Ricoh Printing Systems Europe	Ricoh Company, Ltd.	2004	Manufacture and sales of printer and photocopying for computer
RyuSyo Industrial Co.,(Ireland)Ltd.	RyuSyo Industrial Co., Ltd.	1989	Manufacture of parts for electronic apparatuses	
Takeda Ireland Ltd.	Takeda Pharmaceutical Company Ltd.	1997	Manufacture of medicines	

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Ireland	Takeda Pharma Ireland	Takeda Pharmaceutical Company Ltd.	2002	Manufacture of drug substance
	Uchiya Ireland Ltd.	Uchiya Thermostat Co., Ltd., Uchiya Hong Kong Limited	1993	Manufacture and sales of thermostats (for household electric appliances)
Spain	A.P.Amortiguadores,S.A.	Kayaba Industry Co., Ltd.	1983	R&D, design, manufacture and sales of shock absorbers
	ACERINOX,S.A.	Nisshin Steel Co., Ltd., Metal One Corp.	1970	R&D, design, manufacture and sales of stainless steel
	AMR Refractorios,S.A.	Krosaki Harima Corp.	1989	Manufacture and sales of refractory bricks
	Barberet & Blanc, S.A.	Kirin Brewery Co., Ltd. (Kirin Agribio B.V.)	1994	R&D, manufacture and sales of carnation seeds and seedlings
	Bridgestone Hispania,S.A.	Bridgestone Corp. (Bridgestone Europe, NV/SA)	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 conditioners, car heaters and heat exchangers
	Componentes Hirotec,S.A.U.	Hirotec Corp.	2002	Assembly and manufacture of automotive parts (doors, hoods, lift gates)
	Daicolorchem EU,S.A.	Dainichiseika Color & Chemicals Mfg. Co., Ltd.	1989	Manufacture and sales of organic and inorganic pigments, import and sales of chemical products, and R&D (only pigments)
	Dalphimetal España, S.A.	Nihon Plast Co., Ltd.	1929	R&D, Design, manufacture and sales of automotive parts
	Denso Barcelona,S.A.	Denso Corp. (Denso International Europe B.V.)	1989	Manufacture of electronic parts and engine control parts for motor vehicles
	Denso Sistemas Térmicos España,S.A.	Denso Corp. (Denso Thermal Systems, S.p.A.)	2004	Manufacture and sales of car air conditioner- and radiator-related products
	DIC Coatings,S.L.	Dainippon Ink and Chemicals, Inc.	1997	Manufacture and sales of can coating materials and metallic inks
	Ebara España Bombas,S.A.	Ebara Corp.	1990	Manufacture and sales of industrial pumps
	EM Research Organization,Inc. Europe Branch	EM Research Organization, Inc.	1998	Manufacture and sales of soil conditioning and microbes
	Esteban Ikeda,S.A.	Nissan Motor Co., Ltd. (Nissan Motor Ibérica, S.A.), Johnson Controls Automotive Systems, Corp.	1990	Manufacture and sales of automotive seats
	Fujitsu Manufacturing España,S.A.	Fujitsu Ltd.	1973	R&D, manufacture and sales of information processing apparatuses, communication apparatuses, and automobile-related electronic apparatuses and customization of ATMs
	Fundimotor/Mecobusa,S.A.	Nissan Motor Co., Ltd.	1976	Manufacture of engine parts
	Gallardo Dance,S.L.	Excel. 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 Ibérica,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 sales of automotive oil and water pumps	
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	R&D and manufacture of lenses for glasses	

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Spain	Ibérica de Suspensiones,S.L.	NHK Spring Co., Ltd., Sojitz Corp.	2004	Manufacture and sales of coil springs and stabilizers for motor vehicles
	INGEMAT,S.A.	Hirotec Corp.	1986	R&D, design, manufacture and sales of jigs and devices for assembling motor vehicles
	Kanaflex España,S.A.	Kanaflex Corp.	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 for perfumes and cosmetics and perfumes
	Katsuyama Europe,S.A.	Katsuyama Kikai, Ltd.	1999	R&D, design, manufacture and sales of building maintenance supplies (gondolas)
	Kayaba Spain,S.A.	Kayaba Industry Co., Ltd.	1996	Manufacture and sales of power steering pumps for motor vehicles
	Kitz Corporation of Europe,S.A.	KITZ Corp.	1991	Manufacture, sales and marketing of valves
	Miracle Coating Europe, S.A.	Mitsubishi Materials Kobe Tools Corp., Mitsubishi Materials España, S.A.	2000	Cemented carbide tools 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-wheel vehicles and repair parts
	Muelles y Ballestas Hispano-Alemanas,S.A.	NHK Spring Co., Ltd., Sojitz 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, and import and sales of other bearings
	Nakagawa España,S.A.	Nakagawa Electric Ind. Co., Ltd.	1993	Manufacture and sales of household electric appliance parts
	Nifco Products España, S.L..U.	Nifco Inc.	2001	R&D, design, manufacture and sales of plastic automotive parts
	Nissan Forklift España,S.A.	Nissan Forklift Europe B.V.	1995	Design, manufacture and sales of forklifts
	Nissan Motor Ibérica,S.A.	Nissan Motor Co., Ltd., Nissan Europe N.V.	1980	R&D, manufacture and sales of passenger and commercial-use cars, four-wheel drive cars and engines
	Qualicaps Europe, S.A.	Qualicaps Co.,Ltd.	2005	Manufacture and sales of capsules (gelatin and cellulose)
	Riken España, S.A.	Riken Co., Ltd.	1981	Manufacture and sales of seal rings and piston bands
	Sakata Inx España,S.A.	Sakata Inx Corp.	1987	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 and R&D and sales of other consumer apparatuses
	Sharp Electrónica España,S.A.	Sharp Corp.	1986	Manufacture and sales of color TVs and R&D and sales of household electric appliances and information commodities
	Showa Europe,S.A.	Showa Corp.	1990	R&D, manufacture and sales of shock absorbers for two-wheel vehicles
SMC España,S.A.	SMC Corp.	1990	Manufacture and sales of pneumatic apparatuses and parts	
Sony España,S.A.	Sony Corp.	1972	Design, manufacture and sales of color TVs	
Sumitomo Bakelite Europe (Barcelona) S.L.	Sumitomo Bakelite Co., Ltd. (Sumitomo Bakelite Europe, N.V.)	2003	R&D, manufacture and sales of industrial phenol resins	

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Spain	Sun Chemical,S.A.	Dainippon Ink and Chemicals, Inc.	1986	Manufacture and sales of printing inks
	Suzuki Motor España,S.A.	Suzuki Motor España, S.A.	1984	Manufacture and sales of autobicycles and parts thereof
	TAKASAGO INTERNATIONAL CHEMICALS (EUROPE), S.A. (TICSA)	Takasago International Corp.	1988	R&D, manufacture and sales of perfumes and flavors for cosmetics, soaps, foods, etc.
	Tedec Meiji Farma,S.A.	Meiji Seika 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 Celrá,S.A.	Kondo Cotton Spinning Co., Ltd., Marubeni Corp.	1987	Manufacture and sales of cotton yarns
	UBE Chemical Europe,S.A.	Ube Industries, Ltd. (Ube Corporation Europe, S.A.)	1967	R&D, manufacture and sales of caprolactam, ammonium sulfate and fine products (1.6HD, DDA, MEKO, etc.)
	UBE Engineering Plastics,S.A.	Ube Industries, Ltd. (Ube Corporation Europe, S.A.)	2001	R&D, manufacture and sales of nylon
	Yamaha Motor España,S.A.	Yamaha Motor Co., Ltd., Yamaha Motor Europe N.V.	1981	Manufacture and sales of two-wheel vehicles, and R&D and sales of marine products and ATVs (four-wheel buggy vehicles)
	YKK España,S.A.	YKK Corp.	1970	Manufacture and sales of auxiliary sewing materials (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 S.p.A.	Toray Industries, Inc.	1959	Manufacture and sales of printed fabrics
	AIDA S.r.l.	Aida Engineering, Ltd.	2004	Manufacture and sales of presses
	Air Gunsa S.r.l.	Anest Iwata Corp.	1997	Manufacture of coating machines
	Ajinomoto Italia/ 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
	BRIDGESTONE ITALIA S.P.A.	Bridgestone Corp. (Bridgestone / Firestone Europe S.A.)	1989	Manufacture and sales of tires for passenger and commercial-use cars
	Bridgestone Metalpha Italia S.p.A.	Bridgestone Corp.	1996	Manufacture and sales of steel cords for tires
	Costruzione Italiana Apparecchi Precisione (CIAP) S.R.L.	Honda Motor Co., Ltd. (Honda Italia Industriale S.p.A.), Yamada Manufacturing Co., Ltd.	1980	Manufacture and sales of motorcycle parts (change gear mechanisms)
	DENSO MANUFACTURING ITALIA S.p.A.	Denso Corp. (Denso International Europe B.V.)	1999	R&D, manufacture and sales of alternators, starters and small motors for motor vehicles
	Denso Thermal Systems S.p.A.	Denso Corp. (Denso International Europe B.V.)	2001	Manufacture of car air conditioners and radiators
	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 and industrial pumps	

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Italy	Emblem Europe S.p.A.	Unitika Ltd.	1988	Manufacture and sales of high molecular film
	ERIKA s.r.l.	Onward Kashiyama Co., Ltd.	2004	Manufacture and sales of knitwear
	Eurogenetics Italia SRL	Tosoh Corp. (Tosoh Bioscience LLC)	1994	Manufacture and sales of clinical diagnosis equipment and in vitro diagnostics
	Fiat Kobelco Construction Machinery S.p.A.	Kobelco Construction Machinery Co., Ltd., Sumitomo Corp.	2002	Design, manufacture and sales of construction machines
	Fujisawa SRL	Astellas Pharma Inc.	1993	Development, manufacture and sales of medicines
	Gibo'co S.p.A.	Onward Kashiyama Co., Ltd.	1994	Manufacture and sales of men's and women'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 50-650cc motorcycles and engines
	Hoya Lens Italia S.p.A.	Hoya Corp.	1982	Manufacture and sales of optical equipment
	IHI Charging System International S.p.A.	Ishikawajima-Harima Heavy Industries Co., Ltd.	1995	Manufacture of superchargers for motor vehicles
	Imer Nissei S.p.A.	Nissei Build Kogyo Co., Ltd.	1991	Manufacture of multilevel parking garages
	Industria Cuscinetti S.p.A.	NSK Ltd. (NSK Europe Ltd)	1969	Manufacture and sales of bearings
	IRIS s.r.l.	Onward Kashiyama Co., Ltd.	2005	Manufacture and sales of shoes
	Italpet Preforme S.p.A.	Marubeni Corp.	1995	R&D and manufacture of resins for PET bottles
	Italpneumatica Sud SRL	SMC Corp. (SMC Italia S.p.A.)	1990	Manufacture of pneumatic apparatuses
	Komatsu Utility Europe S.p.A.	Komatsu Ltd.	1995	Manufacture and sales of miniature construction machines, such as miniature shovels and miniature wheel loaders
	Marghera Butadiene S.p.A.	Mitsui & Co., Ltd., Nihon Zeon Co., Ltd.	1985	Manufacture and sales of butadiene
	Matsushita Electric Works Electronic Materials(Italy) S.p.A.	Panasonic Electric Works Electronic Materials Europe GmbH	2000	Manufacture of wire materials for printed boards
	Miteni S.p.A.	Mitsubishi Corp., JEMCO Inc., Mitsubishi International GMBH	1988	R&D, manufacture and sales of fluoride
	Mitsuba F.N.Europe S.p.A.	Mitsuba Corp. (Mitsuba F.N.Europe S.p.A.)	1990	Manufacture of electric devices for two-wheel vehicles (starters, ACGs, CDIs and regulators)
	Motori Minarelli S.p.A.	Yamaha Motor Co., Ltd. (YAMAHA Motor Europe N.V., YAMAHA Motor Italia S.p.A.)	1967	Manufacture of engines for two-wheel vehicles
	Nidek Technologies s.r.l.	Nidek Co., Ltd.	1998	R&D, manufacture and sales of ophthalmologic instruments
	OMRON BITRON Automotive Components s.r.l.	Omron Corp.	2004	Manufacture and sales of automotive relays
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	

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Italy	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
	Sea Utensili Diamantati S.p.A.	Victor Co. of Japan Ltd.	1974	Manufacture and sales of diamond tools
	Sews-Cabind S.p.A.	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems Ltd., Sumitomo Corp.	2001	Manufacture and sales of wire harnesses for motor vehicles
	Shimano Italia S.p.A.	Shimano Inc. (Shimano Singapore Pte Ltd.)	1990	R&D, manufacture and sales of bicycle parts
	Shinto Italia S.p.A.	Shinto Industrial Co., Ltd.	1984	Manufacture and sales of lance pipes
	SMC Italia S.p.A.	SMC Corp.	1977	Manufacture and sales of air compressors
	Societa' Belgarda S.p.A.	Yamaha Motor Co., Ltd. (Yamaha Motor Europe)	1980	Manufacture and sales of two-wheel vehicles
	Sony Italia S.p.A.	Sony Corp., Sony International Amsterdam BVI	1981	Manufacture, sales and marketing of consumer electrics
	Star Automation Europe S.p.A.	Star Seiki Co., Ltd.	1989	Manufacture of FA equipment
	Sumoto SRL	Ebara Corp.	1981	Manufacture and sales of submersible motors for deep wells
	T.RAD ITALIA S.p.A.	T. RAD Co. Ltd.	2001	Manufacture and sales of heat exchangers
	Takeda Italia Farmaceutici S.p.A.	Takeda Pharmaceutical Company 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
	TMI Europe S.p.A.	Teijin Ltd.	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
	Toyo Tanso Europe S.p.A.	Toyo Tanso Co., Ltd.	1997	R&D, manufacture and sales of carbon products
	Vegitalia S.p.A.	Kagome Co., Ltd.	2004	Manufacture and sales of frozen vegetables
	VENDO ITALY S.p.A	Sanden Corp. (Vendo Europe Inc.)	1990	R&D, design, manufacture and sales of automatic vending machines
	Yamaha Motor Italia S.p.A.	Yamaha Motor Co., Ltd. (Yamaha Motor Europe B.V.)	1980	Manufacture and sales of two-wheel vehicles
	Yanmar Italy S.p.A.	Yanmar Diesel Corp. (Yanmer International Europe N.V.)	1996	R&D, manufacture and sales of diesel engines
YKK Fasteners S.p.A.	YKK Corp.	1990	Manufacture and sales of metal 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) S.A.R.L./YKK(Deutschland) GmbH/YKK(Niederland) B.V.	1977	Manufacture and sales of fastener parts	
Finland	Furuno Finland Oy	Furuno Electric Co., Ltd.	2003	Manufacture of marine electronics, integrated bridge system
	Jujo Thermal Oy	Nippon Paper Industries Co., Ltd., Mitsui & Co., Ltd.	1992	R&D, manufacture and sales of thermo sensitive paper
	Misawa Home of Finland Oy	Misawa Homes Co., Ltd., Misawa Ceramics Corp., Yamanashi Housing Industries Co., Ltd.	1994	Manufacture of house building materials

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Finland	Nana Europe Ltd.	Nanatanigawa Lumber Industries Co., Ltd.	1996	R&D and manufacture of house building materials
	Oy Shinshowa Finland Ltd.	Shinshowa Co., Ltd.	2001	Manufacture of house building materials
	Santen Oy	Santen Pharmaceutical Co., Ltd.	1997	Manufacture and sales of ophthalmologic medicines
	Sunarrow Finland Oy	Sunarrow Limited	2002	Manufacture of parts for cellular phones
Sweden	Akzo Novel Nippon Paint AB	Nippon Paint Co., Ltd.	1999	Manufacture and sales of coating materials for coils
	BT Industries AB	Toyota Industries Corp.	2000	R&D, manufacture and sales of indoor transport machines
	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.	1989	Design, manufacture and sales of diamond tools
	Hoya Lens Sweden AB	Hoya Corp.	1978	R&D, manufacture and sales of lenses for glasses
	Komatsu Forest AB	Komatsu Ltd.	2004	Manufacture of forestry machines
	Motoman Robotics Europe AB	Yaskawa Electric Corp.	1984	Design, manufacture and sales of robot systems
	Ohlins Racing AB	Yamaha Motor Co., Ltd.	1987	R&D, design, manufacture and sales of shock absorbers
	PP Pres & Platgruppen AB	Press Kogyo Co., Ltd.	1992	Manufacture of automotive parts
	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.	1984	R&D, design, manufacture and sales of electronic position-measuring parts
	SMC Pneumatics Sweden AB	SMC Corp.	1986	Manufacture of technical atmosphere parts
	Sony Ericsson Mobile Communications AB	Sony Corp.	2001	R&D and manufacture of cellular phones
	Stensele Sag i Storman AB	Komatsu Ltd. (KomatsuForest AB)	2004	Manufacture of forestry machines
Tomoku Hus AB	Tomoku Co., Ltd., Sweden House Co., Ltd., Mitsubishi Corp.	1991	R&D, manufacture and sales of housing members	
Denmark	DataFlight Europe as	Canon Inc.	2004	Manufacture and sales of advanced in-flight POS
	DNP Denmark A/S	Dai Nippon Printing Co., Ltd.	1989	Manufacture and sales of screens for projection TV sets
	Frisa Planter A/S	Sakata Seed Corp.	2003	Cultivation and sales of flowering plants
	KOKI EUROPE A/S	Koki Company Ltd.	2001	Manufacture and sales of solder pastes and post-fluxes (surface-mounted soldering materials)
	Musholm Lax A/S	Okamura Foods Co., Ltd.	2005	Cultivation of trout, trout roe, etc.
	OFS-FITEL I/S	Furukawa Electric Co., Ltd.	2001	R&D and manufacture of optical fibers
	Sakata Ornamentals Europe A/S	Sakata Seed Corp.	2003	R&D, manufacture and sales of flower seeds

