Company Profile

With the aim of becoming a global company trusted by worldwide customers, we are committed to making continuous innovations to provide superior products of the best technology and the highest quality to meet every user’s needs.
Top Message

Our company puts the customer first in everything we do

Our company puts the customer first in everything we do, a commitment consistent with our policy to provide customers with a superior range of products and the finest possible quality. Inspired by this basic principle, we strive to tailor management strategies to ensure rapid response to every customer need.

To respond quickly and accurately to customer demand, a company must be efficiently managed. Rest assured that we at SHOWA CORPORATION have dedicated ourselves to strengthening and improving the efficiency of our business operations. Although most prominent in the technical sphere, our dedication goes well beyond that area; we’re also active in improving efficiency in development, production, and sales. Our goal is to maximize customer satisfaction, a goal that demands not just the best products, but the highest quality technologies and services. Our highly effective mutual supply regime - which lets us access production and supply bases globally for optimum production and procurement - is one way of making that goal a reality.

With this approach as our motivating principle, we seek to strengthen our business foundations while making even greater contributions within the international community.

Yoichi Hojo
President,
SHOWA CORPORATION
Philosophy of Showa

Our Fundamental Beliefs

Respect for the individuals Trust / Fairness / Independence

The three pillars of Showa’s philosophy of “Respect for the individual” are: trust, fairness and independence.

1. Trust:
   “Trust” means to build a mutually respectable relationship where one always considers others and respects the opinions and situations of others in good faith.

2. Fairness:
   “Fairness” means that, given that everyone is equal, everyone is given equal opportunity regardless of individuals’ attributes such as nationality, gender or educational background.

3. Independence:
   “Independence” means to act according to one’s freely-held ideas and beliefs with passion and responsibility in a trusting and fair environment.

Our Corporate Principle

With the aim of becoming a global company trusted by worldwide customers, we are committed to making continuous innovations to provide superior products of the best technology and the highest quality to meet every user’s needs.

Code of Conduct

1. Let actions be driven by ideals and visions
2. Value time and ideas, and approach problems based on fundamentals and principles
3. Place value on communications and understand the situation of others
4. Maintain operational transparency and soundness
5. Always be aware of environmental preservation, and make contributions to the community and society
### Company Overview

<table>
<thead>
<tr>
<th>Company Name</th>
<th>SHOWA CORPORATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Yoichi Hojo</td>
</tr>
<tr>
<td>Head Office</td>
<td>1-14-1, Fujiwara-cho, Gyoda City, Saitama 361-8506, Japan</td>
</tr>
<tr>
<td>Established</td>
<td>October 28, 1938</td>
</tr>
<tr>
<td>Capital</td>
<td>12,698 million yen (As of March 31, 2012)</td>
</tr>
<tr>
<td>Core Business</td>
<td>Manufacture of a precise functional part for a transportation</td>
</tr>
<tr>
<td>Shares Listed</td>
<td>Tokyo Stock Exchange, First Section</td>
</tr>
<tr>
<td>Net Sales (Consolidated)</td>
<td>215,889 million yen (As of March 31, 2012)</td>
</tr>
<tr>
<td>Number of Employees</td>
<td>13,020 (As of March 31, 2012) (Consolidated)</td>
</tr>
<tr>
<td>Alphabetical Order</td>
<td>BMW AG</td>
</tr>
</tbody>
</table>

- BOMBARDIER RECREATIONAL PRODUCTS INC
- DUCATI MOTOR HOLDING S.p.A.
- HARLEY DAVIDSON MOTOR COMPANY
- HONDA MOTOR CO., LTD.
- KAWASAKI HEAVY INDUSTRIES LTD.
- MAZDA MOTOR CORPORATION
- NISSAN MOTOR CO., LTD.
- SUZUKI MOTOR CORPORATION
- TOYOTA MOTOR CORPORATION
- TRIUMPH MOTORCYCLES LIMITED
- YAMAHA MOTOR CO., LTD.
History

