

Case Study 3: Matsuura Machinery Corp.

By *Watanabe Seiichi*

Matsuura Machinery Corp. was founded in 1935 by Matsuura Toshio when he was 20 years old (he passed away in 1991 and his son, Matsuura Masanori, is the current president) in Fukui Prefecture where the textile business was the main industry then. Many wealthy people, who were called "Owansan," were owners of textile companies and dominated Fukui's economy. Matsuura Toshio seemed to have a rebellious spirit against them. Because the job taken by Matsuura Toshio in this textile empire was that of an ironworks craftsman, his rebellious mind must have been greater than that of other people. The ironworks was called a "kanja" (a dialectical version of "kajiya," or blacksmith's shop), and it worked as a subcontractor for textile companies repairing textile mills or machining parts for textile equipment. The ironworkers were teased with the appellation, "dirty kanja boy," because of how dirty they got working with oil and cast metal chips.

It was under these conditions that Matsuura focused on work that was not related to textile industries at the ironworks, and began manufacturing the first lathe, a machine tool, to be made in Fukui Prefecture. Matsuura's principle of "doing what others don't do" was born out of his competitive spirit, and lives on as the corporate philosophy of Matsuura Machinery Corp. today. It is often said that the way for small and medium-sized enterprises (SMEs) to survive is "to make things that have never been made using methods that have never been used." This extremely simple philosophy applies to many companies in Japan, including its manufacturing industries. There seems to be a thread that connects this philosophy and the concept of "doing what others don't do," which was established and put into practice by the founder of Matsuura Machinery Corp. 65 years ago.

The plug-in type program-controlled fully automatic milling machine (PC milling machine) that Matsuura Machinery Corp. developed in 1960-61 was truly an example of the company's commitment to "do what others don't do." This unique milling machine was developed, employing its own technologies, by Matsuura Machinery Corp., who dared to anticipate the future market for machine processing. By the time we developed this machine, Matsuura Machinery produced small horizontal milling machines and vertical milling machines, and eventually had become a prestigious maker of all-purpose milling machines. With annual sales of ¥40-50 million, the company took a huge risk, an enormous gamble to "do what other's don't do" by investing ¥95 million in the development of a program-controlled machine. The new machine made it possible for milling work, which previously could only be performed by experienced operators, to be performed by novices and female workers. This groundbreaking development also increased productivity five to 10 times. This program-controlled machine could achieve an amazing positioning accuracy of $\pm 0.02\text{mm}$ in three directions: forward-back, left-right, and up-down. This surprised the large Japanese telecommunications device makers and machine tool makers who were working on numerical control machines that were still in their infancy, and Matsuura earned a high reputation throughout the industry as a technology development company.

Focused on building "unique products that no one could replicate and that could be used worldwide," Matsuura Machinery risked its very existence by making a major shift in 1974-75 from milling machines to vertical machining centers (MC). It developed a multi-

function machining tool that incorporated several machining functions, including milling, boring and tapping, into a single machine tool. Standing out from conventional models, Matsuura Machinery's vertical MC has had more impact on the machine tool industry than the development of the program-controlled machine. The ultra high-speed MC developed from 1978-80, which improved the functions of the vertical MC by giving it a main spindle speed range of 24,000-35,000 rotations per minute (versus the previous 2,000-4,000 rotations per minute), significantly advanced process and production innovations in the metals molding and machining industries.

In the 1960s, when Matsuura Machinery Corp. began operating as a technology development company, Japan was on its way toward economic recovery and the Ikeda Hayato Cabinet (1960-1964) was promoting its "income-doubling" policy. In the 1970s when Matsuura developed its vertical MC, Japanese industry and economy, as well as those of the rest of the world, were left exhausted in the wake of the oil shocks. It was in this period that Matsuura Machinery wagered its very existence on a huge risk, undertaken after careful consideration and tremendous determination, based on the principle of "doing what others don't do." This can be a way not only for SMEs but for all Japanese businesses to survive. The challenge for SMEs today is to discover how "to make things the world has never seen" or "to use methods the world has never used before."

MITI

Watanabe Seiichi is Executive Managing Director at Matsuura Machinery Corp.