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Denmark	Sun Chemical A/S	Dainippon Ink and Chemicals, Inc.	1995	Manufacture and sales of organic pigment
	YKK Danmark A/S	YKK Corp.	1982	Manufacture and sales of fasteners
Austria	Amada Austria GmbH	Amada Co., Ltd.	1986	Manufacture and sales of metal molds for metal sawing machine blades and press brakes
	DIC Performance Resins GmbH	Dainippon Ink and Chemicals, Inc.	1987	R&D, design, manufacture and sales of synthetic resins, etc.
	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
	Lexedis Lighting GmbH	Toyoda Gosei Co., Ltd.	2005	Manufacture and sale of high efficiency digital light sources (XED)
	Panasonic Electric Works Electronic Materials(Europe) GmbH	Matsushita Electric Works, Ltd.	2000	Manufacture and sales of laminates for multilayer printed boards
	SMC Pneumatik GmbH	SMC Corp.	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 Automóveis, S.A.	Sumitomo Wiring Systems, Ltd., Sumitomo Wiring Systems Europe, Ltd., Sumitomo Corp. UK Plc., Sumitomo Corp.	1992	R&D, manufacture and sales of electric wires
	Companhia Industrial de Resinas Sintéticas, CIRES, S.A.	Shin-Etsu Chemical Co., Ltd., Mitsui & Co., Ltd.	1960	R&D, manufacture and sales of vinyl chloride polymer
	FISIPE- Fibras Sintéticas de Portugal, S.A.	Mitsubishi Corp., Mitsubishi Rayon Co., Ltd., Mitsubishi International (Germany)	1973	Manufacture and sales of acrylic fibers
	JOROGASO- Indústria Portuguesa de Equipamentos para Automóveis, Lda.	Press Kogyo Co., Ltd.	1998	Manufacture and sales of fuel tanks, chassis parts and bumpers
	João de Deus & Filhos S.A	DENSO Corp. (DENSO Thermal Systems S.p.A (Italy))	2001	Manufacture of radiators, intercoolers and heater core for motor vehicles
	MITSUBISHI FUSO TRUCK EUROPE - Sociedade Europeia de Automóveis, S.A.	Mitsubishi Motors Corp.	1990	Manufacture and sales of commercial-use cars
	NEC Portugal - Telecomunicações 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-Química Fina, Lda.	Nemoto & Co., Ltd., Sojitz Corp.	1990	R&D, manufacture and sales of inorganic and fluorescent pigments
	PIONEER Technology Portugal, S.A	Pioneer Corp. (Pioneer Technology Belgium N.V., Pioneer Europe N.V.)	1995	Manufacture of car stereos and CD products
	Salvador Caetano - Indústrias Metalúrgicas e Veículos de Transporte, S.A	Toyota Motor Corp.	1972	Design and assembling of bus bodies, automotive parts and commercial-use cars (Toyota cars)
	Shotic Europa-Indústria de Alumínio, Lda.	Showa Denko K.K.	1998	Manufacture of compressor parts (forged and molded aluminum parts) for car air conditioners
	Taiyo Technology Portugal, Lda.	Taiyo Manufacturing Co., Ltd.	2002	Manufacture and sales of panels for car stereos, panels for cellular phones, etc.
	TESCO - Componentes para Automóveis, Lda.	METTS Corp., EUTIC	1993	Manufacture and sales of diecast aluminum products
Uchiyama Portugal Vedantes, Lda.	Uchiyama Manufacturing Corp., Uchiyama America Inc.	1996	Manufacture of bearing seals and engine gasket	

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Portugal	Yazaki Saltano de Ovar, P.E., Lda.	Yazaki Corp.	1992	Manufacture of automotive parts (low-voltage electric wires, etc.)
	Yazaki Saltano de Portugal, C.E.A., Lda.	Yazaki Corp.	1986	Manufacture of wire harnesses for motor vehicles
	YKK Portugal, Lda.	YKK Corp., YKK France Sarl.	1981	Manufacture and sales of metal buttons and Hook-and-Loop fasteners
Switzerland	ILFORD Imaging Switzerland GmbH	Oji paper Co., Ltd.	2005	Manufacture and sales of glossy inkjet photo paper and display film
	JT International S.A.	Japan Tobacco Inc.	1999	Manufacture and sales of tobacco products
	Kontron Medical AG	Fukuda Denshi Co., Ltd.	2005	R&D, manufacture and sales of ultrasound imaging diagnostic equipment
	Sun Chemical AG (S.A., LTD)	Dainippon Ink and Chemicals, Inc. (Sun Chemical Group B.V.)	1992	Manufacture and sales of printing inks
Greece	Hellenic Steel Company	Marubeni-Itochu Steel Inc., (Marubeni-Itochu Steel Europe GMBH)	1972	Manufacture and sales of cold drawn products, tinplates, galvanized steel plates, etc.
	Miyama. Hellas Ltd.	Miyama Corporate Group	2002	Manufacture and sales of iron and steel products for sewage systems
	Tosoh Hellas A.I.C.	Tosoh Corp., Mitsubishi Corp.	1973	R&D and manufacture of electrolytic manganese dioxide
	Y.K.K. Hellas A.E.B.E.	YKK Corp., YKK Holding Europe	1983	Manufacture and sales of fastener products
Poland	ACCUROMM Central Europe Sp.z o.o.	Fuji Seiko Ltd.	2004	Manufacture of cemented carbide tools, etc.
	Ajinomoto Poland Sp.z o.o.	Ajinomoto Co., Inc.	1999	Manufacture and sales of instant noodles
	AKS Precision Ball Polska Sp.z o.o.	Amatsuji Steel Ball Mfg. Co., Ltd.	2002	Manufacture of steel balls for bearings
	Bridgestone Diversified Products Poland Sp.z o.o.	Bridgestone Corp.	2004	Manufacture of rubber crawlers for construction vehicles
	Bridgestone Poland Sp.z o.o.	Bridgestone Corp.	1998	Manufacture of radial tires for passenger cars
	Calsonic Kansei Poland Sp.z o.o.	Calsonic Kansei Corp.	1997	Manufacture of car heaters
	CARBO TOKA Sp.z o.o.	Hokkaido Toka Fine Technic Co., Ltd.	1995	Development, manufacture, service and sales of gas meter devices
	Daicel Safety Systems Europe Sp.z o.o.	Daicel Chemical Industries, Ltd.	2004	Manufacture of inflators for air bags for motor vehicles
	Danfoss Saginomiya Sp.z o.o.	Saginomiya Seisakusho, Inc.	2002	Manufacture and sales of small pressure switches for air conditioners, and sales of control equipment for freezers and air conditioners
	DENSO THERMAL SYSTEMS POLSKA Sp.z o.o.	Denso Corp.	2001	Manufacture and sales of heaters and cockpit modules
	Euro Comfort Sp.z o.o.	Bic Camera Inc.	1995	Collection, refining and export of feathers, and manufacture of feather bedding
	Fuji Seal Poland Sp.z o.o.	Fuji Seal International, Inc.	2005	Manufacture and sales of packaging materials
	ISUZU MOTORS POLSKA Sp.z o.o.	Isuzu Motors, Ltd. (ISPOL-IMG Holdings B.V., Isuzu Motors Europe Ltd.)	1997	Manufacture and sales of diesel engines for passenger cars and ships
Koide Poland Sp.z o.o.	Koide Kokan Co., Ltd.	2005	Manufacture of steel pipes for automotive vibration isolation rubber and other products	
Kotani Poland Sp.z o.o.	Kotani Corp., Sumitomo Corp. Group, NTN Corp.	2005	Manufacture of forged parts for automotive drive system	

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
Poland	MOI Tech Europe Sp.z o.o.	Mitsuboshi Belting Ltd., Mitsui & Co., Ltd.	2002	Manufacture of power transmission belts for motor vehicles
	Natrium S.A.	Ushio Inc. (BLV Licht-und Vakuumtechnik GmbH)	2005	Manufacture and sales of energy-saving lighting sources such as natrium lamps and other lamps
	NGK Ceramics Polska Sp.z o.o.	NGK Insulators, Ltd., Sumitomo Corp.	2003	Manufacture of DPF (Diesel Particulate Filter) for diesel vehicles
	NSK ISKRA S.A.	NSK Ltd., Sojitz Corp.	1998	R&D and manufacture of bearings and rollers
	NSK STEERING SYSTEMS EUROPE (Polska) Sp.z o.o.	NSK Ltd.	2004	Manufacture of steering wheels for motor vehicles
	NTK Technical Ceramics Polska Sp.z o.o.	NGK Spark Plug Co., Ltd.	2003	Manufacture and sales of ceramic cutting tools
	Panasonic Battery Poland S.A.	Matsushita Electric Europe (HQ) Ltd.	1993	Manufacture of manganese dry batteries
	Poland Smelting Technologies polst Sp.z o.o.	Toyota Tsusho Corp., Daiki Aluminium Industry Co., Ltd.	2003	Manufacture and sales of aluminum liquids and regenerated masses
	Polskie Pierze i Puch Sp.z o.o.	Aiwa	1993	Manufacture and sales of feather bedclothes
	SANDEN Manufacturing Poland Sp.z o.o.	Sanden Corp.	2004	Manufacture of parts for air conditioners
	SATO Polska Sp.z o.o.	Sato Corp.	2001	Manufacture and printing of bar code seals
	SEWS-CABIND POLAND Sp.z o.o.	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems, Ltd.	2001	Manufacture and sales of wire harnesses (for motor vehicles) and parts thereof
	SEWS POLSKA Sp.z o.o.	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems, Ltd.	1995	Manufacture and sales of wire harnesses (for motor vehicles) and parts thereof
	SEWS-Components Europe Polska Sp.zo.o	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems, Ltd.	2003	Manufacture of wire harnesses
	SD Engineering (Europe) Sp.zo.o	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems, Ltd.(SD Engineering)	2005	Manufacture and sales of small facilities
	SURUGA POLSKA Sp.z o.o.	Suruga Seiki Co., Ltd. (MISUMI Group Inc)	2005	Manufacture of precision parts for factory automation machinery
	Takata-Petri Parts Polska Sp.z o.o.	Takata Corp.	2001	Manufacture of seat belts for motor vehicles
	Takata-Petri Sp.z o.o.	Takata Corp.	1997	Manufacture of steering wheels for motor vehicles
	TBMECA Poland Sp.z o.o.	Toyota Boshoku Corp., Denso Corp.	2003	Manufacture of cylinder head covers for motor vehicles, intake manifolds, etc.
	TOHO Poland Sp.z o.o.	Toho Industrial Company Ltd.	2002	Manufacture of bearing parts
	Toyo Seal Poland Sp.z o.o.	Toyo Seal Industries Co., Ltd.	2002	Manufacture of bearing rubber seals
	Toyota Motor Industries Poland Sp.z o.o.(TMIP)	Toyota Motor Corp., Toyota Industries Corp.	2002	Manufacture of diesel engines
	Toyota Motor Manufacturing Poland Sp.z o.o.(TMMP)	Toyota Motor Corp.	1999	Manufacture of transmissions (change gears)
TRI (Poland) Sp.z o.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.z o.o.	Tsubaki Nakashima Co., Ltd.	2003	Manufacture of bearing parts	
YAGI Poland Factory Sp.z o.o.	Yagi Industries Co., Ltd.	2003	Manufacture of bearing parts	

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
Poland	YKK Poland Sp.z o.o.	YKK Corp.	1996	Manufacture and sales of various fasteners
Czech	AGC Automotibe Czech a.s.	Asahi Glass Co., Ltd.	2005	Manufacture of automotive glass
	AIRS Manufacturing Czech, s.r.o.	Denso Airs Corp.	2002	Manufacture of aluminum tube for car air conditioners
	AISAN BITRON CZECH s.r.o.	Aisan Industry Co., Ltd.	2000	Manufacture of fuel systems for motor vehicles
	AISAN BITRON LOUNY s.r.o.	Aisan Industry Co., Ltd.	2002	Manufacture of electronic throttle bodies and die-cast parts
	AISIN EUROPE MANUFACTURING CZECH s.r.o.	Aisin Seiki Co., Ltd.	2002	Manufacture of automotive engine pumps
	Alcoa Fujikura Czech s.r.o.	Fujikura Ltd.	2002	Manufacture of automotive cables
	Alps Electric Czech, s.r.o.	Alps Electric Co., Ltd.	1995	Manufacture of PC keyboards and video modulators
	Amagasaki Pipe Czech, s.r.o.	Amagasaki Pipe Corp.	2004	Manufacture of parts for cooling systems
	Aoyama Automotive Fasteners Czech, s.r.o.	Aoyama Seisakusho Co., Ltd.	2002	Manufacture of automotive parts
	ASMO Czech s.r.o.	ASMO Co., Ltd.	2004	Manufacture of motors for air conditioners
	AVX Czech Republic S.R.O.	Kyocera Corp. (AVX Ltd.)	1992	Manufacture of tantalum chip capacitors
	Czech Republic Onamba s.r.o.	Onamba Co., Ltd.	2001	Manufacture of wire harnesses for AV apparatuses
	Daido Metal Czech s.r.o.	Daido Metal Co., Ltd.	2005	Manufacture of resin and metal bushes for automotive steering and suspension systems
	Daiho(Czech) s.r.o.	Daiho Industrial Co., Ltd., Mitsui & Co. Deutschland GmbH, Mitsui & Co., Ltd. (Tokyo)	2000	Manufacture and sales of plastic products (TV cabinets)
	Daikin Device Czech Republic, s.r.o.	Daikin Industries, Ltd.	2004	Manufacture of compressors for air conditioners
	Daikin Industries Czech Republic, s.r.o.	Daikin Industries, Ltd.	2003	Manufacture of air conditioners
	DENSO MANUFACTURING CZECH, s.r.o.	Denso Corp.	2001	Manufacture of car air conditioners
	Electric Powersteering Components Europe s.r.o.	Mitsubishi Electric Corp., JTEKT Corp.	2001	Manufacture of electronic control units (ECUs) of electric power steering (EPSs) for motor vehicles
	EPCOS, s.r.o.	Matsushita Electric Industrial Co., Ltd.	1999	Manufacture of semiconductors
	EPE CZ s.r.o.	EPE International Corp.	2000	Manufacture of packaging materials
Fuji Koyo Czech s.r.o.	Fuji Kiko Co., Ltd.	2002	Manufacture of automotive power steering parts	
Fujikoki Czech s.r.o	Fuji Koki Corp.	2001	Manufacture of automotive parts	
Furukawa Electric Autoparts Central Europe, s.r.o.	Furukawa Electric Co., Ltd.	2001	Manufacture of connectors for automotive air bags and wire harnesses	
Futaba Czech S.R.O	Futaba Industrial Co., Ltd.	2002	Manufacture of automotive emission systems	
Glaverbel Czech,a.s.	Asahi Glass Co., Ltd. (Glaverbel S.A.)	1991	Manufacture and sales of sheet glass and processed glass	

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
Czech	INDET SAFETY SYSTEMS a.s.	Nippon Kayaku Co., Ltd.	1999	Manufacture and sales of squibs
	Ishimitsu Manufacturing Czech s.r.o.	Ishimitsu Manufacturing Co., Ltd.	2003	Manufacture of automotive parts
	Japanese Solderless Terminals s.r.o.	J.S.T. Mfg. Co. Ltd.	2003	Manufacture of wires and cables
	JCEE, s.r.o.	JCC Engineering Co., Ltd., Far East Engineering, Co., Ltd.	1992	Manufacture and sales of capacitors
	JSP International s.r.o	JSP Corp. (JSP International)	2005	Manufacture of expanded polypropylene beads
	Koito Czech s.r.o.	Koito Manufacturing Co., Ltd.	2001	Manufacture of lamps for motor vehicles
	JTEKT AUTOMOTIVE CZECH PILZEN, S.R.O.	JTEKT Corp.	2002	Manufacture of electric power steering
	KYB Manufacturing Czech s.r.o.	Kayaba Industry Co., Ltd., Mitsubishi Corp.	2003	Manufacture of dampers for motor vehicles
	KYOCERA Solar Europe s.r.o.	Kyocera Corp.	2004	Manufacture of solar panels
	Liplastec s.r.o.	Denso Corp.	2002	Manufacture of molded plastic products for motor vehicles
	Matsushita Electric Works (CZ), s.r.o.	Matsushita Electric Works Co., Ltd. (Europe Matsushita Electric Works Co., Ltd.)	1997	Manufacture of control parts, such as relays and switches
	Mi-King, s.r.o.	Mitsui & Co., Ltd.	2004	Processing and manufacture of steel coils
	Mitsubishi Electric Automotive Czech, s.r.o.	Mitsubishi Electric Corp.	2000	Manufacture and sales of electric devices for motor vehicles
	Muramoto Manufacturing Europe s.r.o.	Muramoto Industry Co., Ltd.	2005	Manufacture of press parts for plasma TV sets
	NACHI Czech s.r.o.	Nachi-Fujikoshi Corp.	2003	Manufacture of bearings
	Nichias Czech, s.r.o.	NICHIAS Corp.	2004	Manufacture of gaskets for motor vehicles
	NPK Europe Manufacturing s.r.o.	Nippon Pneumatic Mfg. Co., Ltd.	2001	Manufacture of construction machines
	Ohmori Technos Czech s.r.o	Ohmori Technos Corp.	2005	Manufacture of compressors parts for air conditioners
	Oiles Czech Manufacturing, s.r.o.	Oiles Corp.	2003	Manufacture of bearings
	OPTREX Chech, a.s.	Optrex Corp.	1996	Manufacture of liquid crystal displays (LCDs)
	Panasonic AVC Networks Czech, s.r.o.	Matsushita Electric Industrial Co., Ltd.	1996	R&D and manufacture of color TVs and image apparatuses
	Panasonic Mobile & Automotive Systems Czech s.r.o.	Panasonic Mobile Communications Co., Ltd., Matsushita Electric Industrial Co., Ltd.	2001	Manufacture of cellular phones and car audio products
	SANKYO Oilless Industry spol. s r.o	Sankyo Oilless Industry, Inc.	1992	Manufacture of parts for press dies
Shimano Czech Republic, s.r.o.	Shimano Inc.	2000	Manufacture of bicycle gears	
Showa Aluminium Czech s.r.o.	Showa Denk K.K.	1999	Manufacture of capacitors for car air conditioners	
Stavmek, s.r.o.	Komatsu Ltd.	2004	Manufacture of construction machines	

