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Japanese Manufacturing Affiliates in Europe and Turkey

- 2006 Survey -

September 2007

Japan External Trade Organization
(JETRO)

Preface

The survey on “Japanese manufacturing affiliates in Europe and Turkey” has been conducted 23 times since the first survey in 1983*. The latest survey, carried out from January 2007 to February 2007 targeting 16 countries in Western Europe, 10 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 2006 there were a total of 996 Japanese manufacturing affiliates operating in the surveyed region --- 773 in Western Europe, 206 in Central and Eastern Europe, and 17 in Turkey. Of this total, 316 affiliates --- 309 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 138 affiliates --- 134 in Western Europe and 4 in Central and Eastern Europe.

In this survey we put emphasis on the competition with Chinese and Korean product, and the impact of FTAs between EU and Asian countries 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 2007

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

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

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Overview of the Survey

This is the 23rd 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), 10 countries in Central and Eastern Europe (8 members of the EU, Serbia, and Montenegro), 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 (22nd) survey. In the process, we added or deleted Japanese affiliates that had been established or withdrawn before 2005 but that we had been unable to access at the time of the previous survey.

4. Period of the Survey

January through February 2007

5. Response status

Of 996 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 590 enterprises that agreed to cooperate in the survey (some questionnaire forms were also sent by mail or facsimile), and received valid responses from 320 companies (response rate of 32.1%).

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 2006

Europe and Turkey (996)
Western Europe (773),
Central and Eastern Europe (206),
and Turkey (17)

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

Source: Survey by JETRO offices in Europe and Turkey

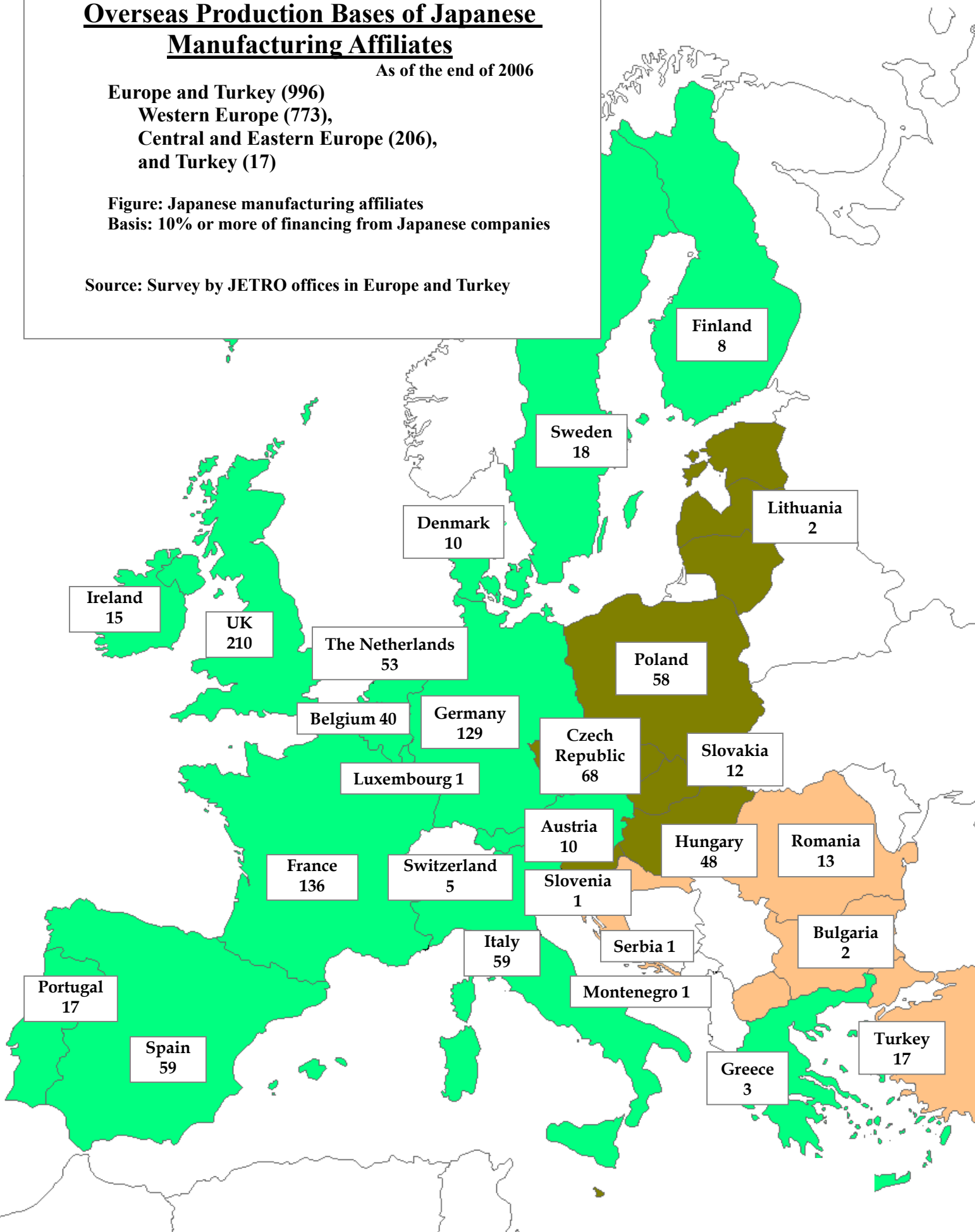


Table 1: Year of establishment of Japanese Manufacturing Affiliates in Europe and Turkey (by country)

	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end	year end
UK	34	39	50	60	79	92	104	113	120	127	132	143	155	166	177	191	193	195	200	203	209	210
France	27	31	36	41	49	57	63	65	69	72	79	89	91	97	99	106	117	122	124	128	132	136
Germany	25	27	30	32	44	53	63	70	74	76	79	81	82	86	91	92	96	103	107	111	114	129
Netherlands	16	17	18	20	25	25	30	32	34	36	38	42	45	48	50	51	51	51	51	51	53	53
Belgium	15	16	16	16	22	25	27	30	31	32	33	34	35	35	38	38	38	38	38	39	40	40
Luxembourg							1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Ireland	1	1	1	2	4	4	4	5	6	6	9	9	10	11	11	11	11	13	13	13	15	15
Spain	17	20	22	24	29	32	36	37	38	39	41	42	43	44	46	46	49	51	52	54	55	59
Italy	10	11	11	16	21	27	30	30	31	32	35	39	43	44	46	47	50	51	52	56	58	59
Finland								1	1	2	2	3	4	4	4	4	5	6	7	7	7	8
Sweden	2	3	4	5	5	5	6	7	10	10	10	10	10	10	11	12	13	14	15	16	17	18
Denmark	1	1	1	1	2	2	2	2	2	2	3	3	3	3	3	3	5	5	7	8	10	10
Austria	2	4	5	6	6	6	6	7	7	7	7	7	7	7	7	8	8	8	8	8	10	10
Portugal	4	5	5	5	5	7	7	9	10	10	12	13	13	15	15	15	17	17	17	17	17	17
Switzerland	1	1	1	1	1	1	1	2	2	2	2	2	2	2	3	3	3	3	3	3	4	5
Greece	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3
Western Europe	157	178	202	231	294	338	382	413	438	456	485	520	546	575	604	630	659	681	698	718	745	773
Poland									2	2	5	6	9	11	14	14	18	24	32	38	44	58
Czech Republic						1	2	6	7	7	8	11	14	14	16	20	32	44	51	61	64	68
Slovakia										1	1	3	4	4	4	6	8	8	8	9	11	12
Hungary							2	2	4	6	8	9	13	16	21	29	32	36	39	43	45	48
Romania														1	1	3	5	7	9	9	11	13
Lithuania																	1	1	1	2	2	2
Serbia																						1
Montenegro																		1	1	1	1	1
Bulgaria													1	1	1	1	1	1	1	1	1	2
Slovenia																						1
Central and Eastern Europe						1	4	8	13	16	22	29	41	47	57	73	97	122	142	164	179	206
Turkey	1	1	2	3	3	3	4	5	5	6	7	7	8	8	8	8	9	12	14	16	17	17
Total	158	179	204	234	297	342	390	426	456	478	514	556	595	630	669	711	765	815	854	898	941	996
Number of Companies Established within the Year		21	25	30	63	45	48	36	30	22	36	42	39	35	39	42	54	50	39	44	43	55
Increase over the previous year (%)		13.3	14.0	14.7	26.9	15.2	14.0	9.2	7.0	4.8	7.5	8.2	7.0	5.9	6.2	6.3	7.6	6.5	4.8	5.2	4.8	5.8

[Note]

The table indicates the number of Japanese manufacturing affiliates operating in the regions as of the end of 2006 (996 companies) by year of establishment; the number of companies operating as of the end of each year. The figures only indicates 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 2006)

	Total	Western Europe	UK	France	Germany	Netherlands	Belgium	Luxembourg	Ireland	Spain	Italy	Finland	Sweden	Denmark	Austria	Portugal	Switzerland	Greece	Central and Eastern Europe	Poland	Czech Republic	Slovakia	Hungary	Romania	Lithuania	Serbia	Montenegro	Bulgaria	Slovenia	Turkey
Transportation machinery parts	220	123	45	21	11	3	6			16	13		3			5			86	22	35	3	19	5	1		1			11
Electric and electronic parts	98	62	14	6	21	3	2	1	4	2	3	1	2	1	2				36	7	11	7	8	2					1	
General machinery	98	88	21	13	23	7	4		2	2	11		3		1		1		10	6	3		1							
Chemical/Petrochemical products	89	84	19	15	16	7	9			6	5		2	1	1	1	1	1	5	2			3							
Other manufacturing	74	61	14	14	11	4	3			1	4		1	5	2	1		1	12	3	4		2	1	1			1		1
Electric and electronic machinery	64	49	21	6	8	1	1		1	4	3		2			2			15	4	5	2	3	1						
Food products, agricultural and fisheries product processing	53	47	13	17	4	3	2			3	1			3			1		5	1			2	1		1				1
Plastic products	49	45	10	4	6	8	4			5	3				2	2	1		4		2		1	1						
Precision machinery	42	39	14	12	6	4			1			1			1				3	1	1		1							
Metal products	42	35	18	3	3	2				5	1				1	2			7	1	2		2	2						
Pharmaceutical products	30	30	4	7	3	1	4		5	1	3	1	1																	
Rubber products	22	14	3	3	1	2	1		1	1	1					1			7	5			2							1
Transportation machinery	25	20	4	3	1	2				4	3		1			2			2		1		1							3
Ceramics, soil and stone	23	19	4	2	1	1	4			3	2	1	1						4	2	1		1							
Apparel/Textile products	15	13	3	6						1	3								2		1							1		
Nonferrous metal	10	7	2	2	1	1				1									3	1			2							
Textiles (yarn/woven material)	8	8		1	3	1				1	1					1														
Paper/Pulp	7	7	1		3	1						1					1													
Medical device	7	7			4				1		2																			
Timber/wood products (excluding Furniture /Interior	5	5										3	2																	
Iron and steel	5	4			1	1				1								1	1		1									
Printing/Publishing	5	3			1	1				1									2	1	1									
Furniture/Interior products	5	3		1	1					1									2	2										
Industry Total	996	773	210	136	129	53	40	1	15	59	59	8	18	10	10	17	5	3	206	58	68	12	48	13	2	1	2	1	17	

[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	2006 year end
UK	93 (32)	98 (33)	101 (34)	107 (37)	116 (42)	122 (45)	129 (47)	137 (55)	142 (58)	148 (59)	152 (62)	157 (63)	158 (63)
France	48 (7)	52 (10)	57 (11)	59 (12)	62 (13)	63 (13)	71 (16)	72 (16)	74 (16)	74 (16)	76 (16)	78 (17)	78 (17)
Germany	45 (14)	47 (15)	47 (15)	49 (16)	50 (16)	54 (17)	56 (18)	57 (18)	59 (19)	62 (20)	66 (21)	69 (22)	74 (23)
Netherlands	12 (1)	12 (1)	15 (1)	17 (2)	17 (2)	17 (2)	17 (2)	18 (2)	18 (2)	18 (2)	18 (2)	18 (2)	18 (2)
Belgium	20 (5)	20 (5)	20 (5)	22 (6)	22 (6)	22 (6)	23 (7)	24 (8)	24 (8)	24 (8)	25 (9)	25 (9)	25 (9)
Luxembourg	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)
Ireland	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	3 (2)	3 (2)	3 (2)	3 (2)	3 (2)	3 (2)	5 (2)	5 (2)
Spain	21 (4)	22 (4)	24 (6)	25 (7)	25 (7)	26 (7)	27 (7)	29 (8)	29 (8)	29 (8)	30 (8)	31 (9)	32 (9)
Italy	12 (2)	14 (2)	15 (2)	16 (2)	16 (2)	17 (2)	18 (3)	19 (3)	20 (3)	21 (4)	21 (4)	21 (4)	21 (4)
Finland	1	1	2	2	2	2	2	2	2	3	3	3	3
Sweden	8	8	8	8	8	8	9	9	9	10	10	10	10
Denmark	1 (1)	1 (1)	1 (1)	1 (1)	1 (1)	2 (2)	2 (2)	3 (2)	4 (3)	5 (3)	6 (3)	7 (3)	7 (3)
Austria	2	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	6
Switzerland													
Greece	1	1	1	1	1	1	1	1	1	1	1	1	2 (1)
Western Europe	273 (68)	288 (73)	303 (77)	319 (85)	332 (91)	347 (97)	368 (105)	384 (115)	395 (120)	408 (123)	421 (128)	435 (132)	443 (134)
Poland					2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)	2 (1)
Czech Republic								1 (1)	1 (1)	3 (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)	2 (2)
Romania					1	1	1	1	2	2	2	2	2
Lithuania											1	1	1
Serbia													
Montenegro													
Bulgaria													
Central and Eastern Europe	1 (1)	1 (1)	1 (1)	2 (2)	5 (3)	5 (3)	5 (3)	6 (4)	7 (4)	9 (4)	10 (4)	10 (4)	10 (4)
Turkey	1	1	1	1	1	1	1	1	1	1	1	1	1
Total	275 (69)	290 (74)	305 (78)	322 (87)	338 (94)	353 (100)	374 (108)	391 (119)	403 (124)	418 (127)	432 (132)	446 (136)	454 (138)
Increase over the previous year	12 (3)	15 (5)	15 (4)	17 (9)	16 (7)	15 (6)	21 (8)	17 (11)	12 (5)	15 (3)	14 (5)	14 (4)	8 (2)
Increase over the previous year (%)	4.6 (4.5)	5.5 (7.2)	5.2 (5.4)	5.6 (11.5)	5.0 (8.0)	4.4 (6.4)	5.9 (8.0)	4.5 (10.2)	3.1 (4.2)	3.7 (2.4)	3.3 (3.9)	3.2 (3.0)	1.8 (1.5)

[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 2006 (454 companies) by year of establishment; the figures for each year (2006 and before) are the number of companies operat

Europe

I. Overview of Japanese manufacturing affiliates in Europe

[Number of Japanese manufacturing affiliates in Europe]

- The latest survey shows that there were 979 Japanese manufacturing affiliates operating in Europe as of the end of 2006, including 773 in Western Europe and 206 in Central and Eastern Europe. A total of 55 Japanese companies established affiliates in Europe in 2006, including 28 in Western Europe and 27 in Central and Eastern Europe.

[By country]

- The UK hosts the largest number of Japanese companies, with 210, followed by France with 136 and Germany with 129. These three countries accounted for 48.5% of the total number of Japanese manufacturing affiliates operating in Europe.
- The Czech Republic, which has the greatest number of Japanese companies (68 companies) among Central and Eastern European Countries, has become the 4th largest European manufacturing base for Japan, followed by Poland with 58 Japanese companies and the 7th largest European manufacturing base for Japan.

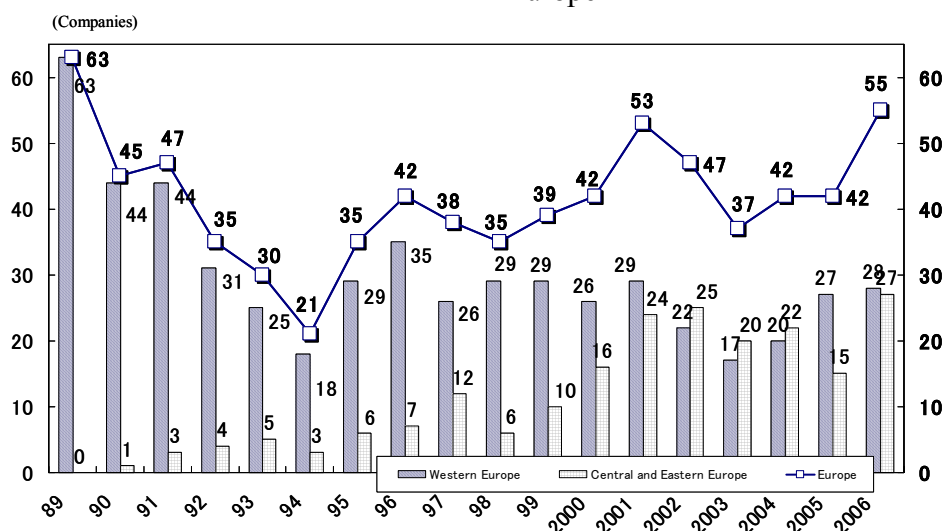
[By Industry]

-The transportation machinery parts industry accounts for the largest number of Japanese companies, 209, (21.3% of the total) followed by the electric and electronic parts industry with 98 (10.0%) and the general machinery industry with 98 companies (10.0%) and the chemical/petrochemical industry with 89 (9.1%).

1. The Czech Republic has become the 4th and Poland the 7th largest European manufacturing base for Japanese companies.

The latest survey shows that there were 979 Japanese manufacturing affiliates in Europe as the end of 2006, including 773 in Western Europe and 206 in Central and Eastern Europe. A total of 55 Japanese companies established affiliates in Europe including 28 in Western Europe and 27 in Central and Eastern Europe. The total number of Japanese companies was the 2nd largest after the peak number observed in the 1989-1990 survey, reflecting the strong European economy. As for the number of the Japanese companies established affiliates in Europe, Germany (15 companies), Poland (14), France (4), Spain (4), and the Czech Republic (4) are ranked in high places. By country, UK hosts the largest number of Japanese companies with 210 in all, followed by France (136 companies), Germany (129), the Czech Republic (68), Italy (59), Spain (59), Poland (58) and the Netherlands (53). The UK, France and Germany together host a total of 475 Japanese companies, accounting for 48.5% of the total number of Japanese affiliates operating in the whole of Europe and the 61.4% of the total in Western Europe. In addition, The Czech Republic has become the 4th and Poland the 7th largest European manufacturing base for Japanese companies and their importance as an industrial base has been increasing.

Diagram 1: Changes in the number of Japanese Manufacturing Affiliates Entering in Europe



Note: This diagram indicates changes in the number of Japanese manufacturing affiliates operating in Europe as of the end of 2006 by year of establishment.
Source: JETRO Survey, Japan External Trade Organization

2. LCD television-related businesses are entering the Polish market one after another

The industry with the largest number of Japanese manufacturing affiliates was transportation machinery parts, accounting for 209 companies (21.3% of the total). It was followed by general machinery and electric and electronic parts, both accounting for 98 companies (10.0% of the same), and chemical/petrochemical products accounting for 89 companies (9.1% of the same). Together, these four industries account for 50.5% of the total.

There are some dominant industries characteristic to certain countries and regions. Such dominant industries include transportation machinery parts and general machinery in the UK, transportation machinery parts, food products, agricultural and fisheries product processing, and chemical/petrochemical products in France, and general machinery, electric and electronic parts and chemical/petrochemical products in Germany. In Central and Eastern Europe, Japanese manufacturing affiliates are highly concentrated in transportation machinery parts (86 companies, accounting for 41.7% of Japanese manufacturing affiliates in Central and Eastern Europe). This is followed by electric and electronic parts (36 companies, 17.5% of the same). Particularly in the Czech Republic, transportation machinery parts accounts for half of the total number of companies (See Diagram 2).

Of the 27 companies which have established affiliates in Central and Eastern Europe, 16 were electric and electronic machinery and parts. Particularly in Poland, there has been a flood of greenfield investments related to LCD television production, including that by the Sharp Corporation. Because of the termination of analogue broadcasting and the transition to digital broadcasting, starting in Northern Europe in 2007, a dramatic shift to flat-screen (LCD, plasma) television is now taking place in Europe. The size of the European flat-screen television market is the largest in the world. Also, due to the 14% tariff imposed by the EU on television sets (finished products), Japanese affiliates are starting to produce flat-screen

televisions locally.

On the other hand, companies such as the Nidec Corporation, NTN, Fujikura and the Sumida Corporation are planning to expand their business activities in the area of automotive parts through corporate acquisitions. There have also been large-sized acquisitions, such as the acquisition of Pilkington, a major glass manufacturer, by Nippon Sheet Glass Company and the acquisition of Gallaher by Japan Tobacco Incorporated in the same trade.

Diagram 2: Top 4 Industries by Region/Country

	1 st	2 nd	3 rd	4 th
Europe (979)	Transportation machinery parts 21.3% (209)	General machinery 10.0% (98)	Electric and electronic parts 10.0% (98)	Chemical/Petrochemical products 9.1% (89)
Western Europe (773)	Transportation machinery parts 15.9% (123)	General machinery 11.4% (88)	Chemical/Petrochemical products 10.9% (84)	Electric and electronic parts 8.0% (62)
UK (210)	Transportation machinery parts 21.4% (45)	General machinery 10.0% (21)	Electric and electronic machinery 10.0% (21)	Chemical/Petrochemical products 9.0% (19)
France (136)	Transportation machinery parts 15.4% (21)	Food products, agricultural and fisheries product processing 12.5% (17)	Chemical/Petrochemical products 11.0% (15)	General machinery 9.6% (13)
Germany (129)	General machinery 17.8% (23)	Electric and electronic parts 16.3% (21)	Chemical/Petrochemical products 12.4% (16)	Transportation machinery parts 8.5% (11)
Central and Eastern Europe (206)	Transportation machinery parts 41.7% (86)	Electric and electronic parts 17.5% (36)	Electric and electronic machinery 7.3% (5)	General machinery 4.9% (10)
Czech Republic (68)	Transportation machinery parts 51.5% (35)	Electric and electronic parts 16.2% (11)	Electric and electronic machinery 7.4% (5)	General machinery 4.4% (3)
Poland (58)	Transportation machinery parts 37.9% (22)	Electric and electronic parts 12.1% (7)	General machinery 10.3% (6)	Rubber products 8.6% (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 2006.
- 70% of the Japanese manufacturing affiliates in Western Europe projected operating profits, showing strong performances.
- In Central and Eastern Europe, most Japanese manufacturing affiliates projected profits (61.7%) than losses.

1. Operating profits projected by 68.8%, losses by 25% for 2006

Of the Japanese manufacturing affiliates in Europe, 68.8% (up 8.3 points from the previous survey) projected operating profits, 14.2% (down 2.7 points) projected a “balanced “ and 19.7% (down 5.5 points) projected operating losses.

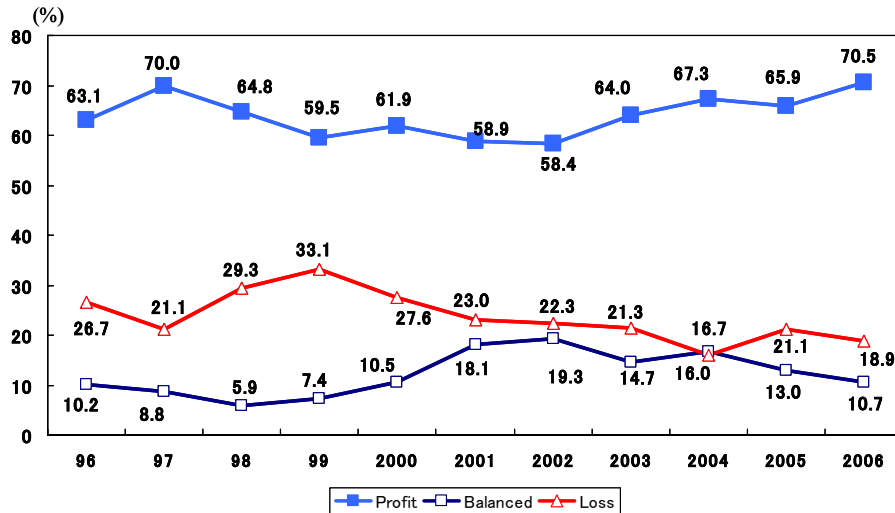
The percentage of companies that projected improvement on an operating basis in 2006 compared with 2005 amounted to 57.3%, up 9.8 points from the previous year (47.5%). On the other hand, the percentage of companies projecting deteriorations on an operating basis down 6.2 points to 22.8% from the previous year (29.0%). In 2006, the EU (25 countries) recorded real GDP growth of 3.0%, due to factors such as the recovery of the German economy, and as such the scores for profit expectation significantly exceeded those for losses against the background favorable economic conditions in Europe.

Of the Japanese manufacturing affiliates in Western Europe, 70.5% (up 4.6 points) projected operating profits, and 18.9% (down 2.2 points) projected operating losses. The number of companies recording surplus came over 70% for the first time since 1997.

A country-by-country break down showed that a large portion of companies projected operating profits in Netherlands (87.0% projecting profit against 13.0% projecting loss), Germany (86.7% profit vs. 10.0% loss) and Spain (75.0% profit vs. 20.0% loss).

Among the industries with the largest numbers of Japanese manufacturing affiliates, transportation machinery parts, chemical/petrochemical products, and general machinery marked 61.9%, 69.2% and 75.0% respectively for companies projecting operating profits. Also, significant numbers of companies projected operating profits in industries such as transportation machinery, pharmaceutical products, and nonferrous metal.

Diagram 3: Operating Profits for Japanese Manufacturing Affiliates in Western Europe

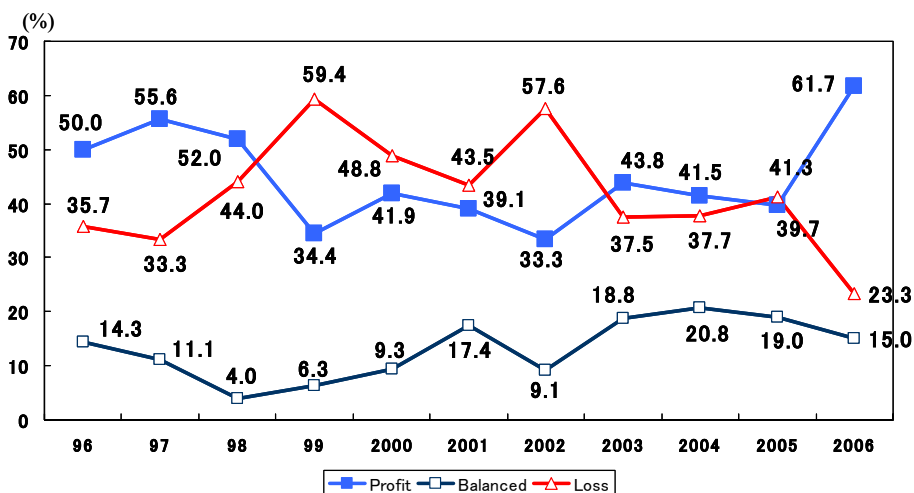


Note: The number of responses differs by year.
 Source: JETRO Survey, Japan External Trade Organization

Although Japanese manufacturing affiliates in Central and Eastern Europe recorded more losses (41.3%) than profits (39.7) in 2005, the ratio of companies projecting profits (61.7%) significantly exceeded that of companies projecting losses (23.3%) in 2006. The recent trend in Central and Eastern Europe had been either more losses than profits or a balance between the two, and this is the first time the ratio expecting profit has exceeded 60% and that of losses has been below 30%. The ratio of companies projecting profits is particularly high in the Czech Republic (87.5%), Poland (61.1%) and Hungary (63.2%).

Ratio expecting profits is also significantly higher than that of losses in industries that are attracting a large number of Japanese manufacturing affiliates, such as the transportation machinery parts (73.7% projecting profits against 15.8% projecting losses) and electric and electronic machinery (54.5% projecting profits against 10.0% projecting losses).

Diagram 4: 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

2. Improvement on an operating basis projected for 2007 by more companies

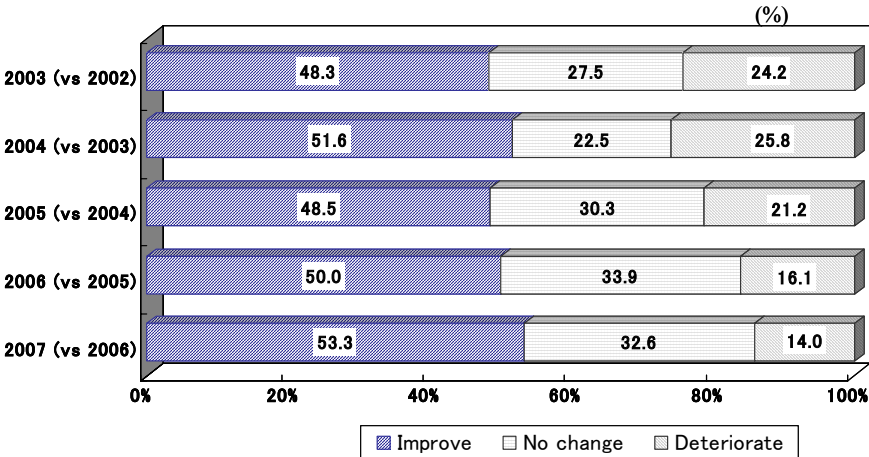
The percentage of companies that projected improvements in their operating-balance in 2007 compared with 2006 stood at 54.2%, whereas 30.6% expected “unchanged” results and 15.3% braced for deterioration. These ratios are almost the same level as those in the previous survey.

In Western Europe, improvement was projected by 53.3%, “unchanged” by 33.9%, and deterioration by 14.0% for 2007.

By country, in Spain, where the improvement projection ratio came to 63.6% against the background of an economic boom during the period of the previous survey, the improvement projection ratio remained at 47.7% this time whereas the deterioration projection ratio increased to 26.3%. Similarly, in Portugal the ratio of deterioration projection reached 27.3%. On the other hand, the ratio of improvement projection has been high in Ireland (90.0%) and Belgium (66.7%). Although a majority of companies projected improvements in France (58.3%), the Netherlands (56.5%) and the UK (52.4%), the ratio remained at 33.3% in Germany.

Among industries with large numbers of companies, the improvement projection ratio is around 50% in industries such as the transportation machinery parts, electric and electronic machinery and general machinery. The ratio was particularly high in industries such as medical equipment (100%) and food products, agricultural and fisheries product processing (85.7%).

Diagram 5: Operating Profit Outlook for Japanese Manufacturing affiliates in Western Europe



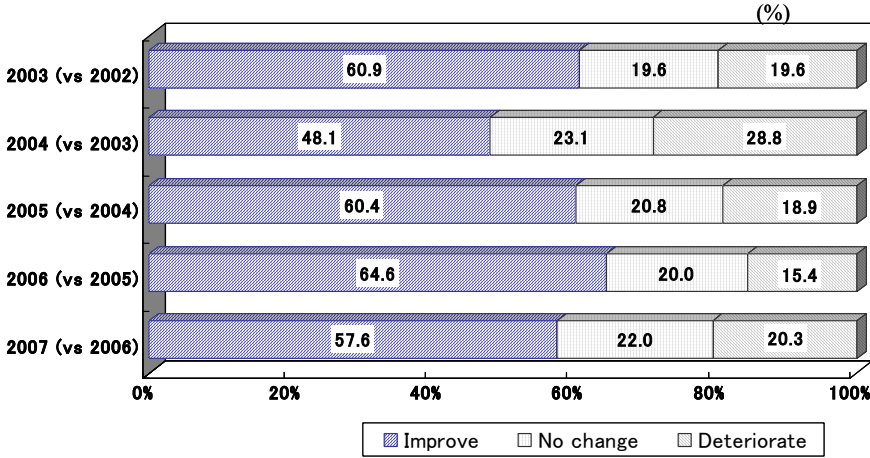
Source: JETRO Survey, Japan External Trade Organization

In Central and Eastern Europe, 57.6% of Japanese manufacturing affiliates projected improvement on an operating basis for 2007, 22.0% expected “unchanged” results and 20.3% forecast deterioration. Compared with the previous survey, the improvement projection ratio was down 7.0 points and the deterioration projection ratio was up 4.9 points.

A country-by-country breakdown showed that a large proportion of Japanese manufacturing affiliates projected improvement in Poland (61.1%), Slovakia (85.7%) and Romania (80.0%). By industry, the improvement projection ratio reached 72.7% in the electric and electronic parts industry.

In Central and Eastern Europe, Japanese manufacturing affiliates are starting to make flat-screen televisions locally. Particularly in Poland, the Sharp Corporation, Orion Electric, Toshiba and Funai Electric announced the establishment of production bases in 2006. All companies are to begin production from 2007, indicating their expectation of an expansion of demand in accordance with increases in local production.

Diagram 6: 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)

- Major procurement sources for Japanese manufacturing affiliates in Western Europe include Western Europe and Japan. For affiliates in Central and Eastern Europe, major procurement sources are Japan, Western Europe and Central and Eastern Europe.
- Japanese companies plan to expand procurement from Central and Eastern Europe and China.

(1) Present procurement source

The major sources of parts and materials procurement by Japanese manufacturing affiliates in Western Europe are Western Europe (cited by 80.5%) and Japan (63.6%). Meanwhile, the procurement ratio came to 23.3% for China, 18.6% for ASEAN and 16.1% for Central and Eastern Europe.

Country-by-country characteristics concerning procurement sources are as follows (See

Diagram 7).

UK: The ratio for China is larger than that for other procurement sources (30.9%).

France: The ratio for Western Europe and Japan is the same (68.2%).

Germany: The ratio for Central and Eastern Europe is larger than that for other procurement sources (24.1%).

Spain: The ratio of procurement from ASEAN is significant (33.3%).

Netherlands: The ratio of procurement from Western Europe is significant (91.3%).

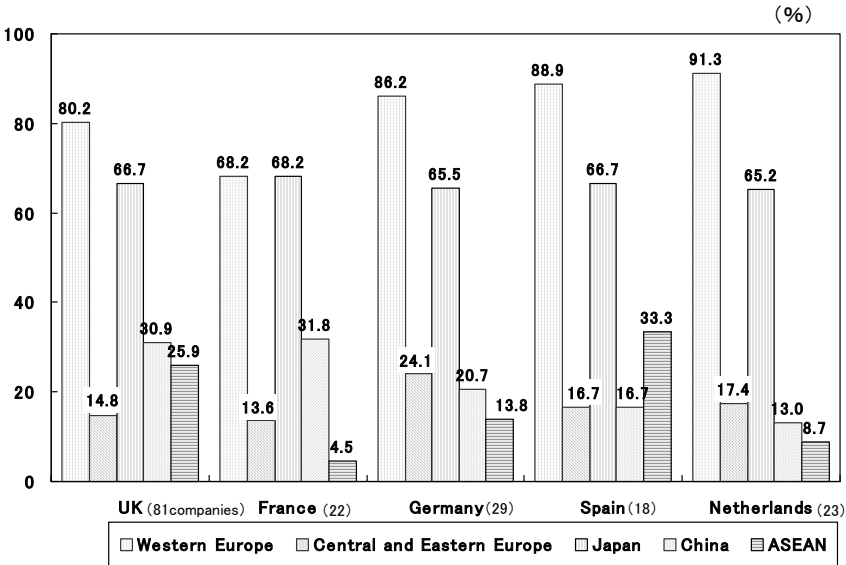
Major procurement sources by industries are as follows.