Market-Leading Small and Large Companies in Japan

(1) Capitalization over ¥2 billion and sales over ¥50 billion

No.	Company Name	Headquarters Address	Number of Employees	Sales (million yen)	Summary of Top Niche Products	Market Share (%)	
						World	Domestic
1	KURAMOTO SEISAKUSHO CO., LTD.	Wakayanagi-cho, Miyagi	730	21,297	Glass substrates for liquid crystal displays		85
2	CANON APTX INC.	Mitsukaido-shi, Ibaraki	917	92,181	Glass substrates for liquid crystal displays		42
3	RHEON AUTOMATIC MACHINERY CO., LTD.	Utsunomiya-shi, Tochigi	728	13,835	Bean-paste encrusting and bread-making machines	100	100
4	KK DI-NIKKO ENGINEERING	Imaichi-shi, Tochigi	130	18,000	Office automation and computer peripheral equipment		40
5	Enplas Corporation	Kawaguchi-shi, Saitama	414	23,803	Precision plastic processing		
6	NITTOKU ENGINEERING CO., LTD.	Saitama-shi, Saitama	443	14,489	Coil winding machines (for motors)	40	60
7	FUJII PHOTO OPTICAL CO., LTD.	Saitama-shi, Saitama	1,600	77,544	Television camera lenses		TOP
8	FUTABA CORPORATION	Sawara-shi, Chiba	2,377	93,455	Vacuum fluorescent display modules	55	55
9	THK CO., LTD.	Shinagawa-ku, Tokyo	2,763	100,037	Linear motion systems for machine tools		60
10	ADVANTEST CORPORATION	Shinjuku-ku, Tokyo	1,637	233,620	DRAM testers	60	TOP
11	ATLUS CO., LTD.	Shinjuku-ku, Tokyo	255	37,975	Commercial game machines (Print Club)		
12	ARUZE CORP.	Koto-ku, Tokyo	745	73,371	Pachinko (Japanese upright pinball) and slot machines		43
13	N.E. CHEM-CAT CORPORATION	Minato-ku, Tokyo	409	32,272	Catalyst that purifies auto exhaust gas		TOP
14	ORIENTAL MOTOR CO., LTD.	Taito-ku, Tokyo	2,064	43,788	Ultra-small stepping motors	80	
15	TAIHO INDUSTRIES CO., LTD.	Minato-ku, Tokyo	413	18,090	Liquid wax (wax coatings)		TOP
16	DISCO CORPORATION	Ota-ku, Tokyo	946	31,580	Semiconductor cutting equipment	80	TOP
17	SAINT-GOBAIN NORTON KK	Chiyoda-ku, Tokyo	230	9,900	Bearings used in passenger car doors		30
18	MAX CO., LTD.	Chuo-ku, Tokyo	1,196	49,070	Staplers		75
19	RIKEN CORPORATION	Chiyoda-ku, Tokyo	1,849	70,817	Piston rings		TOP
20	OSAKI ELECTRIC CO., LTD.	Shinagawa-ku, Tokyo	1,052	22,490	Wattmeters and power limiters (circuit breakers)		40
21	KAWASUMI LABORATORIES, INC.	Shinagawa-ku, Tokyo	1,222	27,412	Blood tubing lines for artificial kidneys		35
22	KUWAYAMA CORPORATION	Taito-ku, Tokyo	371	27,746	Precious metals used for jewelry (gold and platinum processing)		30
23	SATAKE CORPORATION	Chiyoda-ku, Tokyo	1,350	72,139	Large rice polishing plant	95	90
24	TAIYO INK MFG. CO., LTD.	Nerima-ku, Tokyo	259	15,963	Resistant ink used in printed circuit boards		TOP
25	TAKAHASHI CURTAIN WALL CORPORATION	Chuo-ku, Tokyo	217	9,540	Curtain walls (exterior wall material)		TOP
26	TACHIKAWA CORPORATION	Minato-ku, Tokyo	1,167	42,973	Window blinds		TOP
27	NIPPEI TOYAMA CORPORATION	Shinagawa-ku, Tokyo	786	42,951	Three-dimensional laser processing equipment		70
28	Nippon Brunswick Co., Ltd.	Shibuya-ku, Tokyo	98	15,105	Bowling alley equipment (pin setter)		TOP
29	CMK CORPORATION	Shinjuku-ku, Tokyo	2,306	100,293	Printed circuit boards		
30	NIPPON KOSHUHA STEEL CO., LTD.	Chiyoda-ku, Tokyo	887	38,716	High-carbon chromium and alloy long products-wire		45
31	NIHON KODEN CORPORATION	Shinjuku-ku, Tokyo	858	36,148	Electroencephalographs		60
32	HIKARI TSUSHIN, INC.	Chiyoda-ku, Tokyo	911	159,619	Agent that handles subscription procedures for mobile phones, etc.		
33	MEIKO SHOKAI CO., LTD.	Chiyoda-ku, Tokyo	332	16,045	Shredding machines		80
34	SAKATA SEED CORPORATION	Yokohama-shi, Kanagawa	571	40,098	Vegetable and flower seedlings	90	70
35	Nifco Inc.	Yokohama-shi, Kanagawa	1,132	45,260	Plastic fasteners, LED display panels		TOP
36	FANCL CORPORATION	Yokohama-shi, Kanagawa	553	38,558	Skin care cosmetics		40
37	Mitsutoyo Corp.	Kawasaki-shi, Kanagawa	2,324	54,744	Precision measuring instruments (micrometer, caliper etc.)		90
38	ULVAC JAPAN, LTD.	Chigasaki-shi, Kanagawa	1,119	60,208	Sputtering systems (for TFT)		85
39	Dainichi Co., Ltd.	Shirone-shi, Niigata	319	9,134	Industrial oil-heaters		40
40	HOKUETSU INDUSTRIES CO., LTD.	Bunsui-cho, Niigata	730	29,249	Compressors used in construction		70
41	INTEC INC.	Toyama-shi, Toyama	2,781	75,568	Packet switching networks (communications services)		
42	COSEL CO., LTD.	Toyama-shi, Toyama	337	13,543	Switching power supply		
43	SUGINO MACHINE LIMITED	Uozu-shi, Toyama	110	12,570	Water jet cutters (high-pressure pump with cutting system)		45
44	HOKURIKU ELECTRIC INDUSTRY CO., LTD.	Osawano-cho, Toyama	1,134	47,360	Thermistor sensors for air conditioners		65
45	I-O DATA DEVICE, INC.	Kanazawa-shi, Ishikawa	446	54,258	Expansion memory boards	4	30
46	YAGI CORPORATION	Kanazawa-shi, Ishikawa	141	7,328	Women's uniforms		20
47	YOSHIO INDUSTRY INC.	Matto-shi, Ishikawa	30	42,041	Small radial drilling machines		65
48	KOMATSU SEIREN CO., LTD.	Neagari-machi, Ishikawa	1,144	31,066	Windbreakers		70