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
Czech	Steel Center Europe, s.r.o.	Sumitomo Corp.	2004	Press work of iron and steel
	Sumikei Czech s.r.o.	Sumitomo Light Metal Industries, Ltd.	2002	Manufacture of aluminum parts for car air conditioners
	Takada Industries Czech Republic, s.r.o.	Takada Industry Co., Ltd.	2002	Manufacture of precision plastic parts for motor vehicles
	Takata-Petri-Parts, s.r.o.	Takata Corp.	1992	Manufacture of automotive cables
	TG Safety Systems Czech, s.r.o.	Toyoda Gosei Co., Ltd., Toyota Tsusho Corp.	2001	Manufacture of steering wheels and air bags for motor vehicles
	Toray Textiles Central Europe, s.r.o.	Toray Industries, Inc.	1997	Manufacture and sales of woven fabrics of long polyester fibers
	Toyo Radiator Czech, s.r.o.	T. RAD Co. Ltd.	2004	Manufacture of parts for car air conditioners
	Toyoda Gosei Czech, s.r.o.	Toyoda Gosei Co., Ltd., Toyota Tsusho Corp.	2001	Manufacture of steering wheels and air bags for motor vehicles
	JTEKT AUTOMOTIVE CZECH PARDUBICE, S.R.O.	JTEKT Corp.	2003	Manufacture of precision processed parts (transmission parts)
	Toyota Peugeot Citroen Automobile Czech, s.r.o.	Toyota Motor Corp.	2002	Manufacture of motor vehicles
	TRCZ, s.r.o.	Tokai Rika Co., Ltd.	2001	Manufacture of automotive switches
	TRIS Czech, s.r.o.	TRIS Inc.	2001	Manufacture of carbon brushes for automotive engines
	Valeo Compressor Europe, s.r.o.	Valeo Thermal Systems Japan Corp.	2002	Manufacture of compressors for car air conditioners
	Yazaki Wiring Technologies Czech s.r.o.	Yazaki Corp.	1993	Manufacture of automotive cables
Slovakia	Kitani Electric Slovakia s.r.o.	Kitani Electric Co., Ltd	2005	Manufacture of solar panel parts
	NMB Minebea Slovakia, s.r.o	Minebea Co., Ltd.	2004	Manufacture of keyboards
	Panasonic AVC Networks Slovakia s.r.o	Matsushita Electric Industrial Co., Ltd (Germany)	2000	Manufacture of household VTRs
	Panasonic Electronic Devices Slovakia s.r.o	Panasonic Electronic Devices Co., Ltd. (Panasonic Electronic Devices Europe GmbH)	1997	Manufacture of power sources, transformer coils, tuners for AV apparatuses and remote controllers
	Sews Slovakia, s.r.o.	Sumitomo Electric Industries, Ltd. (Sumitomo Electric Wiring Systems (Europe) Ltd.)	1996	Manufacture of wire harnesses and allied parts
	SIIX EMS Slovakia s.r.o.	SIIX Corp. (SIIX Europe (Germany))	2001	Manufacture of substrate mounting (EMS)
	Sony Slovakia, spol.s.r.o	Sony Corp. (Sony Europe B.V.)	1996	Manufacture and sales of main TV parts (electron guns, deflection yokes) and assembling of TVs
	Todenco Slovakia	Tokyo Electric Wire Industrial Co., Ltd.	2001	Manufacture of wire harnesses
	TRIM LEADER, a.s.	Toyota Boshoku Corp.	2000	Manufacture of seat covers (for motor vehicles)
	Yazaki Slovakia spol. s.r.o.	Yazaki Corp.	1994	Manufacture of wire harnesses
Hungary	AGC Automotive Hungary Ltd.	Asahi Glass Co., Ltd.	2004	Manufacture of glass for motor vehicles
	Aikawa Hungaria Elektronikai KFT.	Aikawa Press Industry Co., Ltd.	1998	Manufacture of mechanical parts for electronic apparatuses and car audio parts

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
Hungary	Alpine Electronics Manufacturing of Europe Ltd.	Alps Electric Co., Ltd.	1998	Manufacture of car audio apparatuses
	ARRK Hungary Ltd.	Arrk Corp.	2001	Manufacture of metal molds and molded articles for plastic products
	Bridgestone Hungary Ltd.	Bridgestone Corp.	2005	Manufacture of automotive tires
	Clarion Hungary Electronics Kft.	Clarion Co., Ltd.	1997	Manufacture of car-mounted audio apparatuses
	Delphi Calsonic Magyarorszag Gyarto Kft.	Calsonic Kansei Corp.	2000	Manufacture of car air conditioner parts
	DENSO Manufacturing Hungary Ltd.	Denso Corp.	1997	Manufacture of diesel injection pumps
	DIAMOND ELECTRIC MAGYARORSZAG Kft.	Diamond Electric Mfg. Co., Ltd.	2000	Manufacture of automotive parts
	Digital Disc Drives Kft.	Tanashin Denki Co., Ltd., Tanashin (Europe) GmbH	1997	Manufacture of CD player parts and CD-ROM parts
	EPCOS Kft.	EPCOS KK. Matsushita Electric Industrial Co., Ltd.	1994	Manufacture of electronic parts
	Euro Exedy Cluch Ltd.	Exedy Corp., ITOCHU Corp., 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.	1997	Manufacture and sales of wire harnesses
	Furukawa Electric Composite Insulator Ltd.	Furukawa Electric Co., Ltd.	1993	Manufacture and sales of silicon glass
	HOYA LENS Manufacturing Hungary Rt.	Hoya Corp. (Hoya Lens Europe N.V.)	1994	Manufacture of optical lenses
	Ibiden Hungary Kft.	IBIDEN Co., Ltd. (IBIDEN European Holding)	2004	Manufacture of filters for removing black smoke from diesel vehicles (DPF)
	Kotobuki ASL Kft.	Kotobuki Corp.	2004	Manufacture of seats for public facilities
	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 of printing blankets
	Mitsuba Automotive Systems of Europe Kft.	Mitsuba Corp., Mitsuba Europe Ltd.	2001	Manufacture and sales of electric devices for motor vehicles
	Musashi Hungary Manufacturing Limited.	Musashi Seimitsu Industry Co., Ltd.	2000	Manufacture of automotive parts
	Nissho Hungary Precision Kft.	Nissho Corp.	1999	Processing, manufacture and assembling of members based on adhesives, films and foams relating to electronics and motor vehicles
	Nissin Foods Kft.	Nissin Food Products Co., Ltd.	2004	Manufacture and sales of instant noodles
	SANSHIN (Hungary) Kft	Sanshin Electric Co., Ltd.	1999	Manufacture and sales of car stereos and car stereo tuners, 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 kft.	Sumitomo Electric Industries, Ltd.	2000	Manufacture of cables
SEWS Automotive Wire Hungary, Ltd.	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems, Ltd.	2003	Manufacture of electric wires for automotive wire harnesses	
SEWS-Components Europe Hungary Ltd.	Sumitomo Electric Industries, Ltd. Sumitomo Electric Wiring Systems Ltd.	2002	Manufacture and sales of automotive parts	

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
Hungary	SEWS Hungary Ltd.	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems, Ltd.	1996	Manufacture and sales of wire harnesses for motor vehicles
	Shin-Etsu Polymer Hungary Kft.	Shin-Etsu Polymer Co., Ltd., Shin-Etsu Polymer Europe B.V.	2003	Manufacture and sales of products and parts, materials and rubber and plastic parts for electronic apparatuses
	Shinwa Precision (Hungary) Co.,Ltd.	Shinwa International Holdings Ltd.	1998	Development, manufacture and sales of optical apparatuses, such as audio cassette decks and CDs, and allied parts, such as plastic and metal parts
	SMK Hungary Kft	SMK Corp.	2000	Manufacture of 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	2002	Manufacture of keyboards for cellular phones
	Summit D&V Kft.	Sumitomo Corp. Sumitomo Deutschland GmbH	1999	Assembling and delivery of parts for automotive production
	Taiho Corporation of Europe Kft.	Taiho Kogyo Co., Ltd.	2000	Manufacture of automotive parts
	TAKANO HUNGARY KFT.	Takano Kogyo	2002	Manufacture of car audio parts
	Tanashin (Europe) Kft.	Tanashin Denki Co., Ltd. (Tanashin (Europe) GmbH)	2000	Manufacture of car audio parts
	TDK Electronics Hungary KFT.	TDK Corp. (TDK Electronics Europe GmbH)	1995	Manufacture and sales of power transformers (noise filters, ferrite cores, chip capacitors, etc.)
	TOKAJ-Hetszolo Rt.	Suntory Ltd.	1991	Manufacture and sales of wine
	Toyo Seat Europe Kft.	Toyo Seat Co., Ltd.	2002	Manufacture of parts for automotive seats
	TSUBAKI-HOOVER Hungary Ltd.	Tsubaki Nakashima Co., Ltd. (Hoover Precision Products, Inc.)	1999	Manufacture of rollers
U-SHIN EUROPE Kft.	U-SHIN Ltd.	2000	Manufacture of automotive parts	
Romania	Fuji Magnetics Romania S.R.L.	Fuji Photo Film Co., Ltd. (Fuji Magnetics GmbH)	2001	Manufacture and processing of parts for film-loading cameras
	JT International (Romania) S.R.L	Japan Tobacco Inc.	2000	Manufacture of tobacco products
	KOYO ROMANIA S.A.	JTEKT Corp.	1998	R&D and manufacture of bearings
	S.C.Sol-Plus Romania S.R.L.	Sol-Plus Co., Ltd.	2002	Plastic molding and casting, and software development
	SEWS Romania S.R.L.	Sumitomo Electric Industries. Ltd., Sumitomo Wiring Systems Co., Ltd.	2000	Manufacture of wire harnesses and allied parts
	TAKATA-PETRI ROMANIA S.R.L.	Takata Corp.	2001	Manufacture of steering wheel parts and material for seat belt, airbag
	YAZAKI COMPONENT TECHNOLOGYS SRL	Yazaki Corp.	2003	Manufacture of junction boxes and allied parts
	YAZAKI ROMANIA S.R.L.	Yazaki Corp.	2003	Manufacture of wire harnesses and allied parts
YKK Romania S.R.L	YKK Corp.	2002	Manufacture and sales of fasteners	
Lithuania	S-Y Wiring Technologies GmbH	Yazaki Corp.	2001	Manufacture of wire harnesses for motor vehicles

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
Lithuania	UAB KOEI BALTIJA	KOEI Co., Ltd.	2004	R&D and manufacture of entertainment software
Serbia and Montenegro	DAIDO METAL KOTOR AD.	Daido Metal Co., Ltd.	2002	Manufacture of bearings
Bulgaria	SVOBODA ED	NOVAC Corp.	1997	Manufacture and sales of fur and handbag
Turkey	AISIN OTOMOTIV PARCALARI SANAYI VE TICARET A.S.	Aisin Seiki Co., Ltd.	2004	Manufacture of car body parts, such as door frames, door locks and outside handles
	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 Inc.	Bando Chemical Industries, Ltd.	2003	Manufacture of transmission belts for motor vehicles and general industries
	Brisa Bridgestone Sabanci Lastik Sanayi ve Ticaret A.S.	Bridgestone Corp.	1988	R&D, manufacture and sales of tire tubes and flaps
	DENSO OTOMOTIV PARCALARI SANAYI A.S.	Denso Corp.	2002	Manufacture of car air conditioners, heaters, etc.
	Federal-Mogul TP Liners Europe Limited Sirketi (FTLE)	Teikoku Pistonring Co., Ltd.	2002	Manufacture of piston rings
	Honda Turkiye A.S.	Honda Motor Co., Ltd.	1992	Manufacture and sales of passenger cars
	ROZMAS CHUO OTOMOTIV YAY SANAYI A.S.	Chuo Spring Co., Ltd.	2002	Manufacture of coil springs and stabilizers
	SANGO OTOMOTIV URUNLERI SANAYI VE TICARET A.S.	SANGO Co., Ltd.	2002	Manufacture of exhaust-related parts
	Sekiso Otomotiv Sanayi ve Ticaret A.S.	SEKISO Corp.	2004	Manufacture of intake duct (silent type)
	TOYOTA BOSHOKU TURKIYE OTOMOTIV SANAYI VE TICARET A.S.	Toyota Boshoku Corp. Mitsui & Co., Ltd.	1997	Manufacture and sales of automotive seats and door trim
	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 pressed parts for motor vehicles
	Yazaki Otomotiv Yan Sanayi ve Ticaret A.S.	Yazaki Corp.	1995	Manufacture and sales of wire harnesses for motor vehicles
YKK Metal ve Plastik Urunleri Sanayi ve Ticaret A.S.	YKK Corp.	1991	Manufacture and sales of fasteners	

Appendix

List of Japanese Manufacturing Affiliates in Europe and Turkey
by industry

Industry	Country	Company Name
Food products, agricultural and fisheries product processing	UK	Ben Nevis Distillery Ltd.
	UK	J&W Hardie Ltd.
	UK	Mizkan UK Ltd.
	UK	Morrison Bowmore Distillers Ltd.
	UK	Princes Ltd.
	UK	Sakata Ornamentals UK Ltd.
	UK	Shoda Sauces Europe Company Limited
	UK	Southern Glass House Produce Ltd.
	UK	The Tomatin Distillery Co., Ltd.
	UK	Tomen Foods U.K. Ltd.
	France	Ajinomoto Euro-Aspartame S.A.
	France	AJINOMOTO EUROLYSINE S.A.
	France	Ajinomoto Foods Europe S.A.S
	France	Beghin-Meiji Industries
	France	Bretagne Express
	France	Budoonoki provence
	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	F.P. Natural Ingredients (S.A.S.)
	France	Fromagerie Lorraine de Vezelise S.A. (F.L.V.)
	France	Generale Biscuit Glico France
	France	Grands Millesimes de France
	France	Louis Royer Et Cie S.A.
	France	Raguneau S.A.
	France	SARL Domaine de la Lauzade kinu-Ito
	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	Toraya France S.A.R.L.
	France	Yamazaki France S.A.
	Germany	JT International Germany GmbH Werk Trier
	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	Yakult Europe B.V.
	Belgium	Fuji Oil Europe
	Spain	Barberet & Blanc, S.A.
Spain	Kao Corporation,S.A.	
Spain	TAKASAGO INTERNATIONAL CHEMICALS (EUROPE), S.A. (TICSA)	
Italy	Vegitalia S.p.A.	
Denmark	Frisa Planter A/S	
Denmark	Musholm Lax A/S	
Denmark	Sakata Ornamentals Europe A/S	
Switzerland	JT International S.A.	
Poland	Ajinomoto Poland Sp.z o.o.	
Hungary	Nissin Foods Kft.	
Hungary	TOKAJ-Hetszolo Rt.	
Romania	JT International (Romania) S.R.L	

Industry	Country	Company Name
Food products, agricultural and fisheries product processing	Turkey	TAT Tohumculuk A.S.
Textiles (yarn/woven material)	UK	Fred Perry Limited
	UK	Toray Textiles Europe Ltd.
	Germany	Toho Tenax Europe GmbH
	Netherlands	Teijin Twaron B.V.
	Spain	Textil Celrá,S.A.
	Italy	Achille Pinto S.p.A.
	Italy	Alcantara S.p.A.
	Italy	TMI Europe S.p.A.
	Czech	Toray Textiles Central Europe, s.r.o.
Apparel/Textile products	UK	Aquascutum Group, PLC
	UK	Clan Douglas Limited
	UK	Freed of London Ltd.
	UK	John Laing of Hawick Ltd.
	UK	Minova Ltd.
	UK	The New Zipper Company 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.
	Italy	ERIKA s.r.l
	Italy	Gibo'co S.p.A.
	Italy	IRIS s.r.l.
Timber/wood products (excluding Furniture/Interior products)	Finland	Misawa Home of Finland Oy
	Finland	Nana Europe Ltd.
	Finland	Oy Shinshowa Finland Ltd.
	Sweden	Tomoku Hus AB
	Austria	LAMCO Holzverarbeitungsges.m.b.H.
Furniture/Interior products	France	Oniris S.A.
Paper/Pulp	UK	Featherpost Limited
	Germany	KANZAN Spezialpapiere GmbH
	Germany	Mitsubishi Hitec Paper Bielefeld
	Germany	Mitsubishi Hitec Paper Flensburg
	Germany	Mitsubishi Paper GmbH
	Germany	Ruetgers Kureha Solvents GmbH
	Netherlands	Uni-Charm Molnlycke B.V.
	Finland	Jujo Thermal Oy
	Switzerland	ILFORD Imaging Switzerland GmbH
Printing/Publishing	Netherlands	Fuji Photo Film B.V.
Chemical/Petrochemical products	UK	Accuromm U.K. Ltd.
	UK	Agrisense Bcs Ltd.
	UK	Algram Group Ltd.
	UK	Asahi Thermofil (UK) Ltd.
	UK	Birkbys Plastics Ltd.
	UK	Canyon Europe Ltd.
	UK	Coates Group
	UK	DuPont Teijin Films U.K. Ltd.
	UK	Dynic (UK) Ltd.
	UK	F2 Chemicals Ltd.
	UK	Fuji Copian U.K. Ltd.
	UK	Image Polymers Europe UK Partnership
	UK	Krehalon U.K. Ltd.

Industry	Country	Company Name
Chemical/Petrochemical products	UK	Nippon Gohsei UK Ltd.
	UK	Nippon Oil Exploration and Production U.K. Limited
	UK	Nobel Enterprises, Ltd.
	UK	Sekisui (U.K.) Ltd.
	UK	SumiAgro (UK) Ltd.
	UK	Sun Chemical Ltd.
	UK	Tamura Kaken (U.K.) Ltd.
	UK	Tenma (U.K.) Ltd.
	UK	The Inx Group (U.K.) Ltd.
	UK	Union Chemicar U.K. Ltd.
	UK	Zeon Chemicals Europe Ltd.
	France	Adeka Palmarole S.A.S
	France	Akzo Nobel Nippon Paint S.A.
	France	Arysta Life Science Europe S.A.
	France	CALLIOPE S.A.
	France	Dacral S.A.
	France	Francolor Pigments S.A.
	France	INX International France SAS
	France	JSP International Sarl
	France	Natural Plant Protection S.A.S.
	France	Pochet Inoac Inc.
	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	Hartmann Druckfarben GmbH
	Germany	Hi-Bis GmbH
	Germany	Kao Chemicals GmbH
	Germany	Kodak polychrome graphics GmbH
	Germany	KPSS (Kao Professional Salon Service GmbH)
	Germany	Kuraray Specialities Europe GmbH
	Germany	Kurita Europe GmbH
	Germany	Mitsubishi Polyester Film GmbH
	Germany	Sansetsu Deutschland GmbH
	Germany	Sun Chemical Druckfarben GmbH
	Germany	Takasago Europe GmbH
	Germany	Wako Chemicals GmbH
	Netherlands	Chugoku Paints B.V.
	Netherlands	Delamine B.V.
	Netherlands	Ecques Coatings B.V.
Netherlands	KISUMA CHEMICALS B.V.	
Netherlands	Krehalon Synclair Packaging B.V.	
Netherlands	Plalloy MTD B.V.	
Netherlands	Sekisui Alveo B.V.	

