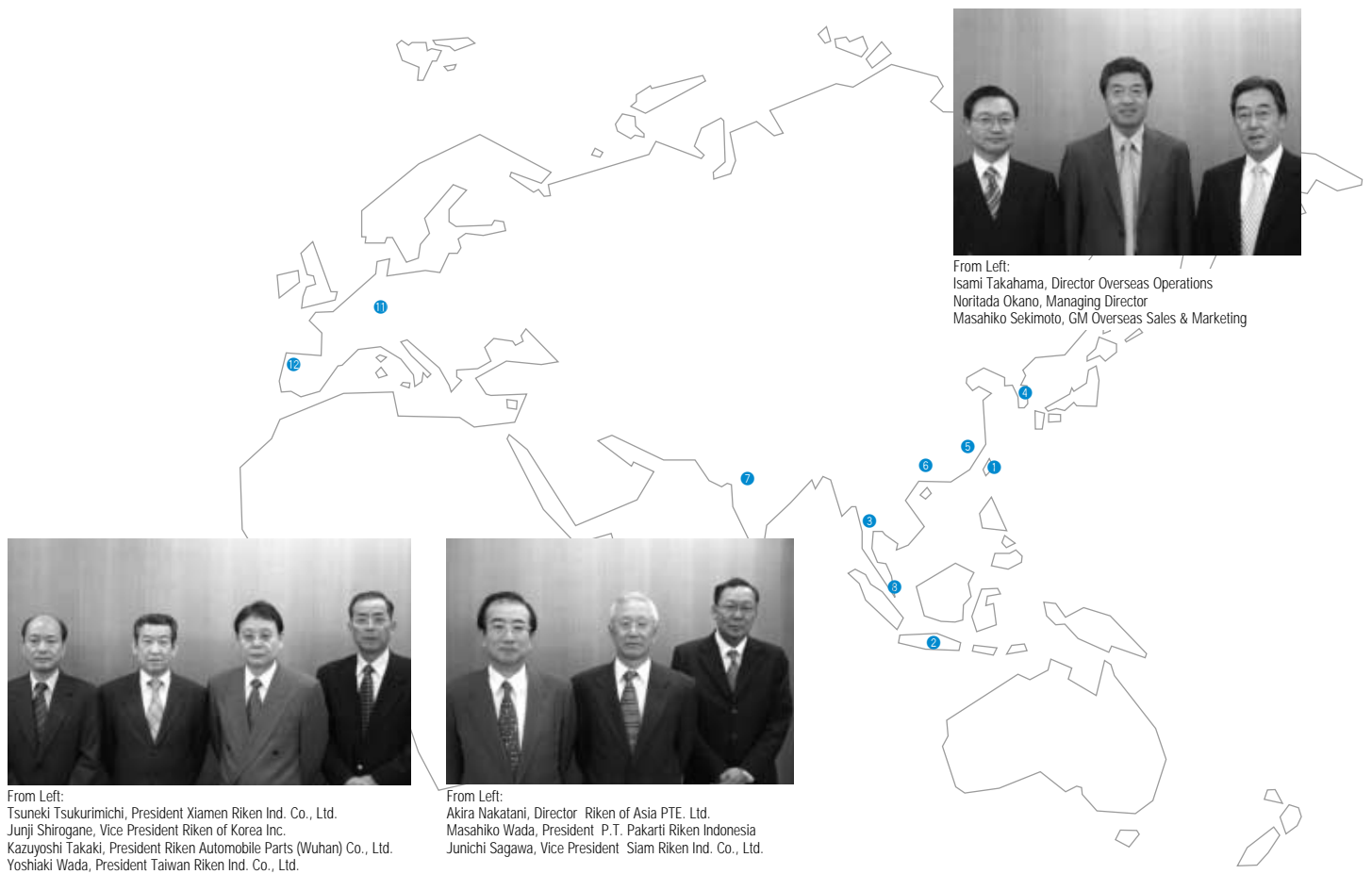


## OVERSEAS ACTIVITIES



From Left:  
Isami Takahama, Director Overseas Operations  
Noritada Okano, Managing Director  
Masahiko Sekimoto, GM Overseas Sales & Marketing

From Left:  
Tsuneki Tsukurimichi, President Xiamen Riken Ind. Co., Ltd.  
Junji Shirogane, Vice President Riken of Korea Inc.  
Kazuyoshi Takaki, President Riken Automobile Parts (Wuhan) Co., Ltd.  
Yoshiaki Wada, President Taiwan Riken Ind. Co., Ltd.