49	SHIBUYA KOGYO CO., LTD.	Kanazawa-shi, Ishikawa	1,129	30,372	Bottling systems (bottling machinery)		50
50	DAIDO KOGYO CO., LTD.	Kaga-shi, Ishikawa	1,023	29,181	Detachable wheelchair stair lifts		100
51	TSUDAKOMA Corp.	Kanazawa-shi, Ishikawa	1,278	39,136	Jet looms (weaving machines)	40	60
52	SEIREN CO., LTD.	Fukui-shi, Fukui	2,162	59,718	Electromagnetic wave shielding material		40
53	FUKUJI CHEMICAL INDUSTRY CO., LTD.	Fukui-shi, Fukui	992	52,176	Deformed plastic extruded products		40
54	NICCA CHEMICAL CO., LTD.	Fukui-shi, Fukui	602	20,457	Chemicals used in textile processing		22
55	FANLUC LTD.	Oshino-mura, Yamanashi	2,126	187,543	Numerical control systems	50	70
56	KOA Corporation	Ima-shi, Nagano	895	40,741	Carbon film resistors and variable resistors		
57	Hokuto Corporation	Nagano-shi, Nagano	429	20,775	Mushrooms (<i>bunashimeji</i>)		27
58	RUBYCOM CORPORATION	Ima-shi, Nagano	710	51,623	Strobe capacitors used in cameras	70	70
59	SHINKO ELECTRIC INDUSTRIES CO., LTD.	Nagano-shi, Nagano	4,484	134,048	IC plastic packaging		
60	NAGANO JAPAN RADIO CO., LTD.	Nagano-shi, Nagano	1,203	51,352	AC adapters for laptop computers	24	28
61	NISSEI PLASTIC INDUSTRIAL CO., LTD.	Sakaki-cho, Nagano	793	41,902	Injection molding machines		24
62	ART METAL MFG. CO., LTD.	Ueda-shi, Nagano	1,001	28,100	Pistons used in internal-combustion engines (automobiles)		30
63	IBIDEN CO., LTD.	Ogaki-shi, Gifu	2,888	105,159	IC plastic packaging	TOP	TOP
64	F. C. C. Co., Ltd.	Hosoe-cho, Shizuoka	857	46,700	Motorcycle clutches	55	100
65	Hamamatsu Photonics K.K.	Hamamatsu-shi, Shizuoka	1,847	37,850	Photomultipliers		40
66	FUJIMI INCORPORATED	Nishiwilajima-cho, Aichi	355	26,645	Abrazives used with silicon wafers		
67	HOSHIZAKI ELECTRIC CO., LTD.	Toyoake-shi, Aichi	990	48,714	Automatic ice machines	30	70
68	MELCO INC.	Nagoya-shi, Aichi	432	54,334	Expansion memory boards for personal computers		50
69	FUTAMURA CHEMICAL INDUSTRIES CO., LTD.	Nagoya-shi, Aichi	1,140	63,000	Polypropylene film		30
70	SEVEN INDUSTRIES CO., LTD.	Nagoya-shi, Aichi	355	18,024	Housing fixtures made from laminated lumber		
71	Taiyo Kagaku Co., Ltd.	Yokkaichi-shi, Mie	630	37,513	Food emulsifiers and stabilizers		
72	OPTEX CO., LTD.	Otsu-shi, Shiga	214	10,274	Security sensors		TOP
73	TOWA CORPORATION	Kyoto-shi, Kyoto	496	24,183	Plastic molding equipment used with semiconductors	40	TOP
74	Suncall Corporation	Kyoto-shi, Kyoto	566	21,972	Valve springs	60	
75	DAINIPPON SCREEN MFG. CO., LTD.	Kyoto-shi, Kyoto	3,349	193,687	Wafer cleaning equipment		
76	HORIBA, Ltd.	Kyoto-shi, Kyoto	1,107	29,443	Auto emissions analyzers	80	90
77	KEYENCE CORPORATION	Osaka-shi, Osaka	1,318	65,036	Laser photoelectric sensors		
78	Sasakura Engineering Co., Ltd.	Osaka-shi, Osaka	385	12,512	Seawater desalting plants		
79	MATSUSHIRO	Higashiosaka-shi, Osaka	50	1,406	Paper handbags		50
80	HAYASHI PLYWOOD INDUSTRIAL CO., LTD.	Osaka-shi, Osaka	130	133,993	Conifer plywood		50
81	GLORY LTD.	Himeji-shi, Hyogo	1,787	67,184	Money counters		80
82	SYSMEX CORPORATION	Kobe-shi, Hyogo	990	28,604	Clinical testing equipment	20	60
83	DAISHINKU CORP.	Kakogawa-shi, Hyogo	1,600	34,074	Crystal oscillators		50
84	FURUNO ELECTRIC CO., LTD.	Nishinomiya-shi, Hyogo	1,449	46,184	Fish finders		50
85	NORITSU KOKI CO., LTD.	Wakayama-shi, Wakayama	1,326	57,283	Photo processing equipment (<i>minilabs</i>)		50
86	Shima Seiki Mfg., Ltd.	Wakayama-shi, Wakayama	1,091	43,375	Commercial flat-knitting machines	60	80
87	NIPPON CERAMIC	Tottori-shi, Tottori	292	10,402	Infrared ceramic sensors	70	100
88	ROHM WAKO CO., LTD.	Kasaoka-shi, Okayama	677	23,484	Semiconductor lasers		TOP
89	Toyo Advanced Technologies Co., Ltd.	Hiroshima-shi, Hiroshima	741	20,300	Internal grinding machines	10	50
90	IKEDA-TOHKA INDUSTRIES CO., LTD.	Fukuyama-shi, Hiroshima	297	62,000	Caramel		40
91	KITAGAWA IRON WORKS CO., LTD.	Fuchu-shi, Hiroshima	1,168	36,910	Power chucks	30	70
92	TODA KOGYO CORP.	Hiroshima-shi, Hiroshima	412	19,232	Magnetic powder materials (for video and cassette tapes)	50	TOP
93	Justsystem Corporation	Tokushima-shi, Tokushima	952	21,767	Word processing software (<i>Ichitaro</i>)		65
94	Nankai Plywood Co., Ltd.	Takamatsu-shi, Kagawa	506	13,678	Laminate ceiling boards for Japanese-style rooms		63
95	MIURA CO., LTD.	Matsuyama-shi, Ehime	1,630	46,618	Small boilers (for use on ships and on land)		TOP
96	NIPPON KODOSHI	Haruno-cho, Kochi	301	11,466	Capacitor separators	70	95
97	Giken Seisakusho Co., Ltd.	Kochi-shi, Kochi	269	8,520	Environmentally friendly reaction-based hydraulic press-in and extraction machines		95
98	Q'SAI CO., LTD.	Fukuoka-shi, Fukuoka	400	16,572	<i>Aojiru</i> (green juice made from kale)		TOP
99	Mitsui High-tec, Inc.	Kitakyushu-shi, Fukuoka	1,552	31,453	IC leadframes		TOP
100	Togami Electric Mfg. Co., Ltd.	Saga-shi, Saga	631	15,526	Spreading fault prevention switches (switchboards)		