Industry	Country	Company Name
Chemical/Petrochemical products	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.
	Belgium	Ajinomoto Omnicem S.A./N.V.
	Belgium	Eval Europe N.V.
	Belgium	Fuji Hunt Photographic Chemicals N.V.
	Belgium	Goldwell Belgium N.V.
	Belgium	Hishi Plastics Europe S.A.
	Belgium	JSR Micro N.V.
	Belgium	Kaneka Belgium N.V.
	Belgium	MEC Europe N.V.
	Belgium	Nippon Shokubai Europe N.V.
	Belgium	Nitto Europe N.V.
	Belgium	Parker Industries of Europe N.V.
	Luxembourg	Dupont Teijin Films Europe S.A.
	Spain	DIC Coatings,S.L.
	Spain	Gousei Ibérica,S.A.
	Spain	Hebron,S.A.
	Spain	Kanase España,S.A.
	Spain	Sakata Inx España,S.A.
	Spain	Sumitomo Bakelite Europe (Barcelona) S.L.
	Spain	Sun Chemical,S.A.
	Spain	UBE Chemical Europe,S.A.
	Italy	Ajinomoto Italia/ Bioitalia S.p.A.
	Italy	Akzo Nobel Nippon Paint SRL
	Italy	Emblem Europe S.p.A.
	Italy	Italpet Preforme S.p.A.
	Italy	Marghera Butadiene S.p.A.
	Italy	Resindion S.r.l.
	Italy	TOK Italia S.p.A.
	Italy	Toyo Tanso Europe S.p.A.
	Sweden	Akzo Novel Nippon Paint AB
	Denmark	Sun Chemical A/S
	Austria	DIC Performance Resins GmbH
	Austria	Sun Chemical A.G.
	Portugal	Companhia Industrial de Resinas Sintéticas, CIRES, S.A.
	Portugal	FISIPE- Fibras Sintéticas de Portugal, S.A.
	Portugal	Nemoto Portugal-Química Fina, Lda.
	Switzerland	Sun Chemical AG (S.A., LTD)
	Greece	Tosoh Hellas A.I.C.
Hungary	Shin-Etsu Polymer Hungary Kft.	
Hungary	Sunarrow Hungary Kft.	
Plastic products	UK	Asahi Glass Fluoropolymers U.K. Ltd.
	UK	IK Precision Company Ltd.
	UK	Nifco U.K. Ltd.
	UK	Sanko Gosei UK Ltd.
	UK	Sansetsu UK Limited
	France	Asahi Thermofil (France) S.A.
	Netherlands	Eslon B.V.
	Netherlands	IRIS Ohyama Europe B.V.
	Netherlands	Nitta Corporation of Holland B.V.

Industry	Country	Company Name
Plastic products	Netherlands	Sanko Nederland B.V.
	Belgium	Gunze Plastics & Engineering Co. of Europe N.V.
	Belgium	Yamauchi Corporation N.V.
	Spain	Kanaflex España,S.A.
	Spain	UBE Engineering Plastics,S.A.
	Austria	Sony DADC Austria AG
	Portugal	Taiyo Technology Portugal, Lda.
	Czech	Daiho(Czech) s.r.o.
	Czech	Takada Industries Czech Republic, s.r.o.
Pharmaceutical products	UK	Advanced Healthcare Ltd.
	UK	Terumo UK Ltd.
	UK	The Mentholatum Co., Ltd.
	UK	Vascutek Ltd.
	France	Daiichi Sanofi Laboratories Synthelabo
	France	Eisai S.A.S
	France	Laboratoires Takeda France S.A.
	France	Menicon europe S.A.
	France	Menicon Pherme
	France	Sankyo Manufacturing France SARL
	France	Sankyo Pharma France SARL
	France	Synthelabo Tanabe Chimie S.A. (S.T.C.)
	France	Thepenier Pharma Industrie S.A.
	France	Vetopharma
	France	Wyjolab S.A.
	Germany	Nutrichem Diaet Pharma GmbH
	Germany	Olympus Diagnostica Lab-Automation GmbH
	Germany	Olympus Life And Material Science Europe GmbH (Irish Branch)
	Germany	Sankyo Pharma GmbH
	Netherlands	Astellas B.V.
	Belgium	GC Europe N.V.
	Belgium	Kaneka Pharma Europe N.V.
	Belgium	Terumo Europe N.V.
	Belgium	Tosoh Bioscience N.V.
	Ireland	Astellas Ireland Co., Ltd.
	Ireland	Olympus Diagnostica GmbH(Irish Branch)
	Ireland	Ophtecs Euro Ltd.
	Ireland	Takeda Ireland Ltd.
	Ireland	Takeda Pharma Ireland
	Spain	Tedec Meiji Farma,S.A.
	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 UK Ltd.
	UK	Freudenberg Technical Products LP
	UK	Toyo Seal Industries Co., Ltd. UK
	France	Bridgestone / Firestone France S.A.
	France	DAIKIN CHEMICAL FRANCE S.A.S
	France	Dunlop France S.A.
	France	Laboratoires Radiatex S.A.
	France	S.E.I.A. S.N.
	Germany	Dunlop GmbH
	Netherlands	Hokushin Europe B.V.

Industry	Country	Company Name
Rubber products	Belgium	Bridgestone Europe N.V./S.A.
	Ireland	I.O. Systems Ltd.
	Ireland	OKURA AUTOMATION IRL LTD
	Spain	Bridgestone Hispania,S.A.
	Spain	Y-TEC Europa, S.A.
	Italy	BRIDGESTONE ITALIA S.P.A.
	Portugal	Uchiyama Portugal Vedantes, Lda.
	Poland	Bridgestone Diversified Products Poland Sp.z o.o.
	Poland	Bridgestone Poland Sp.z o.o.
	Poland	MOI Tech Europe Sp.z o.o.
	Poland	Toyo Seal Poland Sp.z o.o.
	Poland	TRI (Poland) Sp.z o.o.
	Hungary	Bridgestone Hungary Ltd.
	Hungary	Meiji Rubber Europe Industrial Products Co.,Ltd.
	Turkey	Brisa Bridgestone Sabanci Lastik Sanayi ve Ticaret A.S.
Ceramics, soil and stone	UK	NGF Europe Ltd.
	UK	Nippon Electric Glass (UK) Limited
	UK	Pilkington PLC
	UK	TOSOH Quartz Ltd.
	UK	TYK Limited
	France	Glaverbel France S.A.
	Belgium	AGC Flat Glass
	Belgium	Kuwayama Europe N.V.
	Belgium	NGK Europe S.A.
	Belgium	Rotary Nozzle International S.A.
	Spain	AMR Refractorios,S.A.
	Spain	Glapiik,A.I.E.(Horno Flot)
	Italy	Glaverbel Italy S.R.L.
	Poland	NGK Ceramics Polska Sp.z o.o.
	Poland	NTK Technical Ceramics Polska Sp.z o.o.
Czech	Glaverbel Czech,a.s.	
Iron and steel	Germany	Bregal Bremer Galvaniseriungs GmbH
	Netherlands	Kobelco Welding of Europe B.V.
	Spain	ACERINOX,S.A.
	Greece	Hellenic Steel Company
Nonferrous metal	UK	Ryobi Aluminium Casting (UK), Ltd.
	UK	Senju Manufacturing (Europe) Ltd.
	France	NGK BERYLCO FRANCE
	France	Toyal Europe S.A.
	Germany	BT Magnet Technology GmbH
	Germany	Cloyes Europe GmbH
	Netherlands	SPF Europe N.V.
	Spain	Mitsubishi Materials España,S.A.
	Spain	YKK España,S.A.
	Poland	Poland Smelting Technologies Sp.z o.o.
	Hungary	Euro Wire & Cable Services Ltd.(EWCS)
Hungary	SEI Interconnect Products (Hungary) Manufacturing Limited Liability Company	
Metal products	UK	Hunting Oilfield Services (UK) Ltd.
	UK	JORDANS (TOOLMAKERS) Limited
	UK	Katmex Ltd.
	UK	Kato Precision (U.K.) Limited
	UK	Kato-Entex Limited
	UK	KOYO BEARINGS (EUROPE) LTD.
	UK	KVC (UK) Ltd.

Industry	Country	Company Name
Metal products	UK	Meiki (UK) Ltd.
	UK	NGK Berylco 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
	France	SERMO SAS
	Netherlands	Euro-Mit Staal B.V.
	Netherlands	YAMADA EUROPE B.V.
	Spain	Ibérica de Suspensiones, S.L.
	Spain	Kitz Corporation of Europe, S.A.
	Spain	Miracle Coating Europe, S.A.
	Spain	Muelles y Ballestas Hispano-Alemanas, S.A.
	Spain	Nachi Industrial, S.A.
	Italy	YKK Fasteners S.p.A.
	Portugal	CABELAUTO- Cabos para Automóbeis, S.A.
	Portugal	Shotic Europa-Indústria de Alumínio, Lda.
	Portugal	TESCO - Componentes para Automóveis, Lda.
	Greece	Miyama. Hellas Ltd.
	Czech	Mi-King, s.r.o.
	Czech	Steel Center Europe, s.r.o.
	Hungary	ARRK-TECH KFT.
	Romania	KOYO ROMANIA S.A.
	Lithuania	S-Y Wiring Technologies GmbH
	General machinery	UK
UK		Asahi Diamond Industrial U.K. Co.,Ltd.
UK		Asahi Seiko (Europe) Ltd.
UK		Bio Signal Corporation Ltd.
UK		FUJIFILM Electronic Imaging Ltd.
UK		Hirata Corporation of Europe Limited
UK		Honda Engineering Europe Ltd.
UK		Horiba Jobin Yvon IBH Ltd.
UK		Horton Automatics Ltd.
UK		Hoshizaki Europe Ltd.
UK		Hosokawa Micron Ltd.
UK		Kawasaki Precision Machinery (UK) Ltd.
UK		Komatsu U.K. Ltd.
UK		Markon Sawafuji Ltd.
UK		Miracle Engineering Europe Ltd.
UK		Mitsui Babcock Energy Ltd.
UK		Obara Europe Ltd.
UK		OSG U.K. Limited
UK		Robertson Geologging Ltd.
UK		Satake Corporation UK Division
UK		SMC Pneumatics (U.K.) Ltd.
UK		Sumitomo (SHI) Cyclo Drive Europe, Ltd.
UK		Tomoe Tritec, Ltd.
UK		JTEKT AUTOMOTIVE UK, LTD.
UK		Unipres (UK) Limited
UK		Universal Drilling & Cutting Equipment Ltd.
UK		Yamazaki Mazak U.K. Ltd.
France		Amada Europe S.A.

Industry	Country	Company Name
General machinery	France	Ammann-Yanmar S.A.
	France	Arrk Product Development Group S.A
	France	EPE EUROPE
	France	Godart S.A.
	France	Honda Europe Power Equipment S.A.
	France	Iris Instruments S.A.
	France	Itoh Denki Europe S.A.
	France	MHI Equipment Alsace S.A.S
	France	S2M Societe de Mecanique Magnetique
	France	Saint Etienne Automotive Components S.A.S.
	France	Schneider Toshiba Investor Europe S.A.S
	France	THK Manufacturing of Europe S.A.S.
	France	Trinity Coatiing Systems Europe SARL
	Germany	ADZ Nagano GmbH
	Germany	DAS Duenschicht Anlagensysteme GmbH Dresden
	Germany	Dolmar GmbH
	Germany	Heinrich Wagner Sinto Maschinenfabrik GmbH
	Germany	Hosokawa Alpine AG
	Germany	Hosokawa Bepex GmbH
	Germany	Hosokawa Kreuter GmbH
	Germany	Hosokawa Micron GmbH
	Germany	Komatsu Hanomag A.G.
	Germany	Komatsu Mining Germany GmbH
	Germany	Kubota Baumaschinen GmbH
	Germany	Motoman Robotec GmbH
	Germany	Neuweg Fertigung GmbH
	Germany	Nikkiso Pumps Europe GmbH
	Germany	NTN Kugellagerfabrik (Deutschland) GmbH
	Germany	Otto Benninghoven GmbH
	Germany	ROTA Yokogawa GmbH & Co. KG
	Germany	SMB Modell- und Werkzeugbau GmbH
	Germany	SMC Pneumatik 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	Harakosan Zephyros
	Netherlands	Hitachi Construction Machinery(Europe) B.V.
	Netherlands	Hosokawa Micron International B.V.
	Netherlands	Newlong Holland B.V.
	Netherlands	Yanmar Europe B.V.
	Belgium	Daikin Europe N.V.
	Belgium	J.S.T. Europe N.V.
	Belgium	MYCOM EUROPE N.V./S.A.
	Ireland	Carten Controls Ltd.
	Ireland	Neriki Europe Ltd.
	Spain	Ebara España Bombas,S.A.
	Spain	SMC España,S.A.
	Italy	AIDA S.r.l.
	Italy	Air Gunsa 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	

Industry	Country	Company Name
General machinery	Italy	Komatsu Utility Europe S.p.A.
	Italy	New Holland Kobelco Construction Machinery 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	Komatsu Forest AB
	Sweden	Seibu Giken DST AB
	Sweden	SMC Pneumatics Sweden AB
	Sweden	Stensele Sag i Storman AB
	Austria	Amada Austria GmbH
	Austria	SMC Pneumatik GmbH
	Poland	ACCUROMM Central Europe Sp.z o.o.
	Poland	AKS Precision Ball Polska Sp.z o.o.
	Poland	CARBO TOKA Sp.z o.o.
	Poland	NSK ISKRA S.A.
	Poland	TOHO Poland Sp.z o.o.
	Poland	TSUBAKI HOOVER POLSKA Sp.z o.o.
	Poland	YAGI Factory Poland Sp.z o.o.
	Czech	JCEE, s.r.o.
	Czech	NPK Europe Manufacturing s.r.o.
	Czech	Stavmek, s.r.o.
	Czech	Ohmori Technos Czech s.r.o
	Hungary	TSUBAKI-HOOVER Hungary Ltd.
	Electric and electronic machinery	UK
UK		BBM Electronics Group Limited
UK		Broadcast and Professional Europe
UK		Brother Industries (U.K.) Ltd.
UK		Daikin Airconditioning UK Ltd.
UK		Epson Telford Ltd.
UK		Fujitsu Telecommunications Europe Ltd.
UK		Hochiki Europe (U.K.) Limited
UK		JVC Manufacturing U.K. Ltd.
UK		Kiyokuni Europe Limited
UK		Makita Manufacturing Europe Ltd.
UK		Maxell Europe Ltd.
UK		Mitsubishi Electric Air Conditioning Systems Europe Ltd.
UK		NEC Computers Scotland Ltd.
UK		Nittan (U.K.) Ltd.
UK		Oki (UK) Ltd.
UK		OMRON Electronic Components Ltd.
UK		Orion Electric (U.K.) Ltd.
UK		Panasonic Communications Company (U.K.) Ltd.
UK		Panasonic Manufacturing U.K. Ltd.
UK		Pioneer Technology (UK) Ltd.
UK		Sanyo Industries (UK) Ltd.
UK		Sato UK Ltd.
UK		Sharp Manufacturing Company of U.K.
UK		Toshiba Carrier UK Ltd.
UK		Toshiba Information Systems (UK) Ltd.
France		Barudan Co., Ltd. Succursale d'Alsace
France		Epson Engineering (France) S.A.
France		Ricoh Industrie France S.A.

Industry	Country	Company Name
Electric and electronic machinery	France	Sharp Manufacturing France S.A.
	France	Sony France S.A.
	France	SONY FRANCE S.A. EMCS Alsace Centre de Technologie
	France	Tetras
	France	Toshiba Systemes (France) S.A.
	France	Yamaha Electronique France S.A.
	Germany	Canon Giessen GmbH
	Germany	Denon Electronic GmbH
	Germany	JVC Video Manufacturing Europe GmbH
	Germany	Panasonic Automotive Systems Europe 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 España,S.A.
	Spain	Hitachi Air Conditioning Products Europe,S.A.
	Spain	Sharp Electrónica España,S.A.
	Spain	Sony España,S.A.
	Italy	Roland Europe S.p.A.
	Italy	Sanyo Argo Clima S.r.l.
	Sweden	Motoman Robotics Europe AB
	Portugal	NEC Portugal - Telecomunicações e Sistemas, S.A.
	Poland	Natrium S.A.
	Czech	Daikin Industries Czech Republic, s.r.o.
	Czech	Panasonic AVC Networks Czech, s.r.o.
	Czech	Panasonic Mobile & Automotive Systems Czech s.r.o.
	Slovakia	Panasonic AVC Networks Slovakia s.r.o
	Slovakia	SIIX EMS Slovakia s.r.o.
	Hungary	Alpine Electronics Manufacturing of Europe Ltd.
	Hungary	SANSHIN (Hungary) Kft
	Hungary	Sony Hungaria KFT
	Hungary	Taiho Corporation of Europe Kft.
Electric and electronic parts	UK	AGM Batteries Ltd.
	UK	Alps Electric (UK) Ltd.
	UK	AVX Limited
	UK	Electronic Harnesses (UK) Ltd.
	UK	Fuji Electric (Scotland) Ltd.
	UK	GKK Plastics Ltd.
	UK	Honda Connectors Limited
	UK	Hosiden Besson Ltd.
	UK	Itron (UK) Limited
	UK	Maruwa Europe Ltd.
	UK	Matsushita Electronic Magnetron Corp. (U.K.) Ltd.
	UK	Mitsumi UK Ltd.
	UK	OMRON Automotive Electronics UK Ltd.
	UK	Sanken Power Systems (UK) Limited
	UK	Sanyo Energy (UK) Co., Ltd.
	UK	SEI Interconnect Products (Europe) Ltd.
	UK	SMK (U.K.) Ltd.
	UK	Tamura Hinchley LTd.
	UK	Terasaki (Europe) Ltd.
	UK	Yaskawa Electric UK Ltd.
UK	Yuasa Automotive Batteries (Europe) Ltd.	