Transportation machinery parts: Western Europe (73.2%), Japan (78.0%)

Electric and electronic machinery: Western Europe (55.2%), Japan (65.5%), China (62.1%), ASEAN (48.3%)

General machinery: Western Europe (84.0%), Japan (56.0%)

Diagram 7: Major Procurement Sources for Japanese Manufacturing Affiliates in Western Europe (by region/country)

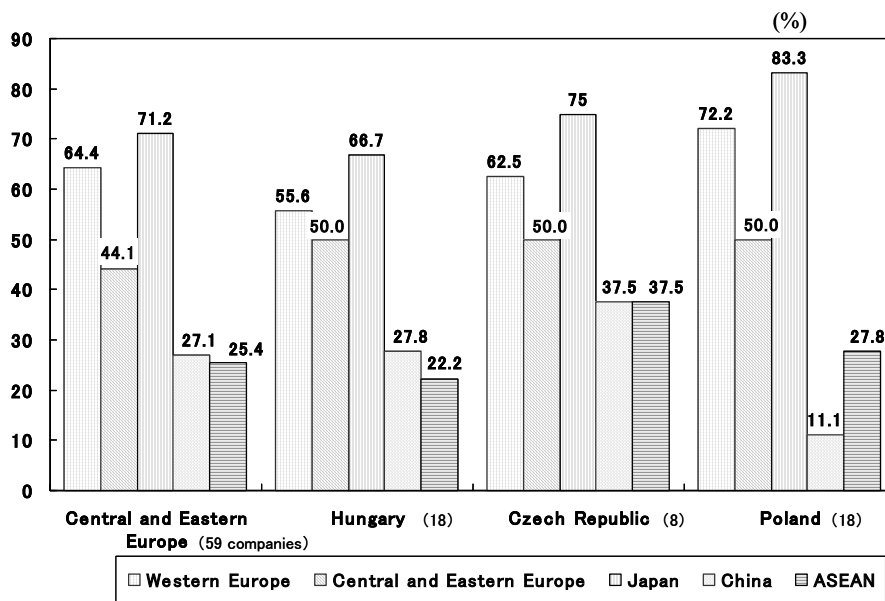


Source: JETRO Survey, Japan External Trade Organization (Multiple responses allowed)

The major sources of parts and materials procurement by Japanese manufacturing affiliates in Central and Eastern Europe are Japan (cited by 71.2%), Western Europe (64.4%), Central and Eastern Europe (48.4%). China was cited by 27.1% and ASEAN by 25.4%. Compared with the previous year, the ratio for China was up 11 points.

By industry, major procurement sources were: Japan (80.0%), Western Europe (55.0%) and Central and Eastern Europe (45.0%) for transportation machinery parts sector; Japan (63.6%), China (54.5%), Western Europe (45.5%) and Central and Eastern Europe (45.5%) in the electric and electronic machinery sector.

Diagram 8: Major Procurement Sources for Japanese Manufacturing Affiliates in Central and Eastern Europe (by region/country)



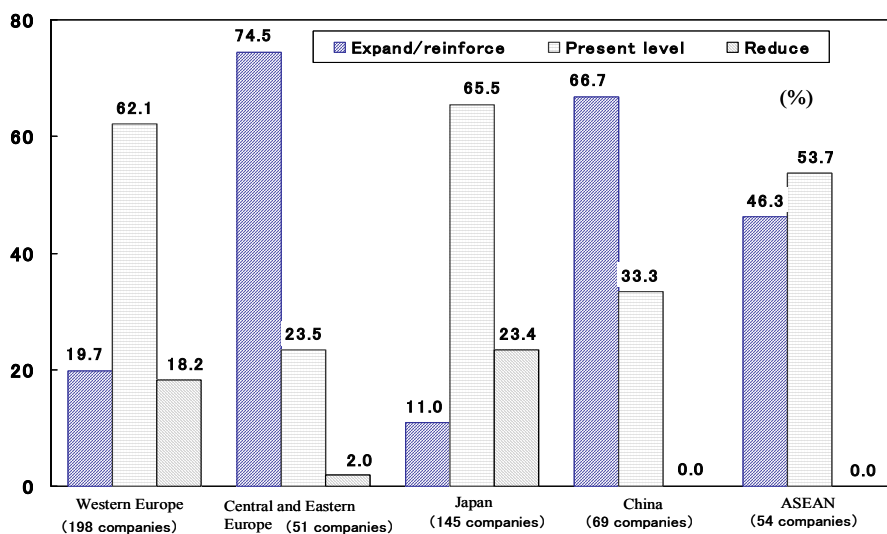
Source: JETRO Survey, Japan External Trade Organization

(Multiple responses allowed)

(2) Future procurement policy

Central and Eastern Europe (cited by 74.5%) tops the list of regions/countries from which Japanese manufacturing affiliates in Western Europe plan to expand procurement, followed by China (66.7%). Central and Eastern Europe include Czech, Poland, and Hungary. With regard to procurement from Japan, only 11.0% have plans for expansion/reinforcement, with 65.5% planning to maintain the present level and 23.4% planning to reduce the level.

Diagram 9: Future Procurement Policies of Japanese Manufacturing Affiliates in Western Europe for Current Major Procurement Sources

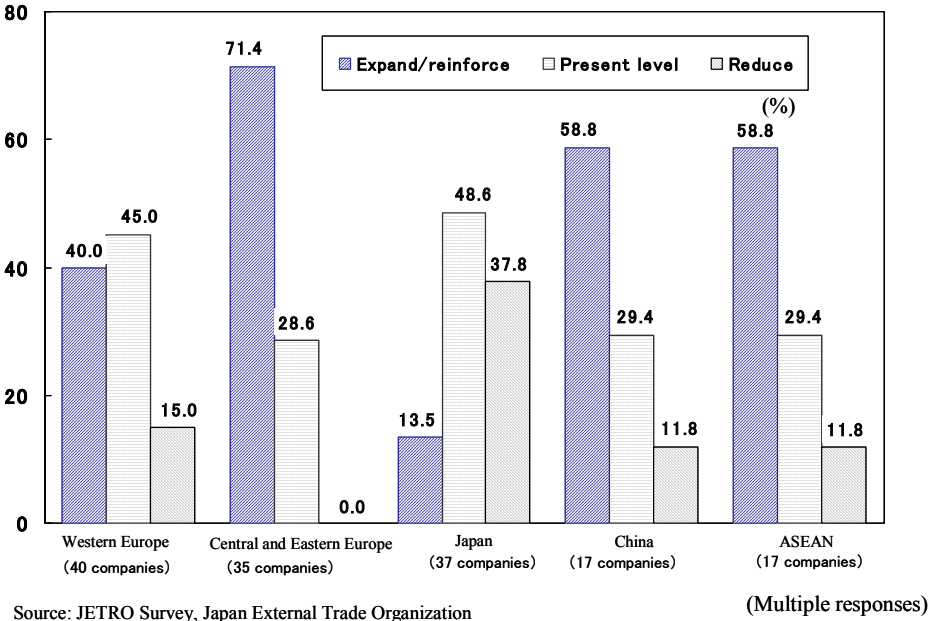


Source: JETRO Survey, Japan External Trade Organization

(Multiple responses allowed)

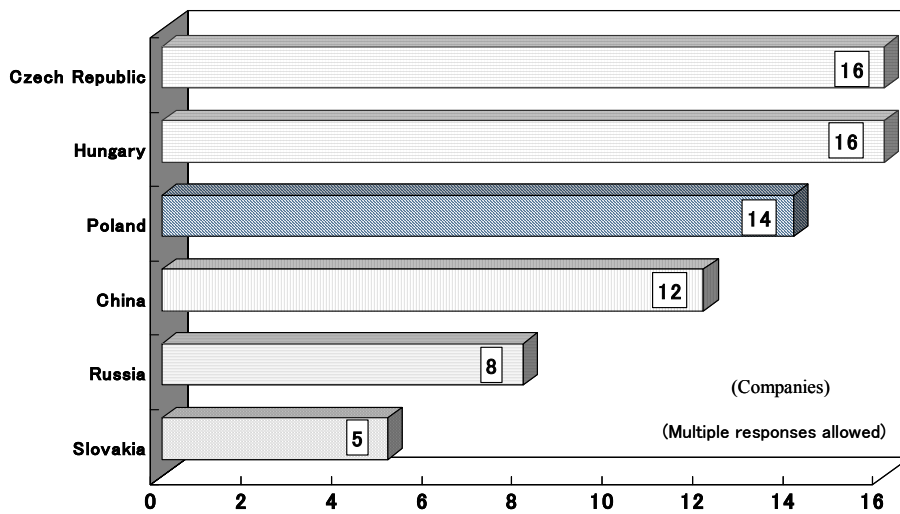
The regions/countries most frequently cited by Japanese manufacturing affiliates in Central and Eastern Europe as targets for procurement expansion/reinforcement are Central and Eastern Europe (71.4%), China (58.8%) and ASEAN (58.8%). Only 13.5% plan to expand/reinforce procurement from Japan, with 48.6% planning to maintain the present level of procurement and 37.8% planning to reductions therein.

Diagram 10: 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 41.3% and 23.9% respectively. For Japanese manufacturing affiliates in Central and Eastern Europe, Central and Eastern Europe tops the list at 68.8% among the regions/countries for future procurement sources. The Czech Republic and Hungary are being eyed by the greatest number of Japanese companies (16 companies) in Europe as a future procurement source, followed by Poland (14) and China (12).

Diagram 11: Countries Considered by Japanese Manufacturing Affiliates in Europe as Candidates for Future Procurement Sources



Source: JETRO Survey, Japan External Trade Organization

2. Sales Destinations

- 93.3% of the sales destinations of Japanese manufacturing affiliates in Europe are “Western Europe”
- Japanese manufacturing affiliates in Western Europe are planning to expand their sales destinations in “Russia/CIS” as well as “Central and Eastern Europe.”

(1) Present sales destinations

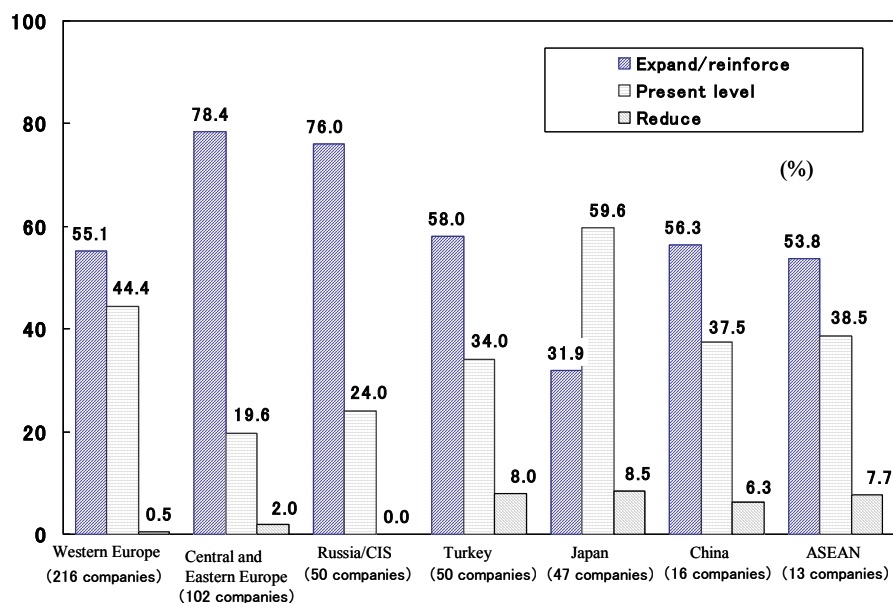
The current major sales destination for Japanese manufacturing affiliates in Europe as a whole is Western Europe (93.3%), followed by Central and Eastern Europe (43.5%), with Japan, Turkey, and Russia/CIS representing 18.2%, 16.5% and 16.1% respectively. On the other hand, for Japanese manufacturing affiliates in Western Europe, the leading sales destination is Western Europe (96.1%), followed by Central and Eastern Europe (39.1%) and Japan (20.4%). For Japanese manufacturing affiliates in Central and Eastern Europe, Western Europe (81.8%) and Central and Eastern Europe (61.8%) are the major sales destinations.

In the automotive industry, Japanese automotive manufacturing affiliates are reinforcing their sales network in different countries, following favorable sales trends in Europe. Mazda opened a sales controlling base in Ireland in July 2006 and in the Czech Republic and Slovakia in October of the same year. Isuzu established joint ventures in Spain and Belgium in 2005 and founded a sales company in Germany together with Mitsubishi Corporation in September 2006, in order to reinforce its sales activities in Germany and Austria.

(2) Future sales policy

With regard to future sales policies for established sales destinations, many Japanese manufacturing affiliates in Western Europe plan on expanding or reinforcing sales in Central and Eastern Europe (78.4%) and in Russia/CIS (76.0%). Also, nearly 60% of companies intend to expand/reinforce sales in Turkey (58.0%).

Diagram 12: Future Sales Policies of Japanese Manufacturing Affiliates in Western Europe for Current Major Sales Destinations



Source: JETRO Survey, Japan External Trade Organization

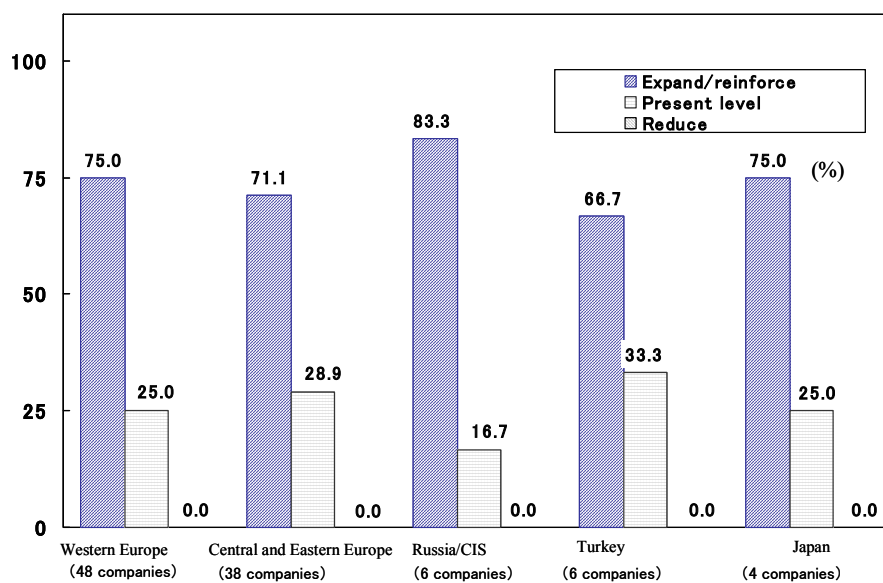
Multiple responses allowed

Among Japanese manufacturing affiliates in Central and Eastern Europe, those that expect to expand or reinforce sales in Western Europe and Central and Eastern Europe accounted for 75.0% and 71.1% respectively, indicating their intention to reinforce sales under the favorable European economic conditions. The ratio of companies intending to expand or reinforce sales in Russia/CIS was similar, at 83.3%, so it is expected that approaches focusing on the Russian market will become active in the future.

By country, the UK was cited by the most Japanese affiliates (107 companies) as a sales expansion target, followed by Germany (105), France (101), Italy (78) and Spain (77). In addition to Western European Countries, the survey results underscore the attractiveness of Central and Eastern Europe including Poland (72), Czech Republic (71) and Hungary (61), as markets for Japanese manufacturing affiliates in Europe.

Among major candidates for future sales destinations for Japanese affiliates are Russia (19), the Czech Republic (11), Poland (9) and Hungary (6),

Diagram 13: Future Sales Policies of Japanese Manufacturing Affiliates
in Western Europe for Current Major Sales Destinations



Source: JETRO Survey, Japan External Trade Organization

(Multiple responses allowed)

3. Production Setups

- 75.4% of Japanese affiliates operating in Eastern Europe plan to expand their business in 1-2 years.
- Promising manufacturing bases in mid and long term are Poland and the Czech Republic.

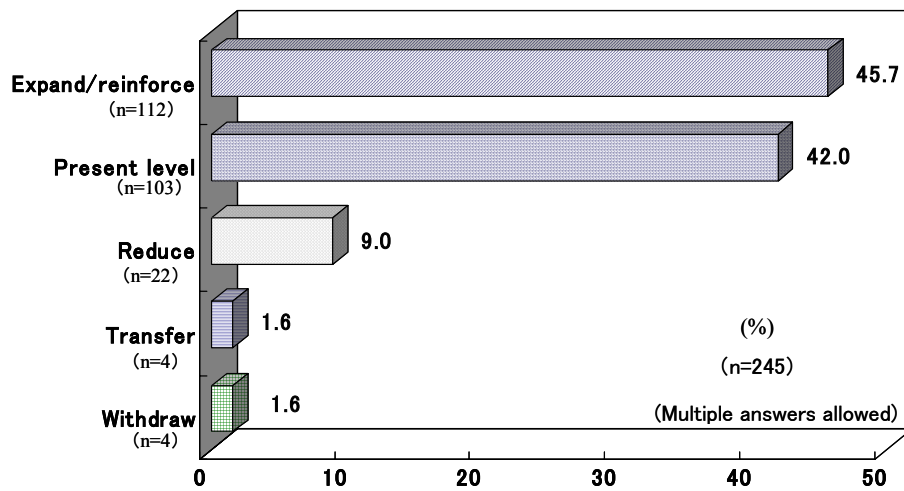
(1) Business Development in coming 1-2 Years

With regard to business development in coming 1-2 years, the latest survey shows that 45.7% of Japanese affiliates operating in Western Europe plan to expand their businesses, 42.0% plan to maintain the current level of production, 9.0% plan to reduce production, 1.6% plan to transfer production bases and 1.6 plan withdrawals. The ratio expansion increased by 7.3 points compared to the previous survey.

As for Japanese affiliates operating in Eastern Europe, 75.4% plan to expand their businesses, 21.3% plan to reduce production, 1.6% plan to transfer production bases and 0% plan withdrawals. By country, the percentage of expansion was high in the Czech Republic, Romania and Poland.

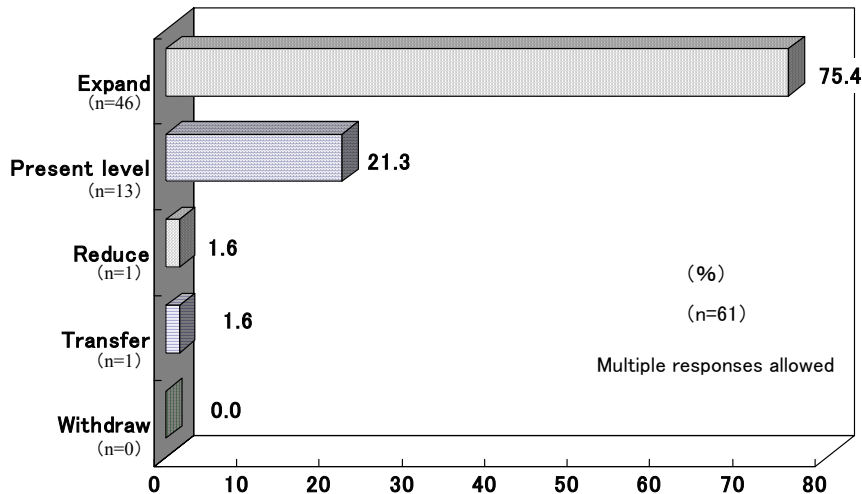
In the transportation machinery parts sector, in which Japanese companies have a particularly large presence, 85.0% planned “expansion”. This planned production expansion is probably in response to automakers’ moves in recent years to increase their production capacity in the region.

Diagram 14. Business Developments by Japanese Manufacturing Affiliates in Western Europe in the Coming One to Two Years



Source: JETRO Survey, Japan External Trade Organization

Diagram 15: Business Developments by Japanese Manufacturing Affiliates in Central and Eastern Europe in the Coming One to Two Years



Source: JETRO Survey, Japan External Trade Organization

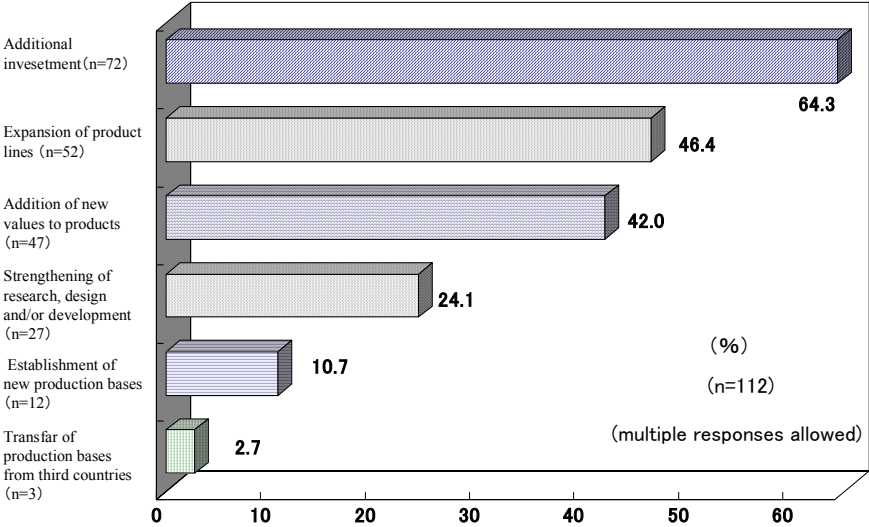
(2) Specific policies of companies indicating that they intend to expand their business activities

When companies indicating that they plan to expand their business activities were asked about specific policies, expansion of the size of their business by way of additional investment (64.3%) was the most frequently cited policy, followed by expansion (diversification) of their product lines (46.4%) and addition of new values to their products (42.0%), among the 112 Japanese manufacturing affiliates in Western Europe. Also, 24.1% responded that they intended to strengthen research, design and/or development. Relatively few companies

indicated an intention of establishing new production bases and accepting production bases transfers from third countries, accounting for only 10.7% and 2.7% respectively.

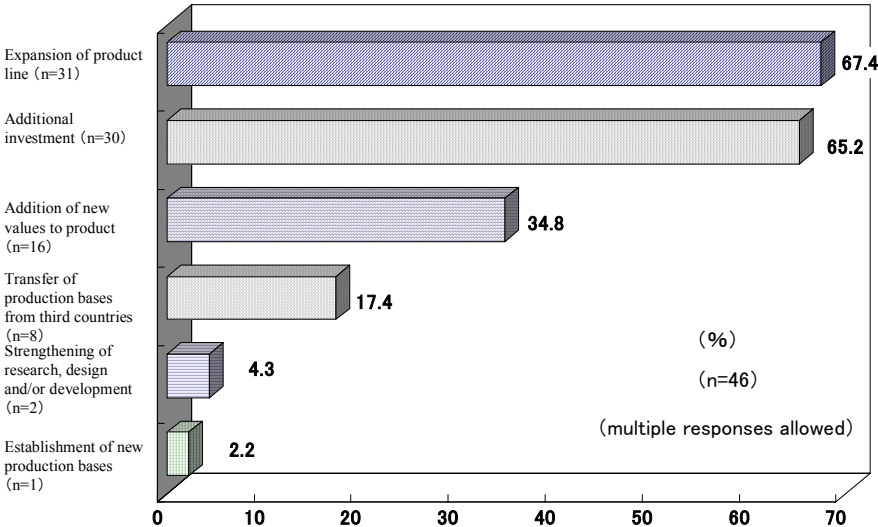
Among 46 Japanese manufacturing affiliates in Central and Eastern Europe, the most frequently cited policy was expansion (diversification) of product lines (67.4%), followed by expansion of the size of their business by way of additional investment (65.2%), addition of new values to their products (34.8%) and transfer of production base from third countries (17.4%).

Diagram 16: Specific Policies of Japanese Manufacturing Affiliates in Western Europe



Source: JETRO Survey, Japan External Trade Organization

Diagram 17: Specific Policies of Japanese Manufacturing Affiliates in Central and Eastern Europe



Source: JETRO Survey, Japan External Trade Organization

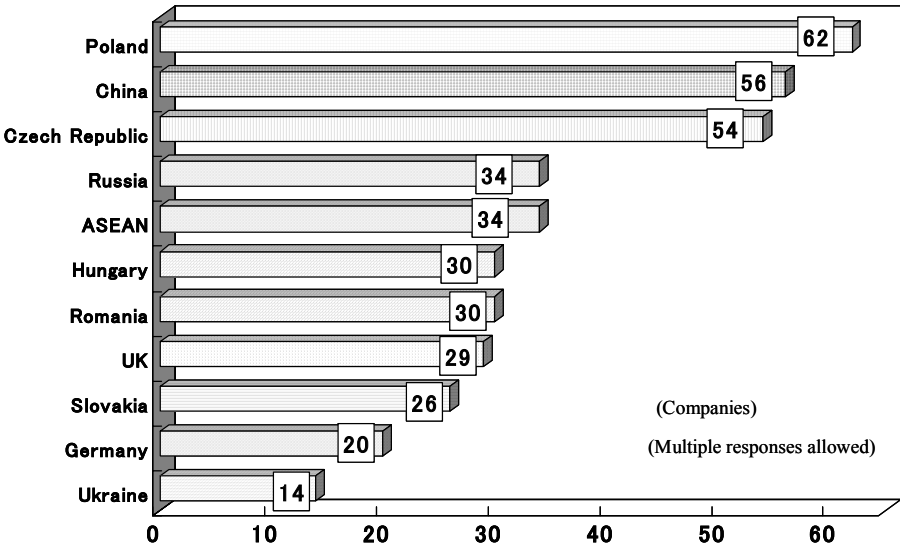
Central and Eastern Europe have proven popular as specific locations for new production bases, including Slovakia (home to five companies), the Czech Republic (three companies) and Hungary (three companies).

In regards to the questions pertaining to countries from which manufacturing functions (lines) or plants are to be transferred in the coming one to two years, plans are underway for six transfers from Japan to Europe (two to Western Europe and four to Central and Eastern Europe). In addition, there are ten transfer plans in total from Western to Central and Eastern Europe. In Western Europe, there have been four plans for relocation from the UK, two from Italy, and two from Spain. As for Central and Eastern European destinations, plans are underway for six transfers to Romania.

Major countries mentioned as promising production bases over the mid-to-long term (five to ten years) are Poland (mentioned by 62 companies), China (56 companies) and the Czech Republic (54 companies) (multiple responses allowed). The results show that Central and Eastern Europe continue to be regions in focus as investment targets.

Diagram 18: Countries and regions considered to be promising production bases over the mid-to-long term (five to ten years)

Diagram 18: Countries and regions considered to be promising production bases over the mid-to-long term (five to ten years)



Source: JETRO Survey, Japan External Trade Organization

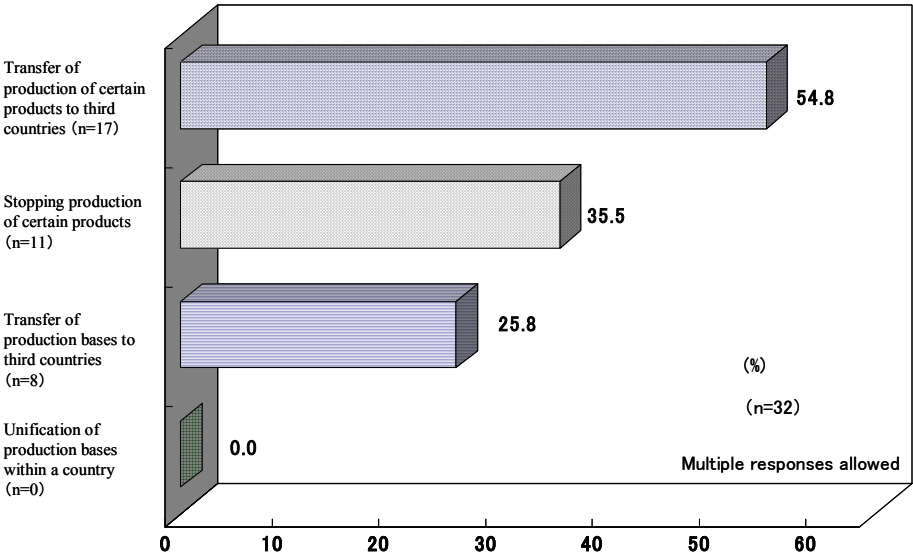
(3) Specific policies of companies indicating that they intend to reduce, transfer or withdraw business

There were 32 companies (30 in Western Europe and two in Central and Eastern Europe) that indicated plans to reduce, transfer or withdraw business in the coming one to two years. Major specific policies included transferring production of certain products to third countries (54.8%) and stopping production of certain products (35.5%).

Japan (nine companies) and China (five companies) were among the most frequently cited destinations for transfer from Western Europe. Among the cases of transfer to Japan, two companies cited withdrawal as the reason, and the remaining seven companies noted that they would be transferring production of certain products due to business reductions. By industry, five of the companies in question were in the electric and electronic machinery sector, and two companies were in the transportation machinery parts sector.

Within Europe, there have been 32 transfers from Western Europe to Central and Eastern Europe in the past five years. Among these, 13 were from the UK, five were from Germany, three were from Italy and three were from Spain, accounting for 75.0% in total. By industry, electric and electronic machinery and parts accounted for 37.5% of the total (13 transfers).

Diagram 19: Specific Policies of Japanese Manufacturing Affiliates in Europe Reducing Business



Source: JETRO Survey, Japan External Trade Organization

IV. Management Problems

- Labor costs, material and procurement costs are the management problems for Japanese manufacturing affiliates in Western Europe.
- The new challenges for Japanese affiliates in Central and Eastern Europe are securing human resources, work visa and permits, and labor costs.

In Europe as a whole, the major problems are labor costs, material and procurement costs, securing human resources, exchange rate fluctuations, work visa and permits.

Table 20: Management Problems for Japanese Manufacturing Affiliates in Europe

2006 (n=299)

Category	Problem	Responses	Percentage
Labor problems	Labor costs	199	66.6 %
Materials and parts procurement	Procurement cost	155	51.8 %
Labor problems	Securing human resources	140	46.8 %
Financial problems	Exchange rate fluctuations	137	45.8 %
Investment legislation/procedures	Visa and work permits	123	41.1 %
Materials and parts procurement	Deliveries	118	39.5 %
Standards, certification and regulations	CE mark	117	39.1 %
Labor problems	Quality of workers	109	36.5 %
Tax systems and procedures	Tax rates	102	34.1 %
Materials and parts procurement	Product quality	94	31.4 %
Trade legislation/procedures	Custom and tariff	87	29.1 %
Labor problems	Social security system	61	20.4 %
Environmental regulations	RoHS	61	20.4 %
Environmental regulations	REACH	56	18.7 %
Labor problems	Unions and strikes	49	16.4 %
Trade legislation/procedures	Complicated administrative procedures	48	16.1 %
Investment legislation/procedures	Frequently revised systems and procedures	44	14.7 %
Insufficient infrastructure	Roads	44	14.7 %
Insufficient infrastructure	Power supply	36	12.0 %
Insufficient infrastructure	communications	34	11.4 %
Environmental regulations	WEEE	32	10.7 %
Tax systems and procedures	Complicated procedures	30	10.0 %
Insufficient infrastructure	Other public transportation	27	9.0 %
Tax systems and procedures	Double taxation	24	8.0 %
Standards, certification and regulations	Other public transportation	24	8.0 %
Environmental regulations	ELV	24	8.0 %
Investment legislation/procedures	Complicated administrative procedures	23	7.7 %
Trade legislation/procedures	Rules of origin	21	7.0 %
Tax systems and procedures	Other	19	6.4 %
Financial problems	Fund raising	17	5.7 %
Insufficient infrastructure	Port facilities	13	4.3 %
Investment legislation/procedures	Other	12	4.0 %
Labor problem	Other	12	4.0 %
Materials and parts procurement	Other	12	4.0 %
Environmental regulations	Other	11	3.7 %
Trade legislation/procedures	Other	10	3.3 %
Financial problems	Other	9	3.0 %
Insufficient infrastructure	Other	9	3.0 %
Other	Competition Law	9	3.0 %
Trade legislation/procedures	Anti -Dumping measures	8	2.7 %
Environmental regulations	Euro5	8	2.7 %
Standards, certification and regulations	Plant and animal quarantines	5	1.7 %
Trade legislation/procedures	MFN	2	0.7 %
Environmental regulations	EuP	1	0.3 %

Source: JETRO Survey, Japan External Trade Organization

Among the management problems facing Japanese manufacturing affiliates in Western Europe, the frequently mentioned are labor costs (69.7%), material and parts procurement costs (55.0%), and exchange rate fluctuations (45.4%).