(2) Capitalization under ¥2 billion and sales under ¥50 billion

No.	Company Name	Headquarters Address	Number of Employees	Sales (million yen)	Summary of Top Niche Products	Market Share (%)	
						World	Domestic
1	Eno Sangyo Co., Ltd.	Higashikawa-cho, Hokkaido	67	2,403	Peeling and processing machinery for wood bark		85
2	CIRCLE TEKKO CO., LTD.	Takikawa-shi, Hokkaido	95	2,912	Beet transplanted		100
3	Dynax Corporation	Chitose-shi, Hokkaido	285	18,455	Clutch plates for automatic transmission cars	20	60
4	FINE CRYSTAL CO., LTD.	Muroran-shi, Hokkaido	54	915	Synthetic quartz crystal		
5	IHARA COMPANY LTD.	Rumoi-shi, Hokkaido	380	9,571	Herring roe		20
6	KITANIHON SEIKI CO., LTD.	Ashibetsu-shi, Hokkaido	275	6,862	Small diameter bearings	80	80
7	KOTOBUKI SANGYO CO., LTD.	Sapporo-shi, Hokkaido	50	2,450	Roller guides used in steel rolling		80
8	SANEI TABLE TENNIS FACTORY	Ashoro-cho, Hokkaido	19	326	Table tennis tables		40
9	TOYO AGRICULTURAL MACHINERY CO., LTD.	Obihiro-shi, Hokkaido	164	2,683	Large potato harvesters		60
10	TOWA DENKI SEISAKUSHO CO., LTD.	Hakodate-shi, Hokkaido	76	2,123	Fully automatic squid-fishing equipment (computer controlled)	65	70
11	JAPAN MEDICAL PRODUCTS Co., Ltd.	Asahikawa-shi, Hokkaido	200	4,000	Medical non-woven fabric (masks)		65
12	HIKARI GOKIN CORPORATION	Otaru-shi, Hokkaido	144	2,937	Non-freezing faucets and related equipment		35
13	TEFCO AOMORI CO., LTD.	Hirosaki-shi, Aomori	34	310	Seals to affix numbers on watch dials	3	100
14	BLUE MORIS CO., LTD.	Hiranai-machi, Aomori	120	2,000	Skis and snowboards		50
15	AGEO SEIMITSU MFG. CO., LTD.	Kitakami-shi, Iwate	420	6,500	Wristwatch hands	30	
16	Konno Kogyosho Co., Ltd.	Sendai-shi, Miyagi	60	989	Camera shutter parts (actuator)		60
17	TOHOKU KUUCHOKANRI	Sendai-shi, Miyagi	41	750	Active oxygen generator (Biomate System)	100	100
18	TOYO KNIFE CO., LTD.	Sendai-shi, Miyagi	410	8,811	Knives for cutting steel and plywood		45
19	MOTOYAMA ENG. WORKS. LTD.	Ohira-mura, Miyagi	355	8,600	Clean valves for semiconductor manufacturing	12	40
20	Miyagi Chemical Industrial Co., Ltd.	Sendai-shi, Miyagi	162	4,100	Gelatin		20
21	IG KOGYO CO., LTD.	Higashine-shi, Yamagata	250	14,251	Residential metal insulating siding		33
22	Oriental Carpet Mills, Ltd.	Yamanobe-machi, Yamagata	64	800	Premium hand woven rugs		80
23	HI-MECHA Co., Ltd.	Yonezawa-shi, Yamagata	160	3,200	Chip tantalum capacitor manufacturing machines	60	70
24	SUZUKI SEISAKUSHO	Yamagata-shi, Yamagata	105	2,300	Compact type overlock sewing machines (three and four spools)	100	100
25	YAMAMOTO CO., LTD.	Tendo-shi, Yamagata	430	17,145	Drying machine for grains		25
26	Asaka Riiken Ltd.	Koriyama-shi, Fukushima	90	2,900	Recovery and refining of precious metals		
27	Frontier Laboratories Ltd.	Koriyama-shi, Fukushima	6	210	Database and computer search system for polymeric materials		70
28	TAKANO FOODS CO., LTD.	Ogawa-machi, Ibaraki	764	28,100	Natto (fermented soybeans)		24
29	TACHIBANA OPTICAL CO., LTD.	Sakai-machi, Ibaraki	16	150	Trial lenses		80
30	YAMANOI SEIKI CO., LTD.	Ina-machi, Ibaraki	104	1,900	Binders		93
31	SUNTECH CO., LTD.	Ibaraki-machi, Ibaraki	41	867	Arresters (telephone equipment)		35
32	Hiranuma Sangyo Co., Ltd.	Mito-shi, Ibaraki	98	1,426	Titration (used to measure component concentrations in liquids)		40
33	OPTINICS PRECISION CO., LTD.	Ashikaga-shi, Tochigi	25	530	Nozzle for turbo-lighters	40	90
