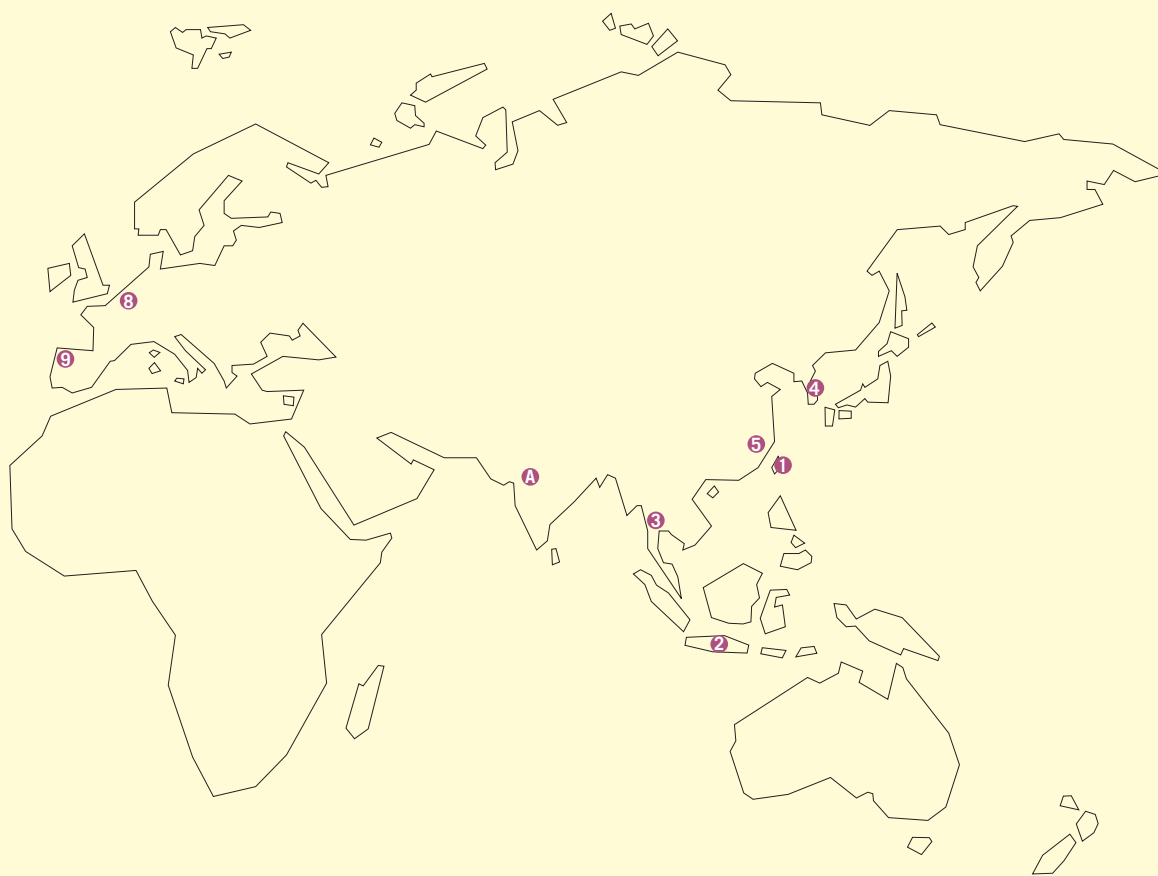


## OVERSEAS ACTIVITIES



The beginning of Riken's full-scale expansion overseas can be traced back to the establishment of Taiwan Riken Ind. Co., Ltd. in 1968. Starting with the production and manufacture of piston rings through joint ventures with local business conglomerates, we have built production bases in countries including Korea and Thailand through ventures that use local capital. In line with expansion in Asia, we established wholly owned sales subsidiaries in the United States and Germany in the 1970s to address to the heightened interest in our products in Europe and North America, and began supplying automakers in various countries. Furthermore, we founded Allied Ring Corporation in the 1980s as a joint-venture company in response to local procurement by Japanese automakers, and to supply steel piston ring blanks for the joint

venture partner who is a main supplier to the "Big Three" automakers. Moreover, we provide piston ring technologies in India and Brazil through capital and technological tie-ups.