Table 21: Management Problems for Japanese Manufacturing Affiliates in Western Europe

2005 (n=242)				2006 (n=238)			
Category	Problem	Responses	Percentage	Category	Problem	Responses	Percentage
Materials and parts procurement	Procurement costs	147	60.7 %	Labor problems	Labor Costs	166	69.7 %
Labor problems	Labor costs	138	57.0 %	Materials and parts procurement	Procurement costs	131	55.0 %
Financial problems	Exchange rate fluctuations	124	51.2 %	Financial problems	Exchange rate fluctuations	108	45.4 %
Labor problems	Quality of workers	91	37.6 %	Labor problems	Securing human resources	97	40.8 %
Labor problems	Securing human resources	83	34.3 %	Labor problems	Quality of workers	93	39.1 %
Materials and parts procurement	Product quality	76	31.4 %	Materials and parts procurement	Deliveries	92	38.7 %
Materials and parts procurement	Deliveries	76	31.4 %	Investment legislation/procedures	Visa and work permits	87	36.6 %
Standards, certification and regulations	CE mark	74	30.6 %	Standards, certification and regulations	CE mark	87	36.6 %
Investment legislation/procedures	Visa and work permits	72	29.8 %	Tax systems/procedures	Tax rates	74	31.1 %
Tax systems/procedures	Tax rates	57	23.6 %	Trade legislation/procedures	Custom and tariff	68	28.6 %
Environmental regulations	RoHS	56	23.1 %	Materials and parts procurement	Product quality	67	28.2 %
Labor problems	Unions and strikes	52	21.5 %	Environmental regulations	RoHS	52	21.8 %
Trade legislation/procedure	Custom and tariff	49	20.2 %	Environmental regulations	REACH	52	21.8 %
Labor problems	Social security system	48	19.8 %	Labor problems	Unions and strikes	44	18.5 %
Trade legislation/procedure	Complicated administrative procedures	34	14.0 %	Labor problems	Social security system	44	18.5 %
Environmental regulations	WEEE	34	14.0 %	Environmental regulations	WEEE	30	12.6 %
Tax systems/procedures	Complicated procedures	32	13.2 %	Trade legislation/procedures	Complicated administrative procedures	29	12.2 %
Investment legislation/procedures	Complicated administrative procedures	29	12.0 %	Insufficient infrastructure	Communications	27	11.3 %
Environmental regulations	REACH	26	10.7 %	Investment legislation/procedures	Frequently revised systems and procedures	20	8.4 %
Tax systems/procedures	Double taxation	20	8.3 %	Standards, certification and regulations	Other	20	8.4 %
Investment legislation/procedures	Frequently revised systems and procedures	19	7.9 %	Insufficient infrastructure	Other public transportation	19	8.0 %
Insufficient infrastructure	Power supply	19	7.9 %	Trade legislation/procedures	Rules of origin	18	7.6 %
Standards, certification and regulations	Other	17	7.0 %	Insufficient infrastructure	Power supply	18	7.6 %
Insufficient infrastructure	Communications	16	6.6 %	Environmental regulations	ELV	18	7.6 %
Environmental regulations	ELV	16	6.6 %	Tax systems/procedures	Double taxation	17	7.1 %
Tax systems/procedures	Other	15	6.2 %	Tax systems/procedures	Complicated procedures	16	6.7 %
Insufficient infrastructure	Other	15	6.2 %	Insufficient infrastructure	Roads	15	6.3 %
Insufficient infrastructure	Other public transportation	14	5.8 %	Insufficient infrastructure	Port facilities	12	5.0 %
Environmental regulations	Other	14	5.8 %	Financial problems	Fund raising	11	4.6 %
Trade legislation/procedure	Other	13	5.4 %	Tax systems/procedures	Other	10	4.2 %
Trade legislation/procedure	Rules of origin	12	5.0 %	Investment legislation/procedures	Complicated administrative procedures	9	3.8 %
Financial problems	Fund raising	12	5.0 %	Environmental regulations	Other	9	3.8 %
Insufficient infrastructure	Roads	12	5.0 %	Other	Competition law	9	3.8 %
Other	Competition Law	12	5.0 %	Materials and parts procurement	Other	8	3.4 %
Investment legislation/procedures	Other	9	3.7 %	Insufficient infrastructure	Other	8	3.4 %
Trade legislation/procedure	Anti-dumping measures	8	3.3 %	Trade legislation/procedures	Anti-dumping measures	7	2.9 %
Financial problems	Other	6	2.5 %	Trade legislation/procedures	Other	7	2.9 %
Standards, certification and regulations	Plant and animal quarantines	5	2.1 %	Investment legislation/procedures	Other	7	2.9 %
Labor problems	Other	5	2.1 %	Labor problems	Other	5	2.1 %
Insufficient infrastructure	Port facilities	5	2.1 %	Financial problems	Other	5	2.1 %
Materials and parts procurement	Other	2	0.8 %	Environmental regulations	Euro5	5	2.1 %
Trade legislation/procedure	MFN	1	0.4 %	Standards, certification and regulations	Plant and animal quarantines	4	1.7 %
				Trade legislation/procedures	MFN	2	0.8 %
				Environmental regulations	EuP	1	0.4 %

Source: JETRO Survey, Japan External Trade Organization

With the progression of EU enlargement as a backdrop, it has been suggested that Japanese companies are acutely aware of the cost disadvantage of Western Europe in comparison with Central and Eastern Europe. The issue of labor cost was frequently cited in regards to Spain (mentioned by 17 out of the 19 respondent companies), Belgium (10 out of 12), the Netherlands (15 out of 21) and the UK (59 out of 83), while the issue of materials and parts procurement cost was frequently mentioned in regards to the UK (55 out of 83) and Spain (11 out of 19).

Exchange rate fluctuations are a noticeable problem not only in the UK (mentioned by 53 companies out of 83), which is outside the Eurozone, but also in Eurozone countries such as Spain (10 out of 19), Germany (13 out of 30) and France (9 out of 22). This probably reflects increased competition with companies from outside the EU, due to the continued strength of European currencies such as the euro and the pound against dollar, yen and other currencies.

The above-mentioned three most frequently cited management problems were followed by labor problems, securing human resources (40.8%), labor problems, quality of workers (39.1%), materials and parts procurement, deliveries (38.7%), investment legislation/procedures, visas/work permits (36.6%) and standards, certification and regulations, CE mark (36.6%). Thus, Japanese companies operating in Western Europe are struggling with issues related to labor and materials/parts procurement, in addition to cost-related problems. The issue of securing human

resources was frequently pointed out by companies in the Netherlands (mentioned by 15 companies out of 21) and the UK (38 out of 83). In Germany, issues related to the CE mark have been mentioned by large number of companies (11 out of 30). A particularly large number of companies in Italy, Spain, Portugal and France have highlighted visas/work permit-related problems.

Major problems pointed out by Japanese manufacturing affiliates in Central and Eastern Europe include securing human resources (70.5%), visas/work permits (59.0%) and labor cost (54.1%)

Table: 22 Management Problems for Japanese Manufacturing Affiliates in Central and Eastern Europe

2006 (n=85)				2006 (n=81)			
Category	Problem	Responses	Percentage	Category	Problem	Responses	Percentage
Labor problems	Securing human resources	44	67.4 %	Labor problems	Securing human resources	43	70.5 %
Trade legislation/procedures	Complicated administrative procedures	39	60.0 %	Investment legislation/procedures	Visa and work permits	36	59.0 %
Investment legislation/procedures	Visa and work permits	39	60.0 %	Labor problems	Labor costs	33	54.1 %
Financial problems	Exchange rate fluctuations	35	53.8 %	Standard, certification and regulations	CE mark	30	49.2 %
Material and parts procurement	Procurement costs	33	50.8 %	Financial problems	Exchange rate fluctuations	29	47.5 %
Investment legislation/procedures	Complicated administrative procedures	30	46.2 %	Insufficient infrastructure	Roads	29	47.5 %
Standard, Certification and regulations	CE mark	30	46.2 %	Tax systems/procedures	Tax rates	28	45.9 %
Labor problems	Quality of workers	28	43.1 %	Materials and parts procurement	Product quality	27	44.3 %
Material and parts procurement	Deliveries	28	43.1 %	Materials and parts procurement	Deliveries	26	42.6 %
Insufficient infrastructure	Roads	27	41.5 %	Investment legislation/procedures	Frequently revised system and procedures	24	39.3 %
Tax systems/procedures	Complicated procedures	26	40.0 %	Materials and parts procurement	Procurement costs	24	39.3 %
Labor problems	Social security system	26	40.0 %	Trade legislation/procedures	Custom and tariff	19	31.1 %
Material and parts procurement	Product quality	25	38.5 %	Trade legislation/procedures	Complicated administrative procedures	19	31.1 %
Investment legislation/procedures	Frequently revised systems and procedures	24	36.9 %	Insufficient infrastructure	Power supply	18	29.5 %
Tax systems/procedures	Tax rates	24	36.9 %	Labor problems	Social security system	17	27.9 %
Labor problems	Labor costs	24	36.9 %	Labor problems	Quality of workers	16	26.2 %
Trade legislation/procedures	Custom and tariff	23	35.4 %	Investment legislation/procedures	Complicated administrative procedures	14	23.0 %
Insufficient infrastructure	Power supply	21	32.3 %	Tax systems/procedures	Complicated procedures	14	23.0 %
Insufficient infrastructure	Communications	13	20.0 %	Tax systems/procedures	Other	9	14.8 %
Environmental regulations	RoHS	9	13.8 %	Environmental regulations	RoHS	9	14.8 %
Tax systems/procedures	Double taxation	8	12.3 %	Insufficient infrastructure	Other public transportation	8	13.1 %
Financial problems	Fund raising	8	12.3 %	Tax systems/procedures	Double taxation	7	11.5 %
Insufficient infrastructure	Other public transportation	8	12.3 %	Labor problems	Other	7	11.5 %
Environmental regulations	ELV	7	10.8 %	Insufficient infrastructure	Communications	7	11.5 %
Tax systems/procedures	Other	5	7.7 %	Financial problems	Fund raising	6	9.8 %
Environmental regulations	WEEE	5	7.7 %	Environmental regulations	ELV	6	9.8 %
Trade legislation/procedures	Rules of origin	4	6.2 %	Investment legislation/procedures	Other	5	8.2 %
Labor problems	Unions and strikes	4	6.2 %	Labor problems	Unions and strikes	5	8.2 %
Labor problems	Other	4	6.2 %	Standard, certification and regulations	Other	4	6.6 %
Insufficient infrastructure	Port facilities	4	6.2 %	Financial problems	Other	4	6.6 %
Trade legislation/procedures	Other	3	4.6 %	Materials and parts procurement	Other	4	6.6 %
Standard, Certification and regulations	Other	3	4.6 %	Environmental regulations	REACH	4	6.6 %
Material and parts procurement	Other	3	4.6 %	Trade legislation/procedures	Rules of origin	3	4.9 %
Insufficient infrastructure	Other	3	4.6 %	Trade legislation/procedures	Other	3	4.9 %
Other	Competition Law	3	4.6 %	Environmental regulations	Euro5	3	4.9 %
Investment legislation/procedures	Other	2	3.1 %	Environmental regulations	WEEE	2	3.3 %
Standard, Certification and regulations	Plant and animal quarantines	2	3.1 %	Environmental regulations	Other	2	3.3 %
Financial problems	Other	2	3.1 %	Trade legislation/procedures	Anti-dumping measures	1	1.6 %
Environmental regulations	REACH	2	3.1 %	Standard, certification and regulations	Plant and animal quarantines	1	1.6 %
Environmental regulations	Other	2	3.1 %	Insufficient infrastructure	Port facilities	1	1.6 %
Trade legislation/procedures	Anti-dumping measures	0	0.0 %	Insufficient infrastructure	Other	1	1.6 %
Trade legislation/procedures	MFN	0	0.0 %	Trade legislation/procedures	MFN	0	0.0 %
				Environmental regulations	EUP	0	0.0 %
				Other	Competition Law	0	0.0 %

Source: JETRO Survey, Japan External Trade Organization

Problems most frequently cited by Japanese manufacturing affiliates in Central and Eastern Europe was securing of competent human resources, up 2.8 points from the previous year, after being on the rise for a few years. This problem was frequently cited especially in the countries, where many Japanese affiliates are operating, such as the Czech Republic, Hungary and Poland.

In Poland in particular, where a notably high number of Japanese companies began operations in 2006, 12 out of 18 companies have pointed out this issue, whereas only five companies out of 15 mentioned it in the previous survey. Because the number of Japanese companies and other foreign-affiliated companies entering the market is increasing while human resources in these countries are rather limited, securing competent human resources through measures such as reducing the number of persons quitting their jobs is becoming a significant problem for companies with an established presence in these countries.

A majority of Japanese affiliates in all Central and Eastern European country have pointed out

the issue of visas/work permits, particularly so in the Czech Republic.

The ratio of companies mentioning labor cost increased significantly from 36.9% of the previous year to 54.1%. In addition to the above-mentioned difficulties in securing human resources, increased personnel costs are becoming a problem in Central and Eastern Europe as well.

The fact that CE mark ranked highly among management problems reflects the increasing necessity of Japanese manufacturing affiliates in Central and Eastern Europe to take measures to comply with EU systems and regulations, in line with the enlargement of the EU.

The ratio of companies pointing out the issue of exchange rate fluctuations was 47.5%. Although this is significantly small compared to the ratio in 2004 (66.7%) and 2005 (53.8%), for Japanese affiliates engaged in manufacturing business for sales in the Eurozone, local currencies such as the zloty (Poland) and the koruna (Czech Republic, Slovakia) remain major disadvantages in trade. Insufficient infrastructure accounted for 47.5%, an increase by 6.0 points from the previous year, and has been pointed out by a majority of respondent companies in Poland (13 companies out of 18). As for “materials and parts procurement,” quality (44.3%), delivery (42.6%) and costs (39.3%) all marked relatively high scores, showing that the issue of materials and parts procurement is a major concern not only for Japanese companies in Western Europe but also for those in Central and Eastern Europe.

On the other hand, complicated administrative procedures in trade system dropped from 60.0% to 31.1%, while complicated administrative procedures in investment system also decreased significantly, from 46.2% to 23.0%. This is considered to be due to the solidification and increased transparency of EU systems such as the adoption of simplified customs procedures within the EU and common policies for trade with countries outside the EU three years since accession to the EU by the countries in question.

V. Measures to Deal with Environmental Issues

- 60% of companies are subject to RoHS and 40% are subject to REACH.
- 70% of companies expect that measures that must be taken to comply with EU environmental regulations will impose additional costs on them.

1. Effects of EU environmental regulations.

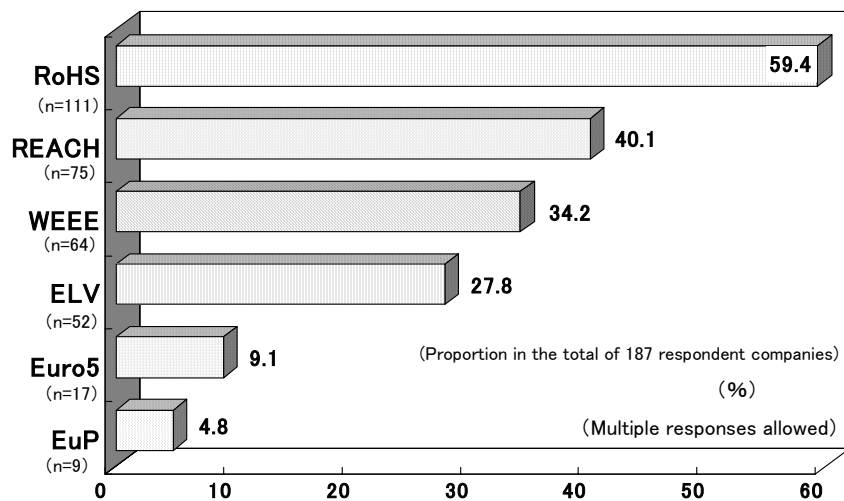
Among management problems, environmental regulations are being cited more often than before. In this context, the survey addressed the major EU environmental regulations, i.e. the Directive on Waste Electrical and Electronic Equipment (WEEE), which implemented in August 2003, the Directive on the Restriction 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 implemented in June 2007, with a view to investigating 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. (Multiple responses.)

Of the 307 respondent companies, 187 companies (60.9%) deal with products subject to the three

regulations. By region, 152 of these companies (78.8%) are located in Western Europe, 35 companies (18.1%) are in Central and Eastern Europe and 6 companies (3.1%) are in Turkey.

The regulations applicable to large number of Japanese affiliates are: (1)RoHS directive (111 companies), (2) WEEE (64 companies), (3)REACH (75 companies), (4) ELV (52 companies), (5) Euro5 (17 companies) and (6) EuP (9 companies), indicating the large scope and effect of RoHS on the Japanese affiliates in Europe. (See Diagram 23)

Diagram 23: Number of Companies Subject to EU Environmental Regulations

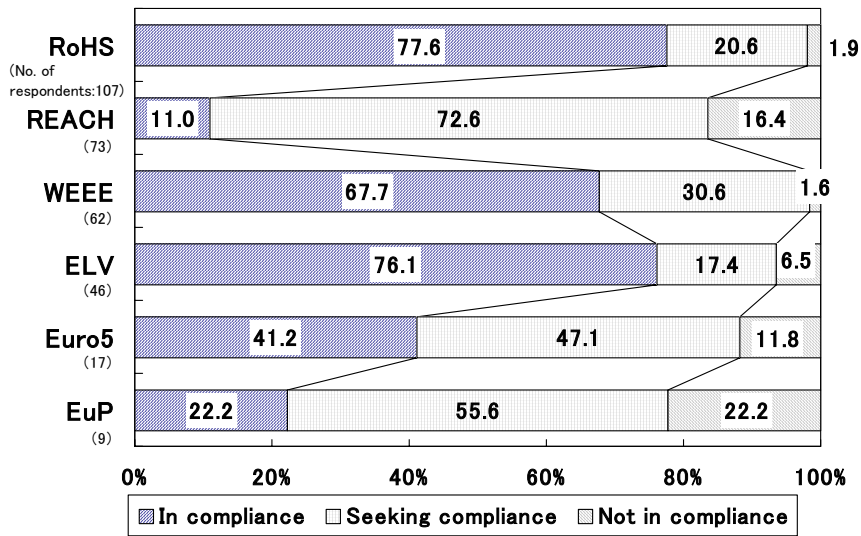


Source: JETRO Survey, Japan External Trade Organization

The latest survey asked companies about their level of compliance with regards to each regulation, providing three answer choices; “in compliance”, “seeking compliance” and “not in compliance”. Of the companies whose products are subject to RoHS, WEEE and ELV, “in compliance” was 67.7%, 77.6% and 76.1% respectively. With regard to REACH, “seeking compliance” was 72.6% and “in compliance” remained 11.0%.

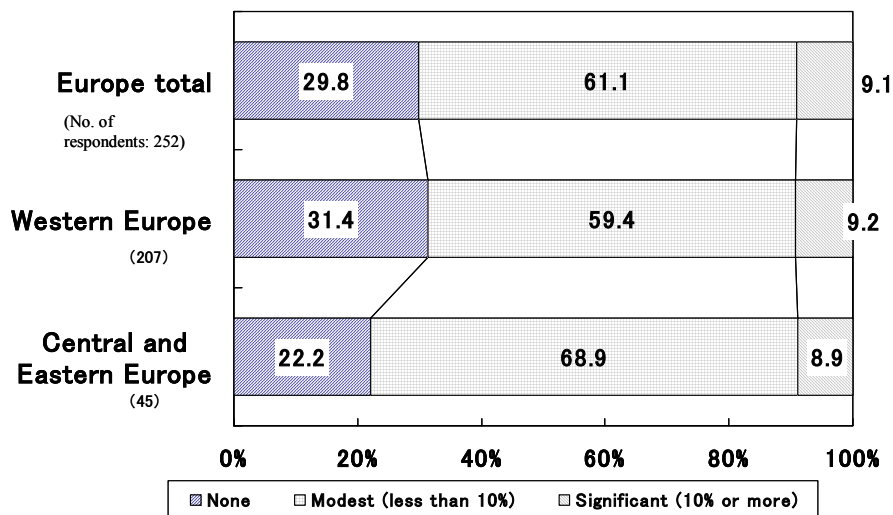
When asked about the impact of compliance with environmental regulations on their costs, 61.1% (154 companies) expect modest cost increases (an increase of less than 10%), and 9.1% (23 companies) project significant cost increase (an increase of 10% or more). This means that 70.2% (177 companies) expect a certain degree of impact on their costs.

Diagram 24: Reactions to EU Environmental Regulations



Source: JETRO Survey, Japan External Trade Organization

Diagram 25: Effects of EU Environmental Regulations on Production Costs.



Source: JETRO Survey, Japan External Trade Organization

2. EU Greenhouse Gas Emission Trading Scheme

When asked about whether company's installations are specifically subject to the EU Greenhouse Gas Emission Trading Scheme (EU-ETS), effective as of January 2005, 45.0% (131 companies) answered that it was not applicable. 2.1% (6 companies) answered that emission limits had been imposed on their factories, 1.7% (5 companies) answered that emission limits would be imposed on their factories, while 51.2% (149 companies) answered that they were unsure as to whether or not they would be imposed. Under the EU-ETS framework, CO₂ emission caps are imposed on companies with energy intensive installations such as power plants. Therefore, it is expected that only a limited number of Japanese manufacturing affiliates will be subject to this scheme.

As for specific methods adopted by companies to which emissions limit have been imposed (6 companies), 3 companies have introduced energy-saving measures in their installations and two have purchased emission-reduction credits or green certificates.

VI. Competition with Chinese and Korean Products

- Plans for differentiation from Chinese products focus on the offering of higher value-added products.
- About half of the companies answered that there was no competition with Korean products.

1. Impact of the increased imports of Chinese and Korean products

Questions were asked in regards to competition with Chinese and Korean products, whose presence in the European market has been increasing in recent times.

As for the impact of the increasing imports of Chinese products in terms of declining sales prices, 24.4% (66 companies) responded that the impact had been significant, and 33.9% (92 companies) responded that there had been a modest impact, meaning that 58.3% in total had experienced some kind of impact. Especially, the ratio of companies, which had been some kind of impact, was large in France (85.7%) and Spain (77.7%).

By industry, the impact was rather large in sectors such as general machinery, electric and electronic machinery and electric and electronic parts. In particular, more than half of the companies (51.3% or 20 companies) mentioned that there had been a significant impact in the electric and electronic machinery sector.

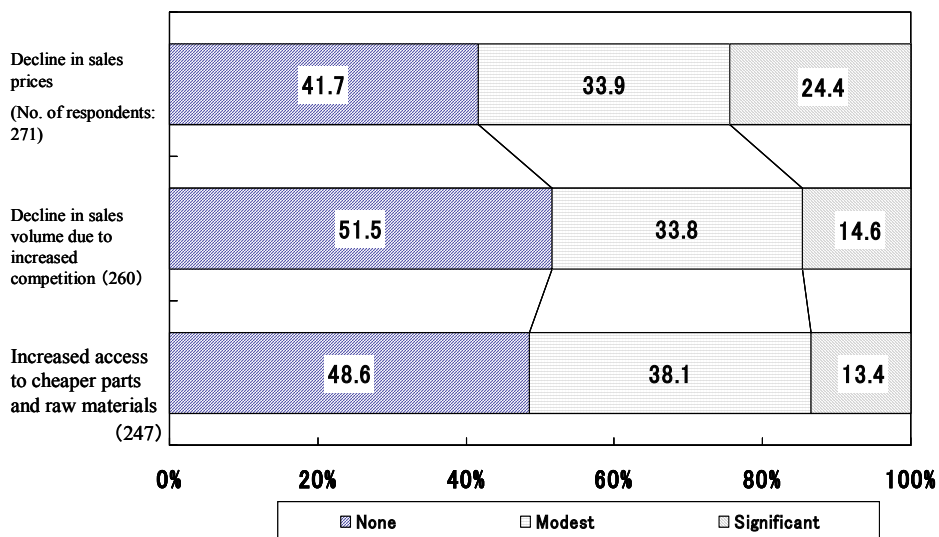
In terms of declining sales volumes due to increased competition, while about half (51.5%, or 134 companies) responded that there had been no impact, with companies citing a modest impact accounting for 33.8% (88 companies). The ratio of companies feeling some kind of impact was large in Spain (75.0%) and Italy (66.7%).

On the other hand, in terms of increased access to cheaper parts and raw materials, 38.1% (94 companies) answered that there had been a modest impact and 13.4% (33 companies) answered that

there had been a significant impact[MSOffice1]. Therefore, companies regarding the increase in imported Chinese products as an advantage accounted for 51.5%.

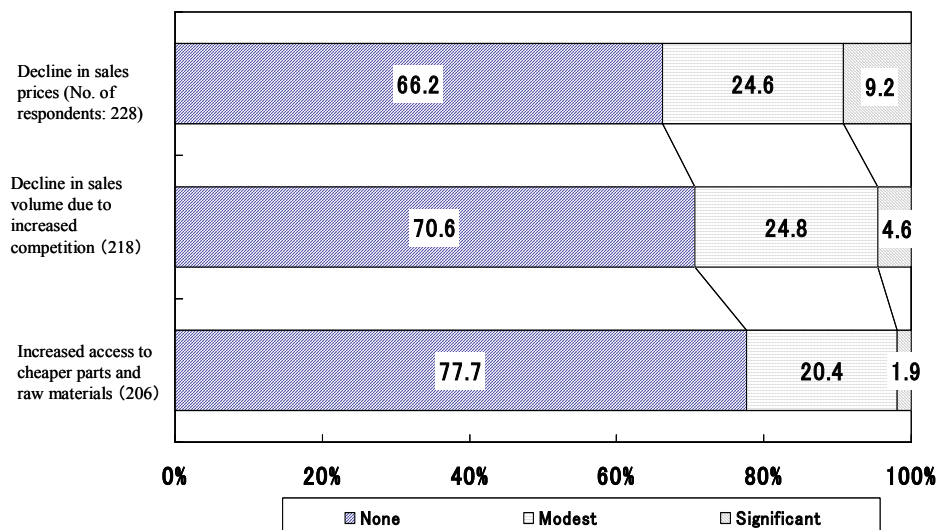
As for the impact of increased Korean imports, the ratio of companies answering there had been no impact accounted for 66.2% (151 companies) in terms of decline in sales prices, 70.6% (154 companies) in terms of decline in sales volume due to increased competition, and 77.7% (160 companies) in terms of increased access to cheaper parts and raw materials, altogether constituting a majority of companies. Therefore, it is suggested that the impact of Korean products has been small compared to that of Chinese products. However, in the electric/electronic machinery and parts sectors, the ratio of companies experiencing some sort of effect accounted for more than half in terms of declines in sales prices, demonstrating that there has been a certain impact in areas featuring Korean competition such as flat-screen televisions.

Diagram 26: Impact of the Increased Imports of Chinese Products



Source: JETRO Survey, Japan External Trade Organization

Diagram 27: Impact of the Increased Imports of Korean Products



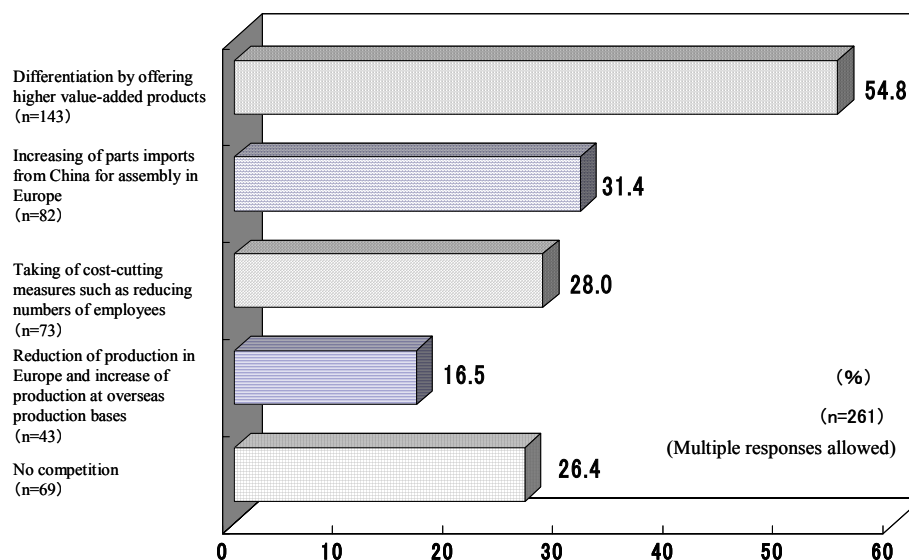
Source: JETRO Survey, Japan External Trade Organization

2. Countermeasures taken against Chinese and Korean products

As for countermeasures taken by Japanese manufacturing affiliates in Europe against Chinese products, 54.8% (143 companies) of respondent companies stated that they respond by way of differentiation by offering higher value-added products, 31.4% (82 companies) stated that they increase their parts imports from China and assemble said parts in Europe, and 28.0% (73 companies) answered that they take cost-cutting measures such as reducing their numbers of employees. On the other hand, companies that alleged that there is currently no competition also accounted for 26.4% (69 companies).

Upon viewing the result of Japanese manufacturing affiliates in Central and Eastern Europe alone, the ratio of companies intending to assemble imported parts in Europe increases to 42.0% (21 companies). This is due to the high ratio in the electric and electronic machinery and electric and electronic parts sectors, accounting for 66.7% and 60.0% respectively.

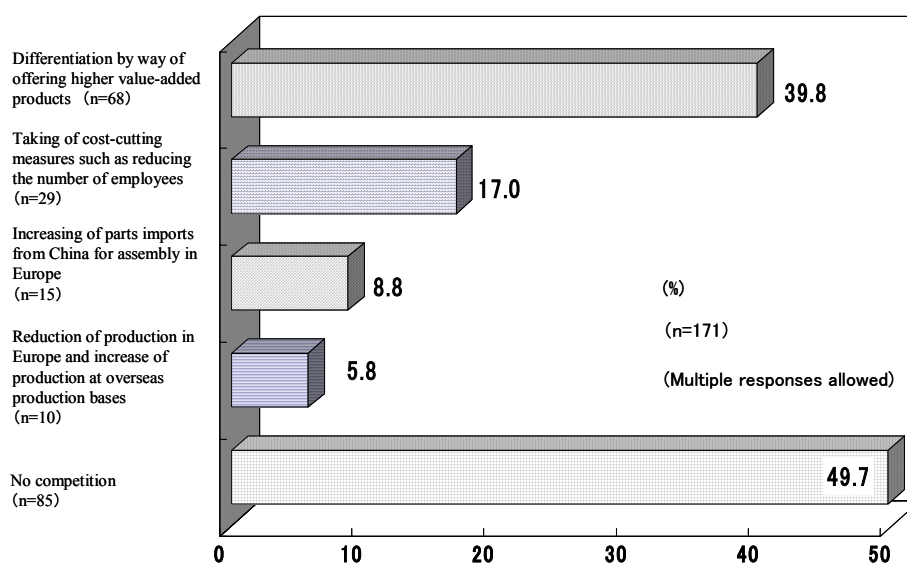
Diagram 28: Countermeasures taken against Chinese products



Source: JETRO Survey, Japan External Trade Organization

The ratio of companies alleging an absence of impact was the largest in relation to Korean products, accounting for 49.7% (85 companies), followed by those reacting by way of differentiation by offering higher value-added products, accounting for 39.8% (68 companies). There was no notable difference in results between companies in Western Europe and those in Central and Eastern Europe, while by industry, the ratio of responses stating differentiation by way of offering higher value-added products was higher than those alleging no competition in the electric and electronic machinery and electric and electronic parts sectors.

Diagram 29: Countermeasures taken against Korean Products



Source: JETRO Survey, Japan External Trade Organization

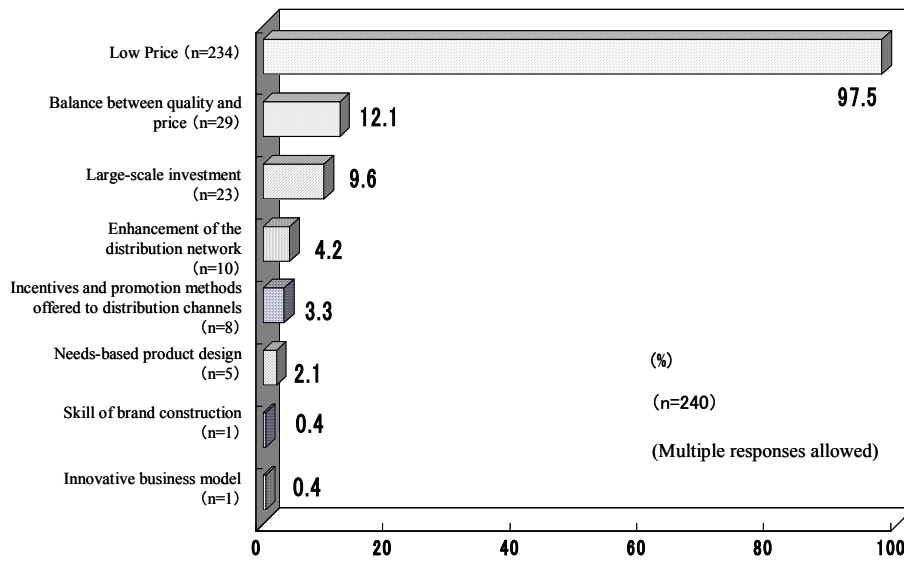
3. Key points indicating that Chinese and Korean companies are predominant in the European market

Japanese manufacturing affiliates in Europe consider the advantage of Chinese products to be their low prices (97.5%) and the advantage of Korean products to be their balance between quality and price (41.8%). On the other hand, 44.7% of Japanese manufacturing affiliates in Central and Eastern Europe regard the advantage of Korean companies to be their large-scale investment. By industry, this has been pointed out frequently by companies in the electric and electronic machinery, electric and electronic parts and transportation machinery sectors.

Recently, Korean companies have been actively investing in electric and electronic-related businesses in Central and Eastern Europe. LG Phillips LCD, a joint venture by LG Electronics and Phillips, inaugurated an assembly plant in Poland for liquid crystal modules in March 2007. Next door to this plant, the parent company, LG Electronics itself, also constructed an assembly plant for LCD television, which is scheduled to begin production before the end of 2007. LG Electronics has also established a television assembly plant in Mławski, which is about 100km north of Warsaw, which mainly produces flat-screen televisions (LCD and plasma). Samsung Electronics, which is already operating business in Hungary, is also planning to invest in the local production of a new plasma television.

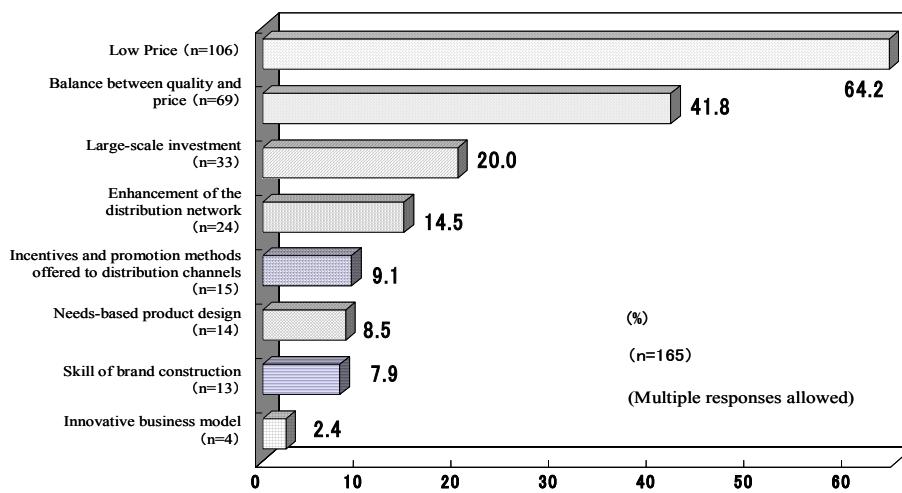
In the automotive industry, the Hyundai Motor Company established a production plant for passenger automobiles in the Czech Republic, wherein the production line will start operation in 2008. KOS Limited, a major supplier of automobile parts, is also planning to establish a stainless steel production plant in the country.

Diagram 30: Advantages of Chinese Companies in the European Market
(as cited by Japanese manufacturing affiliates in Europe)



Source: JETRO Survey, Japan External Trade Organization

Diagram 31: Advantages of Chinese Companies in the European Market
(as cited to Japanese manufacturing affiliates in Europe)



Source: JETRO Survey, Japan External Trade Organization

VII. FTAs between the EU and Asian Countries

- A majority of companies responded that the EU-South Korea FTA will be a major disadvantage rather than a major advantage.
- Japanese companies are expecting improvements in the protection of intellectual property and increases in market access through measures such as elimination of tariffs through FTAs.

1. Impact of FTAs between the EU and Asian countries*

The EU presented a policy to envisage the conclusion of Free Trade Agreements (FTA) with Asian countries (South Korea, ASEAN and India) in its new trade strategy, as announced in October 2006, and questions were posed to Japanese affiliates on this issue. Because the survey was implemented at a date prior to the start of negotiations, half of Japanese manufacturing affiliates in Europe answered they were not sure of the impact (52.0% for FTAs with South Korea and 52.7% for FTAs with ASEAN).

In terms of advantages and disadvantages, answers indicating expectations of major advantages accounted for 16.0% (45 companies) and 14.3% (39 companies) for ASEAN and India respectively, exceeding the ratio of answers indicating expectations of a major disadvantages, which were 7.8% (22 companies) and 7.0% (19 companies). On the other hand, as for FTA with South Korea, a greater number of companies pointed out major disadvantages (8.2%) than pointed out major advantages (4.1%). By industry, among companies in electric and electronic machinery sector, 21.6% answered that there would be major disadvantages. As can be seen in the result for Question VI in regards to competition with Korean products, 36.7% of companies have felt a significant impact in terms of declines in sales prices, and as such it has been suggested that they are concerned about further negative impacts stemming from the conclusion of FTA.

* EU-South Korea FTA negotiation began on May 7, 2007. The EU and ASEAN also agreed in the Eighth AEM-EU Consultation held in Brunei on May 4, 2007 to initiate FTA talks.