34	KANEKO CO., LTD.	Tanuma-machi, Tochigi	110	1,750	Plastic shoe heels		20
35	SEKINOS CO., LTD.	Sano-shi, Tochigi	120	2,000	Pickup lenses for CDs, MDs and DVDs	18	22
36	TAIKO DEVICE, LTD.	Otawara-shi, Tochigi	109	3,103	Relays for printed circuit boards used in cars		38
37	Semba Tohka Industrial Co., Ltd.	Mooka-shi, Tochigi	327	11,622	Caramel products		40
38	MURATA SPRING CO., LTD.	Utsunomiya-shi, Tochigi	275	5,457	Valve, brake and clutch springs for regular sized trucks		90
39	IRIS	Ota-shi, Gunma	800	13,700	Buttons		20
40	AKAGI SUISAN CO., LTD.	Shibukawa-shi, Gunma	123	13,322	Negitoro (a tuna based food product)		TOP
41	ONOGI SEITAI	Kitatachibana-mura, Gunma	40	658	Double laminated paper bags	100	100
42	OGURA CLUTCH	Kiryu-shi, Gunma	1,003	33,123	Clutches used in car air conditioners	30	50
43	KATSURA MACHINE CO., LTD.	Maebashi-shi, Gunma	111	2,400	Concrete block manufacturing equipment		65
44	Fuji Manufacturing Co., Ltd.	Fujioka-shi, Gunma	80	3,600	Instant noodles production plant	50	40
45	MORI & CO., LTD.	Kiryu-shi, Gunma	320	7,500	Mushroom fungi	65	65
46	ERC	Kawaguchi-shi, Saitama	65	1,600	Degassing equipment of various dissolved gasses in solutions that are used for chemical analysis		60
47	UCHIYA THERMOSTAT CO., LTD.	Misato-shi, Saitama	95	4,261	Hairdryer thermostats		40
48	KARASHIYA SHIROU	Saitama-shi, Saitama	65	2,181	Mustard		20
49	FUKOKU CO., LTD.	Ageo-shi, Saitama	1,025	25,405	Wiper blades		TOP
50	Vixen Co., Ltd.	Tokorozawa-shi, Saitama	55	2,827	Astronomical telescopes		60
51	Porite Corporation	Saitama-shi, Saitama	400	8,883	Bearings for micro motors (oilless metal bearings)	90	
52	ASAHII RUBBER INC.	Saitama-shi, Saitama	161	2,884	Automotive silicone caps		100
53	KOHARA GEAR INDUSTRIAL CO., LTD.	Kawaguchi-shi, Saitama	69	4,812	Gears for industrial machinery		60
54	KUDO IRON WORKS CO., LTD.	Kawaguchi-shi, Saitama	39	625	Air tables for printing and bookbinding		95
55	KODAMA FOUNDRY Co., Ltd.	Kawaguchi-shi, Saitama	20	500	Centrifugal machine used for concrete piles		30
56	SINOZUKA Manufacturing Co., Ltd.	Kawaguchi-shi, Saitama	66	1,200	Die casting machine (for magnesium and zinc)	5	50
57	TAGUCHI PATTERN WORKS CO., LTD.	Kawaguchi-shi, Saitama	125	2,500	Integrated manufacture of wooden and metal molds for casting		10
58	NIPPON WIPER BLADE CO., LTD.	Kazo-shi, Saitama	927	25,900	Wiper blades and arms		TOP
59	MASUKO SANGYO CO., LTD.	Kawaguchi-shi, Saitama	20	650	Food grinding machines		TOP
60	SANJO SEIKI CO., LTD.	Kawaguchi-shi, Saitama	160	3,086	Plastic processing machinery		TOP
61	Think Laboratory Co., Ltd.	Kashiwa-shi, Chiba	85	5,100	Gravure cylinder making equipment		90
62	HORIKIRI, INC.	Yachioy-shi, Chiba	247	6,900	Automotive lamellar springs (for trucks)		30
63	Okamoto Glass Co., Ltd.	Kashiwa-shi, Chiba	178	3,280	Dental mirrors	70	85
64	KUMAGAI SEISAKUSHO	Matsudo-shi, Chiba	32	840	Metal fittings for office ring binders		70
65	SAKATO MFG CORPORATION	Chiba-shi, Chiba	26	820	Concrete cracking machines with steel-cutting function	13	60
66	NITI-ON CO., LTD.	Funabashi-shi, Chiba	25	1,100	Musical tuning forks	10	90
67	NIPPON PHOTO CHEMICAL	Mutsuzawa-machi, Chiba	40	1,000	Recycling of PS plates	50	60
68	HISANAGA COMPANY	Yotsukaido-shi, Chiba	150	2,500	Musical tuning forks	80	20
69	FUJITA WORKS. LTD.	Mobara-shi, Chiba	112	2,117	Ultra-precise flat tables		90