1938  Showa Aircraft Precision Works Ltd. was established to manufacture aircraft components.
1946  Showa Manufacturing Co., Ltd. initiated the production of automobile components.
1953  Showa Manufacturing Co., Ltd. initiated the production of shock absorbers.
1960  Nagoya Plant started production.
1964  Showa stocks listed on section 2 of the Tokyo Stock Exchange.
1965  Saitama Plant started production.
1969  Corporate Head Office moved to Chuo-ku, Tokyo from Ohji-ku, Tokyo.
1974  Asaba Plant started production.
1975  Capital participation with Kaifa Industry Co., Ltd. in Taiwan.
1978  P.T. Showa Indonesia Manufacturing Co., Ltd. (current consolidated subsidiary) was established in Indonesia.
1979  Showa American, Inc. was established in the U.S.A.
1981  Showa Do Brasil Ltd., (current consolidated subsidiary) was established in Brazil.
1985  Showa stocks listed on section 1 of the Tokyo Stock Exchange.
1986  Munjual Showa Ltd., (a joint venture company), was established in India.
1986  Sunbury Component Industries, Ltd., (a joint venture company) was established in U.S.A.
1990  Showa Europe, S.A. (current consolidated subsidiary) was established in Spain.
1990  R&D Tochigi Center started its operation.
1991  Corporate Head Office moved to Saitama from Tokyo.
1993  Renamed as SHOWA CORPORATION after the merger with Seikigiken Kogyo. Co., Ltd. Started production of steering systems.
A subsidiary company in the United States and the stocks of th
1993  Summit Showa Manufacturing Co., Ltd., (current consolidated subsidiary) was established in Thailand.
1994  American Showa, Inc., current consolidated subsidiary, was established as a new company after
Sunbury Component Industries Inc. merged with Blanchester FCM.,
(current consolidated subsidiary) was established in China.
1994  Showa Kyushu Corporation was established in Kumamoto.
1995  Showa UK Ltd., (Now Nissin Showa UK Ltd., a consolidated subsidiary) was established in U.K.
(a joint venture company) was established in China.
1998  Showa Canada Inc., a consolidated subsidiary, was established in Canada.
2002  Shanghai Showa Auto Parts Co., Ltd., a consolidated subsidiary, was established in China.
2006  Showa Autoparts (Thailand) Co., Ltd., was established in Thailand.
2006  Showa India Private Ltd., was established in India.
2007  Saitama No.2 Plant started production.
2008  Showa philosophy established. Gotemba No.1 Plant started production.
2009  Established Showa Regional Center (Thailand) Co., Ltd.in Thailand.
2010  Showa Seiko co., Ltd. moved to its own new facility in Hadano, Kanagawa Pref, Japan.
Opened a motorcycle parts research & development facility within Showa Regional Center (Thailand) Co., Ltd.
2011  Through the acquisition of additional investment shares, the Mashino Autoparts Company, Ltd (currently:
Showa Autoparts Vietnam Company, Ltd.), became a subsidiary acquisition (currently: a consolidated subsidiary).
# Domestic Facilities

## Manufacturing Facilities

<table>
<thead>
<tr>
<th>Plant Name</th>
<th>Location</th>
<th>Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Saitama Plant</td>
<td>Gyoda, Saitama</td>
<td>Shock absorbers for automobiles</td>
</tr>
<tr>
<td>Hadano Plant</td>
<td>Hadano, Kanagawa</td>
<td>Differential gears for automobile and motorcycles</td>
</tr>
<tr>
<td>Gotenba No. 1 Plant</td>
<td>Gotenba, Shizuoka</td>
<td>Power steering system, Electric Power steering system, Hydraulic</td>
</tr>
<tr>
<td>Gotenba No. 2 Plant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asaba Plant</td>
<td>Fukuroi, Shizuoka</td>
<td>Shock absorbers for motorcycles, Power Tilt and Trim Units for Outboard Engines</td>
</tr>
<tr>
<td>Nagoya Plant</td>
<td>Kasugai, Aichi</td>
<td>Propeller shafts for automobiles, gas spring</td>
</tr>
</tbody>
</table>

## Research & Development Facilities

<table>
<thead>
<tr>
<th>Facility Name</th>
<th>Location</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D Center (Tochigi)</td>
<td>Haga, Tochigi</td>
<td>R&amp;D</td>
</tr>
<tr>
<td>R&amp;D Automotive Parts</td>
<td>Gyoda, Saitama</td>
<td>R&amp;D</td>
</tr>
<tr>
<td>R&amp;D Motorcycle Parts</td>
<td>Fukuroi, Shizuoka</td>
<td>R&amp;D</td>
</tr>
</tbody>
</table>

## Domestic Subsidiaries and Affiliates

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Location</th>
<th>Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHOWA KYUSHU CORPORATION*</td>
<td>Kumamoto</td>
<td>Shock absorbers for automobiles Sintered Parts (Sintering)</td>
</tr>
<tr>
<td>SHOWA SEIKO CO., LTD.*</td>
<td>Hadano, Kanagawa</td>
<td>Automobile Parts</td>
</tr>
<tr>
<td>Honda Cars</td>
<td>Kumagaya, Saitama</td>
<td>Automotive sales, service, and insurance</td>
</tr>
<tr>
<td>SAITAMAKITA*</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Asterisk indicates consolidated subsidiary.
Overseas Facilities

**NORTH AMERICA**
- AMERICAN SHOWA, INC.* Sunbury Plant  U.S.A.
- AMERICAN SHOWA, INC.* Blanchester Plant  U.S.A.
- AMERICAN SHOWA, INC.* Los Angeles Office  U.S.A.
- SHOWA CANADA INC.* Canada