Diagram 32: Impact of FTAs with Asian Countries
(as cited by Japanese manufacturing affiliates in Western Europe)

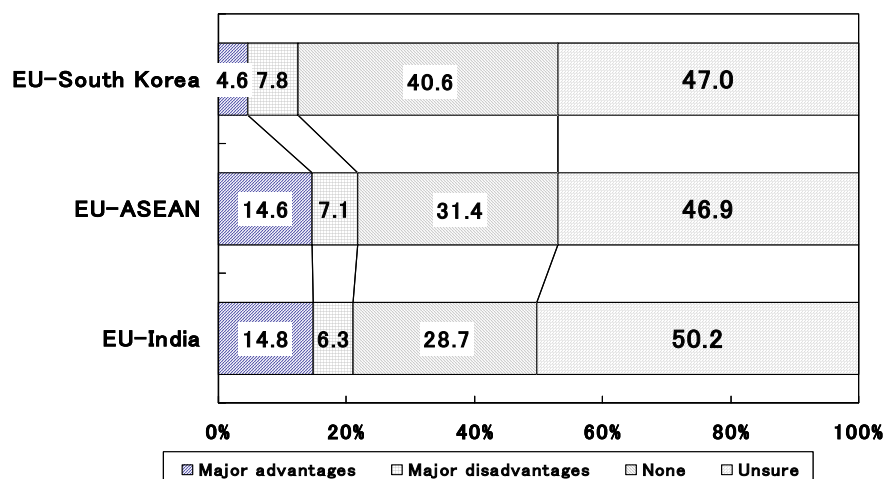
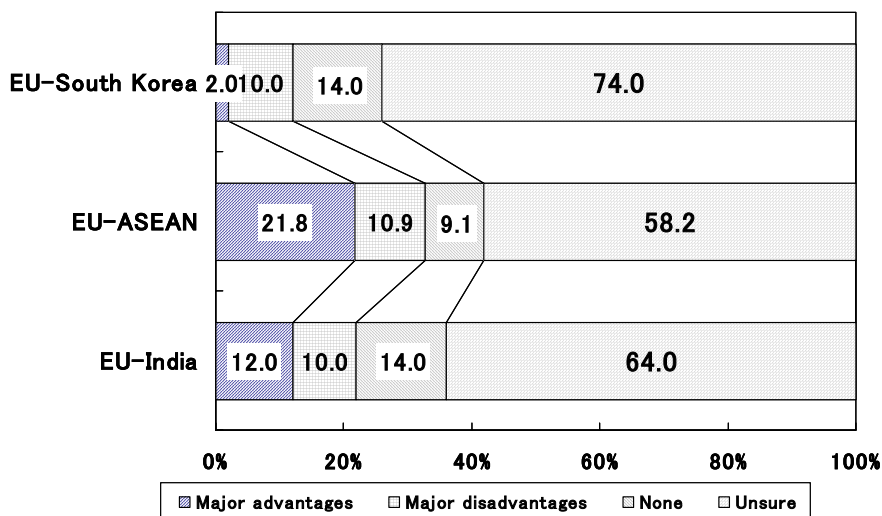


Diagram 33: Impact of FTAs with Asian Countries
(as cited by Japanese manufacturing affiliates in Central and Eastern Europe)

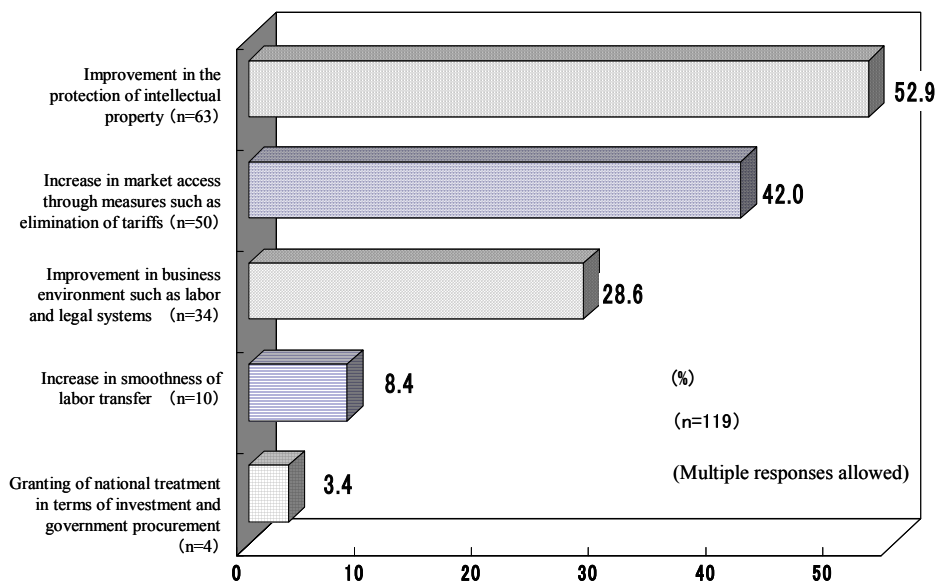


Source: JETRO Survey, Japan External Trade Organization

2. Expected results and benefits of FTAs between the EU and Asian countries

In terms of results and benefits of the FTA with South Korea, Japanese manufacturing affiliates in Europe anticipated, above all, improvements in the protection of intellectual property (52.9%). This was followed by increased market access through measures such as elimination of tariffs (42.0%). On the other hand, the ratio of companies expecting an increase in market access as a result of FTAs with ASEAN and India is large (56.2% and 51.7% respectively). There are a number of Japanese manufacturing affiliates that currently procure parts and materials from ASEAN countries or plan to expand such procurement, so it is expected that these companies are expecting a reduction in procurement cost as a result of the FTA.

Diagram 34: Anticipated Results and Benefits of the EU-South Korea FTA
(as cited by Japanese manufacturing affiliates in Europe)



Source: JETRO Survey, Japan External Trade Organization

Table: Japanese Manufacturing Affiliates Newly Entering Europe in 2006 by country

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business	Business lines
UK	FUJIFILM Imaging Colorants Ltd.	FUJIFILM Corporation	2006	Development, manufacture and sales of ink materials for ink-jet printers	Chemical/Petrochemical products
France	Wonderphone	Index Corporation (INDEX MULTIMEDIA SA)	2006	Development and sales of application program for mobile phone	Other Manufacturing
France	NIDEC MOTORS & ACTUATORS	NIDEC CORPORATION	2006	Manufacture of automotive motors	Transportation machinery parts
France	Pilkington Glass France S.A.S.	Nippon Sheet Glass Co., Ltd.	2006	Manufacture and sales of glass for construction and motor vehicles	Ceramics, soil and stone
France	SNR Roulements	NTN Corporation	2006	Manufacture and sales of apparatuses for motor vehicles, industrial machinery and aerospace industry	Transportation machinery parts
Germany	Asahi Kasei Spandex Europe GmbH	Textiles (yarn/woven material)	2006	Manufacture of high value added chemical fibers	Textiles (yarn/woven material)
Germany	Hans Esslinger GmbH	OSG CORPORATION(OSG Europe S.A.)	2006	Manufacture and sales of cemented carbidecutting tools	General machinery
Germany	IFA-Antriebstechnik GmbH	NTN Corporation	2006	Development, manufacture and sales of constant velocity joints (CVJ)	Transportation machinery parts
Germany	MeSys GmbH Medizinische Systeme	NIKKISO MEDICAL GmbH (NIKKISO CO., LTD.)	2006	Manufacture and sales of dialysis machines as well as other medical devices related to the extracorporeal blood treatment	Medical Devices
Germany	NIDEC MOTORS & ACTUATORS (GERMANY)	NIDEC CORPORATION (NIDEC MOTORS & ACTUATORS)	2006	Manufacture of automotive motors	Transportation machinery parts
Germany	Pac Tech-Packaging Technologies GmbH	NAGASE & CO., LTD.	2006	Manufacture and sales of semiconductor manufacturing equipment	General machinery
Germany	Panta GmbH	SUMIDA CORPORATION	2006	Development and manufacture of connectors, cables and jumper wires	Electric and electronic parts
Germany	Pilkington Deutschland AG	Nippon Sheet Glass Co., Ltd.	2006	Manufacture and sales of glass for construction and motor vehicles	Ceramics, soil and stone
Germany	Sato Labelling Solutions Europe GmbH	SATO CORPORATION	2006	Sales of bar-code printer, manufacture and sales of consumable supplies	Printing/Publishing
Germany	Sumitomo Electric Bordnetze GmbH	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems, Ltd.	2006	Manufacture and sales of wire harnesses and parts thereof	Transportation machinery parts
Germany	SUN ALLOYS EUROPE GmbH	Mitsui Chemicals, Inc.	2006	Manufacture and sales of synthetic resin compounds	Plastic products
Germany	Takata-Petri PlasTec GmbH	Takata Corp.	2006	Manufacture of plastic parts	Plastic products
Germany	Topas Advanced Polymers GmbH	DAICEL CHEMICAL INDUSTRIES, LTD., Polyplastics Co., Ltd.	2006	Manufacture, sales and research of cycloolefin copolymer	Plastic products
Germany	VOGT electronic Letron GmbH	SUMIDA CORPORATION	2006	Manufacture of electronic parts for motor vehicles and communication	Electric and electronic parts
Germany	VOGT electronic Lehesten GmbH	SUMIDA CORPORATION	2006	Manufacture of electronic parts for motor vehicles and communication	Electric and electronic parts
Spain	Auxiliar de Componentes Electricos, S.A.	Fujikura Ltd.	2006	Manufacture, sales and R&D of wire harnesses and parts thereof	Transportation machinery parts
Spain	NIDEC MOTORS & ACTUATORS (SPAIN)	NIDEC CORPORATION (NIDEC MOTORS & ACTUATORS)	2006	Manufacture of automotive motors	Transportation machinery parts
Spain	Pilkington Automotive Espana SA	Nippon Sheet Glass Co., Ltd.	2006	Manufacture and sales of glass for construction and motor vehicles	Ceramics, soil and stone
Spain	Sato Iberia S.A.	SATO CORPORATION	2006	Sales of bar-code printer, manufacture and sales of consumable supplies	Printing/Publishing
Italy	Pilkington Italia S.p.A.	Nippon Sheet Glass Co., Ltd.	2006	Manufacture and sales of glass for construction and motor vehicles	Ceramics, soil and stone
Finland	Pilkington Lahden Lasitehdas Oy	Nippon Sheet Glass Co., Ltd.	2006	Manufacture and sales of glass for construction	Ceramics, soil and stone
Sweden	Pilkington Floatglas AB	Nippon Sheet Glass Co., Ltd.	2006	Manufacture and sales of glass for construction and motor vehicles	Ceramics, soil and stone
Switzerland	DIXI MACHINES S.A.	MORI SEIKI CO., LTD.	2006	Manufacture of CNC lathes and machining centers	General machinery

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business	Business lines
Poland	Bridgestone Stargard Sp.z o.o.	Bridgestone Corp.	2006	Manufacture of radial tires for track and bus	Rubber products
Poland	Funai Electric (Polska) Sp. z o.o.	FUNAI ELECTRIC CO., LTD	2006	Assembly of liquid crystal TV	Electric and electronic parts
Poland	KIMOTO POLAND Sp.z o.o.	KIMOTO Co.,LTD.	2006	Manufacture of diffusion films for use in LCD	Electric and electronic parts
Poland	NIDEC MOTORS & ACTUATORS (POLAND)	NIDEC CORPORATION (NIDEC MOTORS & ACTUATORS)	2006	Manufacture of automotive motors	Transportation machinery parts
Poland	Nifco Poland Sp. z o.o.	Nifco Inc.	2006	Manufacture and sales of plastic fasteners for industrial use, components and metal molds	Transportation machinery parts
Poland	ORION ELECTRIC (POLAND) Sp.z o.o.	Orion Electric Co.,LTD.	2006	Assembly of liquid crystal TV	Electric and electronic parts
Poland	Pilkington Polska Sp.z o.o.	Nippon Sheet Glass Co., Ltd.(Pilkington plc)	2006	Manufacture and sales of glass for construction	Ceramics, soil and stone
Poland	Poland Tokai Okaya Manufacturing Sp. z o. o.	OKAYA & CO., LTD., TOKAI PRESSING CO.,LTD	2006	Manufacture of parts of metal stamping for liquid crystal TV	Electric and electronic parts
Poland	Sharp Manufacturing Poland Sp.z o.o.	Sharp Corporation	2006	Manufacture of liquid crystal display modules	Electric and electronic parts
Poland	Sohbi Craft Poland Sp.z o.o	SOHBI KOHGEI CO., LTD., HANWA Co.,Ltd.	2006	Manufacture of Sheet metal stamping for liquid crystal TV	Electric and electronic parts
Poland	Sumika Electronic Materials Poland Sp. Z o.o.	Sumitomo Chemical Co., Ltd	2006	Manufacture of polarizing film and diffusion sheets	Electric and electronic parts
Poland	Tensho Poland Corporation Sp z o.o.	TENSHO ELECTRIC INDUSTRIES CO., LTD.	2006	Injection Molding of exterior parts for home appliance	Electric and electronic parts
Poland	Toshiba Television Central Europe Sp. zo. o.	TOSHIBA CORPORATION	2006	Manufacture and sales of liquid crystal TV	Electric and electronic parts
Czech Republic	BBH Tsuchiya s.r.o.	Tsuchiya Co., Ltd.	2006	Manufacture and print of labels	Printing/Publishing
Czech Republic	Hitachi Home Electronics (Czech), s.r.o.	Hitachi, Ltd.	2006	Manufacture of plasma TV and liquid crystal TV	Electric and electronic parts
Czech Republic	IPS Alpha Technology Europe, s.r.o.	Alpha Technology,Ltd	2006	Manufacture of liquid crystal modules	Electric and electronic parts
Czech Republic	O & M Solar s.r.o.	Onamba Co., Ltd.	2006	Manufacture of photovoltaic power generation modules	Electric and electronic parts
Slovakia	CHIYODA INTEGRE SLOVAKIA, s.r.o.	CHIYODA INTEGRE CO.,LTD.	2006	Manufacture of electric apparatuses	Electric and electronic parts
Hungary	HI-LEX HUNGARY CABLE MANUFACTURING LLC	HI-LEX CORP.	2006	Manufacture and sales of control cables and wind regulators for motor vehicles	Transportation machinery parts
Hungary	HUNGARY MUSASHI PAINT KFT.	MUSASHI PAINT COMPANY(CO.,)LTD.	2006	Manufacture and sales of plastic coating for consumer electronics and information technology instruments	Electric and electronic parts
Hungary	KIYOKUNI HUNGARY Kft.	Kiyokuni Co., Ltd.	2006	Manufacture and maintenance of parts of precision presswork and metal molds	Metal products
Romania	Calsonic Kansei Romania s.r.l.	Calsonic Kansei Corporation	2006	Manufacture of air conditioners for motor vehicles	Transportation machinery parts
Romania	VOGT electronic Romania S.R.L.	SUMIDA CORPORATION	2006	Manufacture of electronic parts for motor vehicles and communication	Electric and electronic parts
Slovenia	VOGT electronic Slovenija, d.o.o.	SUMIDA CORPORATION	2006	Manufacture of car-mounted electric apparatuses	Electric and electronic parts
Bulgaria	JCM Bulgaria Ltd.	Japan Cash Machine Co., Ltd.	2006	Manufacture and development of software for the bills identification unit	Other Manufacturing
Serbia	JT International Marketing and Sales d.o.o.	Japan Tobacco Inc.	2006	Manufacture and sales of tobacco products	Food products, agricultural and fisheries product processing

Turkey

I. Overview of Japanese Affiliates in Turkey

14 of 17 Japanese manufacturing affiliates are based in the automotive and related industries

The latest survey revealed that 17 Japanese manufacturing affiliates were operating in Turkey as of the end of 2006. By type of business, three of the 17 companies are based in the transportation machinery sector and 11 are in the transportation machinery parts sector (increase of one company from the previous year) so the presence of Japanese manufacturing affiliates in Turkey is concentrated primarily in the automotive industry. The remaining three companies are involved in food products and agricultural and fisheries product processing, rubber products and other manufacturing sectors.

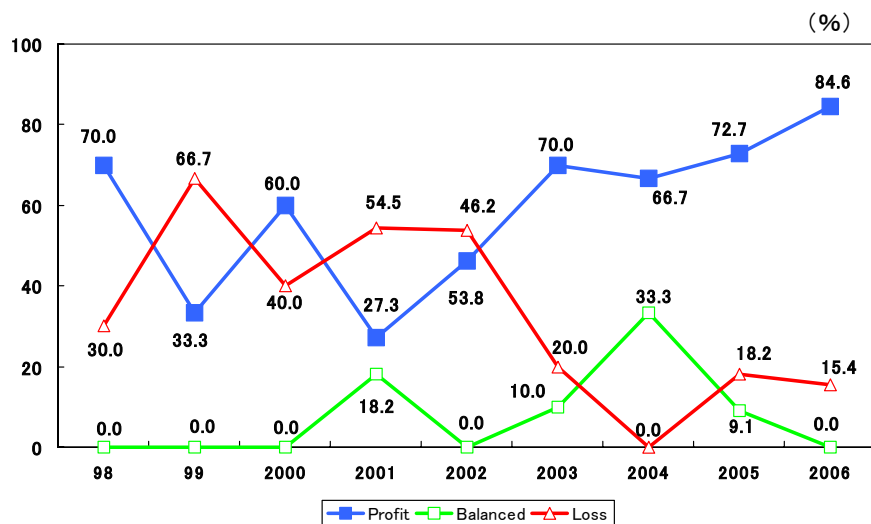
II. Business Conditions and Prospects of Japanese Manufacturing Affiliates in Turkey

- Of the respondent companies, 84.6% projected operating profits for 2006, 0% projected a balanced profit and 15.4% projected operating losses.
- The ratios of both of companies projecting improvements on an operating basis and those projecting deterioration came up to 38.5% for 2007.

1. More companies project operating profits for 2006 compared with the previous year

Of the 13 respondent companies, 11 projected operating profits for 2006, compared with eight out of the 11 respondent companies in the previous year. Meanwhile, two companies projected operating losses which is the same as for the previous year. There were no companies projecting a balanced profit compared to one company for the previous year. (See Diagram 1)

Diagram 1: Operating Profits for Japanese Manufacturing Affiliates in Turkey



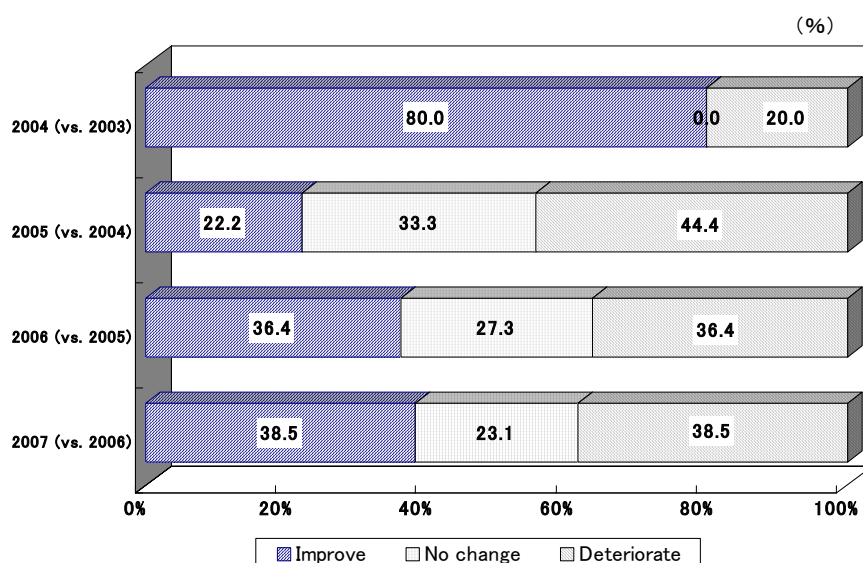
Source: JETRO Survey, Japan External Trade Organization

2. Outlook for 2007 almost evenly divided among projections for improvement and deterioration

Compared with the results for 2006, the outlook for 2007 was divided with five companies each (38.5%) projecting improvement and deterioration respectively and three (23.1%) projecting unchanged results.

The real GDP growth rate of Turkey in 2006 was 6.1%, a slight slow down from the 7.4% rate recorded in the previous year. Growth was driven by private investment, mainly in the construction sector. Individual consumption slowed down following the 4.25% rise in policy interest rates in mid-2006. In particular, growth in the consumption of durable consumer goods dropped to sub-zero from the third quarter, although it was registering double-digit growth leading up to the second quarter. Sales in automobiles, among the major durable consumer goods, influence the performance of Japanese manufacturing affiliates, of which 80% are based in the automotive industries. According to the Automotive Manufacturers Association (OSD) in Turkey, domestic automobile sales decreased by 12.3% in 2006 from the previous year. However, because exports registered a significant increase of 25.9%, production increased by 12.1% to 1,026,421, exceeding 1 million units for the first time ever. Consumption of consumer durable goods is still experiencing a downturn in the first quarter of 2007, decreasing by 0.1% from the previous year, emerging as one of the factors in the projection of deterioration on an operation basis. On the other hand, automobile exports in the first half of 2007 are looking favorable, marking growth by 20.0% from the previous year, supporting the projections for improvement.

Diagram 2: Operating Profit Outlook for Japanese Manufacturing 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 are Japan, Western Europe and Turkey.
- The policy of procurement from Western Europe is maintaining present levels ,and from Turkey is expanding from present levels.

(1) Present procurement sources

The leading sources of procurement by the 13 Japanese manufacturing affiliates in Turkey are Japan and Western Europe, both cited by eight companies, followed by Turkey which was cited by six companies.

Diagram 3: Major Procurement Sources (Countries/Regions)

Japan	Western Europe	Turkey	Central and Eastern Europe	ASEAN	Respondent companies
8	8	6	4	4	13

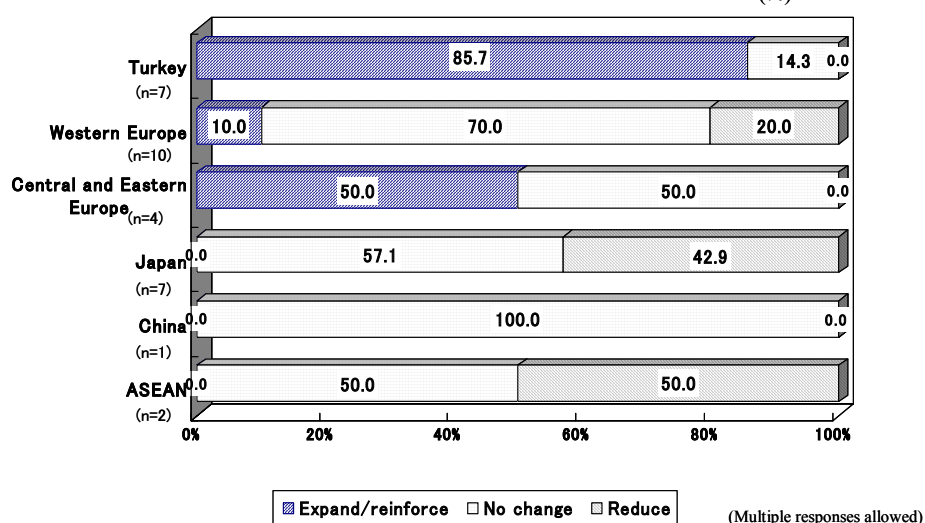
(Multiple responses allowed)

(2) Future procurement policy

The Japanese manufacturing affiliates in Turkey plan to maintain or reduce present levels of procurement from Japan and maintaining present levels of procurement from Western Europe while expanding present levels of procurement from Turkey. There are four companies procuring materials and parts from Central and Eastern Europe and two companies plan to expand current level of procurement while the other two intend to maintain current level of procurement. One company each procures materials and parts from China and Korea and two companies from ASEAN, all of which intend to maintain or reduce their procurement from these countries. There are no companies that procure materials and parts from Russia/CIS.

On the other hand, as for the future procurement sources, two companies identified Turkey as their source, with Western Europe, Russia/CIS and Japan being named by one company each.

Diagram 4: Future Procurement Policies of Japanese Manufacturing Affiliates in Turkey for Current Procurement Sources (%)



Source: JETRO Survey, Japan External Trade Organization

2. Sales destinations

- The principal sales markets are Turkey, Western Europe and Central and Eastern Europe.
- The companies plan to expand sales in all of the countries/regions.

(1) Present sales destinations

Turkey was the leading sales destination for the 13 Japanese manufacturing affiliates in Turkey as the country was cited by ten companies, followed by Western Europe mentioned by six companies and Central and Eastern Europe mentioned by two companies. Although Japan and others were cited in the previous survey, they were not mentioned by any companies this time.

Diagram 5: Sales Destinations (Countries/Regions)

Japan	Western Europe	Turkey	Central and Eastern Europe	ASEAN	Respondent companies
—	6	10	2	—	12

(Multiple responses allowed)

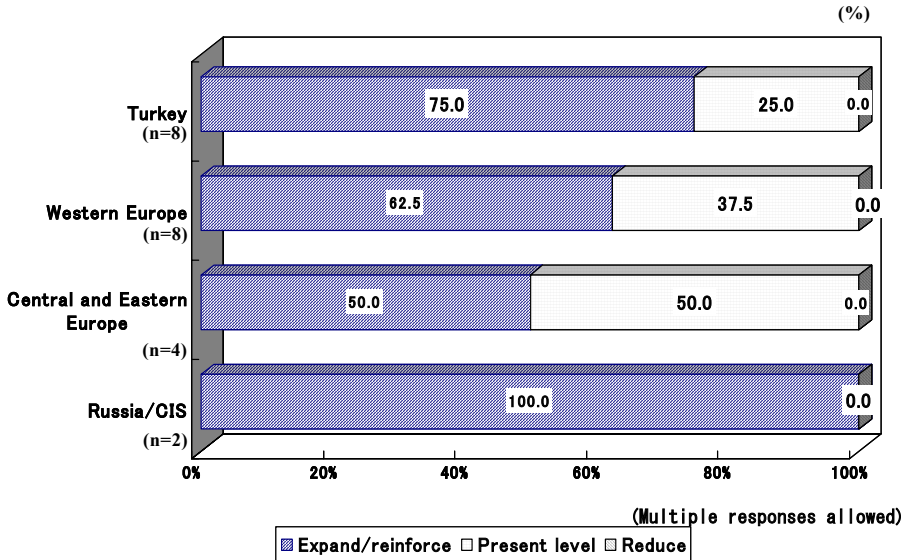
(2) Future sales policies

Six companies out of the ten companies selling products intended for Turkey and five companies out of the six companies selling products intended for Western Europe said that

they planned to expand sales in the future. Out of the four companies selling products in Central and Eastern Europe, two companies said they plan to extend sales and the other two said they intend to maintain present levels.

Among the candidate markets for future sales destinations, one company mentioned Central and Eastern Europe (Poland, the Czech Republic and Hungary in specific) and one company mentioned Russia/CIS (Russia, Ukraine).

Diagram 6: Future Sales Policies for Current Sales Destinations



Source: JETRO Survey, Japan External Trade Organization

3. Production system

- Of the 13 respondent companies, ten companies intend to expand production.
- In specific terms, they are planning to expand the size of their business by way of additional investment and adding more value to products.

(1) Business development over the coming 1-2 years

Out of the 13 respondent Japanese manufacturing affiliates in Turkey, ten companies answered they are planning to expand their business activities in the next one or two years, and three companies answered that they will maintain the present level. There were no companies that responded with plans for reduction, transfer or withdrawal.

When companies that noted that they planned to expand their business activities were asked about specific policies, out of the ten respondent companies, five companies respectively answered that they planned to expand the size of their business by way of additional investment and by adding more value to products (multiple responses allowed). In addition, three companies mentioned that they planned to expand (diversify) their product line and one company mentioned plans to establish new production bases. The specific place mention within the context of establishing new production bases was Turkey.

In regards to the questions pertaining to country whose manufacturing function (lines) or plants have been transferred to Turkey over the past five years, answers were received from four companies. There were three companies from Japan who had made such transfers as well as one from the Netherlands, one from Greece, and one within Turkey.

(2) Countries considered to be promising mid-to-long-term (5-10 years) company production bases

Ten companies responded, with nine countries cited as promising production bases for their products. Turkey topped the poll, selected by four companies, followed by the Czech Republic and Bulgaria, both selected by three companies, Hungary and Russia, both selected by two companies, and France, Poland, Romania and the CIS countries (excluding Russia, Ukraine, Belarus and Moldova), all selected by one company.

IV. Management Problems

- The greatest management problem is finance, namely exchange rate fluctuations, followed by labor problems, namely labor costs.

(1) The top two problems are exchange rate fluctuations and labor costs.

In this survey (in 2006), all 13 respondent companies answered that finance, namely exchange rate fluctuations was the greatest management problem. The second most frequently cited problem was labor problems, namely labor costs, mentioned by ten companies.

In 2006 and the spring of 2007, destabilization of stock markets in some newly developing countries, including China, resulted in fluctuations in the currencies of all newly developing countries. The Turkish lira's value appreciated on a real and effective basis, and as such adverse export conditions remain. Additional burdens for companies include the need to respond to difficult-to-predict exchange rate fluctuations, which made exchange rate fluctuations the most frequently cited problem in this survey.

The second-ranked labor costs jumped in ranking from sixth place in the previous survey. It has been suggested that the increase in labor costs is mainly due to the recent trend of the appreciating lira. The Comparative Survey on Investment Costs implemented annually by JETRO also points out that labor costs in Turkey are higher, particularly at the management level, in comparison to Central and Eastern Europe.

(2) The third and fourth were complex (trade) administrative procedures, CE marks and visas/work permits.

The third largest management problem was trade legislation/procedures, namely complex (trade) administrative procedures, as pointed out by nine companies out of the 13 respondents. The fourth was standards, certification and regulations, namely CE marks and investment legislation/procedures, namely visas/work permits, both of which were pointed out by eight companies out of the 13 respondents. CE marks decreased in ranking from second place in the previous year. The ranking of visas/work permits was the same as the previous year.

Notification No. 2004/9 in the Government Notice for February 14, 2004 (Official Gazette No. 25373) and Notification No. 2004/22 in the Government Notice for April 10, 2004 (No. 24529) as overseen by the Turkish Undersecretariat of the Prime Ministry for 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. Later, 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.

As a result, it became necessary for products covered by the above directives and manufactured in areas outside the EU to adopt the procedure for submitting the Declaration of Conformity to the TSE and obtaining the certificate of conformity. In addition, Turk Standardlari Enstitutu (TSE) may also request technical files and conformity tests. However, products certified of their conformity according to the above directives and are already distributed within EU are exempted of such procedures.

As explained above, 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. In other words, the CE marking system is not only one of standards, certification and regulations problems but is also becoming a trade legislation/procedure problem. In particular, products from China and other East Asian countries are now subject to intense scrutiny, and the results show that Japanese manufacturing affiliates, which are intensifying horizontal division of labor among production bases abroad, are facing difficulties in relation to materials and parts procurement. As for investment legislation/procedures - visa/work permits, 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 in relation to work permits for foreigners in 2003-2004, and the time required for obtaining permits came to be lengthened. Therefore, the Japanese Embassy and an association of Japanese nationals living in Turkey approached the Ministry of Labor and Social Security to take corrective measures, and as a result, it seems

that the situation improved. However, some problems remain, such as the situation surrounding work permits for engineers, which are still rather difficult to obtain.

Diagram 7: Management Problems (2005) Diagram 8: Management Problems (2006)

2005 (n=11)				2006 (n=13)			
Category	Problem	Responses	Percentage	Category	Problem	Responses	Percentage
Trade legislation/procedures	Complicated administrative procedures	10	90.9 %	Financial problems	Exchange rate fluctuations	13	100.0 %
Standards, certification and regulations	CE mark	9	81.8 %	Labor problems	Labor costs	10	76.9 %
Financial problems	Exchange rate fluctuations	8	72.7 %	Trade legislation/procedures	Complicated administrative procedures	9	69.2 %
Investment legislation/procedures	Visa and work permits	7	63.6 %	Investment legislation/procedures	Visa and work permits	8	61.5 %
Investment legislation/procedures	Complicated administrative procedures	6	54.5 %	Standards, certification and regulations	CE mark	8	61.5 %
Labor problems	Labor costs	6	54.5 %	Materials and parts procurement	Product quality	8	61.5 %
Investment legislation/procedures	Frequently revised systems and procedures	5	45.5 %	Trade legislation/procedures	Custom and tariff	6	46.2 %
Tax systems/procedures	Complicated procedures	5	45.5 %	Investment legislation/procedures	Frequently revised systems and procedures	6	46.2 %
Materials and parts procurement	Product quality	5	45.5 %	Insufficient infrastructure	Roads	5	38.5 %
Insufficient infrastructure	Other public transportation	5	45.5 %	Insufficient infrastructure	Communications	5	38.5 %
Insufficient infrastructure	Communications	5	45.5 %	Labor problems	Unions and strikes	4	30.8 %
Labor problems	Securing human resources	4	36.4 %	Materials and parts procurement	Procurement costs	4	30.8 %
Materials and parts procurement	Procurement costs	4	36.4 %	Insufficient infrastructure	Other public transportation	3	23.1 %
Insufficient infrastructure	Roads	4	36.4 %	Trade legislation/procedures	Other	2	15.4 %
Insufficient infrastructure	Power supply	4	36.4 %	Tax systems/procedures	tax rates	2	15.4 %
Financial problems	Fund raising	3	27.3 %	Tax systems/procedures	Double taxation	2	15.4 %
Materials and parts procurement	Deliveries	3	27.3 %	Tax systems/procedures	Complicated procedures	2	15.4 %
Trade legislation/procedures	Custom and tariff	2	18.2 %	Labor problems	Securing human resources	2	15.4 %
Labor problems	Social security system	2	18.2 %	Labor problems	Social security system	2	15.4 %
Insufficient infrastructure	Port facilities	2	18.2 %	Materials and parts procurement	Deliveries	2	15.4 %
Environmental regulations	ELV	2	18.2 %	Insufficient infrastructure	Power supply	2	15.4 %
Tax systems/procedures	Tax rates	1	9.1 %	Environmental regulations	ELV	2	15.4 %
Standards, certification and regulations	Plant and animal quarantines	1	9.1 %	Tax systems/procedures	Other	1	7.7 %
Labor problems	Unions and strikes	1	9.1 %	Standards, certification and regulations	Other	1	7.7 %
Labor problems	Other	1	9.1 %	Insufficient infrastructure	Port facilities	1	7.7 %
Materials and parts procurement	Other	1	9.1 %	Insufficient infrastructure	Other	1	7.7 %
Environmental regulations	REACH	1	9.1 %	Trade legislation/procedures	Anti-dumping measures	0	0.0 %
Trade legislation/procedures	Anti-dumping measures	0	0.0 %	Trade legislation/procedures	Rules of origin	0	0.0 %
Trade legislation/procedures	Rules of origin	0	0.0 %	Trade legislation/procedures	MFN	0	0.0 %
Trade legislation/procedures	MFN	0	0.0 %	Investment legislation/procedures	Complicated administrative procedures	0	0.0 %
Trade legislation/procedures	Other	0	0.0 %	Investment legislation/procedures	Other	0	0.0 %
Investment legislation/procedures	Other	0	0.0 %	Standards, certification and regulations	Plant and animal quarantines	0	0.0 %
Tax systems/procedures	Double taxation	0	0.0 %	Labor problems	Quality of workers	0	0.0 %
Tax systems/procedures	Other	0	0.0 %	Labor problems	Other	0	0.0 %
Standards, certification and regulations	Other	0	0.0 %	Financial problems	Fund raising	0	0.0 %
Labor problems	Quality of workers	0	0.0 %	Financial problems	Other	0	0.0 %
Financial problems	Other	0	0.0 %	Materials and parts procurement	Other	0	0.0 %
Insufficient infrastructure	Other	0	0.0 %	Environmental regulations	WEEE	0	0.0 %
Environmental regulations	WEEE	0	0.0 %	Environmental regulations	RoHS	0	0.0 %
Environmental regulations	RoHS	0	0.0 %	Environmental regulations	REACH	0	0.0 %
Environmental regulations	Other	0	0.0 %	Environmental regulations	EUP	0	0.0 %
Other	Competition Law	0	0.0 %	Environmental regulations	Euro5	0	0.0 %
				Environmental regulations	Other	0	0.0 %
				Other	Competition Law	0	0.0 %

Source: JETRO Survey, Japan External Trade Organization

V. Compliance with the Body of EU Law (Acquis communautaire)

- The existing laws/systems, standards/certifications may be altered due to the harmonization of Turkey's domestic laws with the body of EU law.
- 90% of Japanese manufacturing affiliates in Turkey have no countermeasures.