70	YAMAMOTO SCIENTIFIC TOOL LABORATORY CO., LTD.	Funabashi-shi, Chiba	20	250	Standard blocks for hardness	30	95
71	Alpha Electronics Corporation	Chiyoda-ku, Tokyo	111	1,200	Ultra-precise chip resistors	20	90
72	ADVANCED SYSTEM CO., LTD.	Sumida-ku, Tokyo	60	2,200	Base isolation system		70
73	ELIONIX	Hachioji-shi, Tokyo	54	1,400	Ultra-precise testing and measurement instruments		
74	kokoro Co., Ltd.	Hamura-shi, Tokyo	37	1,477	Dinosaur robots	50	
75	SAYAKA CO., LTD.	Ota-ku, Tokyo	46	1,450	PCB separators		TOP
76	GC CORPORATION	Itabashi-ku, Tokyo	737	32,034	Dental materials and equipment		TOP
77	STACK	Akishima-shi, Tokyo	85	1,770	Voltage probes for oscilloscopes		100
78	TERENIX	Machida-shi, Tokyo	10	250	TFT-LCD testers		20
79	TENYO CO., LTD.	Koto-ku, Tokyo	65	6,949	Magic supplies		90
80	TOSO CO., LTD.	Chuo-ku, Tokyo	702	25,173	Curtain rods		50
81	PARK 24 Co., Ltd.	Shinagawa-ku, Tokyo	202	20,892	24-hour unattended parking lots		
82	HIKARI SHOES	Katsushika-ku, Tokyo	70	2,163	Men's shoes made from artificial leather		50
83	MARKTEC CORPORATION	Ota-ku, Tokyo	97	3,116	Flaw detection agent used in non-destructive testing		TOP
84	MORITEX CORPORATION	Shibuya-ku, Tokyo	275	9,009	Image-processing equipment that uses optical fiber		60
85	UTAKA ENGINEERING CORPORATION	Ota-ku, Tokyo	195	3,300	Floating gas flow meter and pressure regulator		90
86	UNIVERSAL INDUSTRIAL CO., LTD.	Ota-ku, Tokyo	55	700	Wire belt conveyor		80
87	UNIMAT OFFISCO CORPORATION	Minato-ku, Tokyo	1,448	24,719	Office coffee service		50
88	ROKI TECHNO CO., LTD.	Shinagawa-ku, Tokyo	262	5,634	Filters used in magnetic coating		90
89	Ishizuka Electronics Corporation	Sumida-ku, Tokyo	289	7,401	Ultra-thin thermistor	80	
90	OKANO KOGYO CORPORATION	Sumida-ku, Tokyo	5	400	Housing for mobile phone batteries		
91	KAWABE NOKEN SANGYO CO., LTD.	Inagishi-shi, Tokyo	37	773	Self-propelled trencher		90
92	KYORITSU CHEMICAL-CHECK Lab., Corp.	Ota-ku, Tokyo	48	420	Easy-to-use water quality testing equipment		
93	COKEN LTD	Chiyoda-ku, Tokyo	215	6,145	Dust masks		TOP
94	Kosaka Laboratory Ltd.	Chiyoda-ku, Tokyo	236	5,361	Precision measuring instruments (e.g. instruments to measure surface roughness)		30
95	SAWAFUJII ELECTRIC CO., LTD.	Nerima-ku, Tokyo	904	26,266	Electric refrigerators for small crafts	90	100
96	SHINKO SELLBIC COMPANY	Shinagawa-ku, Tokyo	7	400	Ultra-small plastic fabrication equipment		
97	SHINMEI RUBBER INDUSTRIES CO., LTD.	Ota-ku, Tokyo	85	2,000	Rubber gaskets for sewage systems		25
98	SENKO MEDICAL INSTRUMENT Mfg Co., Ltd.	Bunkyo-ku, Tokyo	370	13,144	Artificial heart and lung machines		45
99	ULTRASONIC ENGINEERING CO., LTD.	Tachikawa-shi, Tokyo	255	5,600	Ultrasonic devices and application equipment		TOP
100	ELECTRIC CONTROL GROUP	Hamura-shi, Tokyo	33		Impulse winding tester		40
101	TOEI INDUSTRY CO., LTD.	Machida-shi, Tokyo	34	830	Vibration sample magnetometer		20
102	TOHKEN CO., LTD.	Shinjuku-ku, Tokyo	131	3,900	Factory automation bar code systems (factory application)		20
103	TOKYO KINZOKU INDUSTRY CO., LTD.	Katsusika-ku, Tokyo	68	3,418	Clips for writing instruments		TOP
104	TOHNICHI MFG. CO., LTD.	Ota-ku, Tokyo	108	3,419	Manual torque wrench	35	90
105	TOWA KOUKI	Mitaka-shi, Tokyo	31	920	Water-saving automatic plating equipment		10
106	NAMBU CO., LTD.	Ota-ku, Tokyo	64	1,250	Hydraulic cylinders for metal molds and iron rotary cylinders for coiling		TOP