Riken is also involved in fields beyond piston rings. In Indonesia, we manufacture high-grade cast-iron products through the joint venture company P. T. Pakarti Riken Indonesia, and engage in technological transfer of such products as knuckles in local companies in North America. Riken currently has nine subsidiaries and affiliates, excluding holding companies, and has established partnerships with four companies in capital and technological tie-ups. In addition to piston rings, Riken also provides a variety of products and technologies for automobile parts and piping equipment through its global network.



#### OVERSEAS SUBSIDIARIES

##### ① TAIWAN RIKEN IND. CO., LTD.

41, Chen-Tai Road Sec. 3, Wu-Ku Hsiang,  
Taipei Hsien, Taiwan  
TEL: (886) 2-2291-4551  
FAX: (886) 2-2291-5136

##### ② P.T. PAKARTI RIKEN INDONESIA

Jl. Sukodono, Gedangan, Sidoarjo 61254  
Indonesia  
TEL: (62) 31-891-2555  
FAX: (62) 31-891-0088

##### ③ SIAM RIKEN INDUSTRIAL CO., LTD.

700/361 Moo 6, Don Hua Roh,  
Amatanakorn Industrial Estate,  
Muangchonburi, Chonburi Thailand 20000  
TEL: (66) 2-740-0410  
FAX: (66) 2-312-8505

##### ④ RIKEN OF KOREA INC.

#261 Shintanjin-dong, Daeduk-ku,  
Daejeon, Korea  
TEL: (82) 42-934-1500  
FAX: (82) 42-931-2366

##### ⑤ XIAMEN RIKEN IND. CO., LTD.

No.12 Xibin Road Xinglin District,  
Xiamen, 361022, China  
TEL: (86) 592-621-3087  
FAX: (86) 592-621-3134

##### ⑥ RIKEN OF AMERICA, INC.

4709 Golf Road, Suite 807, Skokie, Illinois  
60076, U.S.A.  
TEL: (1) 847-673-1400  
FAX: (1) 847-673-1457

##### ⑦ ALLIED RING CORPORATION

916 West State Street, St. Johns, Michigan  
48879, U.S.A.  
TEL: (1) 989-224-2384  
FAX: (1) 989-224-3280

##### ⑧ EURO-RIKEN GMBH

Schiess Strasse, 58, 40549 Dusseldorf,  
Germany  
TEL: (49) 211-513545-0  
FAX: (49) 211-513545-29

##### ⑨ RIKEN ESPAÑA, S.A.

Poligono Industrial de Constanti,  
(Tarragona), Spain  
TEL: (34) 977-52-0506  
FAX: (34) 977-52-2306

