

## Global Network

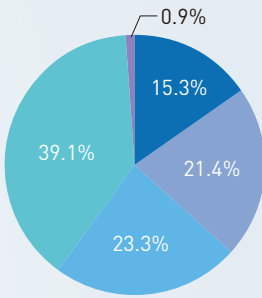
# Serving customers in around 20 countries and regions

With production and sales bases in approximately 20 countries in regions including North America, Europe, and Asia, our global network brings customers high-quality products made using state-of-the-art technologies.

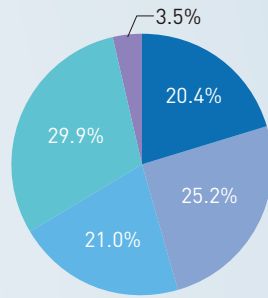
We will continue to expand across the globe and help make the world better.



Distribution of employees



Distribution of net sales



■ North/Central America 
 ■ Europe 
 ■ Asia 
 ■ Japan 
 ■ Others

**Number of employees**  
 (down 0.6 % year-on-year)  
 Note: Full-time regular employees.

**20,000**

**Consolidated net sales**  
 (down 4.6 % year-on-year)

**442 billion yen**

**Consolidated subsidiaries**

**55**

## Europe

Employees > 4,288  
 Net sales > 111.6 billion yen

## Asia

Employees > 4,661  
 Net sales > 92.6 billion yen

## Japan

Employees > 7,814  
 Net sales > 132.2 billion yen