SPECIAL REPORT (6)

No.	Company Name	Headquarters Address	Number of Employees	Sales (million yen)	Summary of Top Niche Products	Market Share (%)	
						World	Domestic
107	NIKO DENKI KOGYO CO., LTD.	Kita-ku, Tokyo	62	2,300	Cable television connectors		50
108	NISSIN PRECISION MACHINES CO., LTD.	Ota-ku, Tokyo	170	2,500	Reflex reflector molds for traffic use		
109	DRAKE BEAM MORIN-JAPAN, INC.	Shinagawa-ku, Tokyo	49	1,053	Reemployment support services		50
110	NIPPON HEATER KIKI CO., LTD.	Ota-ku, Tokyo	17	1,000	Hot canned beverage display cases		70
111	NIHON MICRO COATING CO., LTD.	Akushima-shi, Tokyo	120	3,029	Industrial polishing tape		50
112	BILLCON	Chuo-ku, Tokyo	150	4,000	Bill and coin counters		90
113	Japan Computer Corporation	Chiyoda-ku, Tokyo	150	3,850	Sat top boxes (internet connection equipment)		TOP
114	Kumihira Co., Ltd.	Chuo-ku, Tokyo	240	15,100	Safes		
115	NEMOTO & CO., LTD.	Suginami-ku, Tokyo	55	5,021	Fluorescent materials and other specialty chemicals		100
116	HARADA SEISAKUSHO	Taito-ku, Tokyo	100	1,900	Motor commutators	10	20
117	Ferrotec Corporation	Taito-ku, Tokyo	191	4,859	Magnetic fluids	100	100
118	FURUKAWA MFG. CO., LTD.	Shinagawa-ku, Tokyo	299	6,613	Vacuum packaging equipment for food products		60
119	HONSHU CHEMICAL INDUSTRY CO., LTD.	Chuo-ku, Tokyo	377	20,760	Piphenol	TOP	50
120	MIWA LOCK CO., LTD.	Minato-ku, Tokyo	1,320	38,123	Door locks		60
121	RIKIO CO., LTD.	Chuo-ku, Tokyo	46	4,423	Jika tabi (split-toe heavy-cloth work shoes)		TOP
122	RIGAKU CORPORATION	Akushima-shi, Tokyo	355	10,100	X-ray analyzers	30	80
123	GOKO CAMERA CO., LTD.	Kawasaki-shi, Kanagawa	31	4,489	Low-priced compact cameras		70
124	ASTRODESIGN, INC.	Kawasaki-shi, Kanagawa	120	3,600	Signal generators		70
125	OHARA INC.	Sagamihara-shi, Kanagawa	465	15,492	Glass for optical lenses		40
126	KAMOME PUROPERA CO., LTD.	Yokohama-shi, Kanagawa	178	4,202	Propellers (screws) for small crafts		70
127	SHICOH ENGINEERING CO., LTD.	Yamato-shi, Kanagawa	58	1,829	Vibration motors (ultra-small; 4mm in diameter)	100	80
128	STAFF CORPORATION	Yokohama-shi, Kanagawa	24	1,300	Mobile phone antennas		60
129	SEIWA ELECTRIC HEATING	Yamato-shi, Kanagawa	94	1,000	Band heaters for injection molding machines	35	70
130	TAITSU CORPORATION	Kawasaki-shi, Kanagawa	211	8,870	High voltage capacitors	60	70
131	TOPURA CO., LTD.	Hadano-shi, Kanagawa	613	21,380	Various plates for pachinko (Japanese upright pinball) machines		60
132	NIKUNI CO., LTD.	Kawasaki-shi, Kanagawa	256	7,123	Vortex pumps		60
133	MICRO MEDICAL CORP.	Kawasaki-shi, Kanagawa	12	140	X-ray throttle mechanism	75	30
134	UNIPER Corp.	Yokohama-shi, Kanagawa	26	1,000	Space Lift (space-saving lifting systems)		90
135	YOSHIZUKA SEIKI CO., LTD.	Kawasaki-shi, Kanagawa	64	1,650	Powder compacting press		60
136	Lasertec Corporation	Yokohama-shi, Kanagawa	95	5,847	Laser microscope	90	TOP
137	EIDEN Co., Ltd.	Kawasaki-shi, Kanagawa	105	2,379	Television signal generator		90
138	ODAWARA AUTO-MACHINE MFG. CO., LTD.	Odawara-shi, Kanagawa	122	4,100	Bus fare collection equipment		70
139	SANKO MACHINERY CO., LTD.	Sagamihara-shi, Kanagawa	83	3,750	Automatic packaging equipment using polyethylene film		70
140	SHOWA SHINKU CO., LTD.	Sagamihara-shi, Kanagawa	164	7,252	Vacuum evaporation equipment	80	100
141	SHINMEI ELECTRIC CO., LTD.	Kawasaki-shi, Kanagawa	144	8,506	Relays, switches and tape counters		70
142	DENGENSHA MFG. CO., LTD.	Kawasaki-shi, Kanagawa	294	7,361	Resistance welders		30
143	TOYO GLASS MACHINERY CO., LTD.	Yokohama-shi, Kanagawa	232	5,363	Bottle manufacturing equipment		
144	NIPPON ALEPH CORPORATION	Yokohama-shi, Kanagawa	320	12,100	Reed switches		
145	Japan Engineering Co., Ltd.	Kawasaki-shi, Kanagawa	99	7,760	Aging testers (for semiconductor products)		70
146	FUJI DENGYO CO., LTD.	Yamato-shi, Kanagawa	90	1,600	Backlight units for liquid crystal displays	50	50
147	YAMAICHI CO., LTD.	Kawasaki-shi, Kanagawa	350	7,500	Iron accumulators (small air conditioners)	70	
148	SAKATA SEISAKUSHO Co., Ltd.	Sanjo-shi, Niigata	138	3,426	Metal fittings for roofs made of bent metal plates		42
149	System Seiko Co., Ltd.	Nagaoka-shi, Niigata	186	14,145	Fully automatic magnetic disk manufacturing system		