Industry	Country	Company Name
Electric and electronic parts	UK	Yuasa Battery (UK) Ltd.
	France	Epcos S.A.
	France	Hitachi Construction Machinery France S.A.S.
	France	J.S.T. France S.A.
	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	SUMCO France S.A.S.
	France	Stanley- Idess S.A.
	France	SUMITOMO METAL EPITECH S.A.S.
	France	TODENKO EUROPE S.A.S.
	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	Gould Electronics GmbH
	Germany	Hitachi Automotive Systems Europe GmbH
	Germany	J.S.T.Deutschland GmbH
	Germany	KB Roller Tech Kopierwalzen GmbH & Co.KG
	Germany	MT Picture Display GmbH
	Germany	Optrex Europe GmbH
	Germany	RENESAS Semiconductor Europe (Landshut) GmbH
	Germany	Sumitomo Electric Schrupf Produkte GmbH
	Germany	Toshiba Semiconductor GmbH
	Netherlands	Mitsubishi Electric Automotive Europe B.V.
	Netherlands	Mitsubishi Elevator Europe B.V.
	Netherlands	NEC Computers International B.V.
	Netherlands	Nichia Europe B.V.
	Netherlands	Shin-Etsu Polymer Europe B.V.
	Netherlands	Yokogawa Europe B.V.
	Belgium	Amano Electronics Europe N.V.
	Belgium	CMK Europe N.V.
	Belgium	Panasonic 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	NEC Semiconductors Ireland Ltd.
	Ireland	Ricoh Printing Systems Europe
	Ireland	RyuSyio 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	Matsushita Electric Works Electronic Materials (Italy) S.p.A.	
Italy	Sony Italia S.p.A.	
Finland	Sunarrow Finland Oy	
Sweden	SiTek Electro Optics AB	

Industry	Country	Company Name
Electric and electronic parts	Sweden	Sony Ericsson Mobile Communications AB
	Denmark	DataFlight Europe as
	Denmark	DNP Denmark A/S
	Denmark	OFS-FITEL I/S
	Austria	Lexedis Lighting GmbH
	Portugal	PIONEER Technology Portugal, S.A
	Poland	Danfoss Saginomiya Sp.z o.o.
	Poland	Panasonic Battery Poland S.A.
	Czech	Alps Electric Czech, s.r.o.
	Czech	Amagasaki Pipe Czech, s.r.o.
	Czech	AVX Czech Republic S.R.O.
	Czech	Czech Republic Onamba s.r.o.
	Czech	Daikin Device Czech Republic, s.r.o.
	Czech	Matsushita Electric Works (CZ), s.r.o.
	Czech	Muramoto Manufacturing Europe s.r.o.
	Czech	OPTREX Chech, a.s.
	Slovakia	Kitani Electric Slovakia s.r.o.
	Slovakia	NMB-Minebea Slovakia, s.r.o
	Slovakia	Panasonic Electronic Devices Slovakia s.r.o
	Slovakia	Sony Slovakia, spol.s.r.o
	Slovakia	Todenco Slovakia
	Hungary	Clarion Hungary Electronics Kft.
	Hungary	Digital Disc Drives Kft.
	Hungary	EPCOS Kft.
	Hungary	Furukawa Electric Composite Insulator Ltd.
	Hungary	Sanyo Hungary Kft.
	Hungary	SEWS Automotive Wire Hungary, Ltd.
	Hungary	SEWS-Components Europe Hungary Ltd.
	Hungary	SEWS Hungary Ltd.
	Hungary	SMK Hungary Kft
	Hungary	TDK Electronics Hungary KFT.
	Romania	Fuji Magnetics Romania S.R.L.
	Transportation machinery	UK
UK		Honda of the UK Manufacturing Ltd.
UK		Nissan Motor Manufacturing (U.K.) Ltd.
UK		Toyota Motor Manufacturing (UK) Ltd.
UK		TS Tech UK Ltd.
France		M.B.K. Industrie
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		Netherlands Car B.V.
Spain		Nissan Forklift España, S.A.
Spain		Nissan Motor Ibérica, S.A.
Spain		Suzuki Motor España, S.A.
Spain		Yamaha Motor España, S.A.
Italy		Societa' Belgarda S.p.A.
Sweden		BT Industries AB
Portugal		MITSUBISHI FUSO TRUCK EUROPE - Sociedade Europeia de Automóveis, S.A.
Portugal		Salvador Caetano - Indústrias Metalúrgicas e Veículos de Transporte, S.A
Czech		Toyota Peugeot Citroen Automobile Czech, s.r.o.
Hungary	Magyar Suzuki Corporation	
Turkey	Anadolu Isuzu Otomotiv Sanayi Ve Ticaret A.S.	

Industry	Country	Company Name
Transportation machinery	Turkey	Honda Turkiye A.S.
	Turkey	Toyota Motor Manufacturing Turkey Inc.
Transportation machinery parts	UK	AGC Automotive U.K. Ltd.
	UK	Aisin Europe Manufacturing (UK) Ltd.
	UK	Bristol Bending Sanoh, Ltd.
	UK	Calsonic Kansei Europe Technology Center
	UK	Calsonic Kansei UK Limited
	UK	Daido Industrial Bearings Europe Ltd.
	UK	Denso Manufacturing Midlands Ltd.
	UK	Denso Manufacturing UK Ltd.
	UK	Denso Marston Ltd.
	UK	Futaba Industrial UK Ltd.
	UK	Futaba-Tenneco U.K. Ltd.
	UK	Harada Industries (Europe) Ltd.
	UK	Hashimoto Limited
	UK	HFTEC (Hercunite Foundry Technology) Ltd.
	UK	Hi-Lex Cable System Co., Ltd.
	UK	Hitachi Automotive Products Europe, Ltd.
	UK	Hitachi Cable UK, Ltd.
	UK	Keihin Europe Ltd.
	UK	Koito Aerospace Europe Ltd.
	UK	Koito Europe Limited
	UK	Kyoshin Europe Ltd.
	UK	Magna Kansei Limited
	UK	Magnetto-Topy Wheels (UK) Limited
	UK	Meritor Suspension Systems Co, Ltd.
	UK	Mitsui Components Europe Ltd.
	UK	Musashi Auto Parts UK Ltd.
	UK	Nichirin U.K. Ltd.
	UK	Nissin Showa UK Ltd.
	UK	NP Automotive Coatings (Europe) Ltd.
	UK	NSK Steering Systems Europe Ltd.
	UK	Ogihara Europe Limited
	UK	Oji InterTech Ltd.
	UK	Panasonic Electronic Devices UK Ltd.
	UK	Piolax Manufacturing Ltd.
	UK	R-Tek Ltd.
	UK	Sumitomo Electric Wiring Systems (Europe) Ltd.
	UK	Tackle Seating UK
	UK	Takao Europe Manufacturing Ltd.
	UK	Toyoda Gosei Fluid Systems UK Ltd.
	UK	Toyoda Gosei UK Ltd.
	UK	TP Moulding Ltd.
	UK	Traltec (UK) Ltd.
	UK	TRB Limited
	UK	TT Assembly Systems (UK) Limited
	UK	UK-NSI Co., Ltd.
	UK	Unipart Yachiyo Technology (UYT) Ltd.
	UK	Unipart Yanagawa Engineering (UYE) Ltd.
UK	Unipart Yutaka Systems (UYS) Ltd.	
UK	Yamada Europe Co., Ltd.	
France	Aisan Bitron Europe	
France	Akebono Arras S.A.	
France	Clarion France S.A.	

Industry	Country	Company Name
Transportation machinery parts	France	Delphi Calsonic Compressors
	France	Eagle-Witzenmann S.A.S.
	France	Freudenberg-Uchiyama Europe S.A.
	France	Jideco-4e S.A.
	France	JIDECO-Equipement Electrique Electronique Europeen S.A.
	France	JTEKT AUTOMOTIVE DIJON SAINT ETIENNE S.A.S.
	France	JTEKT EUROPE S.A.S.
	France	JTEKT AUTOMOTIVE LYON S.A.S
	France	JTEKT HPI S.A.S.
	France	NTN Transmissions Europe
	France	Ogura S.A.S
	France	Peugeot Motocycles S.A.
	France	Sanden Manufacturing Europe S.A.
	France	Sanoh Europe(France) EURL
	France	Societe de Mecanique d'IRIGNY (S.M.I.)
	France	Societe Nouvelle de Transmissions
	France	TOYOTA BOSHOKU FRANCE S.A.S
	France	Valeo Vision
	France	Wevista S.A.
	France	Yamaha Motor France S.A.
	Germany	BBS Kraftfahrzeug-Technik GmbH
	Germany	Benoac Fertigteile GmbH
	Germany	DENSO AUTOMOTIVE Deutschland GmbH
	Germany	MDC Power GmbH
	Germany	Takata-PETRI (Sachsen) GmbH
	Netherlands	Calsonic Exhaust Systems B.V.
	Netherlands	MHI Equipment Europe B.V.
	Belgium	AGC Automotive Europe S.A.
	Belgium	AW Europe S.A.
	Belgium	Honda Belgium N.V.
	Belgium	Press & Plat N.V.
	Belgium	Toyota Boshoku Europe N.V.
	Belgium	Toyoda-Koki Automotive Torsen Europe S.A.
	Spain	A.P.Amortiguadores, S.A.
	Spain	Calsonic Kansei Spain, S.A.
	Spain	Componentes Hirotec, S.A.U.
	Spain	Daicolorchem EU, S.A.
	Spain	Dalphimetal España, S.A.
	Spain	Denso Sistemas Térmicos España, S.A.
	Spain	Esteban Ikeda, S.A.
	Spain	Fundimotor/Mecobusa, 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..U.
	Spain	Riken España, S.A.
	Spain	Showa Europe, S.A.
	Italy	Bridgestone Metalphi Italia S.p.A.
	Italy	Costruzione Italiana Apparecchi Precisione (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 System International S.p.A.	
Italy	Industria Cuscinetti S.p.A.	

Industry	Country	Company Name
Transportation machinery parts	Italy	Mitsuba F.N.Europe S.p.A.
	Italy	Motori Minarelli S.p.A.
	Italy	OMRON BITRON Automotive Components s.r.l
	Italy	Oshino Lamps Italia SRL
	Italy	Sews-Cabind S.p.A.
	Italy	Shimano Italia S.p.A.
	Italy	T.RAD ITALIA S.p.A.
	Italy	VENDO ITALY S.p.A
	Italy	Yamaha Motor Italia S.p.A.
	Italy	Yanmar Italy S.p.A.
	Sweden	Fuji Autotech AB
	Sweden	Ohlins Racing AB
	Sweden	PP Press & Platgruppen AB
	Portugal	JOROGASO- Indústria Portuguesa de Equipamentos para Automóveis, Lda.
	Portugal	João de Deus & Filhos 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	Daicel Safety Systems Europe Sp.z o.o.
	Poland	DENSO THERMAL SYSTEMS POLSKA Sp.z o.o.
	Poland	ISUZU MOTORS POLSKA Sp.z o.o.
	Poland	Koide Poland Sp.z o.o.
	Poland	Kotani Poland Sp.z o.o.
	Poland	NSK STEERING SYSTEMS EUROPE (Polska) Sp.z o.o.
	Poland	SANDEN Manufacturing Poland Sp.z o.o.
	Poland	SEWS CABIND POLAND Sp.z o.o.
	Poland	SEWS-POLSKA Sp.z o.o.
	Poland	SEWS-Components Europe Polska Sp.zo.o
	Poland	SD Engineering (Europe) Sp.zo.o
	Poland	Takata Petri Parts Polska Sp.z o.o.
	Poland	Takata Petri Sp.z o.o.
	Poland	TBMECA Poland Sp.z o.o.
	Poland	Toyota Motor Industries Poland Sp.z o.o.(TMIP)
	Poland	Toyota Motor Manufacturing Poland Sp.z o.o.(TMMP)
	Czech	AIRS Manufacturing Czech, s.r.o.
	Czech	AISAN BITRON CZECH s.r.o.
	Czech	AISAN BITRON LOUNY s.r.o.
	Czech	AISIN EUROPE MANUFACTURING CZECH s.r.o.
	Czech	Alcoa Fujikura Czech s.r.o.
	Czech	Aoyama Automotive Fasteners Czech, s.r.o.
	Czech	ASMO Czech s.r.o.
	Czech	Daido Metal Czech s.r.o.
	Czech	DENSO MANUFACTURING CZECH, s.r.o.
	Czech	Electric Powersteering Components Europe s.r.o.
	Czech	Fuji Koyo Czech s.r.o.
	Czech	Fujikoki Czech s.r.o
	Czech	Furukawa Electric Autoparts Central Europe, s.r.o.
	Czech	Futaba Czech S.R.O
	Czech	INDET SAFETY SYSTEMS a.s.
	Czech	Ishimitsu Manufacturing Czech s.r.o.
	Czech	Koito Czech s.r.o.
	Czech	JTEKT AUTOMOTIVE CZECH PILZEN, S.R.O.
Czech	KYB Manufacturing Czech s.r.o.	
Czech	Liplastec s.r.o.	

Industry	Country	Company Name
Transportation machinery parts	Czech	Mitsubishi Electric Automotive Czech, s.r.o.
	Czech	Nichias Czech, s.r.o.
	Czech	Shimano Czech Republic, s.r.o.
	Czech	Showa Aluminiumu Czech s.r.o.
	Czech	Sumikei Czech s.r.o.
	Czech	Takata-Petri-Parts, s.r.o.
	Czech	TG Safety Systems Czech, s.r.o.
	Czech	Toyo Radiator Czech, s.r.o.
	Czech	Toyoda Gosei Czech, s.r.o.
	Czech	Toyoda-Koki Automotive Czech Republic, s.r.o.
	Czech	TRCZ, s.r.o.
	Czech	TRIS Czech, s.r.o.
	Czech	Valeo Compressor Europe, s.r.o.
	Czech	Yazaki Wiring Technologies Czech s.r.o.
	Czech	AGC Automotibe Europe
	Slovakia	Sews Slovakia, s.r.o.
	Slovakia	TRIM LEADER,a.s.
	Slovakia	Yazaki Slovakia spol. s.r.o.
	Hungary	AGC Automotive Hungary
	Hungary	Delphi Calsonic Magyarorszag Gyarto Kft.
	Hungary	DENSO Manufacturing Hungary Ltd.
	Hungary	DIAMOND ELECTRIC MAGYARORSZAG Kft.
	Hungary	Euro Exedy Cluch Ltd.
	Hungary	Ibiden Hungary Manufacturing Kft.
	Hungary	Mitsuba Automotive Systems of Europe Kft.
	Hungary	Musashi Hungary Manufacturing Limited.
	Hungary	Stanley Electric Hungary krf.
	Hungary	Summit D&V Kft.
	Hungary	TAKANO HUNGARY KFT.
	Hungary	Tanashin (Europe) Kft.
	Hungary	Toyo Seat Europe Kft.
	Hungary	U-SHIN EUROPE Kft.
	Romania	SEWS Romania S.R.L.
	Romania	TAKATA-PETRI ROMANIA S.R.L.
	Romania	YAZAKI COMPONENT TECHNOLOGYS SRL
	Romania	YAZAKI ROMANIA S.R.L.
	Serbia and Montenegro	DAIDO METAL KOTOR AD.
	Turkey	AISIN OTOMOTIV PARCALARI SANAYI VE TICARET A.S.
	Turkey	Bando Kockaya Belt Manufacturing Inc.
	Turkey	DENSO OTOMOTIV PARCALARI SANAYI A.S.
	Turkey	Federal-Mogul TP Liners Europe Limited Sirketi (FTLE)
	Turkey	ROZMAS CHUO OTOMOTIV YAY SANAYI A.S.
Turkey	SANGO OTOMOTIV URUNLERI SANAYI VE TICARET A.S.	
Turkey	Sekiso Otomotiv Sanayi ve Ticaret A.S.	
Turkey	TOYOTA BOSHOKU TURKIYE OTOMOTIV SANAYI VE TICARET A.S.	
Turkey	TOYOTETSU Otomotiv Parcalari San. Ve Tic A.S.	
Turkey	Yazaki Otomotiv Yan Sanayi ve Ticaret A.S.	
Medical Device	France	Colin Europe, SARL
	France	Kontron Medical SAS
	Germany	Celon AG
	Germany	Olympus Winter & Ibe GmbH
	Switzerland	Kontron Medical AG
Precision machinery	UK	Air Bearings Ltd.
	UK	Anritsu Limited

Industry	Country	Company Name
Precision machinery	UK	ARi Industries (U.K.) Ltd.
	UK	Arrk Product Development Group Ltd.
	UK	Digi Europe Ltd.
	UK	Edinburgh Instruments Ltd.
	UK	Horiba Instruments Limited
	UK	Ishida Europe Ltd.
	UK	KeyMed (Medical & Industrial Equipment) Limited
	UK	Kratos Analytical Ltd.
	UK	Nicera European Works Ltd.
	UK	NMB Minebea UK Ltd.
	UK	Ricoh UK Products Ltd.
	UK	Shin-Etsu Handotai Europe Ltd.
	UK	Silicon Sensing Systems, Ltd.
	UK	Surface Technology Systems PLC
	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	Hoya Conbio France EURL
	France	JOBIN-YVON S.A.
	France	KOMORI CHAMBON SA
	France	Konica Minolta Supplies Manufacturing France S.A.S
	France	Mitsui-Eurocel S.A.
	France	Nidek S.A.
	France	Packard Bell NEC
	France	Yokogawa France S.A.
	Germany	Citizen Machinery & Boley GmbH
	Germany	Freudenberg Mekttec Europa GmbH
	Germany	Fujitsu Siemens Computers
	Germany	Hirata Robotics GmbH (HRG)
	Germany	Hoya Lens Deutschland GmbH
	Germany	Miyachi Europe GmbH
	Germany	Olympus BioSystems GmbH
	Germany	Omron Electronics Manufacturing GmbH
	Germany	Panasonic Electric Works Europe A.G.
	Netherlands	Hoya Lens Europe B.V.
	Netherlands	Mitutoyo Nederland B.V.
	Netherlands	Weld-Equip Sales B.V.
	Netherlands	Yokogawa Industrial Safety Systems B.V.
	Ireland	PGM Ballscrews Ireland Ltd.
	Italy	Hoya Lens Italia S.p.A.
	Finland	Furuno Finland Oy
	Sweden	Hoya Lens Sweden AB
	Austria	HORIBA GmbH
	Poland	SURUGA POLSKA Sp.z o.o.
Czech	EPCOS, s.r.o.	
Hungary	Aikawa Hungaria Elektronikai KFT.	
Hungary	Shinwa Precision (Hungary) Co.,Ltd.	
Other manufacturing	UK	Adel Rootstein Ltd.

Industry	Country	Company Name
Other manufacturing	UK	Audience Systems Ltd.
	UK	Biological Crop Protection Ltd.
	UK	Daiwa Sports Ltd.
	UK	Eadie & Kanai Co., Ltd.
	UK	Fuji Seal Europe, Ltd.
	UK	GR Advanced Materials Ltd.
	UK	Hoya Lens U.K. Limited
	UK	JPM International Ltd.
	UK	Kemble & Co., Ltd.
	UK	KMS Research Laboratories (UK) Limited
	UK	Kuretake U.K. Limited
	UK	Matsui Europe Ltd.
	UK	Mizuno Corporation (U.K.)
	UK	Namco Europe Ltd.
	UK	Nikon Optical U.K. Limited
	UK	NPL Technologies Limited
	UK	NSUK Limited
	UK	Sega Amusements Europe Ltd.
	UK	YKK (U.K.) Ltd.
	UK	Zuken Ltd.
	France	Buchmann France SAS
	France	SAGEM SA
	France	Esteban
	France	Euro Pentel S.A.
	France	Eurodia Industrie S.A.
	France	Fuji Buriot S.A.S
	France	Hitachi Software Engineering Europe S.A. (HSEE)
	France	IBIDEN DPF FRANCE S.A.S
	France	NEPCO S.A.
	France	Pilot Industry Europe
	France	Societe Civile d'Etudes et de Recherches Takasago
	France	THK France
	France	Tomy France S.A.
	France	TOSHIBA TEC EUROPE IMAGING SYSTEMS S.A.
	France	YKK France S.A.R.L.
	Germany	GTD GRAPHIT TECHNOLOGIE GmbH
	Germany	TOGO SCHERDEL GmbH
	Germany	Tokai Europe GmbH
	Germany	Trocellen 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.
	Belgium	HOYA Lens Belgium N.V.
	Belgium	NGK Ceramics Europe S.A.
	Belgium	SYSMEX Belgium S.A.
Belgium	YKK Belgium N.V.	
Ireland	Docu soft Ltd.	
Spain	EM Research Organization, Inc. Europe Branch	
Spain	Gallardo Dance, S.L.	