As part of Turkey's EU accession negotiations, screening (examination of Turkey's compliance with domestic laws and with EU legislation, in preparation for its introduction and enforcement) had been gradually implemented in 35 areas of negotiation, which were completed in October 13, 2006. Real negotiations were also completed in the area of science and technology in June 2006, and negotiations began in the area of company and industrial policy in March 2007 and in the area of financial controls and statistics in June 2007. However, EU foreign ministers reached a conclusion in their meeting held at the end of 2006 that they have suspended eight chapters in the accession negotiation agenda, and will also not accept the completion of negotiations in the remaining 26 chapters (unless Turkey puts into effect a customs union with Cyprus).

In response, the Turkish government follows the policy of bringing Turkey's laws in line with the body of EU law (Acquis Communautaire) regardless of EU sanctions or the negotiation process, which means that existing Turkish laws and systems, as well as

standards and certification procedures, may be revised drastically. When asked about the reactions to the process of the legislative compliance based on this situation, only one out of the 12 respondent companies responded that it had taken some kind of countermeasures to deal with the situation, and the remaining 11 companies answered that they had taken no action. That company did not refer to any specific measures.

Diagram 9: Reactions to Process of Legislative Compliance

Taking measures	Not taking measures	Respondent companies
1	11	12
8.3	91.7	100.0

Above: No. of companies

Below: Component ratio (%)

VI. FTAs with Neighboring Countries

- Only three out of 12 companies are utilizing the FTA framework.
- All three companies answered that their specific utilization objective is export development.

At present Turkey has concluded free trade agreements (FTAs) with Israel, Macedonia, Bosnia-Herzegovina, Croatia, Morocco, Tunisia, Syria and Egypt. Preferential treatment in regards to duties and other measures are being accorded by countries within FTA frameworks. When asked about the influence of such FTA strategies implemented by Turkey on the business activities of Japanese manufacturing affiliates in Turkey, 12 companies issued responses.

While three companies stated that they currently use the FTA framework in their business activities, eight companies answered that they have no plan to use the FTA framework.

When the three companies that stated that they currently use the FTA framework were asked about specific utilization objectives, all three companies selected export development. As for counterpart countries, all of the above-mentioned countries that have concluded FTAs with Turkey were named. One company that is considering using the framework also responded that their utilization objective was export development, naming Israel, Morocco and Egypt as possible counterpart countries.

Diagram 10: Influence of Turkish FTA Strategy on Business Activities

Currently use	Considering using	No plan to use	Respondent companies
3	1	8	12
25.0	8.3	66.7	100.0

Above: No. of companies

Below: Component ratio (%)

VII. Response to Environmental Issues

- Regarding EU environmental regulations, the number of companies subject to ELV was the largest, and their responses were also progressing.
- As for cost influence, five out of eight companies answered that there had been modest cost increases.

There were six Japanese manufacturing affiliates in Turkey that stated that their products were subject to EU environmental regulations. The regulations applied and stages of compliance (in parentheses) are as follows (multiple responses allowed): WEEE applies to one company (seeking compliance), RoHS to one company (seeking compliance), REACH to one company (seeking compliance), ELV to six companies (four companies in compliance and two companies seeking compliance), and Euro5 to one company (seeking compliance).

When asked about production costs incurred by their compliance with these regulations, two out of the eight respondent companies said there were no additional costs, five reported modest cost increases (increase of less than 10%), and one reported significant increase of cost (increase of more than 10%).

Diagram 11: Effects of EU Environmental Regulations

None	Modest	Significant	Respondent companies
2	5	1	8
25.0	62.5	12.5	100.0

Above: No. of companies Below: Component ratio (%)

VIII. Competition with Chinese and Korean Products

- Products of Japanese manufacturing affiliates in Turkey do not compete against Chinese products in terms of price and quality.
- Japanese products do compete against Korean products to a certain extent, and the companies have adopted countermeasures aimed at differentiation through the offering of higher value-added products.

1. Impact of the increased imports of Chinese and Korean products

Imports from China increased significantly by an annual average of 62.3% from 2002 to 2006. The trade deficit with China increased to second-highest, following by its deficit with Russia. Domestic industries have strong sense of vigilance against China, and have repeatedly requested that the government adopt countermeasures such as anti-dumping duties and stricter customs controls.

However, when Japanese manufacturing affiliates in Turkey were asked about the impact of increased imports from China, most of them answered that their products do not compete against Chinese products in terms of price and quality. Results also showed that they are not feeling the benefit of increased access to cheaper parts and raw materials (made in China).

As for the impact of the increased imports of Chinese products in terms of decline in sales prices, none was the most common answer, selected by four companies. Three companies responded that there had been a modest impact and one company noted a significant Impact. Also in terms of decline in sales volume due to increased competition, four companies responded with none, two with significant and one with modest. In terms of increased access to cheaper parts and raw materials, four companies responded with none and one company with modest.

On the other hand, it has been suggested that Japanese products compete against Korean products in terms of price and quality to a certain extent.

As for the impact of the increase in imports Korea, seven companies (out of nine respondent companies) noted a decline in sales prices in the modest category and four (out of seven respondent companies) noted a decline in sales volume due to increased competition, also of a modest sort. However, in terms of increased access to cheaper parts and raw materials, four companies (out of six respondent companies) responded that there had been none, and two companies responded that there had been a modest increase.

Diagram 12: Impact of the Increased Imports of Korean Products

	None	Modest	Significant	Respondent companies
Decline in sales prices	2	7	-	9
	22.2	77.8	-	100
Decline in sales volume due to increased competition	3	4	-	7
	42.9	57.1	-	100
Increased access to cheaper parts and raw materials	4	2	-	6
	66.7	33.3	-	100

Above: No. of companies Below: Component ratio (%)

2. Countermeasures taken against Chinese and Korean products

As for countermeasures taken by Japanese manufacturing affiliates in Turkey against Chinese products, four out of nine respondent companies cited differentiation by offering higher value-added products. On the other hand, there were also four companies who alleged that currently there is no competition. Besides these companies, there was one company which cited cost-cutting measures (reducing numbers of employees, etc.).

The result was similar with Korean products, with five out of nine respondent companies mentioning differentiation by offering higher value-added products. Three companies alleged that currently there is no competition, and two cited cost cutting measures (reducing numbers of employees, etc.).

3. Key points indicating that Chinese and Korean companies are predominant in the European market

Japanese manufacturing affiliates consider the advantages of Chinese products to be low prices (nine companies), with balance between quality and price, skill of brand construction and innovative business models also pointed out by one company each (nine respondent companies, multiple responses allowed).

As for Korean products, many companies praised their balance between quality and price (seven companies) together with low prices (six companies). Needs-based product design, large-scale investment and innovative business models were also pointed out by one company each (nine respondent companies, multiple responses allowed).

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	Abbey Foods (Liverpool) Ltd.	Mitsubishi Corporation (Princes Ltd.)	1999	Manufacture and sales of convenience foods such as canned food
	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
	AFL Telecommunications Europe Ltd.	Fujikura Ltd.	1980	Manufacture, sales and design of telephone cables
	AGC Automotive U.K. Ltd.	Asahi Glass Co., Ltd.	1991	Mounting of parts on automotive processed glass, and base warehouse functions
	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.)
	AKS Precision Ball Europe Ltd.	Amatsuji Steel Ball Mfg. Co., Ltd., NSK Ltd.	1988	Manufacture and sales of metal ball and nonferrous metal balls
	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
	Anritsu Ltd.	Anritsu Corp. (Anritsu U.S. Holding Inc.)	1990	R&D, manufacture and sales of electronic measuring instruments
	Apollo Scientific Ltd.	Central Glass Co., Ltd. (Central Glass Europe Ltd.)	2003	R&D and manufacture of chemical products
	Aquascutum Group, PLC	Renown Inc.	1990	Manufacture and sales of apparel products
	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 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 Ltd.	Kyocera Corp. (AVX Corp.)	1989	R&D, manufacture and sales of passive electronic parts
	BBM Electronics Group Ltd.	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
	Biological Crop Protection Ltd.	Mitsui & Co., Ltd.	1999	Manufacture of agricultural chemicals
	Sanoh UK Manufacturing Ltd.	Sanoh Industrial Co., Ltd.	1991	Manufacture of plumbing parts and tubes for motor vehicles
	Brother Industries (U.K.) Ltd.	Brother Industries, Ltd.	1985	Manufacture of OA apparatuses, such as faxes and electronic typewriters
	Calsonic Kansei Europe PLC	Calsonic Kansei Corp.	1989	R&D and manufacture of heat exchangers for motor vehicles, etc.
	Calsonic Kansei UK Ltd.	Calsonic Kansei Corp. (Calsonic Kansei Europe PLC)	1989	Manufacture and sales of automotive parts

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
UK	Canyon Europe Ltd.	Canyon Corp.	1987	Manufacture and sales of plastic hand sprayers
	Coutant-Lambda Ltd.	DENSEI-LAMBDA K.K.(TDK)	2005	Manufacture and sales of power devices
	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.
	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
	Dunlop Tyres UK Ltd.	Sumitomo Rubber Industries, Ltd. (Sumitomo Rubber Europe), Sumitomo Electric Industries, Ltd.	1985	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.	1989	Manufacture and sales of ribbons for computers and typewriters
	Edinburgh Instruments Ltd.	Hamamatsu Photonics K.K.	1995	R&D, design, manufacture and sales of optical apparatuses
	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.	1997	R&D, manufacture and sales of fluorine-based medicine and agrochemical intermediates
	FCC (Europe) Ltd.	FCC Co., Ltd., Kanematsu Corp.	1996	Manufacture and sales of clutches for two-wheel and four-wheel vehicles
	Featherpost Ltd.	Sansetsu Transportation Co., Ltd.	1990	Manufacture and sales of mailing envelopes containing plastic packing materials
	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
	FUJIFILM Imaging Colorants Ltd.	FUJIFILM Corporation	2006	Development, manufacture and sales of ink materials for ink-jet printers
	FUJIFILM Electronic Imaging Ltd.	Fuji Photo Film Co., Ltd.	1996	R&D, manufacture and sales of printing-related apparatuses
	FUJIFILM Sericol UK Ltd.	FUJIFILM Corporation	2005	Manufacture, sales and development of ink and apparatuses for screen printing, package printing and industrial ink-jet printers
	Fuji Seal Europe, Ltd.	Fuji Seal International, Inc.	1987	Manufacture, sales and design of shrink labels, packaging material and packaging converting-related machinery
	Fujitsu Telecommunications Europe Ltd.	Fujitsu Ltd.	1991	R&D, manufacture, sales and service of communication apparatuses
Futaba Industrial U.K. 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	

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UK	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 Ltd.	ALTIA HASHIMOTO Co., Ltd.	1989	Design, manufacture and sales of automotive parts (resin molded, coated and compound extruded products)
	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.	HI-LEX CORPORATION	2000	Manufacture and sales of control cables and window regulators for motor vehicles
	Hirata Corporation of Europe Ltd.	Hirata Corp.	1986	Design, manufacture and sales of robots and FA facilities
	Hitachi Automotive Systems 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.) Ltd.	Hochiki Co., Ltd.	1992	R&D, manufacture and sales of fire alarms
	Honda Connectors Ltd.	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.)	1985	Manufacture of four-wheel vehicles
	HORIBA JOBIN YVON IBH Ltd.	Horiba, Ltd.	2003	Manufacture and sales of auto emission measuring systems and environmental pollution monitoring systems
	Horiba Instruments Ltd.	Horiba, Ltd.	1977	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
	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. Ltd.	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
	Image Polymers Europe UK Partnership	Mitsui Chemicals, Inc. (MCI Great Britain Ltd.)	1996	Manufacture and sales of toner binders
	Inca Digital Printers Ltd.	DAINIPPON SCREEN MFG. CO., LTD.	2005	Manufacture, R&D and design of industrial ink-jet printers
	Ishida Europe Ltd.	Ishida Co., Ltd.	1984	R&D, manufacture and sales of industrial apparatuses, such as testing devices, measuring/packaging apparatuses
Itron (UK) Ltd.	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	

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UK	Jordans (Toolmakers) Ltd.	ARRK Corp.	2005	Manufacture and sales of metal molds
	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
	Kakinuma (Europe) Ltd.	KAKINUMA KINZOKU SEIKI CO.,LTD.	2000	Manufacture and sales of air-conditioner accessories
	Katmex Ltd.	Katsushiro Matex Co., Ltd., Komatsu Ltd. (Komatsu Europe International N.V.)	1999	Manufacture of construction and industrial machine parts
	Kato-Entex Ltd.	Advanex Inc. (Kato Precision (U.K.) Limited)	1993	Design and manufacture of precision springs and allied products
	Kato Precision (U.K.) Ltd.	Advanex Inc.	1989	Design, manufacture and sales of precision springs
	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) Ltd.	Olympus Corp. (Olympus KeyMed Group Ltd.)	1978	R&D, manufacture, sales and marketing of industrial hard mirrors
	Southern Glass House Produce Ltd.	kirin Agribio Company, Limited	1996	Manufacture and sales of seedlings
	Kiyokuni Europe Ltd.	Kiyokuni Industry Co., Ltd.	1987	Design and manufacture of metal molds for OA apparatuses, manufacture of pressed products and office furniture
	Koito Europe Ltd.	Koito Manufacturing Co., Ltd.	1996	Manufacture and sales of lighting fixtures for motor vehicles
	Komatsu U.K. Ltd.	Komatsu Europe International N.V.	1985	R&D, design, manufacture and sales of hydraulic excavators
	Kore Technology Ltd.	HORIBA, Ltd	1997	Manufacture and sales of peripheral apparatuses related to analyses and measurement
	Koyo Bearings (Europe) Ltd.	JTEKT Corp.	1991	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. Ltd.	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 Ltd.	Calsonic Kansei Corp. (Calsonic Kansei Europe PLC)	1990	R&D, design and manufacture of resin products for motor vehicles, such as cockpit modules
	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	
Marubeni Oil & Gas (U.K.) Ltd.	Marubeni Corporation	2000	Prospecting, development, manufacture and sales of crude oil and natural gas	

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UK	Matsui Europe Ltd.	Matsui Gaming Machine Co., Ltd.	2000	Planning, manufacture and sales of casino game products
	Maxell Europe Ltd.	Hitachi Maxell Co., Ltd.	1980	Manufacture and sales of audio and video products
	Meiki (U.K.) Ltd.	Meiki & Company, Ltd.	1990	Design, manufacture and repairing of metal molds for plastic products
	Mitsubishi Electric Air Conditioning Systems Europe Ltd.	Mitsubishi Electric Corp.	1999	Manufacture and sales of air conditioners for offices and stores
	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
	Molton Brown Ltd.	Kao Corporation	2005	Manufacture and sales of cosmetics and perfume
	Morrison Bowmore Distillers Ltd.	Suntory Ltd.	1994	Manufacture and sales of Scotch whisky
	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
	NGF Europe Ltd.	Nippon Sheet Glass Co., Ltd.	1991	R&D, manufacture and sales of glass cords for rubber reinforcement
	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. Ltd.	Nikon-Essilor Co., Ltd.	1998	Surface processing and sales of lenses for glasses
	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., Ltd.	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
	Nordiko Technical Services Ltd.	Canon ANELVA Corporation	2003	Manufacture and sales of electronic apparatuses
	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 Ltd.	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	

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UK	NSK Precision UK Ltd.	NSK Ltd., Amatsuji Steel Ball Mfg. Co., Ltd.	1989	Manufacture of steel balls for bearings
	NSK Steering Systems Europe Ltd.	NSK Ltd.	1999	Manufacture and sales of automotive parts
	NSUK Ltd.	Nakagawa Sangyo, Co., Ltd.	1998	Manufacture and sales of heat insulating materials and sound deadening materials
	Ogihara Europe Ltd.	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)
	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
	Organo (Europe) Ltd.	ORGANO CORPORATION	1991	Manufacture of pure water and waste water treatment devices
	OSG U.K. Ltd.	OSG Corp. (OSG Europe Ltd.)	1999	Manufacture and sales of precision cutting tools
	Otsuka Pharmaceutical Europe Ltd.	Otsuka Pharmaceutical Co., Ltd.	1998	Manufacture, sales and R&D of medicines
	Panasonic Communications Company (U.K.) Ltd.	Matsushita Electric Industrial Co., Ltd.	1987	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 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 Ltd.	Piolax Inc.	1994	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.)	1984	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 Ornaments UK Ltd.	Sakata Seed Corp. (European Sakata Holding S.A.S.)	1998	Manufacture and sales of seeds and seedlings
	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 Ltd.	Sansetsu Transportation Co., Ltd.	1978	Design, manufacture and sales of plastic packaging materials
Sanyo Industries (U.K.) 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	
Sega Amusements Europe Ltd.	Sega Corp. (Sega Europe Ltd.)	1991	Manufacture and sales of commercial amusement apparatuses	

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UK	SEKISUI ALVEO 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
	Set Europe Ltd.	SANKO GOSEI Ltd.	2003	Design and manufacture of metal molds for plastic molding, and design and molding of plastic molded articles
	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. (SEH)	Shinetsu Handotai Co., Ltd.	1984	R&D, manufacture and sales of semiconductor silicon
	Shoda Sauces Europe Company Ltd.	Shoda Soy Sauce Co., Ltd.	1991	Manufacture of authentically brewed soy sauce
	SMC Pneumatics (U.K.) Ltd.	SMC Corp.	1978	R&D, manufacture and sales of pneumatic apparatuses
	SMK (U.K.) Ltd.	SMC Corp.	1987	Design, manufacture and sales of remote control units, control panels and AC chargers
	Sony UK Ltd. - Pencoed Technology Centre	Sony Corporation	1978	Manufacture and R&D of broadcasting devices, such as video cameras and TV sets
	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
	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, Ltd.	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
	Taiko Foods Ltd.	TAIKO Corporation	1997	Manufacture and sales of Japanese foods
	Takao Europe Manufacturing Ltd.	Takao Kinzoku Kogyo Co., Ltd.	2000	Manufacture of automotive parts
	Tamura Kaken (U.K.) Ltd.	TAMURA KAKEN CORPORATION	1980	Manufacture and sales of materials for printed wiring boards
	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.	1971	R&D, manufacture and sales of electric circuit breakers, etc.
	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 Co., Ltd.	YKK Corp. (YKK (U.K.) Ltd.)	1983	Manufacture and sales of fasteners
The Real Scotch Whisky Company Ltd.	SUNTORY LIMITED	1997	Manufacture of whisky	
The Tomatin Distillery Co., Ltd.	Takara Shuzo Co., Ltd.	1986	Manufacture and sales of Scotch whisky	

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UK	TOMOE valve 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 UK Ltd.	Toyoda Gosei Co., Ltd., Toyota Tsusho Corp.	2000	Manufacture and sales of body sealing products for motor vehicles
	Toyoda Gosei Fluid Systems UK Ltd.	Toyoda Gosei Co., Ltd.	2000	Manufacture and sales of functional automotive parts
	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 Ltd.	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
	Tsubakimoto UK Ltd.	TSUBAKIMOTO CHAIN CO.	1985	Manufacture and sales of power transmission units
	TT Assembly Systems (UK) Ltd.	Toyota Tsusho Corp.	2003	Assembling of tires and wheels
	TYK Ltd.	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
	Unipres (UK) Ltd.	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
	UYS Ltd.	YUTAKA GIKEN Co., Ltd., Honda Motor Co., Ltd., Honda Trading Corporation	1997	Manufacture of parts for motor vehicles
	Vascutek Ltd.	Terumo Corp. (Terumo Europe N.V.)	2002	R&D, manufacture and sales of artificial blood vessels
	YAMADA EUROPE Co., Ltd.	Yamada Corp.	1996	Manufacture of functional parts for four-wheel vehicles
	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	

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UK	Yuasa Battery Europe Ltd.	GS Yuasa International Ltd.	1981	Manufacture, sales and design of airtight-type lead-acid batteries
	Zeon Chemicals Europe Ltd.	Nippon Zeon Co., Ltd.	1989	R&D, manufacture and sales of synthetic rubber
France	ADEKA PALMAROLE S.A.S	Asahi Denka Co., Ltd.	2000	R&D, manufacture and sales of resin additives, stabilizers and plasticizers
	AISAN BITRON EUROPE S.A	Aisan Industry Co., Ltd.	2000	Manufacture of automotive fuel pump modules
	Ajinomoto Euro-Aspartame S.A.S	Ajinomoto Co., Inc.	1991	R&D and manufacture of aspartame (high-sweetness sweetener)
	AJINOMOTO EUROLYSINE S.A.S.	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.S.	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 Product Development Group Ltd.	2001	Manufacture and sales of industrial design model
	Arysta Life Science S.A.S.	Arysta LifeScience Corporation	2001	Manufacture, sales and R&D of pesticide
	Asahi Diamond Industrial Europe S.A.S.	Asahi Diamond Industrial Co., Ltd.	1961	Manufacture and sales of diamond tools
	Asahi Thermofil (France) S.A.	Asahi Kasei Corporation, Sojitz Corporation	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
	Bridgestone France S.A.	Bridgestone Corp.	1990	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
	Canon Bretagne S.A.S.	Canon Inc., Canon Europa N.V.	1983	Manufacture of office machines (small copiers, LBPs, etc.) and toner cartridges
	CHATEAU LAGRANGE S.A.S.	Suntory Ltd.	1983	Manufacture and sales of wine
	Chateau Reysson S.A.R.L.	Mercian Corp.	1988	Manufacture of wine
Comaboko, S.A.	Marubeni Corp. (Marubeni Europe S.A.)	1990	R&D, design and manufacture of processed foods (boiled crab pastes, etc.)	

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France	Comme des Garçons S.A.S.	COMME des GARÇONS	1982	Manufacture and sales of clothing
	Laboratoires Daiichi Sanofi-Synthelabo	Daiichi Pharmaceutical Co., Ltd.	1989	R&D, manufacture and sales of medicines
	DAIKIN CHEMICAL FRANCE S.A.S	Daikin Industries, Ltd.	2001	Manufacture of fluororubber
	Delphi Calsonic Compressors S.A.S.	Calsonic Kansei Europe PLC	1996	Manufacture of compressors for car air conditioners
	Degiplug S.A.S	Faith, Inc.	2002	Development of contents broadcast platform for mobile phones
	Eagle-Witzenmann S.A.S.	Eagle Industries Co., Ltd.	1998	Manufacture of control valves for car air conditioners
	Emilio Robba SARL	Itokin Co., Ltd.	1980	Manufacture and sales of female dresses and accessories
	EPE EUROPE	EPE International Corp.	2001	Design, manufacture and sales of packing materials
	ESTEBAN	Nippon Kodo Co., Ltd.	1996	Manufacture and sales of interior fragrances mainly using ceramics
	Eurodia Industrie S.A.	Tokuyama Corp.	1993	Manufacture and sales of films
	Exil S.A.	Tsukamoto Co., Ltd.	1996	Manufacture of high-class clothing
	Faith Technologies	Faith, Inc.	2004	Contents services for Mobile phone and internet
	FRANCOLOR PIGMENTS S.A.	Toyo Ink Mfg. Co., Ltd. (Toyo Europe Network S.A.S.)	1990	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 Vezeise 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
	Fuji Autotech France S.A.S.	Fuji Kiko Co.,Ltd.	2004	Manufacture and sales of steering column parts
	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 S.A.	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	

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France	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.S.	Hoya Corp. (Hoya Holding N.V.)	1997	Manufacture and sales of lenses for glasses and allied apparatuses
	HORIBA ABX S.A.	HORIBA, Ltd	1996	Manufacture, sales and R&D of blood cell counters
	HORIBA JOBIN YVON S.A.S.	HORIBA, Ltd	1997	manufacture, sales and R&D of optical apparatuses and precision instruments
	IBIDEN DPF France S.A.S	IBIDEN Co., Ltd.	2001	Manufacture of diesel particulate filters
	INX International France S.A.S.	Inx Europe Ltd.	2004	Manufacture and sales flexographic and gravure inks
	INDEX EUROPE S.A.S	Index Corporation	2002	Development and sales of mobile contents
	Wonderphone	Index Corporation (INDEX MULTIMEDIA SA)	2006	Development and sales of application program for mobile phone
	Iris Instruments S.A.	Oyo Corp.	1990	R&D, design, manufacture and sales of measuring instruments for geotechnical engineering
	ITOH DENKI Europe S.A.	Itoh Electric Co., Ltd.	1987	Manufacture and sales of motor rollers for belt conveyors
	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)
	JSP International S.A.R.L	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.	2002	Manufacture and sales of 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 S.A.S.	Komori Corp.	1989	R&D, manufacture and sales of printing machines for paper containers
	Konica Minolta Supplies Manufacturing France S.A.S	Konica Minolta Business Technologies, Inc	1990	Assembly of copiers, manufacture of toner and manufacture and assembly of copier units
	LCO-Protomoule Group	Arrk Product Development Group Ltd.	2001	Manufacture of metal molds and molded articles
	LOUIS ROYER S.A.S.	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.	1984	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 Pharma	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.S.	Mitsui Mining and Smelting Co., Ltd.	1985	Manufacture and sales of electrolytic copper foils for printed circuit boards	

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France	Natural Plant Protection S.A.S.	Arysta LifeScience Corp., Sumitomo Chemical Co.,Ltd	1993	Manufacture of microbial formulation
	NGK BERYLCO FRANCE	NGK Insulators, Ltd.	1986	Manufacture and sales of copper and copper alloy products
	NGK Spark Plug Industries Europe S.A.	NGK Spark Plug Co., Ltd.	1990	Manufacture of spark plugs for internal combustion engines
	NIDEC MOTORS & ACTUATORS	NIDEC CORPORATION	2006	Manufacture of automotive motors
	NTN Transmissions Europe	NTN Corp.	1998	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
	Peugeot Motocycles S.A.	Honda Motor Co., Ltd.	1985	R&D, design, manufacture and sales of auto bicycles
	Pilkington Glass France S.A.S.	Nippon Sheet Glass Co., Ltd.	2006	Manufacture and sales of glass for construction and motor vehicles
	PILOT CORPORATION OF EUROPE S.A.	Pilot Corp.	2001	Manufacture of ball-point pens and fountain pens
	Pochet Inoac	Inoac Corp.	1994	Manufacture of PET containers for cosmetics
	Ricoh Industrie France S.A.S.	Ricoh Co., Ltd.	1987	Manufacture of copiers, facsimile machines and fixing roller toners, and R&D, manufacture and sales of thermal paper
	ROHM ELECTRONICS GMBH (FRANCE) Europe Technology Center	Rohm Co., Ltd.	2000	Development, design and manufacture of LSIs
	GOODYEAR DUNLOP TIRE FRANCE SA	Sumitomo Rubber Industries, Ltd. (Dunlop France S.A.)	1984	Manufacture and sales of reclaimed tires
	S2M Societe de Mecanique Magnetique	Seiko Instruments Inc.	1995	Manufacture and R&D of vacuum pumps and special purpose bearings
	Saint Etienne Automotive Components S.A.S.	Somic Ishikawa Inc., JTEKT Corp.	2001	Manufacture of ball joints
	Sanden Manufacturing Europe S.A.	Sanden International(Europe)Ltd.	1995	Manufacture and sales of compressors for car air conditioners
	Sankyo Manufacturing France S.A.R.L.	Sankyo Co., Ltd. (Sankyo Pharma (Schweiz))	1974	Manufacture of raw materials for pharmacy
	Sanoh Europe(France) EURL	Sanoh Industrial Co., Ltd.	1999	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
	Societe Civile Chateau Beychevelle	Suntory Ltd.	1989	Brewing and sales of wine
	Societe Civile Chateau Beaumont	Suntory Ltd.	1989	Manufacture and sales of wine
	Schneider Toshiba Inverter Europe S.A.S	Toshiba Corp.	2001	Development, manufacture and sales of general-purpose inverters
Sealed Air Packaging, S.A.S.	JSP Corp.	1985	Manufacture and sales of various cellular plastic products	
SERMO SAS	Arrk Product Development Group Ltd.	2005	Design and manufacture of metal molds for automotive parts molding	

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France	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 S.A.S.	Shiseido Co., Ltd. (Shiseido Europe S.A.)	1990	Manufacture and sales of cosmetics
	SUD ISK-SNPE S.A.	Ishihara Sangyo Kaisha, Ltd.	1996	Manufacture of agricultural chemicals
	SNR Roulements	NTN Corporation	2006	Manufacture and sales of apparatuses for motor vehicles, industrial machinery and aerospace industry
	Societe des Fibres de Carbone S.A. (SOFICAR)	Toray Industries, Inc.	1982	Manufacture and sales of carbon fibers
	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
	STRUCTIL S.A.	Mitsubishi Rayon Co., Ltd.	1998	Manufacture and sales of drawn parts and prepreps of carbon fibers
	SUMCO France S.A.S.	Sumco Corp.	1995	Manufacture and sales of silicon wafers
	Sun Chemical S.A.	Dainippon Ink and Chemicals, Inc.	1986	Manufacture and sales of printing inks
	Synthelabo-Tanabe Chimie S.A.	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
	TAKII FRANCE S.A.	TAKII & CO.,LTD	1995	R&D, production and sales of vegetables varieties
	THEPENIER Pharma Industrie S.A.	Nihon Shikizai Inc.	2000	R&D, manufacture and sales of medicines and cosmetics
	THK Manufacturing of Europe S.A.S.	THK Co., Ltd.	2000	Manufacture of linear motion guides
	Three Bond Europe S.A.	Three Bond Co., Ltd.	1976	R&D, manufacture and sales of adhesives, 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
	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 lumps and fluorescent lamps
	TOSHIBA TEC EUROPE IMAGING SYSTEMS S.A.	Toshiba Tec Corp.	2000	Manufacture and sales of copiers, toners, etc.
	Toyal Europe S.A.S.U	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 S.A.	Toyota Motor Europe S.A.	2001	Assembling of automotive engines and manufacture of motor vehicles	

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France	TPC S.A.	Kyocera Corp. (AVX Corp.)	1998	Manufacture of electronic parts (film capacitors, ferrite, capacitors for high-voltage power, etc.)
	Trocellen France S.a.r.l.	THE FURUKAWA ELECTRIC CO., LTD., Otsuka Chemical Co.,Ltd.	2005	Manufacture of cross-linked polyolefin foam, and manufacture and sales of processed products
	UM Corporation S.A.S.	UNIPRES CORPORATION	2003	Manufacture of pressed parts for motor vehicles
	Valeo Vision	Ichikoh Industries, Ltd.	1980	Manufacture of lighting fixtures for motor vehicles
	Wevista S.A.	Maruyasu Industries Co., Ltd.	2001	Manufacture of EGR (Exhaust Gas Recirculation) allied parts for diesel engines, etc.
	Wyjolak S.A.	Arysta LifeScience Corp.	1988	Manufacture and sales of veterinary medicine
	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
Germany	Advanced Mask Technology Center GmbH & Co. KG	Toppan Photomasks Inc. (TOPPAN PRINTING CO.,LTD.)	2002	Development and manufacture of lithographic masks for silicon wafer
	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
	Arakawa Europe GmbH	Arakawa Chemical Industries, Ltd.	1998	Manufacture of Hydrogenated Hydrocarbon Resins
	Asahi Kasei Spandex Europe GmbH	Asahi Kasei Fibers (yarn/woven material)	2006	Manufacture of high value added chemical fibers
	Benninghoven Mülheim GmbH & Co.K.G.	NIKKO CO., LTD.	1993	Manufacture and sales of construction machines
	Benoac Fertigteile GmbH	INOAC CORPORATION	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-Technologie GmbH	TDK Corp.	1991	Manufacture and sales of ferrite magnets and powder metallurgical products
	BULTHAUP GmbH & Co.	TOTO LTD.	1989	Manufacture and sales of built-in kitchen units
	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
	Daiichi Sankyo Europe GmbH	DAIICHI SANKYO COMPANY, LIMITED	1990	Manufacture, sales and R&D of medicines

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Germany	DAS-Duennschicht Anlagen Systeme GmbH	Mitsubishi Kakoki Kaisha, Ltd.	2004	Manufacture of exhaust gas removing devices
	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.)	1984	R&D, manufacture and sales of tire tubes
	Dunlop Tech GmbH	Sumitomo Rubber Industries, Ltd.(Sumitomo Rubber Europe B.V.)	1997	Manufacture, sales and R&D of deflation warning system and instant mobility system
	DYNAT Verschlusstechnik GmbH	YKK CORPORATION	1995	Manufacture and development of water tight and airtight fasteners
	Eisai Machinery GmbH	Eisai Co., Ltd.	1989	Manufacture of apparatuses for medicine
	Elektrobau Oschatz GmbH&Co. KG	Matsushita Electric Works, Ltd.	2002	Manufacture of ignition devices
	Erfcarbon GmbH	TOKAI CARBON CO., LTD.	2005	Manufacture and sales of electric apparatuses
	Faun GmbH	Tadano Ltd.	1990	R&D and manufacture of truck cranes and manufacture of vehicles for high lift work
	Federal-Mogul TP Europe GmbH & Co. KG	Teikoku Piston Ring Co.,Ltd.	2002	Manufacture of steel piston rings
	Freudenberg Mektec Europe GmbH	NOK Europe GmbH (NOK CORPORATION)	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	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
	Hans Esslinger GmbH	OSG CORPORATION(OSG Europe S.A.)	2006	Manufacture and sales of cemented carbide cutting tools
	Harmonic Drive A.G.	Harmonic Drive Systems Inc.	2002	Manufacture and sales of precision reduction gears
	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
	Hitachi Automotive Systems Europe GmbH	Hitachi, Ltd.	2003	R&D, manufacture of high-pressure pumps for direct-injection gasoline engines
Horiba Europe Automation Division GmbH	HORIBA, Ltd	1996	Manufacture and sales of apparatuses and software for automation	
Hosokawa Alpine Aktiengesellschaft	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	