From Left:  
Akira Nakatani, Director Riken of Asia PTE. Ltd.  
Masahiko Wada, President P.T. Pakarti Riken Indonesia  
Junichi Sagawa, Vice President Siam Riken Ind. Co., Ltd.

The beginning of Riken's full-scale expansion overseas can be traced back to the establishment of Taiwan Riken Ind. Co., Ltd. in 1968.

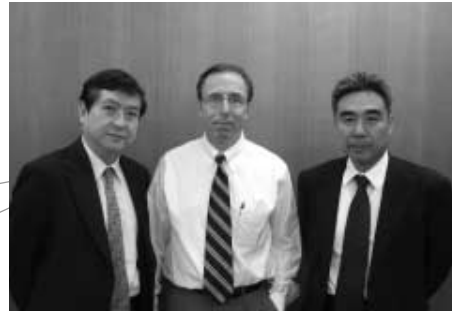
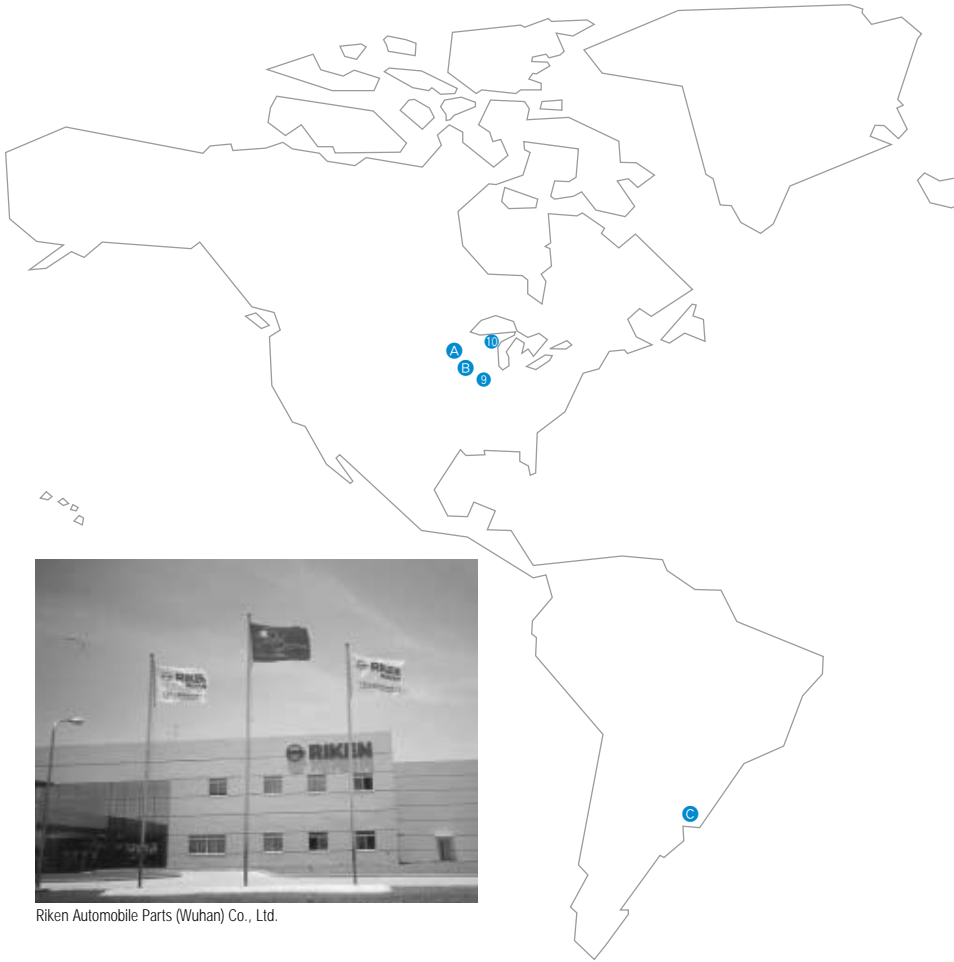
Starting with the production and manufacture of piston rings by joint ventures established with local business conglomerates, we have built a solid Asian operating base with locations in Taiwan, Korea, Thailand and China (Xiamen). Riken also has partnership with Shriram Pistons & Rings Limited, an affiliate of the Group, that is expected to enhance production and marketing in the Indian market. Moreover, we established Riken Automobile Parts (Wuhan) Co., Ltd. in China as a wholly owned subsidiary and the sixth ring manufacturing location in Asia. Riken Wuhan began production of piston rings in July 2005. We also have a sales subsidiary in Singapore to support our efforts in Asia.