#### CAPITAL AND TECHNOLOGICAL TIE-UPS

##### Ⓐ SHRIRAM PISTONS & RINGS LIMITED

23 Kasturba Gandhi Marg, New Delhi, 110001 India  
TEL: (91) 11-3315941  
FAX: (91) 11-3311203

##### Ⓑ GREDE FOUNDRIES, INC.

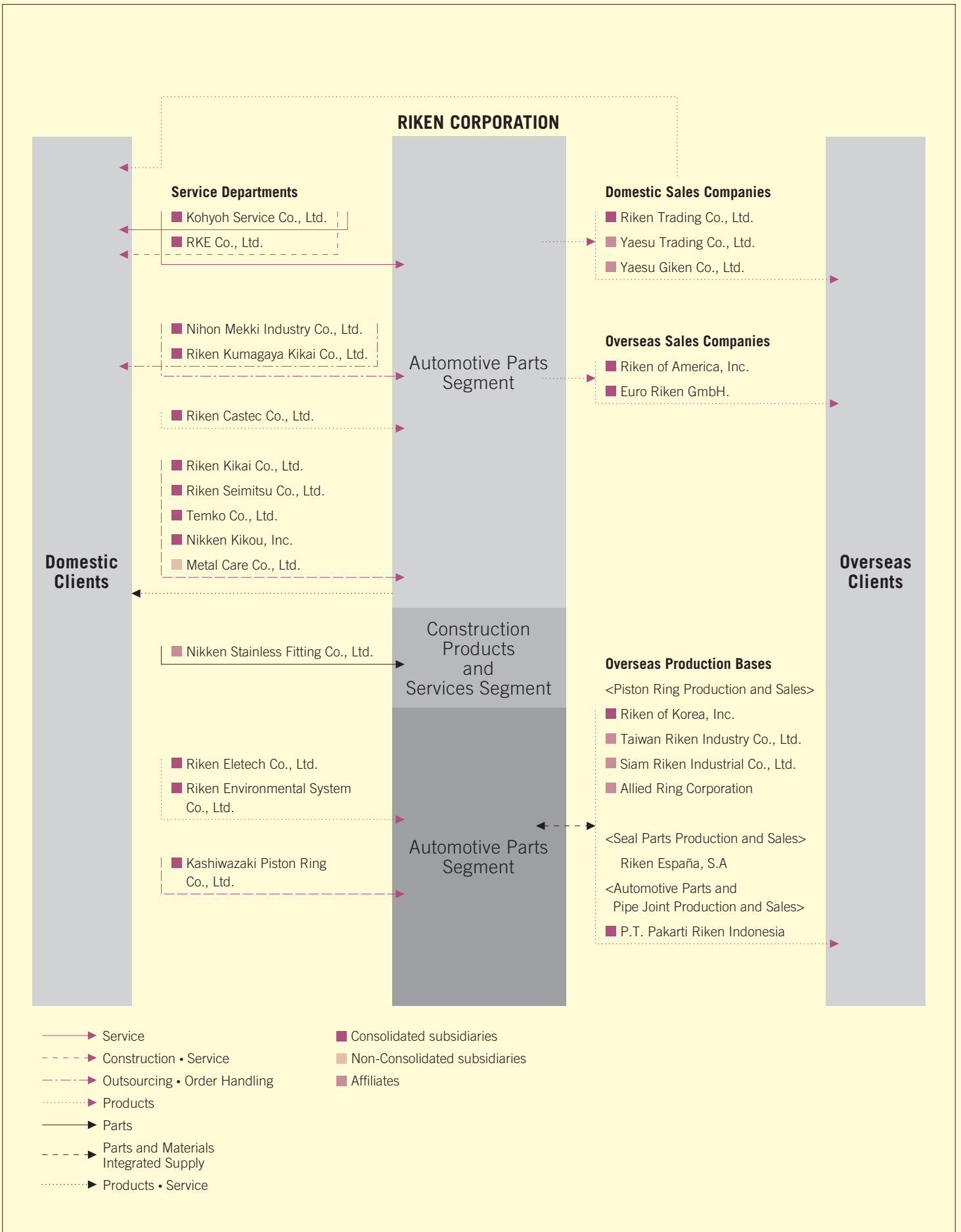
9898 West Bluemound Rd. Milwaukee, Wisconsin  
53226-0499 U.S.A.  
TEL: (1) 414-257-3600  
FAX: (1) 414-256-9399

##### Ⓒ INTERNET CORPORATION

5445 Corporate Drive, Suite 200 Troy, Michigan  
48098-2683 U.S.A.  
TEL: (1) 248-952-2513  
FAX: (1) 248-952-1512

##### Ⓓ DANA ALBARUS S.A. INDÚSTRIA E COMÉRCIO

Rua Ricardo Bruno Albarus, 201  
Distrito Industrial PO Box 104  
Gravatai-Rs 94000-970 Brazil  
TEL: (55) 51-489-1144  
FAX: (55) 51-489-1265



**HEAD OFFICE**

13-5, Kudankita 1-chome, Chiyoda-ku, Tokyo 102-8202, Japan  
TEL: (03) 3230-3911  
FAX: (03) 3230-3919  
<http://www.riken.co.jp/>

**DOMESTIC SALES OFFICES****SAPPORO SALES OFFICE**

5-39, Chuo-2joh 1-chome, Shiroishi-ku, Sapporo 003-0012, Japan  
TEL: (011) 832-6690  
FAX: (011) 832-6681

**SENDAI SALES OFFICE**

4-18, Tsutsujigaoka 3-chome, Miyagino-ku, Sendai, Miyagi 983-0852, Japan  
TEL: (022) 256-5101  
FAX: (022) 256-5103

**KANAGAWA SALES OFFICE**

3-9, Naka-machi 3-chome, Atsugi, Kanagawa 243-0018, Japan  
TEL: (0462) 25-7111  
FAX: (0462) 25-7118

**HAMAMATSU SALES OFFICE**

319-28, Kaji-cho, Hamamatsu, Shizuoka 430-0933, Japan  
TEL: (053) 457-1155  
FAX: (053) 454-1453

**NAGOYA SALES OFFICE**

17-13, Nishiki 1-chome, Naka-ku, Nagoya 460-0003, Japan  
TEL: (052) 201-8681  
FAX: (052) 201-5057