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Germany	Hoya Lens Deutschland GmbH	Hoya Corp.	1979	Manufacture and sales of lenses for glasses
	IFA-Antriebstechnik GmbH	NTN Corporation	2006	Development, manufacture and sales of constant velocity joints (CVJ)
	IHI Charging Systems International GmbH	IHI Corporation	1998	Development, design and manufacture of turbochargers and superchargers
	Integral Accumulator K.G.	NOK CORPORATION	1998	Manufacture and sales of small Hydraulic accumulators
	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	Japan Tobacco Inc.	1999	Manufacture of tobacco products
	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	Kinyosha Co., Ltd.	1987	Manufacture and sales of silicone rubber rollers for copiers
	Klinge Pharma GmbH	Astellas Pharma Inc.	1983	Manufacture of clinical medicines
	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 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
	Loewe AG	Sharp Corporation, Sharp International Finance(UK)	2005	Development, manufacture and sales of liquid crystal TV and High definition TV
	MeSys GmbH Medizinische Systeme	NIKKISO MEDICAL GmbH (NIKKISO CO., LTD.)	2006	Manufacture and sales of dialysis machines as well as other medical devices related to the extracorporeal blood treatment
	Milei GmbH	Morinaga Milk Industry Co., Ltd.	1972	R&D, manufacture and sales of dairy products
	Mitsubishi HiTec Paper Bielefeld GmbH	Mitsubishi Paper Mills, Ltd., Mitsubishi Corp.	1999	Manufacture and sales of pressure sensitive paper and cast-coated paper
	Mitsubishi HiTec Paper Flensburg GmbH	Mitsubishi Paper Mills, Ltd., Mitsubishi Corp.	1999	R&D, manufacture and sales of thermo sensitive paper and inkjet paper
	Mitsubishi Polyester Film GmbH	Mitsubishi Chemical Corp.	1991	R&D, manufacture and sales of PET films
MITSUI CHEMICALS EUROPE GmbH	Mitsui Chemicals, Inc.	1990	Manufacture and sales of PP compounds and admers	
MIYACHI Europe Corporation	Miyachi Technos Corp.	1990	Manufacture and sales of small precision resistance-welding power sources	
MOTOMAN Robotec GmbH	Yaskawa Electric Corp.	1994	Manufacture, sales and service of robot and robot systems	

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Germany	Neueweg Fertigung GmbH	NSK Ltd. (NSK Europa Holding GmbH)	1990	Manufacture and sales of bearings
	NIDEC MOTORS & ACTUATORS (GERMANY)	NIDEC CORPORATION (NIDEC MOTORS & ACTUATORS)	2006	Manufacture of automotive motors
	Nikkiso Pumps Europe GmbH	Nikkiso Co., Ltd.	1973	Manufacture, sales and service of special precision pumps
	Novoferm GmbH	Sanwa Shutter Corporation	2003	Manufacture, development and sales of garage doors, shutters, and industrial doors
	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 Bio Systems GmbH	Olympus Corp.	2001	R&D, manufacture and sales of research instruments
	Olympus Diagnostica GmbH	Olympus Corp. (Olympus Optical Co. (Europe) GmbH)	2003	Manufacture and sales of diagnostic reagents
	Olympus Winter & Ibe GmbH	Olympus Corp. (Olympus Optical Co. (Europe) GmbH)	1979	Manufacture and sales of medical apparatuses (endoscopes)
	OMRON Electronics Manufacturing of Germany 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
	Pac Tech-Packaging Technologies GmbH	NAGASE & CO., LTD.	2006	Manufacture and sales of semiconductor manufacturing equipment
	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 Electronic Devices Europe GmbH	Matsushita Electric Works, Ltd.	1989	R&D, manufacture and sales of automatic controller parts
	Panta GmbH	SUMIDA CORPORATION	2006	Development and manufacture of connectors, cables and jumper wires
	Pilkington Deutschland AG	Nippon Sheet Glass Co., Ltd.	2006	Manufacture and sales of glass for construction and motor vehicles
	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
	RUMICO feuerfeste Baustoffe GmbH	Nippon Crucible Co. Ltd., MITSUI & CO., LTD. (France)	1975	Manufacture and sales of monolithic refractories
	Rütgers Kureha Solvents GmbH	Kureha corp.	1982	R&D, manufacture and sales of chemical industry products for papermaking
	Sansetsu Deutschland GmbH	Sansetsu Warehouse Co., Ltd., Sansetsu UK Ltd.	1973	Manufacture and sales of cushioning packaging materials
	SANYO Component Europe GmbH	SANYO Electric Co.,Ltd.	1991	Manufacture and sales of nickel-cadmium rechargeable battery, nickel metal hydride and lithium-ion rechargeable battery)
Sanyo Industries Deutschland GmbH	SANYO Electric Co.,Ltd.	1984	Manufacture and sales of Video tape recorder	
Sato Labelling Solutions Europe GmbH	SATO CORPORATION	2006	Sales of bar-code printer, manufacture and sales of consumable supplies	
SE Tylose GmbH & Co.KG	Shin-Etsu Chemical Co., Ltd.	2004	Manufacture and sales of cellulose derivatives	

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Germany	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
	Standardwerk Eugen Reis GmbH	GLORY LTD.	2004	Manufacture and sales of cash handling machines
	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 Bordnetze GmbH	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems, Ltd.	2006	Manufacture and sales of wire harnesses and parts thereof
	Sumitomo Electric Hartmetallfabrik GmbH	Sumitomo Electric Hartmetall GmbH	1989	Manufacture and sales of cutting tools
	Sumitomo Electric Schrumpf-Produkte GmbH	Sumitomo Electric Industries, Ltd.	1991	Manufacture and sales of heat shrinkable tubes
	SUN ALLOYS EUROPE GmbH	Mitsui Chemicals, Inc.	2006	Manufacture and sales of synthetic resin compounds
	Sysmex Europe GmbH	SYSMEX CORPORATION	1980	Sales of in vitro diagnostic systems, manufacture and sales of in vitro diagnostic reagents
	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
	Takata Petri AG	Takata Corp.	2000	Manufacture and R&D of steering wheels and airbag
	Takata-Petri PlasTec GmbH	Takata Corp.	2006	Manufacture of plastic parts
	TD Deutsche Klimakompressor GmbH	Toyota Industries Corp., Denso Corp.	1998	Manufacture and assembling of continuously variable displacement compressors and magnet clutches
	Teijin Monofilament Germany GmbH	TEIJIN LIMITED	2001	Manufacture and sales of polyester monofilament and PET monofilament
	Tenax Fibers GmbH & Co. KG	TOHO TENAX Co.,Ltd.	1993	Manufacture, sales and R&D of industrial highly functional fibers
	TOGO SCHERDEL GmbH	Togo Seisakusyo Corp.	2003	Manufacture of compression springs, blade springs and tension springs
	Topas Advanced Polymers GmbH	DAICEL CHEMICAL INDUSTRIES, LTD., Polyplastics Co., Ltd.	2006	Manufacture, sales and research of cycloolefin copolymer
	Toppan Printing GmbH	Toppan Photomasks Inc.(TOPPAN PRINTING CO.,LTD.)	2002	Manufacture of photo mask
	Toshiba Europe GmbH	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
	Toyota Motorsport GmbH	Toyota Motor Corporation	1993	Manufacture and development of formula one car
	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
	VOGT electronic Letron GmbH	SUMIDA CORPORATION	2006	Manufacture of electronic parts for motor vehicles and communication
VOGT electronic Lehesten GmbH	SUMIDA CORPORATION	2006	Manufacture of electronic parts for motor vehicles and communication	
Vossloh-Schwabe Matsushita Electric Works GmbH	Matsushita Electric Works, Ltd.	2001	Manufacture and sales of electric and electronic parts	

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Germany	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
	Yaskawa Electric Europe GmbH	YASKAWA Electric Corporation	1980	Import, manufacture and sales of electric apparatuses
	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
	ZUKEN GmbH	ZUKEN Inc.	1992	Manufacture, sales and development of electric design automation solution
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 Kansei Netherlands 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
	Daikin Chemical Netherlands B.V.	Daikin Industries, Ltd.	1998	Pre-compound processing of fluororubber
	Delamine B.V.	Tosoh Corp.	1976	Manufacture and sales of ethyleneamine
	Eques 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
	FUJIFILM Manufacturing Europe B.V.	FUJIFILM Corporation	1982	R&D, manufacture and sales of photosensitive materials for photography
	Fuji Seal Europe B.V.	Fuji Seal Industries Co., Ltd.	1994	R&D, manufacture and sales of machines for attaching shrink labels and cap seals
	Glaverbel Nederland B. V.	Asahi Glass Co., Ltd.	1981	Manufacture and sales of float glass, double glazing and architectural processed glass
	Harakosan Europe BV	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
	Hosokawa Micron International B.V.	Hosokawa Micron Corp.	1983	Manufacture and sales of powder treatment devices
	Hosokawa Ter Braak B.V.	Hosokawa Micron Corp.	1996	Manufacture and sales of confectionery making apparatuses and R&D of confectionery making systems
	Hoya Lens Nederland B.V.	Hoya Corp. (Hoya 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	

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Netherlands	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 turbo chargers 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
	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
	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
	Sony Chemicals Europe B.V.	Sony Chemical & Information Device Corporation	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)	

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Netherlands	Uni-Charm Molnlycke B.V.	Uni-Charm Corp.	1993	Manufacture of pants-type paper diapers for babies and paper diapers for adults
	UNITEK EAPRO 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. (Glaverbel S.A.)	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
	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)
	F.P.N.I Belgium N.V.	ARIAKEJAPAN Co., Ltd.	2004	Manufacture and sales of natural seasoning
	Fuji Oil Europe	Fuji Oil Co., Ltd., Fuji Oil (Singapore)	1992	R&D, manufacture and sales of vegetable oils and fats
	FUJIFILM ELECTRONIC MATERIALS(EUROPE) N.V.	FUJIFILM Electronic Materials Co., Ltd.)	1996	Manufacture and sales of photo-resisted flat panel displays
	FUJIFILM Europe N.V.	FUJIFILM Corporation	1989	Manufacture and sales of photographic chemicals
	GC Europe N.V.	G. C. International Corp.	1971	Manufacture and sales of dental investment compounds
	Glaverbel S.A.	ASAHI GLASS CO., LTD.	1981	Manufacture, sales and R&D of float glass, figured glass, mirror, processed and double glazing glass
	Gunze Plastics & Engineering Co. of Europe N.V.	Gunze Ltd., Gunze Kobunshi Corp.	1991	Manufacture of resin films (for food packaging)
	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.(Hoya Holdings N.V.)	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

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Belgium	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
	N.V. Goldwell Belgium S.A.	Kao Corporation	1989	Manufacture of hair-dressing and cosmetic products
	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
	Nippon Shokubai Europe N.V.	NIPPON SHOKUBAI 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
	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 refractory, iron manufacturing machines and controllers
	TGI Europe N.V.	TOKYO CHEMICAL INDUSTRY CO., LTD.	1999	Manufacture and sales of organic reagents and chemical products for research
	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 Co .N.V.(BELGIUM)	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 Luxembourg S.A.	Teijin Ltd.	1991	R&D, manufacture and sales of polyester films for audio and video products
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

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Ireland	Carten Controls Ltd.	Fujikin, Inc.	1981	Manufacture of flow valves and flow controllers for semiconductor manufacturing equipment
	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
	Neriki Europe Ltd.	Neriki Valve Co., Ltd., J. Gerber & Co., (Japan) Ltd.	1995	Manufacture of cylinder valves for high-pressure gases (industrial gases)
	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)
	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
	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)
	USCI Ireland	USCI Japan, Ltd.	2005	Manufacture and R&D of medical apparatuses
Spain	ACERINOX, S.A.	Nisshin Steel Co., Ltd.,	1970	R&D, design, manufacture and sales of stainless steel
	AMR Refractarios, S.A.	Krosaki Harima Corp.	1989	Manufacture and sales of refractory bricks
	Auxiliar de Componentes Electoricos, S.A.	Fujikura Ltd.	2006	Manufacture, sales and R&D of wire harnesses and parts thereof
	Barberet & Blanc, S.A.	Kirin Brewery Co., Ltd. (Kirin Agrificio 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)
	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
	Doken Europe, S.L.	DOKEN Co., Ltd.	2001	Manufacture and sales of parts of motorcycle
	Ebara España Bombas, S.A.	Ebara Corp.	1990	Manufacture and sales of industrial pumps
	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

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Spain	Gallardo Dance, S.L.	Chacott Co.,Ltd.	1997	Manufacture and sales of flamenco shoes
	Glaverbel Ibérica, S.A.	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 Appliances, Inc.	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
	Ibérica de Suspensiones, S.L.	NHK Spring Co., Ltd., Sojitz Corp.	2004	Manufacture and sales of coil springs and stabilizers for 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
	Kenko Europe S.A.	Fukupa Nippon Co.,Ltd.	1999	Manufacture and sales of beds
	KYB Steering Spain S.A.	Kayaba Industry Co., Ltd.	1996	Manufacture and sales of power steering pumps for motor vehicles
	KYB Suspensions Europe S.A.	Kayaba Industry Co., Ltd.	1983	Manufacture, sales, R&D and design of shock absorbers
	Kitz Corporation of Europe, S.A.	KITZ Corp.	1991	Manufacture, sales and marketing of valves
	Manufactura Moderna de Metales, S.A.	Sanoh Industrial Co., Ltd	1992	Manufacture and sales of break tubes for motor vehicle
	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
	NIDEC MOTORS & ACTUATORS (SPAIN)	NIDEC CORPORATION (NIDEC MOTORS & ACTUATORS)	2006	Manufacture of automotive motors
	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	
Pilkington Automotive Espana SA	Nippon Sheet Glass Co., Ltd.	2006	Manufacture and sales of glass for construction and motor vehicles	

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Spain	Riken España, S.A.	Riken Co., Ltd.	1982	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
	Sato Iberia S.A.	SATO CORPORATION	2006	Sales of bar-code printer, manufacture and sales of consumable supplies
	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
	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
	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.)
	Trocellen Iberica, S.A.	THE FURUKAWA ELECTRIC CO., LTD., Otsuka Chemical Co.,Ltd.	2005	Manufacture of cross-linked polyolefin foam, and manufacture and sales of processed products
	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	AIDA SRL	Aida Engineering, Ltd.	2004	Manufacture and sales of presses
	Air Gansa SRL	Anest Iwata Corp.	1997	Manufacture of coating machines
	Ajinomoto Bioitalia S.p.A.	Ajinomoto Co., Inc.	1990	R&D and manufacture of lysine for feed
	Akzo Nobel Nippon Paint SRL	Nippon Paint Co., Ltd. (Akzo Nobel Nippon Paint Holding B.V.)	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
	Astellas Pharma S.p.A	Astellas Pharma Inc.	1994	Manufacture and sales of medicines

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Italy	ATOP S.p.A.	Odawara Engineering Co., Ltd.	1993	Manufacture of coil winders
	BRIDGESTONE ITALIA S.p.A.	Bridgestone Corp. (Bridgestone Europe N.V.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) SRL	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
	Emblem Europe S.p.A.	Unitika Ltd.	1988	Manufacture and sales of high molecular film
	ERIKA SRL	Onward Kashiyama Co., Ltd. (Gibo'co S.p.A.)	2004	Manufacture and sales of knitwear
	Gibo'co S.p.A.	Onward Kashiyama Co., Ltd.	1994	Manufacture and sales of men's and women's clothing
	Glaverbel Italy SRL	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. (Hoya Holdings N.V.)	1982	Manufacture and sales of lenses for glasses
	IHI Charging Systems International S.p.A.	Ishikawajima-Harima Heavy Industries Co., Ltd. (IHI Charging Systems International GmbH)	1995	Manufacture of turbo chargers for motor vehicles
	Imer Nissei S.p.A.	Nissei Build Kogyo Co., Ltd.	1991	Manufacture of multilevel parking garages
	IRIS S.p.A.	Onward Kashiyama Co., Ltd.(Gibo'co S.p.A.)	2005	Manufacture and sales of shoes
	Italpet Preforme S.p.A.	Marubeni Corp. (MT Interpet Amsterdam)	1995	R&D and manufacture of resins for PET bottles
	Komatsu Utility Europe S.p.A.	Komatsu Ltd. (Komatsu Europe International B.V.)	1995	Manufacture and sales of miniature construction machines, such as miniature shovels and miniature wheel loaders
	Miteni S.p.A.	Mitsubishi Corp., JEMCO Inc.,	1988	R&D, manufacture and sales of fluoride
	Mitsuba F.N.Europe S.p.A.	Mitsuba Corp. (Mitsuba F.N.Europe S.p.A.)	1997	Manufacture and sales of the ignition for Motorcycle
	Motori Minarelli S.p.A.	Yamaha Motor Co., Ltd. (YAMAHA Motor Europe N.V.,)	1996	Manufacture of engines for small-sized motorcycle
	New Holland Kobelco Construction Machinery S.p.A.	KOBELCO CONSTRUCTION MACHINERY CO.,LTD., Sumitomo Corporation	2002	Manufacture, sales and design of construction machines
	Nidek Technologies SRL	Nidek Co., Ltd.	1998	R&D, manufacture and sales of ophthalmologic instruments
OMRON BITRON Automotive Components SRL	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.	

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Italy	Panasonic Electric Works Electronic Materials Italia S.p.A.	Matsushita Electric Works, Ltd.	2000	Manufacture of material for printed circuit boards
	Pilkington Italia S.p.A.	Nippon Sheet Glass Co., Ltd.	2006	Manufacture and sales of glass for construction and motor vehicles
	Resindion SRL	Mitsubishi Chemical Corp. (Mitsubishi Chemical Holdings Corporation)	1989	Manufacture and sales of ion exchange resins
	Roland Europe S.p.A.	Roland Co., Ltd.	1988	Manufacture and R&D of electronic music instrument
	S.E.A. Utensili Diamantati S.p.A.	Victor Co. of Japan Ltd.	1997	Manufacture and sales of industrial diamond tools
	SandenVendo Europe S.p.A.	Sanden Corporation	1990	Manufacture, sales, design and R&D of vending machines
	Sanyo Argo Clima SRL	Sanyo Electric Co., Ltd., Sumitomo Corp., Sumitomo Corporation Italia S.p.A.	1991	R&D and manufacture of air conditioners
	SEWS CABIND S.p.A.	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems, Ltd., Sumitomo Corporation	2001	Manufacture and sales of wire harnesses
	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.	1981	Manufacture and sales of air compressors
	Sony Italia S.p.A.	Sony Corp., Sony International Amsterdam BVI	1981	Manufacture, sales and marketing of electric apparatus for domestic
	Star Automation Europe S.p.A.	Star Seiki Co., Ltd.	1989	Manufacture and sales of Factory automation
	Sumoto SRL	Ebara Corp.	1991	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. (Takeda Europe Holdings Ltd.)	1982	R&D, manufacture and sales of medicines
	TOK Italia S.p.A.	Tokyo Ohka Kogyo Co., Ltd.	1995	R&D and manufacture of photo-resists for printed boards
	Tosoh Bioscience SRL	TOSOH CORPORATION (Tosoh Bioscience LLC)	1988	Manufacture and sales of clinical diagnostic apparatuses and in-vitro Diagnostics
	Toyo Tanso Europe S.p.A.	Toyo Tanso Co., Ltd.	1997	Processing, sales and R&D of carbon products
	Trocellen Italia S.p.A.	THE FURUKAWA ELECTRIC CO., LTD., Otsuka Chemical Co.,Ltd.	2005	Manufacture of cross-linked polyolefin foam, and manufacture and sales of processed products
	Vegitalia S.p.A.	Kagome Co., Ltd.	2004	Manufacture and sales of frozen vegetable for commercial use
	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. (Yanmar International Europe B.V.)	1996	R&D, manufacture and sales of air-cooled diesel engines
	YKK Fasteners S.p.A.	YKK Corp. (YKK Holding Europe B.V.)	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.	1977	Manufacture and sales of fastener parts	

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Finland	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 Mikkeli	Misawa Homes Co., Ltd., Misawa Techno, Yamanashi Housing Industries Co., Ltd., Nanatanigawa Lumber Industries Co., Ltd.	1994	Manufacture of house building materials
	Nana Europe Ltd.	Nanatanigawa Lumber Industries Co., Ltd.	1996	R&D and manufacture of house building materials
	Santen Oy	Santen Pharmaceutical Co., Ltd.	1997	Clinical research, manufacture, sales and manufacture on consignment of pharmaceutical products
	Oy Shinshowa Finland Ltd.	Shinshowa Co., Ltd.	2001	Manufacture of house building materials
	Piikington Lahden Lasitehdas Oy	Nippon Sheet Glass Co., Ltd.	2006	Manufacture and sales of glass for construction
	Sunarrow Finland Oy	Sunarrow Limited	2002	Manufacture of parts for cellular phones
	Furuno Finland Oy	FURUNO ELECTRIC CO., LTD	2002	Manufacture of electronic chart system
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
	Hoya Lens Sweden AB	Hoya Corp.	1978	R&D, manufacture and sales of lenses for glasses
	Jensen Devices AB	SUMIDA CORPORATION	2003	Manufacture and development of high-performance sparctube
	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
	Piikington Floatglas AB	Nippon Sheet Glass Co., Ltd.	2006	Manufacture and sales of glass for construction and motor vehicles
	PP Press & 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 Storuman AB	FREESIA HOMES CO.,LTD.	2002	Manufacture and sales of timber and wooden products
	Tomoku Hus AB	Tomoku Co., Ltd., Sweden House Co., Ltd., Mitsubishi Corp., Mitsubishi International GmbH	1991	R&D, manufacture and sales of housing members
	Carl M Lundh AB	Aderans Co., Ltd.	2005	Manufacture and sales of wigs
Sunstar Suisse SA	Sunstar Inc.	1988	Manufacture and sales of dental-care and skin-care products	

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Denmark	Anritsu A/S	Anritsu Company	2005	Manufacture, sales and R&D of software
	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
	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
	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
	VOGT electronic Austria GmbH	SUMIDA CORPORATION	2005	Manufacture of electric apparatuses (inductors)
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 FUSO TRUCK EUROPE	1990	Manufacture and sales of commercial-use cars

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Portugal	NEC Portugal – Telecomunicações e Sistemas, S.A.	NEC Corp.	1995	Manufacture, sales and R&D of information technology equipment
	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 Componentes Plasticos Preciso	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,Honda Motor Co., Ltd.	1993	Manufacture and sales of diecast aluminum products
	Uchiyama Portugal Vendantes, Lda.	Uchiyama Manufacturing Corp., Uchiyama America Inc.	1996	Manufacture of bearing seals and engine gasket
	Yazaki Saltano de Ovar, P.E., Lda.	Yazaki Corp.	1992	Manufacture of automotive parts (low-voltage electric wires, etc.), Design of wire harnesses
	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	DIXI MACHINES S.A.	MORI SEIKI CO., LTD.	2006	Manufacture of CNC lathes and machining centers
	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
	SEKISUI ALVEO AG	Sekisui Chemical Co.,Ltd.	1971	Manufacture and development of polyolefin foam
	Sun Chemical AG	Dainippon Ink and Chemicals, Inc. (Sun Chemical Group B.V.)	1992	Manufacture and sales of printing inks
Greece	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
	YKK 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 Stargard Sp.z o.o.	Bridgestone Corp.	2006	Manufacture of radial tires for track and bus
	Bridgestone Poland Sp.z o.o.	Bridgestone Corp., MITSUI & CO., LTD.	1998	Manufacture of radial tires for passenger cars
	Calsonic Kansei Poland Sp.z o.o.	Calsonic Kansei Corp.	1997	Manufacture of car heaters

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Poland	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 Ltd. Sp.z o.o.	Bic Camera Inc.	1995	Collection, refining and export of feathers, and manufacture of feather bedding
	Firesotne Industrial Products Poland Sp.z o.o.	Bridgestone Corp.(Bridgestone/Firestone, Inc.)	2004	Manufacture of air suspension
	Fuji Seal Poland Sp.z o.o.	Fuji Seal International, Inc.	2005	Manufacture and sales of packaging materials
	Funai Electric (Polska) Sp. z o.o.	FUNAI ELECTRIC CO., LTD	2006	Assembly of liquid crystal TV
	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
	KIMOTO POLAND Sp.z o.o.	KIMOTO Co.,LTD.	2006	Manufacture of diffusion films for use in LCD
	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
	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
	NIDEC MOTORS & ACTUATORS (POLAND)	NIDEC CORPORATION (NIDEC MOTORS & ACTUATORS)	2006	Manufacture of automotive motors
	Nifco Poland Sp. z o.o.	Nifco Inc.	2006	Manufacture and sales of plastic fasteners for industrial use, components and metal molds
	NSK Bearing Polska 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
	ORION ELECTRIC (POLAND) Sp.z o.o.	Orion Electric Co.,LTD.	2006	Assembly of liquid crystal TV
	PANASONIC BATTERY POLAND S.A.	Matsushita Electric Europe (HQ) Ltd.	1993	Manufacture of manganese dry batteries
	Pilkington Polska Sp.z o.o.	Nippon Sheet Glass Co., Ltd.(Pilkington plc)	2006	Manufacture and sales of glass for construction
	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	
Poland Tokai Okaya Manufacturing Sp. z o. o.	OKAYA & CO., LTD., TOKAI PRESSING CO.,LTD	2006	Manufacture of parts of metal stamping for liquid crystal TV	

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Poland	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
	SD Engineering (Europe) Sp.zo.o	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems, Ltd.(SD Engineering)	2005	Manufacture and sales of small facilities
	SE Bordnetze 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 CABIND POLAND 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-POLSKA Sp.z o.o.	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems, Ltd.	2003	Manufacture of wire harnesses
	SEWS-Components Europe Polska Sp.zo.o	Sumitomo Electric Industries, Ltd., Sumitomo Wiring Systems, Ltd.	2003	Manufacture and sales of wire harnesses
	Sharp Manufacturing Poland Sp.z o.o.	Sharp Corporation	2006	Manufacture of liquid crystal display modules
	Sohbi Craft Poland Sp.z o.o	SOHBI KOHGEI CO., LTD., HANWA Co.,Ltd.	2006	Manufacture of Sheet metal stamping for liquid crystal TV
	Sumika Electronic Materials Poland Sp. Z o.o.	Sumitomo Chemical Co., Ltd	2006	Manufacture of polarizing film and diffusion sheets
	Sun Chemical Sp.z o.o.	DAINIPPON INK AND CHEMICALS, INCORPORATED (Sun Chemical Company Ltd.)	2003	Manufacture of pasted and liquid inks for publishers
	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.
	Tensho Poland Corporation Sp z o.o.	TENSHO ELECTRIC INDUSTRIES CO., LTD.	2006	Injection Molding of exterior parts for home appliance
	TOHO Poland Sp.z o.o.	Toho Industrial Company Ltd.	2002	Manufacture of bearing parts
	Toshiba Television Central Europe Sp. zo. o.	TOSHIBA CORPORATION	2006	Manufacture and sales of liquid crystal TV
	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	
YKK Poland Sp.z o.o.	YKK Corp.	1996	Manufacture and sales of various fasteners	
Czech Republic	AGC Automotive Czech, a.s.	Asahi Glass Co., Ltd.	1996	Manufacture of automotive glass

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Czech Republic	AGC Automotive Replacement Glass Czech, s.r.o.	Asahi Glass Co., Ltd.	1991	Manufacture of flat glass for motor vehicles
	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
	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
	BBH Tsuchiya s.r.o.	Tsuchiya Co., Ltd.	2006	Manufacture and print of labels
	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., FURUKAWA AUTOMOTIVE SYSTEMS INC.	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.)	1990	Manufacture and sales of sheet glass and processed glass	
Hitachi Home Electronics (Czech), s.r.o.	Hitachi, Ltd.	2006	Manufacture of plasma TV and liquid crystal TV	

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Czech Republic	INDET SAFETY SYSTEMS a.s.	Nippon Kayaku Co., Ltd.	1999	Manufacture and sales of squibs
	IPS Alpha Technology Europe, s.r.o.	Alpha Technology,Ltd	2006	Manufacture of liquid crystal modules
	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
	JTEKT Automotive Czech Pardubice, s.r.o..	JTEKT Corp.	2003	Manufacture of precision instrument such as transmission parts
	JTEKT Automotive Czech Plzen, s.r.o..	JTEKT Corp.	2002	Manufacture of electric power steering
	Koito Czech s.r.o.	Koito Manufacturing Co., Ltd.	2001	Manufacture of lamps for motor vehicles
	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
	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
	O & M Solar s.r.o.	Onamba Co., Ltd.	2006	Manufacture of photovoltaic power generation modules
	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 Electric Works (CZ), s.r.o.	Matsushita Electric Works, Ltd.	1997	Manufacture control parts of relay switch	
Panasonic Automotive Systems Czech s.r.o.	Panasonic Mobile Communications Co., Ltd., Matsushita Electric Industrial Co., Ltd.	2001	Manufacture of car audio)	
SANKYO Oilless Industry spol. s r.o	Sankyo Oilless Industry, Inc.	1992	Manufacture of parts for press dies	

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
Czech Republic	Shimano Czech Republic, s.r.o.	Shimano Inc.	2001	Manufacture of bicycle gears
	Showa Aluminium Czech s.r.o.	Showa Denk K.K.	1997	Manufacture of capacitors for car air conditioners
	Stavmek, s.r.o.	Komatsu Ltd.	2004	Manufacture of construction machines
	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
	Toray Textiles Central Europe, s.r.o.	Toray Industries, Inc.	1997	Manufacture and sales of woven fabrics of long polyester fibers
	T.Rad 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
	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 VTR
	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, s.r.o	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
Fuso Industries	FUSO Industries	2005	Manufacture of plumbing parts for air conditioners	

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
Slovakia	CHIYODA INTEGRE SLOVAKIA, s.r.o.	CHIYODA INTEGRE CO.,LTD.	2006	Manufacture of electric apparatuses
Hungary	AGC Automotive Hungary	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
	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 Tatabanya Termelo Kft.	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
	DJAMOND 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
	Euro Exedy Cluch Ltd.	Exedy Corp., ITOCHU Corp.,	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., ASAH TSUSHIN	1997	Manufacture and sales of wire harnesses
	Furukawa Electric Composite Insulator Ltd.	Furukawa Electric Co., Ltd.	1993	Manufacture and sales of silicon glass
	HI-LEX HUNGARY CABLE MANUFACTURING LLC	HI-LEX CORP.	2006	Manufacture and sales of control cables and wind regulators for motor vehicles
	HOYA LENS Manufacturing Hungary Rt.	Hoya Corp. (Hoya Lens Europe N.V.)	1994	Manufacture of optical lenses
	Ibiden Hungary Manufacturing 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
POLIFORM MUANYAGFELDOLGOZO KFT.	Furukawa Electric Co., Ltd., Otsuka Chemical Co.,Ltd. (Trocellen GmbH)	2005	Manufacture of cross-linked polyolefin foam, and manufacture and sales of processed products	
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	

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
Hungary	Sanyo Hungary Kft.	Sanyo Electric Co., Ltd., Sanyo Energy (Europe) GmbH	1999	Manufacture of nickel hydrogen batteries and lithium ion batteries for cellular phones
	SEI Interconnect Products (Hungary) Manufacturing Limited Liability Company	Sumitomo Electric Industries, Ltd.	2000	Manufacture of cables
	SEWS Automotive Wire Hungary, Ltd.	Sumitomo Electric Industries, Ltd., 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
	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
HUNGARY MUSASHI PAINT KFT.	MUSASHI PAINT COMPANY(CO.,)LTD.	2006	Manufacture and sales of plastic coating for consumer electronics and information technology instruments	
NICOLOR CO.,LTD.	Dainichiseika Color & Chemicals Mfg.Co.,Ltd.	1995	Manufacture and sales of pigment intermediates	
KIYOKUNI HUNGARY Kft.	Kiyokuni Co., Ltd.	2006	Manufacture and maintenance of parts of precision presswork and metal molds	
Romania	Calsonic Kansei Romania s.r.l.	Calsonic Kansei Corporation	2006	Manufacture of air conditioners for motor vehicles
	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

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
Romania	KOYO ROMANIA S.A.	JTEKT Corp.	1998	R&D and manufacture of bearings
	Makita EU SRL	Makita Corporation	2005	Manufacture of electric tools
	Trocellen Italia S.p.A.	Furukawa Electric Co., Ltd., Otsuka Chemical Co.,Ltd.	2005	Manufacture of cross-linked polyolefin foam, and manufacture and sales of processed products
	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
	VOGT electronic Romania S.R.L.	SUMIDA CORPORATION	2006	Manufacture of electronic parts for motor vehicles and communication
	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	UAB Yazaki WIRING technologies LIETUVA	Yazaki Corp.	2001	Manufacture and sales of wire harnesses for motor vehicles
	UAB KOEI Baltija	KOEI Co., Ltd.	2004	R&D and manufacture of entertainment software
Slovenia	VOGT electronic Slovenija, d.o.o.	SUMIDA CORPORATION	2006	Manufacture of car-mounted electric apparatuses
Bulgaria	JCM Bulgaria Ltd.	Japan Cash Machine Co., Ltd.	2006	Manufacture and development of software for the bills identification unit
	SVOBODA ED	NOVAC Corp.	1997	Manufacture and sales of fur and handbag
Serbia	JT International Marketing and Sales d.o.o.	Japan Tobacco Inc.	2006	Manufacture and sales of tobacco products
Montenegro	DAIDO METAL KOTOR AD.	Daido Metal Co., Ltd.	2002	Manufacture of bearings
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 (TURKEY) 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 Pistoning 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 YAN 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

Country	Name of local enterprise	Name of Japanese enterprise	Established in	Main Business
Turkey	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
	Yamato International Europe	YAMATO Co.,Ltd.	2005	Manufacture of processed tapes for motor vehicles
	Yazaki Otomotive 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	Name of local enterprise
Food products, agricultural and fisheries product processing	UK	Abbey Foods (Liverpool) Ltd.
	UK	Ben Nevis Distillery Ltd.
	UK	J & W Hardie Ltd.
	UK	Southern Glass House Produce Ltd.
	UK	Mizkan UK Ltd
	UK	Morrison Bowmore Distillers Ltd.
	UK	Princes Ltd.
	UK	Sakata Ornamentals UK Ltd.
	UK	Shoda Sauces Europe Company Ltd.
	UK	Southern Glass House Produce Ltd.
	UK	Taiko Foods Ltd.
	UK	The Real Scotch Whisky Company Ltd.
	UK	The Tomatin Distillery Co., Ltd.
	France	Ajinomoto Euro-Aspartame S.A.S
	France	AJINOMOTO EUROLYSINE S.A.S.
	France	Ajinomoto Foods Europe S.A.S
	France	BUDOONOKI PROVENCE
	France	CHATEAU LAGRANGE S.A.S.
	France	Chateau Reysson S.A.R.L.
	France	Comaboko, S.A.
	France	Fromagerie Lorraine de Vezelise S.A.(F.L.V.)
	France	GRANDS MILLESIMES DE FRANCE S.A.
	France	LOUIS ROYER S.A.S.
	France	SARL Domaine de la Lauzade kinu-Ito
	France	Societe Civile Chateau Beychevelle
	France	Societe Civile Chateau Beaumont
	France	Shiba's France S.A.
	France	TAKII FRANCE S.A.
	France	Toraya France S.A.R.L.
	France	Yamazaki FRANCE S.A.
	Germany	JT International Germany GmbH
	Germany	Milei GmbH
	Germany	Nutrichem Diaet+Pharma GmbH
	Germany	Weingut Reichsrat Von Buhl
	Netherlands	Hosokawa Ter Braak B.V.
	Netherlands	KIKKOMAN FOODS EUROPE B.V.
	Netherlands	Yakult Europe B.V.
	Belgium	F.P.N.I Belgium N.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	
Serbia	JT International Marketing and Sales d.o.o.	
Turkey	TAT Tohumculuk A.S.	
Textiles (yarn/woven material)	France	Societe des Fibres de Carbone S.A. (SOFICAR)

Industry	Country	Name of local enterprise
Textiles (yarn/woven material)	Germany	Asahi Kasei Spandex Europe GmbH
	Germany	Teijin Monofilament Germany GmbH
	Germany	Tenax Fibers GmbH & Co. KG
	Netherlands	Teijin Twaron B.V.
	Spain	UBE Engineering Plastics,S.A.
	Italy	Alcantara S.p.A.
	Portugal	FISIPE- Fibras Sintéticas de Portugal, S.A.
Apparel/Textile products	UK	Aquascutum Group, PLC
	UK	Freed of London Ltd.
	UK	Toray Textiles Europe Ltd.
	France	Balenciaga S.A.
	France	Comme des Garçons S.A.S.
	France	Emilio Robba SARL
	France	Exil S.A.
	France	Gentleman Givenchy S.A.
	France	Hanae Mori Haute Couture S.A.
	Spain	Gallardo Dance, S.L.
	Italy	ERIKA SRL
	Italy	Gibo'co S.p.A.
	Italy	IRIS S.p.A.
	Czech Republic	Toray Textiles Central Europe, s.r.o.
Bulgaria	SVOBODA ED	
Timber/wood products (excluding Furniture /Interior products)	Finland	Misawa Home of Finland Oy Mikkeli
	Finland	Nana Europe Ltd.
	Finland	Oy Shinshowa Finland Ltd.
	Sweden	Stensele Sag i Storuman AB
	Sweden	Tomoku Hus AB
Furniture/Interior products	France	Oniris S.A.
	Germany	BULTHAUP GmbH & Co.
	Spain	Kenko Europe S.A.
	Poland	EURO COMFORT Ltd. Sp.z o.o.
	Poland	Polskie Pierze i Puch Sp.z o.o.
Paper/Pulp	UK	Featherpost Ltd.
	Germany	KANZAN Spezialpapiere GmbH
	Germany	Mitsubishi HiTec Paper Bielefeld GmbH
	Germany	Mitsubishi HiTec Paper Flensburg GmbH
	Netherlands	Uni.Charm Molnlycke B.V.
	Finland	Jujo Thermal Oy
	Switzerland	ILFORD Imaging Switzerland GmbH
Printing/Publishing	Germany	Sato Labelling Solutions Europe GmbH
	Netherlands	FUJIFILM Manufacturing Europe B.V.
	Spain	Sato Iberia S.A.
	Poland	SATO Polska Sp.z o.o.
	Czech Republic	BBH Tsuchiya s.r.o.
Chemical/Petrochemical products	UK	Apollo Scientific Ltd.
	UK	Biological Crop Protection Ltd.
	UK	Canyon Europe Ltd.
	UK	DYNIC (UK) Ltd.
	UK	F2 Chemicals Ltd.
	UK	Fuji Copian U.K. Ltd.
	UK	FUJIFILM Imaging Colorants Ltd.
	UK	FUJIFILM Sericol UK Ltd.
	UK	GR Advanced Materials Ltd.
	UK	Image Polymers Europe UK Partnership

Industry	Country	Name of local enterprise
Chemical/Petrochemical products	UK	Krehalon U.K. Ltd.
	UK	Marubeni Oil & Gas (U.K.) Ltd.
	UK	Molton Brown Ltd.
	UK	Nippon Oil Exploration and Production U.K., Ltd.
	UK	Sun Chemical Ltd.
	UK	Tamura Kaken (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 S.A.S.
	France	FRANCOLOR PIGMENTS S.A.
	France	INX International France S.A.S.
	France	Natural Plant Protection S.A.S.
	France	Pochet Inoac
	France	Sansetsu France S.A.
	France	Shiseido International France S.A.S.
	France	SUD ISK-SNPE S.A.
	France	STRUCTIL 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	Arakawa 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 EUROPE GmbH
	Germany	Kurita Europe GmbH
	Germany	MITSUI CHEMICALS EUROPE GmbH
	Germany	Rütgers Kureha Solvents GmbH
	Germany	Sansetsu Deutschland GmbH
	Germany	SANYO Component Europe GmbH
	Germany	SE Tylose GmbH & Co.KG
	Germany	Takasago Europe GmbH
	Germany	Wako Chemicals GmbH
	Netherlands	Chugoku Paints B.V.
	Netherlands	Delamine B.V.
Netherlands	Eques Coatings B.V.	
Netherlands	KISUMA CHEMICALS B.V.	
Netherlands	Krehalon Synclair Packaging B.V.	
Netherlands	Sekisui S-Lec B.V.	
Netherlands	Sony Chemicals Europe B.V.	
Belgium	Ajinomoto Omnicem S.A./N.V.	
Belgium	FUJIFILM Europe N.V.	
Belgium	JSR Micro N.V.	
Belgium	MEC Europe N.V.	
Belgium	Nippon Shokubai Europe N.V.	
Belgium	Nitto Europe N.V.	
Belgium	Panasonic Battery Belgium N.V.	