During our expansion in Asia during the 1970s, we established engineering and sales subsidiaries in the United States and Germany to respond to heightened interest in our products. We also founded Allied Ring Corporation, a joint venture manufacturing company, in 1989 in order to provide locally produced rings to the Japanese automakers in the United States and to be able

to supply semi-finished steel piston rings to the joint venture partner who was and continues to be a main supplier to the "Big Three" automakers.

Riken is also involved in fields other than piston rings. In Indonesia, we manufacture high-grade cast-iron auto parts and pipe fittings through the joint venture company P.T. Pakarti Riken Indonesia. This company supplies parts and components to the Japanese transplants located in the ASEAN market. Taiwan Riken and Xiamen Riken also manufacture cast-iron camshafts to supply to local Japanese automakers. In addition, Riken engages in technological transfer of technologies and products such as knuckles to local companies in North America.

Riken currently has twelve subsidiaries and affiliates, excluding holding companies, and has established technical tie-ups with three companies. The Group will make its best efforts to become a global market leader in the auto parts industry by utilizing and strengthening its global operation while expanding the Group's sales and earnings.



From Left:  
Hideo Masukawa, President Euro-Riken GMBH  
Don McNulty, President Riken of America, Inc.  
Akira Kunimoto, President Allied Ring Corporation



Riken Automobile Parts (Wuhan) Co., Ltd.

## 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,  
Amphur muangchonburi, Chonburi 20000  
Thailand  
TEL: (66) 2-740-0410  
FAX: (66) 38-458-756

### 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 AUTOMOBILE PARTS (WUHAN) CO., LTD.

38MD, 2nd Industrial Zone, Wuhan  
Economic - Technological Development  
Zone, Wuhan 430056 China  
TEL: (86) 27-8422-9286  
FAX: (86) 27-8422-9392

### ⑦ SHRIRAM PISTONS & RINGS LIMITED

23 Kasturba Gandhi Marg, New Delhi,  
110001 India  
TEL: (91) 11-23315941  
FAX: (91) 11-23311203

### ⑧ RIKEN OF ASIA PTE. LTD.

10 Collyer Quay, #19-08 Ocean Building,  
04315 Singapore

### ⑨ 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

### ⑩ ALLIED RING CORPORATION

916 West State Street, St. Johns, Michigan  
48879, U.S.A.  
TEL: (1) 989-224-2384  
FAX: (1) 989-224-5494

### ⑪ EURO-RIKEN GMBH

Schiess Strasse, 58, 40549 Dusseldorf,  
Germany  
TEL: (49) 211-5135450  
FAX: (49) 211-51354529