Industry	Country	Company Name
Other manufacturing	Spain	Hoya Lens Iberia,S.A.
	Spain	INGEMAT ,S.A.
	Spain	Katsuyama Europe,S.A.
	Spain	Qualicaps Europe, S.A.
	Italy	Imer Nissei S.p.A.
	Italy	Nidek Technologies s.r.l.
	Italy	Sumoto SRL
	Italy	Takihyo Italia S.p.A.
	Italy	YKK Italia S.p.A.
	Italy	YKK Mediterraneo S.p.A.
	Denmark	KOKI EUROPE A/S
	Denmark	YKK Danmark A/S
	Austria	Panasonic Electric Works Electronic Materials(Europe) GmbH
	Austria	YKK (Austria) GmbH
	Bulgaria	SVOBODA ED
	Portugal	YKK Portugal, Lda.
	Greece	Y.K.K. Hellas A.E.B.E.
	Poland	Euro Comfort Sp.z o.o.
	Poland	Fuji Seal Poland Sp.z o.o.
	Poland	Polskie Pierze i Puch Sp.z o.o.
	Poland	SATO Polska Sp.z o.o.
	Poland	YKK Poland Sp.z o.o.
	Czech	EPE CZ s.r.o.
	Czech	Japanese Solderless Terminals s.r.o.
	Czech	KYOCERA Solar Europe s.r.o.
	Czech	NACHI Czech s.r.o.
	Czech	Oiles Czech Manufacturing, s.r.o.
	Czech	SANKYO Oilless Industry spol. s r.o
	Czech	JSP International s.r.o
	Hungary	HOYA LENS Manufacturing Hungary Rt.
	Hungary	Kotobuki ASL Kft.
	Hungary	Nissho Hungary Precision Kft.
	Romania	S.C.Sol-Plus Romania S.R.L.
	Romania	YKK Romania S.R.L
	Lithuania	UAB KOEI BALTIJA
	Turkey	YKK Metal ve Plastik Urunleri Sanayi ve Ticaret A.S.

Appendix

List of Japanese Manufacturing Affiliates
Concurrently Having R & D and Design Centers on their Premises
and Independent Companies (by country)

Country	Independent	Name of Local Enterprise	Name of Japanese Enterprise	Established in	Main Business
UK		Adel Rootstein Ltd.	Yoshichu Mannequin Co., Ltd.	1992	R&D, manufacture and sales of mannequins for displays
		Advanced Healthcare Ltd.	Shofu Inc.	1991	R&D, manufacture and sales of dental materials
		Air Bearings Ltd.	Hitachi Via Mechanics, Ltd.	1993	R&D and manufacture of spindles for processing machines of printed boards
		Ajinomoto Pharmaceuticals Europe Limited	Ajinomoto Co., Inc.	1999	Clinical development of new drugs
		Akzo Nobel Nippon Paint Ltd.	Nippon Paint Co., Ltd. (Nippon Paint (Europe) Ltd.)	1994	R&D and sales of coating materials for coils
		Alps Electric Technology Centre (UK) Limited	Alps Electric Co., Ltd. (Alps Electric (UK) Ltd.)	1994	R&D and design of electronic parts
		Amano Enzyme Europe Ltd.	Amano Enzyme Inc.	1992	R&D of enzyme
		AnGes Euro Ltd	AnGes MG Inc.	2002	Clinical development of genetic medicine
		Anritsu Limited	Anritsu Corp. (Anritsu U.S. Holding Inc.)	1990	R&D, manufacture and sales of electronic measuring instruments
		Arrk Product Development Group Ltd.	Arrk Corporation	1988	R&D, experimentally manufactured products for various industrial development, preparation of CAD/CAM data, experimental manufacture of industrial models, and manufacture of metal molds
		Asahi Glass Fluoropolymers U.K. Ltd.	Asahi Glass Co., Ltd.	1999	R&D, manufacture and sales of PTFE resins
		Asahi Seiko (Europe) Ltd.	Asahi Seiko Co., Ltd.	1994	R&D and manufacture of currency identification machines, refunding machines, and card refunding read/write machines
		Asahi Thermofil (UK) Ltd.	Asahi Kasei Corporation	2000	R&D, manufacture and sales of functional resin compound products
		Astellas CNS Research in Edinburgh.	Astellas Pharma Inc.	1992	R&D of neuroscience
		Audience Systems Ltd.	Kotobuki Co., Ltd.	1993	Design, manufacture and sales of movable bleacher, chairs for sport and theaters
		AVX Limited	Kyocera Corp. (AVX Corp.)	1989	R&D, manufacture and sales of passive electronic parts
		BBM Electronics Group Limited	TOA Corporation	1998	Design, manufacture and sales of communication apparatuses (wireless microphones) and peripheral apparatuses
		Birkbys Plastics Ltd.	Marubeni Corp.	1989	Design and manufacture molded plastic injection products
		Broadcast and Professional Europe	Sony Corporation	1978	R&D and manufacture of broadcasting equipment (video cameras, TVs, etc.)
		Calsonic Kansei Europe Technology Center	Calsonic Kansei Corporation	1989	R&D and manufacture of heat exchangers for motor vehicles, etc.
		Canon Technology Europe Ltd.	Canon Inc.	1988	Product localization and software quality assurance
		Chugai Pharma Europe Ltd.	Chugai Pharmaceutical Co., Ltd.	1993	R&D of medicines, Holding company in Europe
	Daido Industrial Bearings Europe Ltd.	Daido Metal Co., Ltd.	1998	R&D, manufacture and sales of bearings and bushes for diesel engines, turbo chargers, etc.	
	Daiichi Pharmaceutical UK Ltd.	Daiichi Pharmaceutical Co., Ltd.	1993	R&D and sales of medicines	

Country	Independent	Name of Local Enterprise	Name of Japanese Enterprise	Established in	Main Business
UK		Dainippon Screen Engineering of Europe Ltd.	DAINIPPON SCREEN MFG. CO., LTD. (Dainippon Screen (U.K.) Ltd.)	1985	R&D of image data processing apparatuses
		Daiwa Sports Ltd.	Daiwa Seiko Inc.	1977	R&D, manufacture and sales of fishing gears and sporting goods
		Denso Marston Ltd.	Denso Corp. (Denso International (UK) Ltd.)	1989	Design, manufacture and sales of radiators, oil coolers and intercoolers
		Digi Europe Ltd.	Teraoka Seiko Co., Ltd.	1989	R&D, manufacture and sales of automatic and non-automatic weighing machines
		Dunlop Tyres UK Ltd.	Sumitomo Rubber Industries, Ltd. (Sumitomo Rubber Europe), Sumitomo Electric Industries, Ltd.	1984	R&D, manufacture and sales of tire tubes
		DuPont Teijin Films U.K. Ltd.	Teijin Ltd. (Teijin Holding U.K. PLC)	2000	R&D, manufacture and sales of polyester films
		Eadie & Kanai Co., Ltd.	Kanai Juyo Kogyo Co., Ltd.	1987	R&D and manufacture of spinning machine parts
		Edinburgh Instruments Ltd.	Hamamatsu Photonics K.K.	1995	R&D, design, manufacture and sales of optical apparatuses
		Eisai London Research Laboratories Ltd.	Eisai Co., Ltd.	1990	R&D of medicines for neurodegenerative diseases and regenerative medicine
		Eisai Ltd.	Eisai Co., Ltd.	1995	Clinical research and sales of medicines
		Epson (UK) Limited Cambridge Research Laboratory	Seiko Epson Corporation (Epson Europe B.V.)	1998	R&D of displays, ICs and computer memories
		Epson Scotland Design Centre	Seiko Epson Corporation (Epson Europe Electronics GmbH)	2001	Design of firmware
		Europe Clinical Research Organization for Medicine PLC	InCROM Institute, Inc.	2001	Bridging studies for the I- to III-phase clinical tests and clinical tests
		Exedy Clutch Europe Ltd.	EXEDY Corp.	1992	R&D and sales of clutches
		F2 Chemicals Ltd.	Asahi Glass Co., Ltd., Mitsubishi Corp.	1992	R&D, manufacture and sales of fluorine-based medicine and agrochemical intermediates
		FUJIFILM Electronic Imaging Ltd.	Fuji Photo Film Co., Ltd.	1997	R&D, manufacture and sales of printing-related apparatuses
		Fujitsu Laboratories of Europe Ltd.	Fujitsu Ltd.	2000	R&D of photonics and next-generation Optical Internetworking
		Fujitsu Microelectronics Europe GmbH European Design Centre	Fujitsu Ltd.	2002	R&D of electronic and quantum devices
		Fujitsu Telecommunications Europe Ltd.	Fujitsu Ltd.	1991	R&D, manufacture, sales and service of communication apparatuses
		GR Advanced Materials Ltd.	Tohoku Ricoh Co., Ltd., Ricoh Co., Ltd. (Ricoh UK Holdings Ltd.)	1994	R&D, manufacture and sales of consumable supplies for printing machines (paper and inks)
		Harada Industries (Europe) Ltd.	Harada Industry Co., Ltd.	1989	R&D, manufacture and sales of car-mounted antenna systems, cables and actuators
		Hashimoto Limited	Hashimoto Forming Industry Co., Ltd.	1989	Design, manufacture and sales of automotive parts (resin molded, coated and compound extruded products)
	Hirata Corporation of Europe Limited	Hirata Corporation	1996	Design, manufacture and sales of robots and FA facilities	
	Hitachi Cambridge Laboratory	Hitachi, Ltd. (Hitachi Europe Ltd.)	1989	R&D of solid state devices	

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UK		Hitachi Europe Ltd.	Hitachi, Ltd.	1982	R&D and sales electric and electronics device
		Hochiki Europe (U.K.) Limited	Hochiki Co., Ltd.	1991	R&D, manufacture and sales of fire alarms
		Honda Engineering Europe Ltd.	Honda Engineering Co., Ltd.	1990	Design and manufacture of production facilities and metal molds
		Honda R&D Europe (U.K.) Ltd.	Honda Motor Co., Ltd.	1992	Investigation and R&D needed for the development of motor vehicles
		Horiba Jobin Yvon IBH Ltd.	Horiba, Ltd.	2003	Design and manufacture of fluorescent life measuring devices
		Hosiden Besson Ltd.	Hosiden Corp. (Hosiden Europe GmbH)	1990	R&D, design, manufacture and sales of mobile communication-related products, hand sets, test phones and network-related parts
		IC-Vec Ltd.	Mitsubishi Chemical Corp.	2002	R&D of siRNA and protein-remedy
		Idemitsu International (Europe) Plc.	Idemitsu Kosan Co., Ltd.	1987	R&D, purchase and sale of crude oil and petrochemical product
		IMRA Europe S.A. UK Research Centre	Aisin Seiki Co., Ltd., Aisin Takaoka Co., Ltd, Aisin AW Co., Ltd.	1986	R&D of electromagnetic technology and turbo machines
		Ishida Europe Ltd.	Ishida Co., Ltd.	1985	R&D, manufacture and sales of industrial apparatuses, such as testing devices, measuring/packaging apparatuses
		Itron (UK) Limited	Noritake Co., Ltd.	1997	Design, manufacture and sales of VFD modules and allied control systems
		J.S.T. (U.K.) Ltd.	J.S.T. Mfg Co., Ltd.	1982	Design of connectors, etc.
		Jatco Europe GmbH UK Branch	JATCO Ltd.	1996	R&D and sales of automobile parts
		JTEKT AUTOMOTIVE UK, LTD.	JTEKT Corporation	1997	Design, manufacture and sales of power steering pumps
		Kato Precision (U.K.) Limited	Advanex Inc.	1988	Design, manufacture and sales of precision springs
		Kato-Entex Limited	Advanex Inc. (Kato Precision (U.K.) Limited)	1993	Design and manufacture of precision springs and allied products
		Kawasaki Precision Machinery (UK) Ltd.	Kawasaki Precision Machinery Ltd.	1993	Design, manufacture and sales of hydraulic pumps, motors, valves, etc.
		KeyMed (Medical & Industrial Equipment) Limited	Olympus Corp. (Olympus KeyMed Group Ltd.)	1979	R&D, manufacture, sales and marketing of industrial hard mirrors
		Kiyokuni Europe Limited	Kiyokuni Industry Co., Ltd.	1987	Design and manufacture of metal molds for OA apparatuses, manufacture of pressed products and office furniture
		Koichi Tanaka Mass Spectrometry Research Laboratory	Shimadzu Corp.	2003	Collection of information and research on mass spectrometry-related technology
	Koito Aerospace Europe Ltd.	Koito Industries, Ltd.	2003	R&D, manufacture and sales of aircraft seats	
	Komatsu U.K. Ltd.	Komatsu Ltd., Komatsu Europe International N.V.	1985	R&D, design, manufacture and sales of hydraulic excavators	
	Kowa Research Europe Ltd.	Kowa Company, Ltd.	1999	Clinical development and development studies of medicines	
	Kratos Analytical Ltd.	Shimadzu Corporation	1989	R&D, manufacture and sales of measuring instruments	

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UK		Kyorin-Scotland Research Laboratories	Kyorin Pharmaceutical Co., Ltd.	2000	R&D of medicines
		Kyowa Hakko U.K. Ltd.	Kyowa Hakko Co.,Ltd.	1993	R&D of medicines
		Magna Kansei Limited	Calsonic Kansei Corp. (Calsonic Kansei Europe PLC)	1990	R&D, design and manufacture of resin products for motor vehicles, such as cockpit modules
		Magnetto-Topy Wheels (UK) Limited	Topy Industries, Ltd. (Topy International (Europe) B.V.)	1987	Design, manufacture and sales of automotive wheels
		Maruwa Europe Ltd.	MARUWA Co., Ltd.	1998	Development of electronic devices for cellular phone and production of alumina base for industrial machines
		Maxis UK Ltd.	Maxis Inc.	2001	R&D and design of metal molds and automotive parts
		Meiki (UK) Ltd.	Meiki & Company, Ltd.	1989	Design, manufacture and repairing of metal molds for plastic products
		Mitsubishi Electric Information Technology Center Europe, B.V. Visual Information Laboratory	Mitsubishi Electric Corp.	1996	R&D of next-generation communication technology, digital signal processing and image processing technology
		Mitsubishi Pharma Europe Ltd.	Mitsubishi Pharma Corp.	2001	R&D of medicines
		Mitsui Babcock Energy Ltd.	Mitsui Engineering & Shipbuilding Co., Ltd.	1995	R&D, manufacture, sales, maintenance and remodeling of boilers, etc.
		Mitsumi UK Ltd.	Mitsumi Electric Co., Ltd.	1987	Design, manufacture and sales of tuners for radios, TVs and videos
		Mitutoyo (UK) Ltd.	Mitutoyo Co., Ltd.	1980	R&D of precision measuring instruments
		Mobisphere Ltd.	NEC Corp.	1999	R&D and sales of next-generation mobile communication systems
		Namco Europe Ltd.	Namco Ltd.	1991	R&D, manufacture and sales of amusement apparatuses and distribution of contents to cellular phones
		NEC Computers Scotland Ltd.	NEC Corporation	1981	R&D and manufacture of PCs
		NEC Technologies (UK) Ltd.	NEC Corp.	1987	R&D of mobile communication products
		NGF Europe Ltd.	Nippon Sheet Glass Co., Ltd.	1991	R&D, manufacture and sales of glass cords for rubber reinforcement
		Nippon Paint (Europe) Limited	Nippon Paint Co., Ltd.	1989	R&D, import and sales of coating products, export and import of coating raw material
		Nissan Design Europe	Nissan Motor Co., Ltd.	2003	Design of vehicles
		Nissan Technical Centre Europe, Ltd. (UK)	Nissan Motor Co., Ltd.	1988	R&D of vehicles and units
		Nittan (U.K.) Ltd.	Nittan Co., Ltd.	1972	R&D, manufacture and sales of disaster prevention apparatuses and ion smoke detector, etc.
		Nobel Enterprises, Ltd.	Inahata Sangyo Co., Ltd.	2002	R&D and manufacture of materials for inks, paints and cosmetics
		NSK European Technology Centre	NSK Ltd. (NSK Europe Ltd.)	1992	R&D of bearings
	NTT Europe Basic Research Laboratory	NTT Communications Corporation (NTT Europe Ltd.)	2004	R&D relating to bionanoscience	