**OSAKA SALES OFFICE**

13-9, Utsubohonmachi 1-chome, Nishi-ku, Osaka 550-0004, Japan  
TEL: (06) 6479-5050  
FAX: (06) 6479-5055

**HIROSHIMA SALES OFFICE**

9-28, Hikarimachi 1-chome, Higashi-ku, Hiroshima 730-0052, Japan  
TEL: (082) 506-2455  
FAX: (082) 506-2457

**FUKUOKA SALES OFFICE**

11-2, Higashihie 3-chome, Hakata-ku, Fukuoka 812-0007, Japan  
TEL: (092) 474-2175  
FAX: (092) 474-2435

**PLANTS****KASHIWAZAKI PLANT**

1-37, Hokuto-cho, Kashiwazaki, Niigata 945-8555, Japan  
TEL: (0257) 23-3113  
FAX: (0257) 24-3309

**TSURUGI PLANT**

949-1, Shimosakai, Tsurugi, Kashiwazaki, Niigata 945-0105, Japan  
TEL: (0257) 22-5959  
FAX: (0257) 22-0210

**KUMAGAYA PLANT**

14-1, Suehiro 4-chome, Kumagaya, Saitama 360-8522, Japan  
TEL: (048) 521-3511  
FAX: (048) 524-8110

**REESTABLISHED**

December 1, 1949

**COMMON SHARES ISSUED**

106,484,667

**CAPITAL**

¥8.5 billion

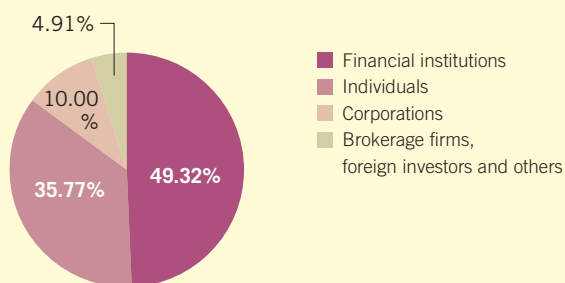
**NUMBERS OF SHAREHOLDERS**

16,514

**EMPLOYEES (Non-Consolidated)**

1,501

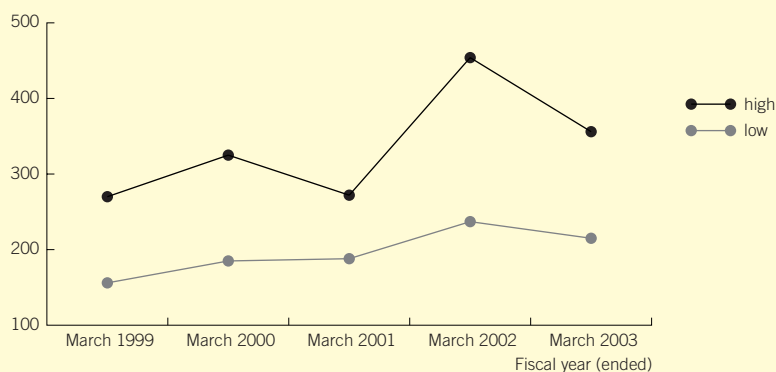
**DISTRIBUTION OF SHAREHOLDERS**



**DIVIDEND POLICY**

Our fundamental policy toward dividends, over time, is to pay a steady dividend upon building a solid foundation for our operations.

**ANNUAL STOCK PRICE SUMMARY**



**TRANSFER AGENT AND REGISTRAR**

The Chuo Mitsui Trust and Banking Company, Limited is the company's principal transfer and registry agent.

3-33-1 Shiba, Minato-ku, Tokyo 105-8574, Japan

## **BOARD OF DIRECTORS** As of June 27, 2003

### **PRESIDENT**

Toshinaga Koizumi

### **SENIOR MANAGING DIRECTOR**

Fumio Kiyota

### **MANAGING DIRECTORS**

Koichi Yamazaki

Noritada Okano

### **DIRECTORS**

Satoshi Hoshihara

Michio Furuta

Haruhito Watanabe

Kensei Matsuki

Tatsuo Fujita

Kenichiro Takagi

Nobuhisa Iida

Yoshiaki Wada

Nobuyuki Okubo

Junichi Sagawa

### **CORPORATE AUDITORS**

Tetsuo Kodama

Shinichiro Tojo

Keisuke Kamata

Nobuhiro Toriduka

Shu Tamaru