Industry	Country	Name of local enterprise
Chemical/Petrochemical products	Belgium	Parker Industries of Europe N.V.
	Belgium	TCI Europe N.V.
	Spain	Daicolorchem EU, S.A.
	Spain	DIC Coatings S.L.
	Spain	Hebron, S.A.
	Spain	Sakata Inx España, S.A.
	Spain	Sun Chemical,S.A.
	Spain	UBE Chemical Europe,S.A.
	Italy	Ajinomoto Bioitalia S.p.A.
	Italy	Akzo Nobel Nippon Paint SRL
	Italy	Emblem Europe S.p.A.
	Italy	TOK Italia S.p.A.
	Italy	Toyo Tanso Europe S.p.A.
	Sweden	Akzo Novel Nippon Paint AB
	Sweden	Carl M Lundh AB
	Denmark	Sun Chemical A/S
	Austria	Sun Chemical A.G.
	Portugal	Nemoto Portugal-Química Fina, Lda.
	Switzerland	Sun Chemical AG
	Greece	Tosoh Hellas A.I.C.
	Poland	PANASONIC BATTERY POLAND S.A.
	Poland	Sun Chemical Sp.z o.o.
	Hungary	Shin-Etsu Polymer Hungary Kft.
Hungary	Sunarrow Hungary Kft.	
Hungary	NICOLOR CO.,LTD.	
Plastic products	UK	Algram Group Ltd.
	UK	ARRK Product Development Group Ltd.
	UK	Asahi Glass Fluoropolymers U.K. Ltd.
	UK	Asahi Thermofil (UK) Ltd.
	UK	DuPont Teijin Films U.K. Ltd.
	UK	Nifco U.K. Ltd.
	UK	Nippon Gohsei UK Ltd.
	UK	Sansetsu UK Ltd.
	UK	SEKISUI ALVEO Ltd.
	UK	Tenma (U.K.) Ltd.
	France	Asahi Thermofil (France) S.A.
	France	JSP International S.A.R.L
	France	Sealed Air Packaging, S.A.S.
	France	Trocellen France S.a.r.l.
	Germany	Chukyo Europe GmbH
	Germany	Mitsubishi Polyester Film GmbH
	Germany	SUN ALLOYS EUROPE GmbH
	Germany	Takata-Petri PlasTec GmbH
	Germany	Topas Advanced Polymers GmbH
	Germany	Trocellen GmbH
	Netherlands	Eslon B.V.
	Netherlands	IRIS Ohyama Europe B.V.
	Netherlands	Plalloy MTD B.V.
	Netherlands	SANKO Nederland B.V.
	Netherlands	Sekisui Alveo B.V.
	Netherlands	Sekisui Jushi B.V.
	Netherlands	Shin-Etsu PVC B.V.
Netherlands	Shin-Etsu Silicones Europe B.V.	
Belgium	Eval Europe N.V.	

Industry	Country	Name of local enterprise
Plastic products	Belgium	Gunze Plastics & Engineering Co. of Europe N.V.
	Belgium	Kaneka Belgium N.V.
	Belgium	YAMAUCHI Co .N.V.(BELGIUM)
	Spain	Gousei Ibérica, S.A.
	Spain	Kanaflex España, S.A.
	Spain	Kanase España, S.A.
	Spain	Sumitomo Bakelite Europe (Barcelona) S.L.
	Spain	Trocellen Iberica, S.A.
	Italy	Italpet Preforme S.p.A.
	Italy	Resindion SRL
	Italy	Trocellen Italia S.p.A.
	Austria	DIC Performance Resins GmbH
	Austria	Sony DADC Austria AG
	Portugal	Companhia Industrial de Resinas Sintéticas, CIRES, S.A.
	Portugal	Taiyo Technology Portugal Componentes Plasticos Precisao
	Switzerland	SEKISUI ALVEO AG
	Czech Republic	Daiho(Czech) s.r.o.
	Czech Republic	JSP International s.r.o
	Hungary	POLIFORM MUANYAGFELDOLGOZO KFT.
	Romania	Trocellen Italia S.p.A.
Pharmaceutical products	UK	Advanced Healthcare Ltd.
	UK	Otsuka Pharmaceutical Europe Ltd.
	UK	The Mentholatum Co., Ltd.
	UK	Vascutek Ltd.
	France	Laboratoires Daiichi Sanofi-Synthelabo
	France	Menicon europe S.A.
	France	Menicon Pharma
	France	Sankyo Manufacturing France S.A.R.L.
	France	Synthelabo-Tanabe Chimie S.A.
	France	THEPENIER Pharma Industrie S.A.
	France	Wyjolab S.A.
	Germany	Daiichi Sankyo Europe GmbH
	Germany	Klinge Pharma GmbH
	Germany	Olympus Diagnostica 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	Astellas Pharma S.p.A
	Italy	Miteni S.p.A.
	Italy	Takeda Italia Farmaceutici S.p.A.
	Finland	Santen Oy
	Sweden	Sunstar Suisse SA
Rubber products	UK	Dunlop Tyres UK Ltd.
	UK	Freudenberg Technical Products LP.
	UK	Toyo Seal Industries Co., Ltd. UK
	France	Bridgestone France S.A.

Industry	Country	Name of local enterprise
Rubber products	France	DAIKIN CHEMICAL FRANCE S.A.S
	France	GOODYEAR DUNLOP TIRE FRANCE SA
	Germany	Dunlop GmbH
	Netherlands	Hokushin Europe B.V.
	Netherlands	Nitta Corporation of Holland B.V.
	Belgium	Bridgestone Europe N.V./S.A.
	Ireland	I.O. Systems Ltd.
	Spain	Bridgestone Hispania, S.A.
	Italy	BRIDGESTONE ITALIA S.p.A.
	Portugal	Uchiyama Portugal Vendantes, Lda.
	Poland	Bridgestone Diversified Products Poland Sp.z o.o.
	Poland	Bridgestone Stargard Sp.z o.o.
	Poland	Bridgestone Poland Sp.z o.o.
	Poland	Toyo Seal Poland Sp.z o.o.
	Poland	TRI (Poland) Sp.z o.o.
	Hungary	Bridgestone Tatabanya Termelo Kft.
	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	Pilkington plc
	UK	TOSOH Quartz Ltd.
	UK	TYK Ltd.
	France	Glaverbel France S.A.
	France	Pilkington Glass France S.A.S.
	Germany	Pilkington Deutschland AG
	Netherlands	Glaverbel Nederland B. V.
	Belgium	AGC Flat Glass
	Belgium	Glaverbel S.A.
	Belgium	Kuwayama Europe N.V.
	Belgium	Rotary Nozzle International S.A.
	Spain	AMR Refractarios, S.A.
	Spain	Glaverbel Ibérica, S.A.
	Spain	Pilkington Automotive Espana SA
	Italy	Glaverbel Italy SRL
	Italy	Pilkington Italia S.p.A.
	Finland	Pilkington Lahden Lasitehdas Oy
	Sweden	Pilkington Floatglas AB
	Poland	NTK Technical Ceramics Polska Sp.z o.o.
Poland	Pilkington Polska Sp.z o.o.	
Czech Republic	Glaverbel Czech,a.s.	
Hungary	HOYA LENS Manufacturing Hungary Rt.	
Iron and steel	Germany	Bregal Bremer Galvaniseriungs GmbH
	Netherlands	Kobelco Welding of Europe B.V.
	Spain	ACERINOX, S.A.
	Greece	Miyama Hellas Ltd.
	Czech Republic	Steel Center Europe, s.r.o.
Nonferrous metal	UK	RYOBI Aluminium Casting (UK), Ltd.
	UK	Senju Manufacturing (Europe) Ltd.
	France	NGK BERYLCO FRANCE
	France	Toyal Europe S.A.S.U
	Germany	BT Magnet-Technologie GmbH
	Netherlands	SPF Europe N.V.
	Spain	YKK España, S.A.
	Poland	POLST Sp.z o.o.

Industry	Country	Name of local enterprise
Nonferrous metal	Hungary	Euro Wire & Cable Services Ltd.(EWCS)
	Hungary	SEI Interconnect Products(Hungary) Manufacturing Limited Liability Company
Metal products	UK	AKS Precision Ball Europe Ltd.
	UK	Honda Engineering Europe Ltd.
	UK	Hunting Oilfield Services (UK) Ltd.
	UK	Jordans (Toolmakers) Ltd.
	UK	Katmex Ltd.
	UK	Kato-Entex Ltd.
	UK	Kato Precision (U.K.) Ltd.
	UK	Kiyokuni Europe Ltd.
	UK	Koyo Bearings (Europe) Ltd.
	UK	KVC (UK) Ltd.
	UK	Meiki (U.K.) Ltd.
	UK	NPL Technologies Ltd.
	UK	NSK Bearings Europe Ltd.
	UK	NSK Precision UK Ltd.
	UK	Ogihara Europe Ltd.
	UK	SANKO GOSEI UK Ltd.
	UK	Set Europe Ltd.
	UK	Sharp Precision Manufacturing (U.K.) Ltd.
	France	Amada Outillage S.A.
	France	LCO-Protomoule Group
	France	SERMO SAS
	Germany	Federal-Mogul TP Europe GmbH & Co. KG
	Germany	Neuweg Fertigung GmbH
	Germany	NTN Kugellagerfabrik (Deutschland) GmbH
	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	Mitsubishi Materials España, S.A.
	Spain	Muelles y Ballestas Hispano-Alemanas, S.A.
	Spain	Nachi Industrial, S.A.
	Italy	YKK Fasteners S.p.A.
	Austria	Amada Austria GmbH
	Portugal	CABELAUTO- Cabos para Automóbeis, S.A.
	Portugal	TESCO - Componentes para Automóveis, Lda.
	Poland	AKS PRECISION BALL POLSKA Sp.z o.o.
	Czech Republic	Mi-King, s.r.o.
	Czech Republic	SANKYO Oilless Industry spol. s r.o
	Hungary	ARRK Hungary Ltd.
	Hungary	KIYOKUNI HUNGARY Kft.
	Romania	KOYO ROMANIA S.A.
	Romania	S.C.Sol-Plus Romania S.R.L.
	General machinery	UK
UK		Hirata Corporation of Europe Ltd.
UK		HORIBA JOBIN YVON IBH Ltd.
UK		Horton Automatics Ltd.
UK		Hoshizaki Europe Ltd.
UK		Hosokawa Micron Ltd.
UK		Inca Digital Printers Ltd.
UK		JTEKT Automotive UK Ltd.
UK		Kawasaki Precision Machinery (UK) Ltd.
UK		Komatsu U.K. Ltd.

Industry	Country	Name of local enterprise
General machinery	UK	Markon Sawafuji Ltd.
	UK	Organo (Europe) Ltd.
	UK	OSG U.K. Ltd.
	UK	Robertson Geologging Ltd.
	UK	Satake Corporation UK Division
	UK	SMC Pneumatics (U.K.) Ltd.
	UK	Sumitomo (SHI) Cyclo Drive Europe, Ltd.
	UK	TOMOE valve Ltd.
	UK	Tsubakimoto UK Ltd.
	UK	Universal Drilling & Cutting Equipment Ltd.
	UK	Yamazaki Mazak U.K. Ltd.
	France	Amada Europe S.A.
	France	Ammann-Yanmar S.A.S.
	France	EPE EUROPE
	France	Godart S.A.
	France	Hitachi Construction Machinery France S.A.S.
	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 Inverter Europe S.A.S
	France	THK Manufacturing of Europe S.A.S.
	Germany	Benninghoven Mülheim GmbH & Co.K.G.
	Germany	DAS-Duennschicht Anlagen Systeme GmbH
	Germany	DOLMAR GmbH
	Germany	Eisai Machinery GmbH
	Germany	Faun GmbH
	Germany	Hans Esslinger GmbH
	Germany	Harmonic Drive A.G.
	Germany	Heinrich Wagner Sinto Maschinenfabrik GmbH
	Germany	Horiba Europe Automation Division GmbH
	Germany	Hosokawa Alpine Aktiengesellschaft
	Germany	Hosokawa Bepex GmbH
	Germany	Integral Accumulator K.G.
	Germany	Komatsu Hanomag A.G.
	Germany	Komatsu Mining Germany GmbH
	Germany	Kubota Baumaschinen GmbH
	Germany	MOTOMAN Robotec GmbH
	Germany	Nikkiso Pumps Europe GmbH
	Germany	Otto Benninghoven GmbH
Germany	Pac Tech-Packaging Technologies GmbH	
Germany	ROTA Yokogawa GmbH & Co. KG	
Germany	SMC Pneumatik GmbH	
Germany	Sumitomo (SHI) Cyclo Drive Germany, GmbH	
Germany	Sumitomo Electric Hartmetallfabrik GmbH	
Netherlands	Fuji Seal Europe B.V.	
Netherlands	Harakosan Europe BV	
Netherlands	Hitachi Construction Machinery(Europe) B.V.	
Netherlands	Hosokawa Micron International B.V.	
Netherlands	Mitsubishi Elevator Europe B.V.	
Netherlands	Newlong Holland B.V.	
Netherlands	Yanmar Europe B.V.	

Industry	Country	Name of local enterprise
General machinery	Belgium	Daikin Europe N.V.
	Belgium	J.S.T. Europe N.V.
	Belgium	MYCOM EUROPE N.V./S.A.
	Belgium	N.V. Goldwell Belgium S.A.
	Ireland	Carten Controls Ltd.
	Ireland	Neriki Europe Ltd.
	Spain	Ebara España Bombas, S.A.
	Spain	SMC España, S.A.
	Italy	AIDA SRL
	Italy	Air Gunsa SRL
	Italy	ATOP S.p.A.
	Italy	Ebara Pumps Europe S.p.A.
	Italy	Komatsu Utility Europe S.p.A.
	Italy	New Holland Kobelco Construction Machinery S.p.A.
	Italy	S.E.A. Utensili Diamantati S.p.A.
	Italy	Shinto Italia S.p.A.
	Italy	SMC Italia S.p.A.
	Italy	Star Automation Europe S.p.A.
	Italy	Sumoto SRL
	Sweden	Komatsu Forest AB
	Sweden	Seibu Giken DST AB
	Sweden	SMC Pneumatics Sweden AB
	Austria	SMC Pneumatik GmbH
	Switzerland	DIXI MACHINES S.A.
	Poland	ACCUROMM Central Europe Sp.z o.o.
	Poland	CARBO TOKA Sp.z o.o.
	Poland	NSK Bearing Polska S.A.
	Poland	TOHO Poland Sp.z o.o.
	Poland	TSUBAKI HOOVER POLSKA Sp.z o.o.
	Poland	YAGI POLAND FACTORY Sp.z o.o.
	Czech Republic	JCEE, s.r.o.
	Czech Republic	NPK Europe Manufacturing s.r.o.
	Czech Republic	Stavmek, s.r.o.
	Hungary	TSUBAKI-HOOVER Hungary Ltd.
Electric and electronic machinery	UK	AFL Telecommunications Europe Ltd.
	UK	BBM Electronics Group Ltd.
	UK	Brother Industries (U.K.) Ltd.
	UK	Coutant-Lambda Ltd.
	UK	Fujitsu Telecommunications Europe Ltd.
	UK	Hochiki Europe (U.K.) Ltd.
	UK	JVC Manufacturing U.K. Ltd.
	UK	Makita Manufacturing Europe Ltd.
	UK	Maxell Europe Ltd.
	UK	Mitsubishi Electric Air Conditioning Systems Europe Ltd.
	UK	Nittan (U.K.) Ltd.
	UK	Nordiko Technical Services Ltd.
	UK	Oki (UK) Ltd.
	UK	Panasonic Communications Company (U.K.) Ltd.
	UK	Panasonic Manufacturing U.K. Ltd.
	UK	Pioneer Technology (UK) Ltd.
	UK	Sanyo Industries (U.K.) Ltd.
	UK	Sharp Manufacturing Company of U.K.
	UK	Sony UK Ltd. - Pencoed Technology Centre
	UK	Toshiba Carrier UK Ltd.

Industry	Country	Name of local enterprise
Electric and electronic machinery	UK	Toshiba Information Systems (UK) Ltd.
	France	Barudan Co., Ltd. Succursale d'Alsace
	France	Konica Minolta Supplies Manufacturing France S.A.S
	France	Ricoh Industrie France S.A.S.
	France	Sharp Manufacturing France S.A.
	France	Sony France S.A.
	France	SONY FRANCE S.A. EMCS Alsace Centre de Technologie
	Germany	Fujitsu Siemens Computers
	Germany	Loewe AG
	Germany	Panasonic Automotive Systems Europe GmbH
	Germany	Panasonic Electronic Devices Europe GmbH
	Germany	Sanyo Industries Deutschland GmbH
	Germany	Standardwerk Eugen Reis GmbH
	Germany	Toshiba Europe GmbH
	Germany	Yaskawa Electric Europe 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 SRL
	Italy	Sony Italia S.p.A.
	Sweden	Motoman Robotics Europe AB
	Sweden	Sony Ericsson Mobile Communications AB
	Portugal	NEC Portugal – Telecomunicações e Sistemas, S.A.
	Portugal	PIONEER Technology Portugal, S.A
	Poland	Funai Electric (Polska) Sp. z o.o.
	Poland	Natrium S.A.
	Poland	ORION ELECTRIC (POLAND) Sp.z o.o.
	Poland	Toshiba Television Central Europe Sp. zo. o.
	Czech Republic	Daikin Industries Czech Republic, s.r.o.
	Czech Republic	Hitachi Home Electronics (Czech), s.r.o.
	Czech Republic	KYOCERA Solar Europe s.r.o.
	Czech Republic	Panasonic AVC Networks Czech, s.r.o.
	Czech Republic	Panasonic 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
	Romania	Makita EU SRL
	UK	ALPS Electric (UK) Ltd.
	UK	AVX Ltd.
	UK	Fuji Electric (Scotland) Ltd.
	UK	GKK Plastics Ltd.
	UK	Honda Connectors Ltd.
	UK	Hosiden Besson Ltd.
UK	Itron (UK) Ltd.	
UK	Kakinuma (Europe) Ltd.	
UK	Mitsumi UK Ltd.	
UK	Omron Automotive Electronics UK Ltd.	

Industry	Country	Name of local enterprise
Electric and electronic parts	UK	SMK (U.K.) Ltd.
	UK	Terasaki (Europe) Ltd.
	UK	Yaskawa Electric UK Ltd.
	UK	Yuasa Battery Europe Ltd.
	France	KENWOOD Electronics Bretagne S.A.
	France	NGK Spark Plug Industries Europe S.A.
	France	SUMCO France S.A.S.
	France	TODENKO EUROPE S.A.S.
	France	Toshiba Lighting Products (France) S.A.
	France	TPC S.A.
	Germany	Advanced Mask Technology Center Gmbh & Co. KG
	Germany	ALPS Electric Europa GmbH
	Germany	BLV Licht-und Vakuumtechnik GmbH
	Germany	Dipl. -ing Reinhold Eggers GmbH
	Germany	Elektrobau Oschatz GmbH&Co. KG
	Germany	Erftcarbon GmbH
	Germany	Freudenberg Mektec Europe GmbH
	Germany	FUJI Magnetics GmbH
	Germany	Gould Electronics GmbH
	Germany	J.S.T. Deutschland GmbH
	Germany	KB Roller Tech Kopierwalzen GmbH
	Germany	OMRON Electronics Manufacturing of Germany GmbH
	Germany	Optrex Europe GmbH
	Germany	Panta GmbH
	Germany	RENESAS Semiconductor Europe (Landshut) GmbH
	Germany	Sumitomo Electric Schrumpf-Produkte GmbH
	Germany	Toppan Printing GmbH
	Germany	Toshiba Semiconductor GmbH
	Germany	VOGT electronic Letron GmbH
	Germany	VOGT electronic Lehesten GmbH
	Germany	Vossloh-Schwabe Matsushita Electric Works GmbH
	Netherlands	Nichia Europe B.V.
	Netherlands	Shin-Etsu Polymer Europe B.V.
	Netherlands	Yokogawa Europe B.V.
	Belgium	Amano Electronics Europe N.V.
	Belgium	FUJIFILM ELECTRONIC MATERIALS(EUROPE) N.V.
	Luxembourg	DuPont Teijin Films Luxembourg S.A.
	Ireland	Alps Electric (Ireland) Ltd.
	Ireland	Hitachi Koki Europe Ltd.
	Ireland	RyuSyio Industrial Co.,(Ireland)Ltd.
	Ireland	Uchiya Ireland Ltd.
	Spain	Nakagawa España, S.A.
Spain	Terasaki España, S.A.U.	
Italy	Arcotronics Italia S.p.A.	
Italy	DNP Photomask Europe S.p.A.	
Italy	Panasonic Electric Works Electronic Materials Italia S.p.A.	
Finland	Sunarrow Finland Oy	
Sweden	Jensen Devices AB	
Sweden	SiTek Electro Optics AB	
Denmark	DNP Denmark A/S	
Austria	LEXEDIS Lighting GmbH	
Austria	VOGT electronic Austria GmbH	
Poland	Danfoss Saginomiya Sp.z o.o.	
Poland	KIMOTO POLAND Sp.z o.o.	

Industry	Country	Name of local enterprise
Electric and electronic parts	Poland	Poland Tokai Okaya Manufacturing Sp. z o. o.
	Poland	Sharp Manufacturing Poland Sp.z o.o.
	Poland	Sohbi Craft Poland Sp.z o.o
	Poland	Sumika Electronic Materials Poland Sp. Z o.o.
	Poland	Tensho Poland Corporation Sp z o.o.
	Czech Republic	Alps Electric Czech, s.r.o.
	Czech Republic	Amagasaki Pipe Czech, s.r.o.
	Czech Republic	AVX Czech Republic S.R.O.
	Czech Republic	Czech Republic Onamba s.r.o.
	Czech Republic	Daikin Device Czech Republic, s.r.o.
	Czech Republic	IPS Alpha Technology Europe, s.r.o.
	Czech Republic	Muramoto Manufacturing Europe s.r.o.
	Czech Republic	O & M Solar s.r.o.
	Czech Republic	Ohmori Technos Czech s.r.o
	Czech Republic	OPTREX Chech, a.s.
	Czech Republic	Panasonic Electric Works (CZ), s.r.o.
	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, s.r.o
	Slovakia	Fuso Industries
	Slovakia	CHIYODA INTEGRE SLOVAKIA, s.r.o.
	Hungary	Aikawa Hungaria Elektronikai KFT.
	Hungary	Clarion Hungary Electronics Kft.
	Hungary	Digital Disc Drives Kft.
	Hungary	Furukawa Electric Composite Insulator Ltd.
	Hungary	Sanyo Hungary Kft.
	Hungary	SMK Hungary Kft
	Hungary	TDK Electronics Hungary KFT.
Hungary	HUNGARY MUSASHI PAINT KFT.	
Romania	Fuji Magnetics Romania S.R.L.	
Romania	VOGT electronic Romania S.R.L.	
Slovenia	VOGT electronic Slovenija, d.o.o.	
Transportation machinery	UK	FCC (Europe) Ltd.
	UK	Honda of the UK Manufacturing Ltd.
	UK	Nissan Motor Manufacturing (U.K.) Ltd.
	UK	Toyota Motor Manufacturing (UK) Ltd.
	France	M.B.K. Industrie
	France	Toyota Industrial Equipment, S.A.
	France	Toyota Motor Manufacturing France S.A.
	Germany	Toyota Motorsport 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	Honda Italia Industriale S.p.A.
	Italy	Yamaha Motor Italia S.p.A.
	Italy	Yanmar Italy 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

Industry	Country	Name of local enterprise
Transportation machinery	Czech Republic	Toyota Peugeot Citroen Automobile Czech, s.r.o.
	Hungary	Magyar Suzuki Corporation
	Turkey	Anadolu Isuzu Otomotiv Sanayi Ve Ticaret A.S.
	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	Sanoh UK Manufacturing Ltd.
	UK	Calsonic Kansei Europe PLC
	UK	Calsonic Kansei UK Ltd.
	UK	Daido Industrial Bearings Europe Ltd.
	UK	DENSO Manufacturing Midlands Ltd.
	UK	DENSO Manufacturing UK Ltd.
	UK	DENSO Marston Ltd.
	UK	Futaba Industrial U.K. Ltd.
	UK	Futaba-Tenneco U.K. Ltd.
	UK	HARADA Industries (Europe) Ltd.
	UK	HASHIMOTO Ltd.
	UK	Hercunite foundry Technology Ltd.
	UK	Hi-Lex Cable System Co., Ltd.
	UK	Hitachi Automotive Systems Europe Ltd.
	UK	Hitachi Cable UK, Ltd.
	UK	Keihin Europe Ltd.
	UK	Koito Europe Ltd.
	UK	Kyoshin Europe Ltd.
	UK	Magna Kansei 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	NSUK Ltd.
	UK	Oji InterTech Ltd.
	UK	PIOLAX Ltd.
	UK	R-TEK Ltd.
	UK	Sumitomo Electric Wiring Systems (Europe) Ltd.
	UK	Tackle Seating UK
	UK	Takao Europe Manufacturing Ltd.
	UK	Toyoda Gosei UK Ltd.
	UK	Toyoda Gosei Fluid Systems UK Ltd.
	UK	TP Moulding Ltd.
	UK	Traltec (UK) Ltd.
	UK	TRB Ltd.
	UK	TS Tech UK Ltd.
	UK	TT Assembly Systems (UK) Ltd.
	UK	UK-NSI Co., Ltd.
	UK	Unipres (UK) Ltd.
UK	UYS Ltd.	
UK	YAMADA EUROPE Co., Ltd.	
France	AISAN BITRON EUROPE S.A	
France	Akebono Arras S.A.	
France	Delphi Calsonic Compressors S.A.S.	
France	Eagle-Witzenmann S.A.S.	

Industry	Country	Name of local enterprise
Transportation machinery parts	France	Freudenberg-Uchiyama Europe S.A.
	France	Fuji Autotech France S.A.S.
	France	JIDECO-4e S.A.
	France	JTEKT AUTOMOTIVE DIJION SAINT-ETIENNE S.A.S.
	France	JTEKT AUTOMOTIVE LYON S.A.S
	France	JTEKT HPI S.A.S.
	France	NIDEC MOTORS & ACTUATORS
	France	NTN Transmissions Europe
	France	Ogura S.A.S.
	France	Peugeot Motorcycles S.A.
	France	Sanden Manufacturing Europe S.A.
	France	Sanoh Europe(France) EURL
	France	SNR Roulements
	France	TOYOTA BOSHOKU FRANCE S.A.S.
	France	UM Corporation S.A.S.
	France	Valeo Vision
	France	Wevista S.A.
	Germany	Benoac Fertigteile GmbH
	Germany	Cloyes Europe GmbH
	Germany	Hitachi Automotive Systems Europe GmbH
	Germany	IFA-Antriebstechnik GmbH
	Germany	IHI Charging Systems International GmbH
	Germany	NIDEC MOTORS & ACTUATORS (GERMANY)
	Germany	Sumitomo Electric Bordnetze GmbH
	Germany	Takata Petri (Sachsen) GmbH
	Germany	Takata Petri AG
	Germany	TD Deutsche Klimakompressor GmbH
	Germany	TOGO SCHERDEL GmbH
	Netherlands	Calsonic Kansei Netherlands B.V.
	Netherlands	MHI Equipment Europe B.V.
	Netherlands	Mitsubishi Electric Automotive Europe B.V.
	Belgium	AGC Automotive Europe S.A.
	Belgium	AW Europe S.A.
	Belgium	Honda Belgium N.V.
	Belgium	JTEKT TORSEN EUROPE S.A.
	Belgium	Press & Plat N.V.
	Belgium	Toyota Boshoku Europe N.V.
	Spain	Auxiliar de Componentes Electricos, S.A.
	Spain	Calsonic Kansei Spain, S.A.
	Spain	Componentes Hirotec, S.A.U.
	Spain	Denso Barcelona, S.A.
	Spain	Denso Sistemas Térmicos España, S.A.
	Spain	Doken Europe, S.L.
	Spain	GSB-TBK Automotive Components,S.L.
	Spain	KYB Steering Spain S.A.
	Spain	KYB Suspensions Europe S.A.
	Spain	Manufactura Moderna de Metales, S.A.
	Spain	Montesa Honda, S.A.
	Spain	NIDEC MOTORS & ACTUATORS (SPAIN)
	Spain	Nifco Products España, S.L..U.
Spain	Riken España, S.A.	
Spain	Showa Europe, S.A.	
Spain	Y-TEC Europa, S.A.	
Italy	Bridgestone Metalpha Italia S.p.A.	

Industry	Country	Name of local enterprise
Transportation machinery parts	Italy	Costruzione Italiana Apparecchi Precisione (CIAP) SRL.
	Italy	DENSO MANUFACTURING ITALIA S.p.A.
	Italy	DENSO THERMAL SYSTEMS S.p.A.
	Italy	IHI Charging Systems International S.p.A.
	Italy	Mitsuba F.N.Europe S.p.A.
	Italy	Motori Minarelli S.p.A.
	Italy	OMRON BITRON Automotive Components SRL
	Italy	Oshino Lamps Italia SRL
	Italy	SandenVendo Europe S.p.A.
	Italy	SEWS CABIND S.p.A.
	Italy	Shimano Italia S.p.A.
	Italy	T.RAD ITALIA 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	SHOTIC Europa-Indústria de Alumínio, Lda.
	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	Firesotne Industrial Products Poland 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	MOI TECH EUROPE Sp.z o.o.
	Poland	NGK Ceramics Polska Sp.z o.o.
	Poland	NIDEC MOTORS & ACTUATORS (POLAND)
	Poland	Nifco Poland Sp. z o.o.
	Poland	NSK STEERING SYSTEMS EUROPE (Polska) Sp.z o.o.
	Poland	SANDEN Manufacturing Poland Sp.z o.o.
	Poland	SE Bordnetze 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	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 Republic	AGC Automotive Czech, a.s.
	Czech Republic	AGC Automotive Replacement Glass Czech, s.r.o.
	Czech Republic	AIRS Manufacturing Czech, s.r.o.
	Czech Republic	AISAN BITRON CZECH s.r.o.
	Czech Republic	AISAN BITRON LOUNY s.r.o.
	Czech Republic	AISIN EUROPE MANUFACTURING CZECH s.r.o.
	Czech Republic	Aoyama Automotive Fasteners Czech, s.r.o.
	Czech Republic	ASMO Czech s.r.o.
Czech Republic	Daido Metal Czech s.r.o.	
Czech Republic	DENSO MANUFACTURING CZECH, s.r.o.	
Czech Republic	Electric Powersteering Components Europe s.r.o.	
Czech Republic	Fuji Koyo Czech s.r.o.	