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UK		Oki (UK) Ltd.	Oki Electric Industry Co., Ltd. (Oki Europe Ltd.)	1987	Design, manufacture and sales of printers, faxes and electronic apparatuses for motor vehicles
		Opsodis Limited	KAJIMA Corp.	2004	R&D, licensing and consultant service for the stereophonic system (OPSODIS)
		Panasonic Communications Company (U.K.) Ltd.	Matsushita Electric Industrial Co., Ltd.	1986	Manufacture of PBXs (private branch exchanges) and DECTs (European-type cordless telephones) and R&D of models exclusively for respective countries based on basic models
		Panasonic Electronic Devices UK Ltd.	Panasonic Electronic Devices Co., Ltd., Matsushita Electric Industrial Co., Ltd.	1988	Design and manufacture of car-mounted speakers and keyboard, etc.
		Panasonic Manufacturing U.K. Ltd.	Matsushita Electric Industrial Co., Ltd. (Matsushita Electric Europe (Headquarters) Ltd.)	1974	R&D and manufacture of notebook PCs and microwave ovens
		Panasonic Mobile Communications Development of Europe Ltd.	Panasonic Mobile Communications, Co., Ltd.	2001	R&D of GSM-type cellular phones and next-generation mobile communication
		Panasonic Office Workstations Ltd.	Matsushita Electric Industrial Co., Ltd.	1989	R&D of software technology for digital household electric appliances
		Piolax Manufacturing Ltd.	Piolax Inc.	2003	Design and manufacture of industrial fasteners and precision springs for motor vehicles
		Pioneer Digital Design Centre, Ltd.	Pioneer Corp.	2001	R&D of digital TV technology and technology standardization activities
		Pioneer Technology (UK) Ltd.	Pioneer Corp. (Pioneer GB Ltd.)	1990	R&D and manufacture of acoustic and video products
		Ryobi Aluminium Casting (UK), Ltd.	Ryobi, Ltd.	1990	Design, manufacture and sales of diecast products
		Samco Cambridge Laboratory U.K.	SAMCO INC.	2000	R&D of thin film technology
		Sanken Power Systems (UK) Limited	Sanken Electric Co., Ltd.	1989	Design, manufacture and sales of switch-mode power supplies and motor control modules
		Sanko Gosei UK Ltd.	Sanko Gosei Ltd.	1986	Design and manufacture of metal molds for plastic molding, and design and molding of plastic molded articles
		Sansetsu UK Limited	Sansetsu Transportation Co., Ltd.	1978	Design, manufacture and sales of plastic packaging materials
		Sanyo Industries (UK) Ltd.	Sanyo Electric Co., Ltd.	1982	Design and manufacture of color TVs
		Satake Corporation UK Division	Satake Corporation	1998	R&D, manufacture and sales of rice/flour milling machines
		Sekisui (U.K.) Ltd.	Sekisui Chemical Co., Ltd. (Sekisui Europe B.V.)	1975	R&D and manufacture of polyolefin foams
		Sharp Laboratories of Europe, Ltd.	Sharp Corp.	1990	Design of silicon chips and R&D of optoelectronic technology, liquid crystal technology, etc.
		Sharp Telecommunications of Europe, Ltd.	Sharp Corp.	2001	R&D of GMS mobile communication apparatuses
		Shimadzu Research Laboratory (Europe) Ltd.	Shimadzu Corp.	1997	R&D of next-generation mass spectrometers, next-generation scanning electronic microscopes, new spectroscopes and new data processing software
		Shin-Etsu Handotai Europe Ltd.	Shinetsu Handotai Co., Ltd.	1984	R&D, manufacture and sales of semiconductor silicon
	SMC Pneumatics (U.K.) Ltd.	SMC Corporation	1978	R&D, manufacture and sales of pneumatic apparatuses	
	SMK (U.K.) Ltd.	SMK Corporation	1987	Design, manufacture and sales of remote control units, control panels and AC chargers	

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UK		SRH Systems Ltd.	Horiba, Ltd.	2001	R&D of engine testing systems
		SumiAgro (UK) Ltd.	Sumitomo Corporation	2000	R&D, manufacture and sales of agricultural chemicals for agricultural and non-agricultural land
		Sumitomo Pharmaceuticals Europe Limited	Sumitomo Pharmaceuticals Co., Ltd.	1997	R&D of medicines
		Surface Technology Systems PLC	Sumitomo Precision Products Co., Ltd.	1995	R&D, manufacture and sales of plasma process units
		Taikisha Europe Ltd.	Taikisha Ltd.	1989	R&D of paint facility, etc
		Takeda Europe Research & Development Centre Ltd.	Takeda Pharmaceutical Company Ltd. (Takeda Europe Holdings Ltd.)	1998	Clinical development of medicines
		Takeda Wing	Takeda Pharmaceutical Company Ltd.	2004	R&D of diabetes, new medicines, etc.
		Tamura Hinchley Ltd.	TAMURA Corporation	1989	R&D, manufacture and sales of transformers and power supply apparatuses
		Teijin Biomedical Laboratory	Teijin Pharma Ltd.	1992	R&D of genomic drug discovery and latest medicinal product
		Telecom Modus Limited	NEC Corp.	1998	R&D and design of next-generation mobile communication systems for Europe
		Terasaki (Europe) Ltd.	Terasaki Electric Co., Ltd.	1972	R&D, manufacture and sales of electric circuit breakers, etc.
		The Mentholatum Co., Ltd.	Rohto Pharmaceutical Co., Ltd. (Mentholatum Co., Inc.)	1988	R&D, manufacture and sales of medicines
		Tomoe Tritec, Ltd.	Tomoe Valve Co., Ltd. (Tomoe Valve UK Ltd.)	1997	Design, manufacture and sales of triple decentering process valves, etc.
		Toppan Printing Co. (UK) Ltd.	Toppan Printing Co., Ltd.	1971	R&D and sales of publication and precision electronic parts
		Toray Textiles Europe Ltd.	Toray Industries, Inc., Hosokawa Kigyo Co., Ltd., Komatsu Seiren Co., Ltd.	1989	R&D, manufacture and sales of synthetic fiber textiles
		Toshiba Information Systems (UK) Ltd.	Toshiba Corp., Toshiba Europe GmbH	1986	Manufacture of color TVs and air conditioners, and R&D relating to digital TVs
		Toshiba Research Europe Limited Cambridge Research Laboratory	Toshiba Corp.	1998	R&D of quantum IT and sound technology
		Toshiba Research Europe Limited Telecommunications Research Laboratory	Toshiba Corp.	1998	R&D of next-generation cellular phone and radio communications technology
		UK-NSI Co., Ltd.	Nippon Seiki Co., Ltd.	1988	R&D and manufacture of meters for two-wheel and four-wheel vehicles
		Vascutek Ltd.	Terumo Corp. (Terumo Europe N.V.)	2002	R&D, manufacture and sales of artificial blood vessels
	Yamaha Design Studio London	Yamaha Corp.	2005	Design of musical instruments, acoustic and audiovisual products, collecting information	
	Yamazaki Mazak U.K. Ltd.	Yamazaki Mazak Corporation	1980	Design, manufacture and sales of machine tools	
	YKK (U.K.) Ltd.	YKK Corp. (YKK Holding Europe B.V.)	1966	R&D, manufacture and sales of fasteners	
	Yokogawa Marex Limited	Yokogawa Electric Corp.	1997	R&D of system integration	

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UK		Yoshitomi Research Institute of Neuroscience in Glasgow	Mitsubishi Pharma Corp.	1997	R&D of medicines
		Yuasa Battery (UK) Ltd.	Yuasa Corporation	1981	Design, manufacture and sales of gastight lead accumulators
		Zeon Chemicals Europe Ltd.	Nippon Zeon Co., Ltd.	1989	R&D, manufacture and sales of synthetic rubber
		Zuken Ltd.	ZUKEN Inc. (Zuken Group Ltd.)	1994	R&D, manufacture and sales of CAE/CAD/CAM systems
France		HORIBA ABX S.A.	Horiba, Ltd.	1996	R&D, manufacture and sales of hemocytometers
		Adeka Palmarole S.A.S	Asahi Denka Co., Ltd.	2000	R&D, manufacture and sales of resin additives, stabilizers and plasticizers
		Advantest Europe R&D S.A.R.L	Advantest Corp.	1986	R&D
		Ajinomoto Euro-Aspartame S.A.	Ajinomoto Co., Inc.	1991	R&D and manufacture 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.S.	Akebono Brake Industry Co., Ltd.	1985	R&D and sales of motor vehicles(brakes)
		Amada Europe S.A.	Amada Co., Ltd., Amada Machinics, Ltd.	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.	Toyota Tsusho Corp., Sojitz Corp.	1998	R&D and manufacture of acaricides for honey parasitic acarids
		Asahi Thermofil (France) S.A.	Asahi Kasei Corp., Sojitz Corp.	1991	R&D, design, manufacture and sales of plastic products and compounds
		Beaute Prestige International S.A.	Shiseido Co., Ltd.	1991	R&D of perfumes and cosmetics
		Calgraph S.A.	Nireco Corp.	1994	R&D, design, manufacture and sales of image processing machines for printing machines
		CALLIOPE S.A.	Toyota Tsusho Corp., Sojitz Corp.	1994	R&D, manufacture and sales of agricultural chemicals
		Canon Research Centre France S.A.	Canon Inc., Canon Europa N.V., Canon France S.A., Canon Bretagne S.A.	1990	R&D (electric machines)
		Centre de Recherche Europeen Akebono (CREA)	Akebono Brake Industry Co., Ltd.	1995	R&D of brakes
		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, etc.)
		Dacral S.A.	NOF Corp.	1975	Manufacture and sales of special antirusts
		Domaine de la Lauzade Kinuito (S.A.R.L.)	Itoham Foods Inc.	1987	R&D, 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 automotive wheels	

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France		European Sakata SARL	Sakata Seed Corp.	1996	R&D (breeding and variety evaluation)
		Exil S.A.	Tsukamoto Co., Ltd.	1996	Design of 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)
		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	R&D and 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
		IMRA EUROPE S.A.	Aisin Seiki Co., Ltd., Aisin AW Co., Ltd., and eight other companies	1986	R&D in the 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 automotive parts (power seat motors, wiper systems and power window motors)
		JOBIN-YVON S.A.	Horiba, Ltd.	1997	R&D, manufacture and sales of optical and precision apparatuses
		JSP International Sarl	JSP Corp.	1993	R&D, manufacture and sales of resin foams
		JTEKT AUTOMOTIVE DIJON SAINT ETIENNE S.A.S.	JTEKT Corp.	2000	R&D, manufacture and sales of automotive parts (steering)
		JTEKT AUTOMOTIVE LYON S.A.S.	JTEKT Corp.	2000	R&D, manufacture and sales of automotive parts (steering)
		JTEKT HPI S.A.S.	JTEKT Corp.	1994	R&D, design, manufacture and sales of motor-operated pumps, gear pumps and gear motors for automotive industry machines
		Kanebo Ltd.,Paris Laboratory	Kanebo, Ltd.	1966	R&D (cosmetics)
		Kao Corporation France	Kao Corp.	1990	R&D, import and sales of aroma chemical
		KENWOOD Electronics Bretagne S.A.	Kenwood Corp.	1985	R&D and manufacture of tuners, car stereos and communication apparatuses
		KOMORI CHAMBON SA	Komori Corp.	1989	R&D, manufacture and sales of printing machines for paper containers
	Kontron Medical SAS	Fukuda Denshi Co., Ltd.	2005	Development, manufacture and sales of ultrasound imaging diagnostic equipment	
	Laboratoires Daiichi Sanofi Aventis	Daiichi Pharmaceutical Co.,Ltd.	1989	R&D of medicines	
	Laboratoires Takeda S.A.	Takeda Pharmaceutical Company Ltd.	1978	R&D of medicines	
	Louis Royer Et Cie S.A.	Suntory Ltd. (Suntory France)	1989	R&D, manufacture and sales of cognac and liqueur	

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France		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 of next-generation cellular phone system and digital broadcasting receivers
		Mori Seiki France	Mori Seiki Co., Ltd.	1990	R&D of machine tool
		NTN Transmissions Europe	NTN Corp.	1999	R&D and manufacture 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 auto bicycles
		Pioneer Electronics France S.A.	Pioneer Corp. (Pioneer Electronics B.V.)	1985	Design, manufacture and sales of speaker systems
		Philagro France S.A.	Sumitomo Chemical Co., Ltd.,	1993	R&D, manufacture and sales of agrochemicals
		ROHM LSI Systems (France) S.A.S.	Rohm Co., Ltd.	2000	R&D of electronic parts
		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 and fixing roller 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
		SchneiderToshiba Inverter Europe S.A.S	Toshiba Corp.	2001	Development, manufacture and sales of general-purpose inverters
		Sharp Manufacturing France S.A.	Sharp Corp.	1989	R&D and manufacture of office apparatuses
		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 Corp.	1989	R&D of fragrances and aroma chemicals
		Societe de Mecanique d'IRIGNY (S.M.I.)	JTEKT Corp.	1991	R&D, Design, manufacture and sales of automotive parts (steering)
		Sony CSL S.A. (Computer Science Laboratory)	Sony Corp.	1997	R&D relating to computers
		Structil S.A.	Mitsubishi Rayon Co., Ltd.	1998	R&D, manufacture and sales of drawn parts and prepregs of carbon fibers
		Takasago Europe Perfumery Laboratory S.A.R.L.	Takasago International Corp.	1978	R&D, design, manufacture and sales of mixed and synthetic perfumes
		Takii Recherche France S.A.	Takii & Co., Ltd.	1995	R&D of 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 medicines and cosmetics	
	Three Bond Europe S.A.	Three Bond Co., Ltd.	1976	R&D, manufacture and sales of adhesives, sealing agent and processed parts (for automotive engines)	

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France		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 Corp. (YKK Holding Europe B.V.)	1967	R&D, design, manufacture and sales of slide fasteners, plastic buckles and Hook-and-Loop fasteners
Germany		ADZ Nagano GmbH	Nagano Keiki Co., Ltd.	1999	R&D, manufacture of sensors and pressure gauges
		Alpine Electronics (Europe) GmbH	Alpine Electronics, Inc.	1992	R&D and sales of car navigation, car audio and car-mounted electronic parts
		BLV Licht-und Vakuumtechnik GmbH	Ushio Inc.	1990	R&D, manufacture and sales of electric bulbs
		Celon AG	Olympus Corp.	2004	R&D, manufacture and sales of medical apparatuses (endoscopes)
		DENSO AUTOMOTIVE Deutschland GmbH	Denso Corp. (Denso International Europe B.V.)	1984	R&D, processing and assembling of compressors and pulley
		DIC Berlin GmbH R&D Laboratory	Dainippon Ink and Chemicals, Inc.	1986	R&D (plastic polymers)
		Dipl. -ing Reinhold Eggers GmbH	Ushio Inc.	1990	R&D, 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, manufacture and sales of tire tubes
		Faun GmbH	Tadano Ltd.	1990	R&D and manufacture of truck cranes and manufacture of vehicles for high lift work
		Fuji Magnetics GmbH	Fuji Photo Film Co., Ltd.	1987	Manufacture and sales of magnetic tapes
		Fujitsu Microelectronics Europe GmbH	Fujitsu Ltd.	1980	R&D, design and sales (electronic devices and semiconductors)
		Hitachi Automotive Systems Europe GmbH	Hitachi, Ltd.	2003	R&D, manufacture of high-pressure pumps for direct-injection gasoline engines
		Honda R&D Europe GmbH	Honda Motor Co., Ltd.	1988	R&D and design (motor vehicles and two-wheeled vehicles)
		Honda Research Institute Europe GmbH	Honda Motor Co., Ltd.	2003	Intelligent Systems Research
		Hosokawa Alpine AG	Hosokawa Micron Corp. (HMI-Unternehmens-Holding GmbH), HOS Beteiligungs GmbH	1987	R&D, manufacture and sales of powder apparatuses and film molding apparatuses
		Hosokawa Kreuter GmbH	Hosokawa Micron Corp.	1996	R&D, manufacture and sales of confectionery technology machines
		IMRA Europe S.A.S German Research Office	IMRA Europe S.A. (France)	1981	R&D (automotive parts, ITS field)
		J.S.T R&D Centre Deutschland GmbH	J.S.T. Mfg. Co., Ltd.	1984	R&D, manufacture and sales of connectors and continuous and loose terminals
		JT International Germany GmbH	Japan Tobacco Inc.	1999	R&D of tobacco products
	Kao Chemicals GmbH	Kao Corp. (Kao Chemicals Europe S.L.)	1992	R&D, manufacture and sales of surfactants	

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Germany		KPSS (Kao Professional Salon Service GmbH)	Kao Corp.	1989	R&D of hair care and skin care cosmetics for beauty parlors
		Makino Werkzeugmaschinenfabrik GmbH	Makino Ltd.	1978	R&D, manufacture and sales of machine tools and electric discharge machines
		Mazda Motor Corporation Europe R&D Representative Office	Mazda Motor Corp.	1987	R&D and design of motor vehicles
		Milei GmbH	Morinaga Milk Industry Co., Ltd.	1972	R&D, manufacture and sales of dairy products
		Mitsubishi Hitec Paper Flensburg	Mitsubishi Paper Mills, Ltd., Mitsubishi Corp.	1996	R&D, manufacture and sales of thermo sensitive paper and inkjet paper
		Mitsubishi Motor R&D Europe (MRDE)	Mitsubishi Motors Corp. (Mitsubishi Motors Europe B.V.)	1993	R&D and design of automotive parts
		Mitsubishi Polyester Film GmbH	Mitsubishi Chemical Corp.	1991	R&D, manufacture and sales of PET films
		NEC Electronics (Europe) GmbH European Technology Center	NEC Corp.	1973	Design (semiconductors) and sales (semiconductors and electronic parts)
		NEC Europe Ltd. C&C Research Laboratories	NEC Corp.	1995	R&D of computer
		Nutrichem Diaet Pharma GmbH	SS Pharmaceutical Co., Ltd.	1989	R&D and manufacture of medicines and foods
		Olympus BioSystems GmbH	Olympus Corp.	2001	R&D, manufacture and sales of research instruments
		Olympus Winter & Ibe GmbH	Olympus Corp. (Olympus Optical Co. (Europe) GmbH)	1979	Manufacture and sales of medical apparatuses (endoscopes)
		Olympus Life And Material Science Europe GmbH	Olympus Corp.	2005	Development, manufacture and sales of reagents
		Otsuka Frankfurt Research Institute GmbH	Otsuka Pharmaceutical Co., Ltd.	1982	R&D (medicines, Pletaal, Mikelan, Meptin and Mucosta)
		Panasonic Automotive Systems Europe GmbH	Panasonic Mobile Communications Co., Ltd., Matsushita Electric Industrial Co., Ltd	1985	R&D, manufacture and sales of car audio apparatuses and CCTVs (monitoring cameras)
		Panasonic AVC Networks Germany GmbH	Matsushita Electric Industrial Co., Ltd	1982	R&D and sales of home-use VTRs, CDs, minicomponents, MDs and DVDs
		Panasonic Electric Works Europe A.G.	Matsushita Electric Works, Ltd.	1989	R&D, manufacture and sales of automatic controller parts
		Panasonic R&D Center Germany GmbH	Matsushita Electric Industrial Co., Ltd	1991	R&D (digital signal processing)
		Praezision Motor Deutsche Minebea GmbH	Minebea Co., Ltd.	1990	R&D of small motors, such as HDD spindle motors
		Ricoh Deutschland GmbH	Ricoh Co., Ltd.	1978	R&D (facsimile machines)
		ROTA Yokogawa GmbH & Co. KG	Yokogawa Electric Corp. (Yokogawa Europe)	1991	R&D, manufacture of flow meters and pharmaceutical machines
		Ruetgers Kureha Solvents GmbH	Kureha corp.	1982	R&D, manufacture and sales of chemical industry products for papermaking
	SANDEN Technical Centre (Europe) GmbH	SANDEN Corp.	2000	R&D of car air conditioner parts, car air conditioners and compressors	
	Sankyo Pharma GmbH	Sankyo Co., Ltd.	1990	R&D, manufacture and sales of medicines	