### ⑫ RIKEN ESPAÑA, S.A.

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

## TECHNOLOGICAL TIE-UPS

### Ⓐ GREDE FOUNDRIES, INC.

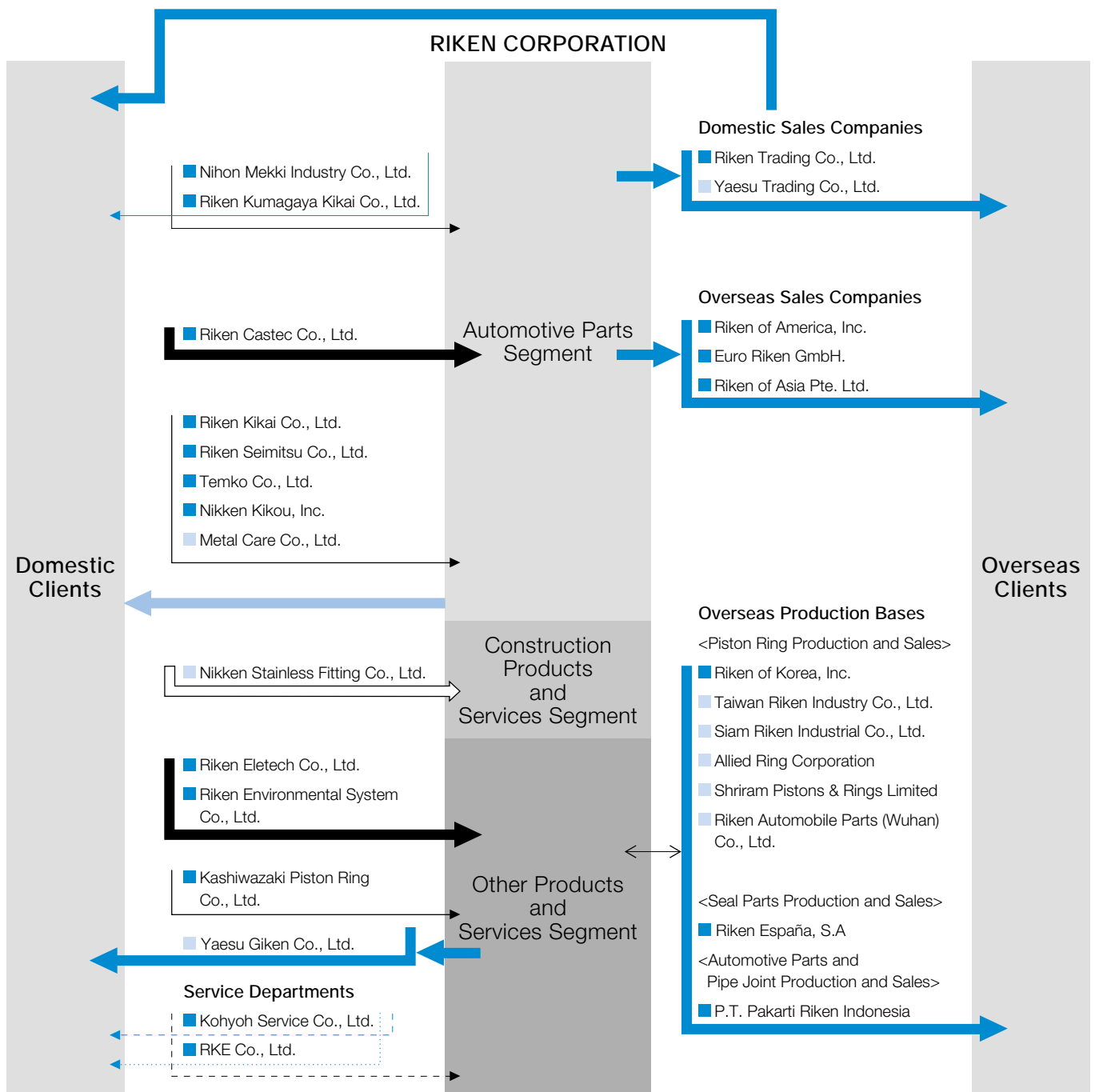
9898 West Bluemound Rd. Milwaukee,  
Wisconsin  
53226-0499 U.S.A.

### Ⓑ INTERMET CORPORATION

5445 Corporate Drive, Suite 200 Troy,  
Michigan  
48098-2683 U.S.A.

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

Rua Ricardo Bruno Albarus, 201  
Distrito Industrial PO Box 104  
Gravatá-Rs 94000-970 Brazil



- |                              |                                       |                               |
|------------------------------|---------------------------------------|-------------------------------|
| Products                     | Products                              | Consolidated Subsidiaries     |
| Products • Service           | Parts                                 | Non-Consolidated Subsidiaries |
| Outsourcing • Order Handling | Outsourcing • Order Handling          |                               |
| Service                      | Service                               |                               |
| Construction • Service       | Parts and Materials Integrated Supply |                               |