**SOUTH AMERICA**
- SHOWA DO BRASIL LTDA.* Brazil
- SHOWA INDUSTRIA E COMERCIO LTDA.* Brazil

**EUROPE**
- SHOWA UK LTD* U.K.
- MUNJAL SHOWA LTD.
- SHANGHAI SHOWA AUTO PARTS CO., LTD.
- GUANGZHOU SHOWA AUTOPARTS CO., LTD.
- WUHAN PLANT
- CHENGDU NINGJIANG SHOWA AUTOPARTS CO., LTD.
- KAIFA INDUSTRY CO., LTD.
- SHOWA AUTO-PARTS VIETNAM CO., LTD.
- SHOWA AUTOPARTS (THAILAND) CO., LTD.
- SHOWA REGIONAL CENTER (THAILAND) CO., LTD.
- SUMMIT SHOWA MANUFACTURING CO., LTD.
- PT. SHOWA INDONESIA MANUFACTURING

**ASIA**
- P.T. SHOWA INDONESIA MANUFACTURING* Indonesia
- SUMMIT SHOWA MANUFACTURING CO., LTD. * Thailand
- SHOWA AUTOPARTS (THAILAND) CO., LTD. *
- SHOWA REGIONAL CENTER (THAILAND) CO., LTD.
- KAIFA INDUSTRY CO., LTD.
- SHOWA INDIA PVT. LTD.* India
- MUNJAL SHOWA LTD.
- GUANGZHOU SHOWA AUTOPARTS CO., LTD.* China
- GUANGZHOU SHOWA AUTOPARTS CO., LTD. WUHAN PLANT*
- SHANGHAI SHOWA AUTO PARTS CO., LTD.* China
- CHENGDU NINGJIANG SHOWA AUTOPARTS CO., LTD. China
- SHOWA AUTO-PARTS VIETNAM CO., LTD.* Vietnam
Main Products

As a manufacturer of precision and functional components for the motor vehicles and equipment industry, Showa group endeavors to strengthen its product development capabilities of electronic and lightweight technology by swiftly acquiring the social needs. At the same time, we continuously strive to strengthen our product competitiveness through thoroughgoing cost reforms.

**AUTOMOTIVE COMPONENTS**
- Shock Absorbers
- Steering Systems
- Propeller Shafts
- Gas Springs
- Automatic Transmission Parts
- Differential Gears
- Other Drive Unit Parts

**MOTORCYCLE COMPONENTS**
- Shock Absorbers
- Steering Dampers
- Other Drive Unit Parts

**OUTBOARD**
- Marine Hydraulic Units

**OTHER**
- Gas Springs for Office Equipment
# Board of Directors

## Directors

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representative Director President</td>
<td>Yoichi Hojo</td>
</tr>
<tr>
<td>Representative Director Executive Vice President and Executive Officer</td>
<td>Kenshi Hirai</td>
</tr>
<tr>
<td>Representative Director Senior Managing Officer</td>
<td>Akira Kadoya</td>
</tr>
<tr>
<td>Directors Managing Officer</td>
<td>Hajime Hirata</td>
</tr>
<tr>
<td>Directors Operating Officer</td>
<td>Mitsutaka Sugino</td>
</tr>
<tr>
<td>Directors Operating Officer</td>
<td>Tetsuo Nishikiori</td>
</tr>
<tr>
<td></td>
<td>Nobuyuki Sugiyama</td>
</tr>
<tr>
<td></td>
<td>Masaharu Sobue</td>
</tr>
</tbody>
</table>

## Corporate Auditors

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statutory Auditors</td>
<td>Tetsuro Aoyama</td>
</tr>
<tr>
<td></td>
<td>Yuetsu Sato</td>
</tr>
<tr>
<td>Auditors</td>
<td>Tsuneo Mizusawa</td>
</tr>
<tr>
<td></td>
<td>Hikoyuki Miwa</td>
</tr>
</tbody>
</table>

*Tsuneo Mizusawa and Hikoyuki Miwa are outside company auditors.

## Executive Officers

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Officer</td>
<td>Atsushi Izumina</td>
</tr>
<tr>
<td></td>
<td>Takeshi Nagao</td>
</tr>
<tr>
<td>Operating Officer</td>
<td>Teru Oda</td>
</tr>
<tr>
<td></td>
<td>Akira Wada</td>
</tr>
<tr>
<td></td>
<td>Kenichi Ono</td>
</tr>
<tr>
<td></td>
<td>Masami Matsuo</td>
</tr>
<tr>
<td></td>
<td>Yutaka Ueno</td>
</tr>
<tr>
<td></td>
<td>Shuichi Kawahara</td>
</tr>
</tbody>
</table>

*Serving consecutively as both Director and Executive Director.*