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Germany		SMC Pneumatik GmbH	SMC Corp.	1978	R&D, manufacture and sales of pneumatic apparatuses
		Sumitomo (SHI) Cyclo Drive Germany GmbH	Sumitomo Heavy Industries, Ltd.	1989	Manufacture and sales of mechanical power transmission devices and electric apparatuses, and R&D, manufacture and sales of reduction gears
		Takata (Sachsen) GmbH	Takata Corp.	1995	R&D, manufacture and sales of air bags and seat belts for passenger cars
		Takeda Pharma GmbH	Takeda Pharmaceutical Company Ltd.	1981	R&D (medicines)
		Toho Tenax Europe GmbH	Toho Tenax Co., Ltd.	1993	R&D, manufacture and sales of industrial highly functional fibers
		Toyoda Gosei Europe NV	Toyoda Gosei Co., Ltd.	2003	R&D of airbags and safety systems
		Vossloh-Schwabe Matsushita Electric Works GmbH	Matsushita Electric Works, Ltd.	2001	R&D, manufacture and sales of electric and electronic parts
		Wilhelm Schimmel Pianofortefabrik GmbH	Yamaha Corp.	1989	R&D, manufacture and sales of pianos
		Xtreme Technologies GmbH	Ushio Inc.	2005	R&D of EUV light sources
		Yazaki Europa Ltd.	Yazaki Corp.	1988	R&D and design of motor vehicle-related apparatuses
Netherlands		Astellas Pharma Europe B.V.	Astellas Pharma Inc.	1991	R&D, manufacture and sales of medicines
		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 Corp.	1996	R&D and manufacture of soy sauce and allied commodities
		Koike Europe B.V.	Koike Sanso Co., Ltd. Group	1982	R&D of automatic fusing machines
		JTEKT CORPORATION EUROPEAN TECHNICAL CENTRE	JTEKT Corp.	1997	R&D of 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 Corp., Mitsubishi Electric Building Techno-Service Co., Ltd.	1996	R&D, design, manufacture, sales, installation and maintenance of elevators
		Mitutoyo Nederland B.V.	Mitutoyo Corp.	1988	R&D, manufacture and sales of precision measuring instruments
		Nitec (Europe) B.V.	Nissin Food Products Co., Ltd., Mitsubishi Corp.	1994	R&D
	Nitta Corporation of Holland B.V.	Nitta Industries Co., Ltd.	1991	R&D, manufacture and sales of resin conveyor belts	

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Netherlands		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 of dairy science
		Takasago International (Nederland) B.V.	Takasago International Corp. (Takasago Europe Perfumery Laboratory SARL)	1991	R&D of perfumes
		Teijin Twaron B.V.	Teijin Ltd.	2001	Manufacture and sales of Twaron (para-aramid fibers)
		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
Belguim		AGC Automotive Europe S.A.	Asahi Glass Co., Ltd. (Glaverbel S.A.)	1991	R&D, manufacture and sales of glass for motor vehicles
		AGC Flat Glass	Asahi Glass Co., Ltd.	1981	R&D, manufacture and sales of sheet glass and processed glass (mirrors, tempered glass laminates, double grazing)
		Ajinomoto Omnicem S.A./N.V.	Ajinomoto Co., Inc.	1989	R&D, manufacture and sales of medicines, bulk pharmaceuticals, etc.
		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
		Chiyoda Europa N.V./S.A.	Chiyoda Gravure Printing Co., Ltd., Chiyoda Express Co., Ltd.	1987	R&D and design for the printing industry
		Daikin Europe N.V.	Daikin Industries, Ltd.	1972	R&D, manufacture and sales of air conditioners for general industrial use
		Eval Europe N.V.	Kuraray Co., Ltd., Kurare Europe GmbH	1997	R&D, manufacture and sales of EVOH resins (ethylene-vinyl alcohol copolymer resins)
		Fuji Oil Europe	Fuji Oil Co., Ltd., Fuji Oil (Singapore)	1992	R&D, manufacture and sales of vegetable oils and fats
		JSR Micro N.V.	JSR Co., Ltd.	1990	R&D, manufacture and sales of photo-resists and allied chemicals
		Kaneka Belgium N.V.	Kaneka Corp., Mitsui & Co., Ltd.	1970	R&D, manufacture and sales of MBS resins, polyethylene foams, polypropylene, and modified silicones
		Koito Manufacturing Co.,Ltd. Europe Technical Center	Koito Manufacturing Co., Ltd.	1999	R&D (lamps for motor vehicles and allied electronic parts)
		Mutoh Europe N.V.	Mutoh Industries Ltd.	1990	R&D and manufacture of lettering equipment and plotter
		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. U.K.)	1989	R&D of motor vehicles
		Nitto Europe N.V.	Nitto Denko Corp.	1974	R&D, manufacture and sales of industrial adhesive tapes and electric insulating tapes
	Panasonic Battery Belgium N.V.	Matsushita Electric Industrial Co., Ltd., Matsushita Battery Industrial Co., Ltd.	1970	Design and manufacture of dry batteries and chargeable batteries	

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Belgium		Parker Industries 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 Corp.	1976	R&D and manufacture of car stereos
		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
		SYSMEX Belgium S.A.	Systemex Corp.	1997	R&D of medical care-related software and specimen testing apparatuses
		Tosoh Bioscience N.V.	Tosoh Corp.	1984	R&D of diagnostic reagents
		Toyota Boshoku Europe N.V.	Toyota Boshoku Corp.	2005	Surveys on European automobiles, manufacture and sales of automotive interior products
		Toyota Motor Marketing & Engineering Europe NV/SA	Toyota Motor Corp.	1990	R&D of motor vehicles and parts thereof
Luxembourg		Dupont Teijin Films Europe S.A.	Teijin Ltd.	1991	R&D, manufacture and sales of polyester films for audio and video products
Ireland		Hitachi Europe Ltd., Research & Development Centre, Dublin Laboratory	Hitachi, Ltd.	1989	R&D of software
		Olympus Diagnostica GmbH(Irish Branch)	Olympus Corp.	1989	R&D and manufacture of chemicals for diagnostic purposes
		TDK Electronics Ireland Limited	TDK Corp. (TDK Europe S.A.)	1999	R&D of electronic parts for cellular phone terminals
Spain		Dalphimetal España, S.A.	Nihon Plast Co., Ltd.	1929	R&D, Design, manufacture and sales of automotive parts
		Sanyo España,S.A.	Sanyo Electric Co., Ltd. (Sanyo Fisher sales)	1969	Manufacture and sales of color TVs and R&D and sales of other consumer apparatuses
		UBE Chemical Europe,S.A.	Ube Industries, Ltd. (Ube Corporation Europe, S.A.)	1967	R&D, manufacture and sales of caprolactam, ammonium sulfate and fine products (1·6HD, DDA, MEKO, etc.)
		A.P.Amortiguadores,S.A.	Kayaba Industry Co., Ltd.	1983	R&D, design, manufacture and sales of shock absorbers
		TAKASAGO INTERNATIONAL CHEMICALS (EUROPE), S.A. (TICSA)	Takasago International Corp.	1988	R&D, manufacture and sales of perfumes and flavors for cosmetics, soaps, foods, etc.
		ACERINOX,S.A.	Nisshin Steel Co., Ltd., Metal One Corp.	1970	R&D, design, manufacture and sales of stainless steel
		Akzo Nobel Nippon Paint España,S.A.	Nippon Paint Co., Ltd.	1996	R&D and consignment manufacture of coil coating materials
		Barberet & Blanc, S.A.	Kirin Brewery Co., Ltd. (Kirin Agribio B.V.)	1994	R&D, manufacture and sales of carnation seeds and seedlings
		Daicolorchem EU,S.A.	Dainichiseika Color & Chemicals Mfg. Co., Ltd.	1989	Manufacture and sales of organic and inorganic pigments, import and sales of chemical products, and R&D (only pigments)
		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,S.A.	Fujisawa Pharmaceutical Corp.	1994	Development and sales of Prograf
	Fujitsu Manufacturing España,S.A.	Fujitsu Ltd.	1973	R&D, manufacture and sales of information processing apparatuses, communication apparatuses, etc.	

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Spain		Hoya Lens Iberia,S.A.	Hoya Corp. (Hoya Lens Europe N.V.)	1978	R&D and manufacture of lenses for glasses
		INGEMAT,S.A.	Hirotec Corp.	1986	R&D, design, 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 for perfumes and cosmetics and perfumes
		Katsuyama Europe,S.A.	Katsuyama Kikai, Ltd.	1999	R&D, design, manufacture and sales of building maintenance supplies (gondolas)
		Kenogard,S.A.	Sumitomo Chemical Co., Ltd., Nissan Chemical Industries, Ltd.	1992	R&D of agricultural chemicals
		Nifco Products España, S.L..U.	Nifco Inc.	2001	R&D, design, manufacture and sales of plastic automotive parts
		Nissan European Technology Centre España,S.A.(NETC-E)	Nissan Europe N.V., Nissan European Technology Centre Ltd. (UK)	1997	R&D of motor vehicles
		Nissan Forklift España,S.A.	Nissan Forklift Europe B.V.	1995	Design, manufacture and sales of forklifts
		Nissan Motor Ibérica,S.A.	Nissan Motor Co., Ltd., Nissan Europe N.V.	1980	R&D, manufacture and sales of passenger and commercial-use cars, four-wheel drive cars and engines
		Paceco España S.A.	Mitsui Engineering & Shipbuilding Co., Ltd., MITSUI & Co., Ltd., Mitsui and Co. UK PLC	1989	Design of container cranes
		Sakata Inx España,S.A.	Sakata Inx Corp.	1987	R&D, manufacture and sales of printing inks
		Sharp Electrónica España,S.A.	Sharp Corp.	1986	Manufacture and sales of color TVs and R&D and sales of household electric appliances and information commodities
		Showa Europe,S.A.	Showa Corp.	1990	R&D, manufacture and sales of shock absorbers for two-wheel vehicles
		Sony España,S.A.	Sony Corp.	1972	Design, manufacture and sales of color TVs
		Sumitomo Bakelite Europe (Barcelona) S.L.	Sumitomo Bakelite Co., Ltd. (Sumitomo Bakelite Europe, N.V.)	2003	R&D, manufacture and sales of industrial phenol resins
		Terasaki España,S.A.U.	Terasaki Electric Co., Ltd.	1987	R&D, design, manufacture and sales of industrial circuit breakers
		UBE Engineering Plastics,S.A.	Ube Industries, Ltd. (Ube Corporation Europe, S.A.)	2001	R&D, manufacture and sales of nylon
	Yamaha Motor España,S.A.	Yamaha Motor Co., Ltd., Yamaha Motor Europe N.V.	1981	Manufacture and sales of two-wheel vehicles, and R&D and sales of marine products and ATVs (four-wheel buggy vehicles)	
Italy		Ajinomoto Italia/ 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
		Bridgestone / Firestone Technical Center Europe S.p.A.	Bridgestone Corp.	1988	R&D and design of tires for passenger cars, trucks, buses and agricultural vehicles
		CREA S.r.l.	Amada Co., 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

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Italy		Fiat Kobelco Construction Machinery S.p.A.	Kobelco Construction Machinery Co., Ltd., Sumitomo Corp.	2002	Design, manufacture and sales of construction machines
		Fujisawa SRL	Astellas Pharma Inc.	1993	Development, manufacture and sales of medicines
		Honda R&D Europe ITALY s.r.l	Honda Motor Co., Ltd.	2000	R&D of two-wheeled vehicles and parts
		Italpet Preforme S.p.A.	Marubeni Corp.	1995	R&D and manufacture of resins for PET bottles
		Miteni S.p.A.	Mitsubishi Corp., Mitsubishi Materials Corp.	1988	R&D, manufacture and sales of medicines and agrochemical intermediates
		Nidek Technologies s.r.l.	Nidek Co., Ltd.	1998	R&D, manufacture and sales of ophthalmologic instruments
		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 bicycle parts
		Takeda Italia Farmaceutici S.p.A.	Takeda Pharmaceutical Company Ltd.	1982	R&D, manufacture and sales of medicines
		TMI Europe S.p.A.	Teijin Ltd.	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
		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
		Yamaha Motor Italia S.p.A.	Yamaha Motor Co., Ltd. (Yamaha Motor Europe B.V.)	1980	R&D, manufacture and sales of two-wheeled vehicles
		Yanmar Italy S.p.A.	Yanmar Diesel Corp. (Yanmer International Europe N.V.)	1996	R&D, manufacture and sales of diesel engines
		YEC Europe S.r.l.	YEC Co., Ltd.	2002	Entrusted development of motorcycle
	YKK AP Design Studio Milano	YKK Architectural Products Inc.	1991	Design (building materials: doors, interiors, exteriors (gates, balconies, etc.))	
Finland		Furuno Finland Oy	Furuno Electric Co., Ltd.	2003	R&D and manufacture of marine electronics, integrated bridge system
		Jujo Thermal OY	Nippon Paper Industries Co., Ltd., Mitsui & Co., Ltd.	1992	R&D, manufacture and sales of thermo sensitive paper
		Nana Europe Ltd.	Nanatanigawa Lumber Industries Co., Ltd.	1996	R&D and manufacture of house building materials
Sweden		BT Industries AB	Toyota Industries Corp.	2000	R&D, manufacture and sales of indoor transport machines
		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.	1989	Design, manufacture and sales of diamond tools
		Hoya Lens Sweden AB	Hoya Corp.	1978	R&D, manufacture and sales of lenses for glasses

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Sweden		Motoman Robotics Europe AB	Yaskawa Electric Corp.	1984	Design, manufacture and sales of robot systems
		Ohlins Racing AB	Yamaha Motor Co., Ltd.	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.	1984	R&D, design, manufacture and sales of electronic position-measuring parts
		Sony Ericsson Mobile Communications AB	Sony Corp.	2001	R&D and manufacture of cellular phones
		Tomoku Hus AB	Tomoku Co., Ltd., Sweden House Co., Ltd., Mitsubishi Corp.	1991	R&D, manufacture and sales of housing members
Denmark		Bioener ApS	Takuma Co., Ltd., ITOCHU Corp.	2002	R&D and sales of biomass power plants
		Burmeister & Wain Scandinavian Contractor A/S	Mitsui Engineering & Shipbuilding Co., Ltd. (MESCO Denmark A/S)	1990	R&D, sales, construction and maintenance of diesel power plants
		DataFlight Europe as	Canon Inc.	2004	R&D, manufacture and sales of advanced in-flight POS
		Envotech OHM Engineering ApS	OHM Electric Co., Ltd., Individual(Mr.Kiyose)	1997	R&D and manufacture of wastewater treatment systems
		OFS-FITEL I/S	Furukawa Electric Co., Ltd.	2001	R&D and manufacture of optical fibers
		Sakata Ornamentals Europe A/S	Sakata Seed Corp.	2003	R&D, manufacture and sales of flower seeds
		Sanyo Component europe GmbH Mobile & Clean Energy Division	Sanyo Electric Co., Ltd.	1999	Development and design of batteries
Austria		DIC Performance Resins GmbH	Dainippon Ink and Chemicals, Inc.	1987	R&D, design, manufacture and sales of synthetic resins, etc.
		HORIBA GmbH	Horiba, Ltd. (HORIBA Europe GmbH)	1992	Design, manufacture and sales of air pollution measuring instruments
Portugal		CABELAUTO- Cabos para Automóveis, S.A.	Sumitomo Wiring Systems, Ltd., Sumitomo Wiring Systems Europe, Ltd., Sumitomo Corp. UK Plc., Sumitomo Corp.	1992	R&D, manufacture and sales of electric wires
		Companhia Industrial de Resinas Sintéticas, CIREs, S.A.	Shin-Etsu Chemical Co., Ltd., Mitsui & Co., Ltd.	1960	R&D, manufacture and sales of vinyl chloride polymer
		NEC Portugal - Telecomunicações e Sistemas, S.A.	NEC Corp.	1995	R&D, manufacture, sales and maintenance of communication-related apparatuses
		Nemoto Portugal-Química Fina, Lda.	Nemoto & Co., Ltd., Sojitz Corp.	1990	R&D, manufacture and sales of inorganic and fluorescent pigments
		Salvador Caetano - Indústrias Metalúrgicas e Veículos de Transporte, S.A	Toyota Motor Corp.	1972	Design and assembling of bus bodies, automotive parts and commercial-use cars (Toyota cars)
		Yazaki Saltano de Portugal, C.E.A., Lda.	Yazaki Corp.	1986	Design of mass production, manufacture of wire harnesses for motor vehicles
Switzerland		Kontron Medical AG	Fukuda Denshi Co., Ltd.	2005	R&D, manufacture and sales of ultrasound imaging diagnostic equipment
Greece		Tosoh Hellas A.I.C.	Tosoh Corp., Mitsubishi Corp.	1973	R&D and manufacture of electrolytic manganese dioxide
Poland		FQS Poland Sp.z o.o.	Fujitsu Kyushu System Engineering Ltd.	1998	R&D of computer software

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Poland		NSK ISKRA S.A.	NSK Ltd., Sojitz Corp.	1998	R&D and manufacture of bearings and rollers
Czech		Olympus Service Facility Czech, s.r.o.	Olympus Corp. (Olympus Optical Co.,Ltd.)	2003	High-Tech service center of camera and peripheral equipment
		Panasonic AVC Networks Czech, s.r.o.	Matsushita Electric Industrial Co., Ltd.	1996	R&D and manufacture of color TVs and image apparatuses
		Panasonic Europe Software Development Laboratory s.r.o.	Matsushita Electric Industrial Co., Ltd	2001	Development of software
Hungary		Furukawa Electric Institute of Technology Co.,Ltd.	Furukawa Electric Co., Ltd.	1991	R&D of electric insulating materials
		TATEYAMA Laboratory Hungary Kft.	TATEYAMA KAGAKU INDUSTRY Co., Ltd, TATEYAMA System Laboratory Co., Ltd,	1997	Development of software
Romania		KOYO ROMANIA S.A.	JTEKT Corp.	1998	R&D and manufacture of bearings
		S.C.Sol-Plus Romania S.R.L.	Sol-Plus Co., Ltd.	2002	Plastic molding and casting, and software development
Lithuania		UAB KOEI BALTIJA	KOEI Co., Ltd.	2004	R&D and manufacture of entertainment software
Turkey		Brisa Bridgestone Sabanci Lastik Sanayi ve Ticaret A.S.	Bridgestone Corp.	1988	R&D, manufacture and sales of tire tubes and flaps