Industry	Country	Name of local enterprise
Transportation machinery parts	Czech Republic	Fujikoki Czech s.r.o
	Czech Republic	Furukawa Electric Autoparts Central Europe, s.r.o.
	Czech Republic	Futaba Czech S.R.O
	Czech Republic	INDET SAFETY SYSTEMS a.s.
	Czech Republic	Ishimitsu Manufacturing Czech s.r.o.
	Czech Republic	JTEKT Automotive Czech Pardubice, s.r.o..
	Czech Republic	JTEKT Automotive Czech Plzen, s.r.o..
	Czech Republic	Koito Czech s.r.o.
	Czech Republic	KYB Manufacturing Czech s.r.o.
	Czech Republic	Liplastec s.r.o.
	Czech Republic	Mitsubishi Electric Automotive Czech, s.r.o.
	Czech Republic	Nichias Czech, s.r.o.
	Czech Republic	Shimano Czech Republic, s.r.o.
	Czech Republic	Showa Aluminium Czech s.r.o.
	Czech Republic	Sumikei Czech s.r.o.
	Czech Republic	Takada Industries Czech Republic, s.r.o.
	Czech Republic	Takata-Petri Parts, s.r.o.
	Czech Republic	T.Rad Czech, s.r.o.
	Czech Republic	Toyoda Gosei Czech, s.r.o.
	Czech Republic	TRCZ, s.r.o.
	Czech Republic	TRIS Czech, s.r.o.
	Czech Republic	Valeo Compressor Europe, s.r.o.
	Czech Republic	Yazaki Wiring Technologies Czech s.r.o.
	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	HI-LEX HUNGARY CABLE MANUFACTURING LLC
	Hungary	Ibiden Hungary Manufacturing Kft.
	Hungary	Mitsuba Automotive Systems of Europe Kft.
	Hungary	Musashi Hungary Manufacturing Limited.
	Hungary	SEWS Automotive Wire Hungary, Ltd.
	Hungary	SEWS-Components Europe Hungary Ltd.
	Hungary	SEWS Hungary Ltd.
	Hungary	Stanley Electric Hungary krf.
	Hungary	Summit D&V Kft.
	Hungary	Taiho Corporation of Europe Kft.
	Hungary	TAKANO HUNGARY KFT.
	Hungary	Tanashin (Europe) Kft.
	Hungary	Toyo Seat Europe Kft.
	Hungary	U-SHIN EUROPE Kft.
	Romania	Calsonic Kansei Romania s.r.l.
	Romania	SEWS Romania S.R.L.
	Romania	TAKATA-PETRI ROMANIA S.R.L.
	Romania	YAZAKI COMPONENT TECHNOLOGYS SRL
	Romania	YAZAKI ROMANIA S.R.L.
Lithuania	UAB Yazaki WIRING technologies LIETUVA	
Montenegro	DAIDO METAL KOTOR AD.	
Turkey	AISIN OTOMOTIV PARCALARI SANAYI VE TICARET A.S.	
Turkey	BANDO KOCKAYA BELT MANUFACTURING (TURKEY) Inc.	

Industry	Country	Name of local enterprise
Transportation machinery parts	Turkey	DENSO OTOMOTIV PARCALARI SANAYI A.S.
	Turkey	Federal-Mogul TP Liners Europe Limited Sirketi (FTLE)
	Turkey	ROZMAS CHUO OTOMOTIV YAN 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	Yamato International Europe
	Turkey	Yazaki Otomotive Yan Sanayi ve Ticaret A.S.
Medical device	Germany	Celon AG
	Germany	MeSys GmbH Medizinische Systeme
	Germany	Olympus Winter & Ibe GmbH
	Germany	Sismex Europe GmbH
	Ireland	USCI Ireland
	Italy	Nidek Technologies SRL
	Italy	Tosoh Bioscience SRL
Precision machinery	UK	Air Bearings Ltd.
	UK	Anritsu Ltd.
	UK	Edinburgh Instruments Ltd.
	UK	Epson Telford Ltd.
	UK	FUJIFILM Electronic Imaging Ltd.
	UK	Horiba Instruments Ltd.
	UK	Ishida Europe Ltd.
	UK	KeyMed (Medical & Industrial Equipment) Ltd.
	UK	Kore Technology Ltd.
	UK	Kratos Analytical Ltd.
	UK	NMB Minebea UK Ltd.
	UK	Ricoh UK Products Ltd.
	UK	Shin-Etsu Handotai Europe Ltd. (SEH)
	UK	Surface Technology Systems PLC
	France	Asahi Diamond Industrial Europe S.A.S.
	France	Bull S.A.
	France	Canon Bretagne S.A.S.
	France	Fuji Electric France S.A.
	France	Hitachi Computer Products (Europe) S.A.
	France	Hoya Conbio France EURL
	France	Hoya Lens France S.A.S.
	France	HORIBA ABX S.A.
	France	HORIBA JOBIN YVON S.A.S.
	France	Komori-Chambon S.A.S.
	France	Mitsui-Eurocel S.A.S.
	France	ROHM ELECTRONICS GMBH (FRANCE) Europe Technology Center
	Germany	ADZ-Nagano GmbH
	Germany	Canon Giessen GmbH
	Germany	Citizen Machinery & Boley GmbH
	Germany	Hirata Robotics GmbH (HRG)
	Germany	MIYACHI Europe Corporation
	Germany	SMB Modell- und Werkzeugbau GmbH
	Netherlands	Hoya Lens Nederland B.V.
	Netherlands	Mitutoyo Nederland B.V.
	Netherlands	UNITEK EAPRO B.V.
	Netherlands	Yokogawa Industrial Safety Systems B.V.
	Ireland	PGM Ballscrews Ireland Ltd.
	Finland	Furuno Finland Oy

Industry	Country	Name of local enterprise
Precision machinery	Austria	HORIBA GmbH
	Poland	SURUGA POLSKA Sp.z o.o.
	Czech Republic	EPCOS, s.r.o.
	Hungary	Shinwa Precision (Hungary) Co.,Ltd.
Other manufacturing	UK	Adel Rootstein Ltd.
	UK	Audience Systems Ltd.
	UK	Daiwa Sports Ltd.
	UK	Fuji Seal Europe, Ltd.
	UK	Hoya Lens U.K. Ltd.
	UK	Kemble & Co., Ltd.
	UK	Kuretake U.K. Ltd.
	UK	Matsui Europe Ltd.
	UK	Mizuno Corporation (U.K.)
	UK	Namco Europe Ltd.
	UK	Nikon Optical U.K. Ltd.
	UK	Sega Amusements Europe Ltd.
	UK	The New Zipper Co., Ltd.
	UK	YKK (U.K.) Ltd.
	France	Arrk Product Development Group S.A.
	France	Buchmann France SAS
	France	Degiplug S.A.S
	France	ESTEBAN
	France	Eurodia Industrie S.A.
	France	Faith Technologies
	France	Fuji Buriot S.A.S
	France	Hitachi Software Engineering Europe S.A. (HSEE)
	France	IBIDEN DPF France S.A.S
	France	INDEX EUROPE S.A.S
	France	Wonderphone
	France	PILOT CORPORATION OF EUROPE S.A.
	France	TOSHIBA TEC EUROPE IMAGING SYSTEMS S.A.
	France	YKK France S.A.R.L.
	Germany	Dunlop Tech GmbH
	Germany	DYNAT Verschluss technik GmbH
	Germany	GTD GRAPHIT TECHNOLOGIE GmbH
	Germany	Hoya Lens Deutschland GmbH
	Germany	Novoferm GmbH
	Germany	Olympus Bio Systems GmbH
	Germany	RUMICO feuerfeste Baustoffe GmbH
	Germany	Wilhelm Schimmel Pianofortefabrik GmbH
	Germany	YKK Deutschland GmbH
	Germany	YKK Stocko Fasteners GmbH
	Germany	ZUKEN GmbH
	Netherlands	Bruynzeel Potlodenfabriek B.V.
	Netherlands	Daikin Chemical Netherlands 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	YKK Belgium N.V.
	Spain	Hoya Lens Iberia, S.A.
Italy	Hoya Lens Italia S.p.A.	
Italy	Imer Nissei S.p.A.	
Italy	YKK Italia S.p.A.	

Industry	Country	Name of local enterprise
Other manufacturing	Italy	YKK Mediterraneo S.p.A.
	Sweden	Hoya Lens Sweden AB
	Denmark	Anritsu A/S
	Denmark	DataFlight Europe as
	Denmark	KOKI EUROPE A/S
	Denmark	OFS-FITEL I/S
	Denmark	YKK Danmark A/S
	Austria	Panasonic Electric Works Electronic Materials(Europe) GmbH
	Austria	YKK Austria GmbH
	Portugal	YKK Portugal, Lda.
	Greece	YKK Hellas A.E.B.E.
	Poland	Fuji Seal Poland Sp.z o.o.
	Poland	SD Engineering (Europe) Sp.zo.o
	Poland	YKK Poland Sp.z o.o.
	Czech Republic	EPE CZ s.r.o.
	Czech Republic	Japanese Solderless Terminals s.r.o.
	Czech Republic	NACHI Czech s.r.o.
	Czech Republic	Oiles Czech Manufacturing, s.r.o.
	Hungary	Kotobuki ASL Kft.
	Hungary	Nissho Hungary Precision Kft.
	Romania	YKK Romania S.R.L
	Lithuania	UAB KOEI Baltija
	Bulgaria	JCM Bulgaria Ltd.
	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
		AFL Telecommunications Europe Ltd	Fujikura Ltd.	1980	Manufacture, sales and design of telephone cables
		Air Bearings Ltd.	Hitachi Via Mechanics, Ltd.	1993	R&D and manufacture of spindles for processing machines of printed boards
	○	Ajinomoto Pharmaceuticals Europe Ltd.	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) Ltd.	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
		Apollo Scientific Ltd.	Central Glass Co., Ltd. (Central Glass Europe Ltd.)	2003	R&D and manufacture of chemical products
		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
		ARRK Technical Services Ltd.	Arrk Corp.	2005	Design and manufacture of products and prototypes and outsourcing of professional staff
		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 Ltd.	Kyocera Corp. (AVX Corp.)	1989	R&D, manufacture and sales of passive electronic parts
		BBM Electronics Group Ltd.	TOA Corporation	1998	Design, manufacture and sales of communication apparatuses (wireless microphones) and peripheral apparatuses
		Biological Crop Protection Ltd.	Mitsui & Co., Ltd.	1999	Manufacture and R&D of pesticide
		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 Pharmaceuticals UK Ltd.	Daiichi Pharmaceutical Co., Ltd.	1993	R&D and sales of medicines
	○	Dainippon Screen Engineering of Europe Co., 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

Country	independent	Name of Local enterprise	Name of Japanese enterprise	Established in	Main Business
UK	○	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.	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) Ltd. Cambridge Research Laboratory	Seiko Epson Corporation (Epson Europe B.V.)	1998	R&D of displays, ICs and computer memories
	○	Epson Europe Electronics GmbH, Scotland Design Center	Seiko Epson Corporation (Epson Europe Electronics GmbH)	2001	Design of firmware
	○	Incom Europe	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
		FCC (Europe) Ltd.,	FCC Co., Ltd., Kanematsu Corp.	1995	Manufacture, sales and R&D of clutches for motorcycle and four-wheel vehicles
		Freed of London Ltd.,	Chacott Co., Ltd.	1987	Manufacture, sales and design of dancing shoes
		Freudenberg Technical Products LP	NOK Corp.	1989	Manufacture, sales and R&D of oil seals and rubber products for industrial use
		FUJIFILM Electronic Imaging Ltd.	Fuji Photo Film Co., Ltd.	1997	R&D, manufacture and sales of printing-related apparatuses
		FUJIFILM Imaging Colorants Ltd.	FUJIFILM Corporation	2006	Development, manufacture and sales of ink materials for ink-jet printers
		FUJIFILM Sericol UK Ltd.	FUJIFILM Corporation	2005	Manufacture, sales and development of ink and apparatuses for screen printing, package printing and industrial ink-jet printers
		Fuji Seal Europe, Ltd.	Fuji Seal International, Inc.	1987	Manufacture, sales and design of shrink labels, packaging material and packaging converting-related machinery
	○	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 Ltd.	ALTIA CO., LTD.	1989	Design, manufacture and sales of automotive parts (resin molded, coated and compound extruded products)
		Hi-Lex Cable Systems Co., Ltd.,	HI-LEX CORPORATION	2000	Manufacture, sales and R&D of controlling cables and window regulators for motor vehicles
		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
	○	Hitachi Europe Ltd.	Hitachi, Ltd.	1982	R&D and sales electric and electronics device

Country	independent	Name of Local enterprise	Name of Japanese enterprise	Established in	Main Business
UK		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
		Hunting Oilfield Services (UK) Ltd.,	Marubeni-Itochu Steel Inc. (Marubeni-Itochu Tubulars Europe PLC)	1992	Processing and R&D of Tube-end Threading for oil drilling
	○	IMRA EUROPE UK Research Centre	Aisin Seiki Co., Ltd., Aisin Takaoka Co., Ltd, Aisin AW Co., Ltd.	1986	R&D of electromagnetic technology and turbo machines
	○	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
		Inca Digital Printers Ltd.	DAINIPPON SCREEN MFG. CO., LTD.	2005	Manufacture, R&D and design of ink-jet printers for industrial use
		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.
		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
		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
		KVC (UK) Ltd.,	KVC Co., Ltd.	2000	Design and manufacture of ball valves
	○	Kyorin Pharmaceutical co., ltd., 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
		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

Country	independent	Name of Local enterprise	Name of Japanese enterprise	Established in	Main Business
UK		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
		Mizkan UK Ltd.,	Mizkan Group Co., Ltd.	2002	Manufacture, sales and development of vinegar and white liquor
	○	Mobisphere Ltd.	NEC Corp.	1999	R&D and sales of next-generation mobile communication systems
		Molton Brown Ltd.,	Kao Corporation	2005	Manufacture and sales of cosmetics and perfume
		Namco Europe Ltd.	Namco Ltd.	1991	R&D, manufacture and sales of amusement apparatuses and distribution of contents to cellular phones
	○	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 Gohsei UK Ltd.,	Nippon Synthetic Chemical Industry Co., Ltd.	2004	Manufacture, sales and R&D of Soanol (ethylene-vinyl alcohol copolymer/EVOH)
	○	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.
		Nordiko Technical Services Ltd.,	Canon ANELVA Corporation	2003	Manufacturing, sales and R&D of implement, using ion-beam technology
		Nippon Paint Europe Ltd., NP Automotive Coatings (Europe) Ltd.,	NIPPE TRADING CO.,LTD.	1995	Manufacture and sales of coating materials for motor vehicles
	○	NSK Europe Ltd. NSK European Technology Centre	NSK Ltd.	1992	R&D of bearings
	○	Nippon Telegraph and Telephone Corporation Europe Ltd. NTT Europe Basic Research Laboratory	NTT Communications Corporation	2004	R&D relating to bionanoscience
		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)
		OSG UK Ltd.,	OSG Corp.	1999	Manufacture and sales of precision cutting tools
		Otsuka Pharmaceutical Europe Ltd.	Otsuka Pharmaceutical Co., Ltd.	1998	Manufacture, sales and R&D of medicines
		Panasonic Communications Company (U.K.) Ltd.	Panasonic Communications 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 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	

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UK	○	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 Alveo Ltd.	Sekisui Chemical Co., Ltd. (Sekisui Europe B.V.)	1975	R&D and manufacture of polyolefin foams
		SET Europe Ltd.,	Sanko Gosei Ltd.	2003	Manufacture and design of metal molds for plastic molding
	○	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 spectrometers 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
		Sony United Kingdom Ltd. Pencoed Technology Centre	Sony Corporation	1978	Manufacture and R&D of broadcasting devices, such as video cameras and TV sets
		Sony United Kingdom Ltd.	Sony Corporation (Sony Europe Holding B.V.)	1968	R&D Manufacture and R&D of color TV, displays, semiconductor and apparatuses
	○	SRH Systems Ltd.	Horiba, Ltd.	2001	R&D of engine testing systems
		Summit Agro Europe Ltd.(U.K.)	Sumitomo Corporation	2000	R&D, manufacture and sales of agricultural chemicals for agricultural and non-agricultural land
		Surface Technology Systems PLC	Sumitomo Precision Products Co., Ltd.	1995	R&D, manufacture and sales of plasma process units
		Synthomer Ltd.	Dainippon Ink and Chemicals, Inc. (Reichhold Group)	1987	Manufacture and R&D of carpets, building material and latex
	○	Taikisha Europe Ltd.	Taikisha Ltd.	1989	R&D of paint facility, etc
	○	Takeda Global Research & Development Centre (Europe), Ltd.	Takeda Pharmaceutical Company Ltd. (Takeda Europe Holdings Ltd.)	1998	Clinical development of medicines
	○	Takeda Chemical Industries, Ltd Takeda Wing	Takeda Pharmaceutical Company Ltd.	2004	R&D of diabetes, new medicines, etc.
	○	Tamura Europe Ltd.	TAMURA Corporation	1989	R&D, manufacture and sales of transformers and power supply apparatuses
	○	Teijin Pharma Limited 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 VALVE 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	

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UK	○	Toppan Printing Co. (UK) Ltd.	Toppan Printing Co., Ltd.	1971	R&D and sales of publication and precision electronic parts
		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
	○	Sun Chemical Usher Walker	Dainippon Ink and Chemicals, Inc. (Sun Chemical Group B.V.)	1993	Manufacture and sales of inks for printing
		Vascutek Ltd.	Terumo Corp. (Terumo Europe N.V.)	2002	R&D, manufacture and sales of artificial blood vessels
	○	Yamaha Corporation 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
	○	Yokogawa Marex Limited	Yokogawa Electric Corp.	1997	R&D of system integration
	○	Mitsubishi Pharma Corporation Yoshitomi Research Institute of Neuroscience in Glasgow (YRING)	Mitsubishi Pharma Corp.	1997	R&D of medicines
		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		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 Sweeteners Europe S.A.S.	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
		BIOPEP S.A.S	Horiba, Ltd.	2000	R&D of analyzers for medical treatment
		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
	○	Calsonic Kansei France S.A.S	Calsonic Kansei Corp.	2005	R&D and marketing research
	○	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
	○	Celartem Technology Europe S.A	Celartem Technology Inc.	2000	R&D and sales of software

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France		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
		Degiplug S.A.S	Faith, Inc.	2002	Development of contents distribution platform for mobile phones
		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
		Exil S.A.	Tsukamoto Co., Ltd.	1996	Design of apparel
	○	EVOLIUM S.A.S	FUJITSU LIMITED	2000	Mobile communication system
		Faith Technologies	Faith, Inc.	2004	Contents services for Mobile phones and internet
		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.S	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., Furukawa Co., Ltd.	2002	R&D and manufacture of wheel loader
		Hitachi Software Engineering France S.A.S.	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
		HORIBA ABX S.A.	Horiba, Ltd.	1996	Manufacture, sales and R&D of blood cell counters
		HORIBA JOBIN-YVON S.A.	Horiba, Ltd.	1997	R&D, manufacture and sales of optical and precision apparatuses
		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
	○	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
		INDEX EUROPE S.A.S	Index Corporation	2005	Development of mobile services
		INDEX MULTIMEDIA S.A	Index Corporation	2004	Provider of mobile contents
		Iris Instruments S.A.	Oyo Corp.	1990	R&D, design, manufacture and sales of measuring instruments for geotechnical engineering
		JIDECO-EquipementElectrique Electronique Europeen 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)
		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)
	○	Kanebo Ltd.,Paris Laboratory	Kanebo, Ltd.	1966	R&D (cosmetics)
		Kao Corporation (France) SARL	Kao Corp.	1990	R&D, import and sales of aroma chemical
		ASC 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
		JTEKT AUTOMOTIVE LYON S.A.S.	JTEKT Corp.	2000	R&D, manufacture and sales of automotive parts (steering)

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France		Laboratoires Daiichi Sanofi-Synthelabo	DAIICHI SANKYO COMPANY, LIMITED	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
		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 S.A.	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 bedclothes
		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., , Nissan Chemical Industries, 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 Sumitomo Pharma 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
	○	Sakata Vegetables Europe S.A.R.L.	Sakata Seed Corp.	1996	R&D(breeding and evaluation of a species)
		S2M Societe de Mecanique Magnetique	Seiko Seiki Co., Ltd.	1995	Manufacture of vacuum pumps and R&D of special bearing super pumps
		Schneider Toshiba Inverter Europe S.A.S	Toshiba Schneider Inverter Corporation	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 S.A.S	Shiseido Co., Ltd. (Shiseido Europe S.A.)	1990	R&D, manufacture and sales of cosmetics
	○	Takasago Europe Perfumery Laboratory S.A.R.L.	Takasago International Corp.	1989	R&D of fragrances and aroma chemicals
		JTEKT AUTOMOTIVE LYON S.A.S.	JTEKT Corp.	1991	R&D, Design, manufacture and sales of automotive parts (steering)
	○	Sony Computer Science Laboratory France	Sony Corp. Sony Computer Science Laboratories, Inc.,	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
	○	Sumitomo Electric Wiring Systems	Sumitomo Electric Industries, Ltd.,	2000	Design and R&D of wire harnesses and parts for motor vehicles
		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
		Thepenier Pharma Industrie S.A.	Nihon Shikizai Inc.	2000	R&D, manufacture and sales of medicines and cosmetics
	Three Bond Europe S.A.S.	Three Bond Co., Ltd.	1976	R&D, manufacture and sales of adhesives, sealing agent and processed parts (for automotive engines)	
	Toray Plastics Europe S.A.(TPEu)	Toray Industries, Inc.	1996	R&D, manufacture and sales of polyester films	

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France	○	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
		Veto-pharma S.A.	Arysta LifeScience Corp.	1991	Manufacture and sales of veterinary medicine
		Wyjolak S.A.	Arysta LifeScience Corp.	1988	Manufacture and sales of veterinary medicine
Germany		Advanced Mask Technology Center GmbH & Co. KG	Toppan Photomasks Inc. (TOPPAN PRINTING CO.,LTD.)	2002	Development and manufacture of lithographic masks for silicon wafer
		Astellas Pharma GmbH	Astellas Pharma Inc.	2005	R&D and sales of medicines
		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)
	○	CIM-TEAM Technische Informatik GmbH	ZUKEN Inc.	2006	Sales and development of software for wireharness design
		Citizen Machinery & Boley GmbH	Citizen Watch Co., Ltd. (Citizen Machinery Europe GmbH)	1992	R&D and manufacture of precision CNC lathes
		Daiichi Sankyo Europe GmbH	DAIICHI SANKYO COMPANY, LIMITED	1990	Manufacture, sales and R&D of medicines
		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 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.	1984	R&D, manufacture and sales of tire tubes
		Dunlop Tech GmbH	Sumitomo Rubber Industries, Ltd.	1997	R&D Manufacture, sales and R&D of software for tire deflation warning system and instant mobility system
		DYNAT Verschlusstechnik GmbH	YKK CORPORATION	1995	Manufacture and development of water tight and airtight fasteners
		Euro Nippon Kayaku GmbH	Nippon Kayaku Co., Ltd.	1992	Sales and information gathering of medicines and development of new medicines
		Faun GmbH	Tadano Ltd.	1990	R&D and manufacture of truck cranes and manufacture of vehicles for high lift work
	○	Fujitsu Microelectronics Europe GmbH	Fujitsu Ltd.	1980	R&D, design and sales (electronic devices and semiconductors)
		Hitachi Automotive Systems Europe GmbH Sachsen Works	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.	2002	R&D of high-technology
		Hosokawa Alpine Aktiengesellschaft & Co.OHG	Hosokawa Micron Corp. (HMI-Unternehmens-Holding GmbH), HOS Beteiligungs GmbH	1987	R&D, manufacture and sales of powder apparatuses and film molding apparatuses
		IFA-Antriebstechnik GmbH	NTN Corporation	2006	Development, manufacture and sales of constant velocity joints (CVJ)
		IHI Charging Systems International GmbH	IHI Corporation, Daimler AG	1998	Development, design and manufacture of turbochargers and superchargers
	○	IMRA EUROPE German Research Office	IMRA Europe (AISIN SEIKI CO., LTD.)	1999	R&D of transport systems with universities
	○	Isuzu Motors Germany GmbH	Isuzu Motors Limited	1997	Development of diesel engines

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Germany		JT International Germany GmbH	Japan Tobacco Inc.	1999	R&D of tobacco products
		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
		Kodak polychrome graphics GmbH	Dainippon Ink and Chemicals, Inc.	1989	R&D, manufacture of printing materials
	○	KPSS (Kao Professional Salon Service)	Kao Corp.	1989	R&D of hair care and skin care cosmetics for beauty parlors
		Loewe AG	Sharp Corporation, Sharp International Finance(UK)	2005	Development, manufacture and sales of liquid crystal TV and High definition TV
	○	Mazda Europe GmbH	Mazda Motor Corp.	1987	R&D center for Mazda Europe design
		Milei GmbH	Morinaga Milk Industry Co., Ltd.	1972	R&D, manufacture and sales of dairy products
		Mitsubishi HiTec Paper Bielefeld GmbH	Mitsubishi Paper Mills, Ltd., Mitsubishi Corp.	1996	R&D, manufacture and sales of thermo sensitive paper and inkjet paper
		Mitsubishi HiTec Paper Flensburg GmbH	Mitsubishi Paper Mills, Ltd., Mitsubishi Corp.	1999	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 center for Mitsubishi Europe design
		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
	○	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
	○	Nippon Antenna Co. Ltd.	NIPPON ANTENNA CO.,LTD.	2004	R&D of measurement sites
		Novoferm GmbH	Sanwa Shutter Corporation	2003	Manufacture, development and sales of garage doors, shutters, and industrial doors
		Nutrichem Diaet Pharma GmbH	SS Pharmaceutical Co., Ltd.	1989	R&D and manufacture of medicines and foods
		OILES Deutschland GmbH	OILES COPORATION	1977	R&D and sales of bearings and automotive parts
		Olympus Bio Systems 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)
		Omron Electronics Manufacturing GmbH	Omron Europe B.V.	1992	Design and manufacture of sensors for FA
		Optrex Europe GmbH	Optrex Corp.	1991	R&D, design, manufacture and sales of liquid crystal displays (LCDs)
	○	Otsuka Frankfurt Research Institute GmbH	Otsuka Pharmaceutical Co., Ltd.	1982	R&D (medicines, Pletal, 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 Electronic Devices Europe GmbH	Matsushita Electric Industrial Co., Ltd	1984	R&D, manufacture and sales of automatic controller parts
	○	Panasonic R&D Center Germany GmbH	Matsushita Electric Industrial Co., Ltd	1991	R&D of digital technology for TV and mobile communication
		Panta GmbH	SUMIDA CORPORATION	2006	Development and manufacture of connectors, cables and jumper wires

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Germany	○	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
		Rütgers 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
		SMC Pneumatik GmbH	SMC Corp.	1978	R&D, manufacture and sales of pneumatic apparatuses
		Standardwerk Eugen Reis GmbH	GLORY LTD.	2004	Manufacture, sales and development of cash handling machines
		STELCO GmbH	SUMIDA CORPORATION	2004	Sales and R&D of electric apparatuses for vehicle, communication and industry
		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 Petri AG	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)
		Tenax Fibers GmbH & Co. KG	Toho Tenax Co., Ltd.	1993	R&D, manufacture and sales of industrial highly functional fibers
		Topas Advanced Polymers GmbH	DAICEL CHEMICAL INDUSTRIES, LTD., Polyplastics Co., Ltd.	2006	Manufacture, sales and research of cycloolefin copolymer
	○	Toyoda Gosei Europe NV	Toyoda Gosei Co., Ltd.	2003	R&D of sealing materials, functional parts and LED
		Toyota Motorsport GmbH	Toyota Motor Corporation	1993	Manufacture and development of formula one car
		VOGT electronic Components GmbH	SUMIDA CORPORATION	2006	Development of power supplies, control units, signal relays, and sensor systems
		Wilhelm Schimmel Pianoforte-fabrik 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
	ZUKEN GmbH	ZUKEN Inc.	1992	Manufacture, sales and development of electric design automation solution	
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
		FUJIFILM Manufacturing Europe 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

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Netherlands		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
		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
		Sekisui Alveo B.V.	Sekisui Chemical Co., Ltd.	1973	R&D and manufacture of polyolefin foams
		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
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, etc.
	○	Amano Software Engineering R&D Europe, N.V.	Amano Electric Co., Ltd.	1988	R&D, design, manufacture and sales of time recorders, parking apparatuses and information apparatuses
	○	AW TECHNICAL CENTER 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
		Glaverbel S.A.	Asahi Glass Co., Ltd.	1981	Manufacture, sales and R&D of float glass, figured glass, mirror, processed and double glazing glass
		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 Europe NV	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
		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 Europe N.V.	Pioneer Corp.	1976	R&D and manufacture of car stereos
		Rotary Nozzle International S.A.	TYK Ltd.,	1976	R&D, manufacture and sales of refractories, iron manufacturing machines and controllers

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Belgium	○	SYSMEX Belgium S.A.	Sysmex Corp.	1997	R&D of medical care-related software and specimen testing apparatuses
	○	SMK EUROPE N.V.	SMK Corp.	1973	Sales and R&D of parts of electric apparatus
		Tosoh Bioscience N.V.	Tosoh Corp.	1984	R&D of diagnostic reagents
	○	Toyoda Gosei Europe N.V.	Toyoda Gosei Co., Ltd.	2000	R&D of automotive parts
	○	Toyota Motor Europe Marketing & Engineering NV/SA	Toyota Motor Corp.	1990	R&D of motor vehicles and parts thereof
Luxembourg	○	FANUC Robotics Europe S.A.	FANUC LTD.	1982	Development, sales and services of robot systems
		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., Hitachi 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 Ltd.	TDK Corp. (TDK Europe S.A.)	1999	R&D of electronic parts for cellular phone terminals
		Astellas Ireland Co., Ltd.	Astellas Pharma Inc.	2005	Manufacture of pharmaceutical products
		USCI Ireland	USCI Japan, Ltd.	2005	Manufacture and R&D of medical apparatuses
Spain		ACERINOX, S.A.	Nisshin Steel Co., Ltd.,	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
	○	Astellas Pharma, S.A.	Astellas Pharma Inc.	1993	Sales of medicines and clinical testing
		Auxiliar de Componentes Electricos, S.A.	Fujikura Ltd.	2006	Manufacture, sales and R&D of wire harnesses and parts thereof
		Barberet & Blanc,S.A.	Kirin Brewery Co., Ltd. (Kirin Agrificio 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)
	○	Daiichi Sankyo España S.A.	DAIICHI SANKYO COMPANY, LIMITED	1996	Sales of medicines and clinical testing
		Ebara España Bombas, S.A.	Ebara Corp.	1990	Design, manufacture and sales of industrial pumps
	○	Epson Europe Electronics GmbH Barcelona R&D Laboratory	SEIKO EPSON CORPORATION	2001	Design and development of total application system
	○	Felguera-IHI, S.A.	Ishikawajima - Harima Heavy Industries Co., Ltd.	1975	Design (design and fabrication of various tanks and storage plants)
		Fujitsu Manufacturing España,S.A.	Fujitsu Ltd.	1973	R&D, manufacture and sales of information processing apparatuses, communication apparatuses, etc.
		Hoya Lens Iberia,S.A.	Hoya Corp. (Hoya Lens Europe N.V.)	1978	R&D and manufacture of lenses for glasses
		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
		KYB Suspensions Europe S.A.	Kayaba Industry Co., Ltd.	1983	Manufacture, sales R&D and design of shock absorbers
	○	Mitsubishi Electric BV Sucursal en España	Mitsubishi Electric Corporation	2005	R&D of digital terminal devices

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Spain		Nifco Products España,S.L.	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
		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.
		Terasaki España,S.A.U.	Terasaki Electric Co., Ltd.	1987	R&D, design, manufacture and sales of industrial circuit breakers
		UBE Chemical Europe,S.A.	Ube Industries, Ltd. (Ube Corporation Europe,S.A.)	1967	Manufacture, sales and R&D of caprolactam, ammonium sulfate and fine chemicals
		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 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 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 of metal fabricating equipment
		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
	○	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. (MT Interpet Amsterdam)	1995	R&D and manufacture of resins for PET bottles
		Miteni S.p.A.	Mitsubishi Corp., JEMCO Inc.,	1988	R&D, manufacture and sales of fluoride
		New Holland Kobelco Construction Machinery S.p.A.	KOBELCO CONSTRUCTION MACHINERY CO.,LTD., Sumitomo Corporation	2002	Manufacture, sales and design of construction machines
		Nidek Technologies SRL	Nidek Co., Ltd.	1998	R&D, manufacture and sales of ophthalmologic instruments
		Roland Europe S.p.A.	Roland Co., Ltd.	1988	Manufacture and R&D of electronic musical instrument
		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

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Italy		Takeda Italia Farmaceutici S.p.A.	Takeda Pharmaceutical Company Ltd. (Takeda Europe Holdings Ltd.)	1982	R&D, manufacture and sales of medicines
		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	Processing, sales and R&D of carbon brushes and special graphite products
		SandenVendo Europe 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. (Yanmar International Europe N.V.)	1996	R&D, manufacture and sales of diesel engines
	○	YEC Europe Sr.l.	YEC Co., Ltd.	2003	Outsourcing and development of motorcycle motors and apparatuses
Greece	○	Ibiden Co., Ltd. Greece Branch	IBIDEN CO., LTD	2006	R&D
		Tosoh Hellas A.I.C.	TOSOH CORPORATION , mitsubishicorp.	1973	Manufacture and R&D of electrolytic manganese dioxide
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
		Jensen Devices AB	SUMIDA CORPORATION	2003	Manufacture and development of high-performance sparcube
		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
		Tomoku Hus AB	Tomoku Co., Ltd., Sweden House Co., Ltd., Mitsubishi Corp.	1991	R&D, manufacture and sales of housing members
Finland		Jujo Thermal OY	Nippon Paper Industries Co., Ltd., Mitsui & Co., Ltd.	1992	R&D, manufacture and sales of thermo sensitive paper
		Na Na Europe	Nanatanigawa Lumber Industries Co., Ltd.	1996	R&D and manufacture of house building materials
		Furuno Finland Oy	Furuno Electric Co., Ltd.	2003	R&D and manufacture of marine electronics, integrated bridge system
Denmark		Anritsu ApS	Anritsu Company	2005	Manufacture, sales and R&D of software
	○	Bioener ApS	TAKUMA Co.,Ltd. , ITOCHU Corporation	2002	Sales and R&D of Biomass Power Plant
	○	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
		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

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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 Ovar - Productos Electricos, Lda.	Yazaki Corp.	1992	Design of mass production, manufacture of wire harnesses for motor vehicles
	○	FQS Poland Sp.z o.o.	Fujitsu Kyushu System Engineering Ltd.	1998	R&D of computer software
		NSK ISKRA S.A.	NSK Ltd., Sojitz Corp.	1998	R&D and manufacture of bearings and rollers
Czech Republic		Olympus Service Facility Czech spol. 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
Lithuania		UAB KOEI Baltija	KOEI Co., Ltd.	2004	R&D and manufacture of entertainment 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
Turkey		Brisa Bridgestone Sabanci Lastik Sanayi ve Ticaret A.S.	Bridgestone Corp.	1988	R&D, manufacture and sales of tire tubes and flaps