## 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

4-10, Chuo-2joh 6-chome, Shiroishi-ku, Sapporo 003-0012,  
Japan  
TEL: (011) 865-1919  
FAX: (011) 865-1918

### SENDAI SALES OFFICE

1-5, Izumichuo 4-chome, Izumi-ku, Sendai, Miyagi 981-3133,  
Japan  
TEL: (022) 773-8825  
FAX: (022) 773-8826

### 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, Aichi 460-0003,  
Japan  
TEL: (052) 201-8681  
FAX: (052) 201-5057

### OSAKA SALES OFFICE

2-7, Koraihashi 4-chome, Chuo-ku, Osaka, Osaka 541-0043,  
Japan  
TEL: (06) 4706-6720  
FAX: (06) 4706-6702

### HIROSHIMA SALES OFFICE

9-28, Hikarimachi 1-chome, Higashi-ku, Hiroshima 732-0052,  
Japan  
TEL: (082) 506-2455  
FAX: (082) 506-2457

### FUKUOKA SALES OFFICE

4-4, Hakata-ekimae 1-chome, Hakata-ku, Fukuoka 812-0011,  
Japan  
TEL: (092) 474-2175  
FAX: (092) 474-2435

## OVERSEAS OFFICE

### JAKARTA REPRESENTATIVE OFFICE

Jl Kebon sirih No.96. Jakarta, 10110 Indonesia  
TEL: (62) 21-386-0750  
FAX: (62) 21-386-0751

## 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

¥8,573,597,000

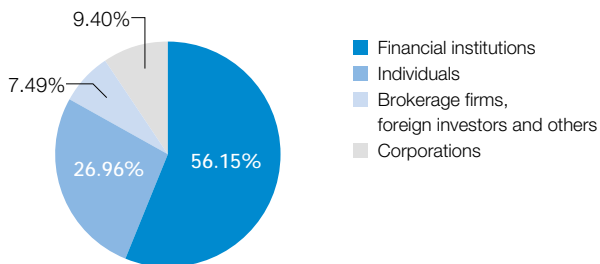
## NUMBER OF SHAREHOLDERS

13,473

## EMPLOYEES (Non-Consolidated)

1,470

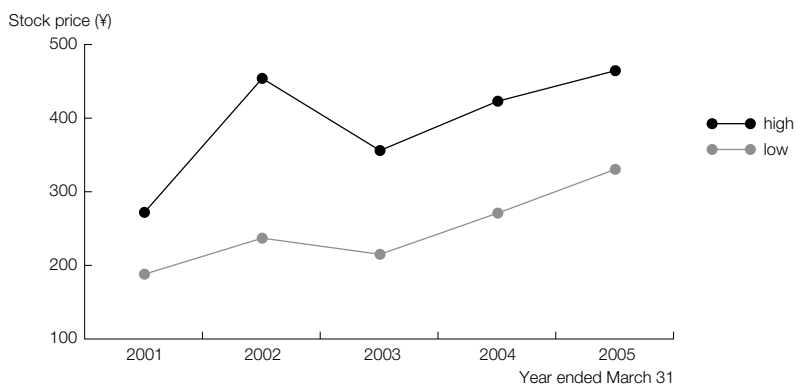
## DISTRIBUTION OF SHAREHOLDERS



## DIVIDEND POLICY

Our fundamental policy toward dividends, over time, is to pay a steady dividend while 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

**PRESIDENT**

Toshinaga Koizumi

**EXECUTIVE VICE PRESIDENT**

Fumio Kiyota

**MANAGING DIRECTORS**

Noritada Okano

Tatsuo Fujita

Kenichiro Takagi

**DIRECTORS**

Haruhito Watanabe

Kensei Matsuki

Nobuhisa Iida

Nobuyuki Okubo

Toshio Mizobuchi

Tatsuro Takaki

Hitoshi Murayama

Tsutomu Kakuta

Isami Takahama

**CORPORATE AUDITORS**

Nobuhiro Toriduka

Shu Tamaru

Tetsuo Kodama

Shinichiro Tojo

Keisuke Kamata