150	SHINWA RULES CO., LTD.	Sanjo-shi, Niigata	173	3,260	Metal measuring tools		70
151	SORIMACHI CO., LTD.	Nagaoka-shi, Niigata	130	1,267	Agriculture software		90
152	TWINBIRD CORPORATION	Yoshida-machi, Niigata	414	14,023	Interior goods, small household appliances, etc.		
153	FUJI FRP	Joetsu-shi, Niigata	9		Japanese bows made from fiber-reinforced plastic		70
154	Re. ma. nier. Nakajima CO., LTD.	Tochio-shi, Niigata	148	1,016	Textile repair and processing		
155	ITAGAKI KINZOKU	Sakae-machi, Niigata	25	250	Jet baths for small animals		100
156	DAI-ICHI SOKUHAN WORKS CO.	Ojiya-shi, Niigata	252	3,026	Screw cages		40
157	NIIGATA TSUSHINKI CO., LTD.	Niigata-shi, Niigata	235	3,509	Equipment for driving simulation		70
158	YUKIGUNI MAITAKE CO., LTD.	Muika-machi, Niigata	858	15,000	Mushrooms (maitake)		70
159	TOYOX CORPORATION	Kurobe-shi, Toyama	280	7,548	Resinous pressure hoses		80
160	HANAGATA Corporation	Toyama-shi, Toyama	79	1,105	Automatic packaging machines		70
161	YAYOI CHEMICAL	Takaoka-shi, Toyama	165	10,400	Adhesives used in wallpaper installation		40
162	IKEDA MOHANDO CO., LTD.	Kamiichi-machi, Toyama	210	6,490	Medicine to relieve itching from insect bites		70
163	KACHIBOSHI SANGYO	Inami-machi, Toyama	100	3,593	Non-slip gloves for driving		70
164	KOYO PHOTO SERVICE CORP.	Toyama-shi, Toyama	22	320	Machines for compounding and copying color portrait photographs		60
165	SAGA KOGYO CO., LTD.	Takaoka-shi, Toyama	200	4,601	Metal soot filters for kitchen use		70
166	TAKEUCHI PRESS INDUSTRIES CO., LTD.	Toyama-shi, Toyama	770	21,714	Marking pen bodies		100
167	HOKUSEI GOMU KOUGYO	Kurobe-shi, Toyama	504	6,522	Rubber street signs and markers		90
168	HOKKO CO., LTD.	Takaoka-shi, Toyama	64	4,169	Smelting furnaces for aluminum recycling (rotary furnaces with oscillation system)		60
169	MARUEI SEISAKUSHO	Kosugi-machi, Toyama	126	3,995	Buckets for power shovels		30
170	OIGO WORKS CO., LTD.	Takaoka-shi, Toyama	39	700	Bonsho (Buddhist temple bells)		80
171	RB CONTROLS CO., LTD.	Kanazawa-shi, Ishikawa	310	14,158	Electronic ignition equipment (for fan heaters, gas stoves)		50
172	SHOWA NOTE	Takaoka-shi, Toyama	167	11,500	School notebooks (for elementary students)		40
173	ASAHI SOUSETSU	Matto-shi, Ishikawa	81	2,487	Food fryers (oven) for industrial use		70
174	ORIENTAL CHAIN MFG. CO., LTD.	Matto-shi, Ishikawa	207	4,194	Ultra-small chains		100
175	KAJIRENE	Takamatsu-machi, Ishikawa	65	900	Printer ink ribbon material		40
176	HOKUSHO CO., LTD.	Kanazawa-shi, Ishikawa	313	7,512	Vertical transfer systems		50
177	HOKUMOU	Kanazawa-shi, Ishikawa	222	6,138	Fishing nets		70
178	Akashi Gohdoh Inc.	Matto-shi, Ishikawa	105	2,612	Bimetal cylinder blocks		80
179	Taiko Crossroad, Asano Taiko.	Matto-shi, Ishikawa	21	900	Taiko drums (about 120 cm or larger)		70
180	IKEDA KIGYO CO., LTD.	Komatsu-shi, Ishikawa	27	2,026	Sleeve and pants linings for men's suits		30
181	ISHINO WORKS.	Kanazawa-shi, Ishikawa	93	2,157	Sushi conveyor system with tea dispensers		60
182	INAMOTO MANUFACTURING CO., LTD.	Matto-shi, Ishikawa	107	2,827	Washers and dryers for industrial use		50
183	KATAOKA MACHINE IND. CO., LTD.	Kanazawa-shi, Ishikawa	30	1,161	Covering machines for making thread for stockings		70
184	KATSURA CO., LTD.	Kanazawa-shi, Ishikawa	50	700	Metal accessories (for tourist sites)		20
185	KUJI REED CO., LTD.	Matto-shi, Ishikawa	68	1,627	Profile reeds for air jet looms		50
186	SHIO ORIMONO CO., LTD.	Shio-machi, Ishikawa	75	891	Reversible stretch ski pants		90
187	Maywa Co., Ltd.	Kanazawa-shi, Ishikawa	52	1,706	Wet dust collectors		70
188	TAIRA FORGING CO., LTD.	Haku-shi, Ishikawa	156	8,749	Forging rings for bearings		75
189	Takai Tofu & Soy Milk Equipment CO.	Nonoichi-machi, Ishikawa	70	1,430	Tofu (bean curd) producing machine	60	30
190	TAKAKUWA ART PRINTING CO., LTD.	Nonoichi-machi, Ishikawa	276	6,915	Sake (rice wine) labels		20
191	TAKAZAWA ROUSOKU TEN	Nanao-shi, Ishikawa	21	2,400	Japanese candles		20
192	TATSURUHAMA ORIMONO CO., LTD.	Tatsuruhama-machi, Ishikawa	31	180	Karami (leno) for synthetic Japanese clothing		60
193	TAMURA KIKAI CO., LTD.	Matto-shi, Ishikawa	54	2,210	Equipment to prevent gravel from falling off dump trucks		85
194	TSUKIBOSHI MFG. CO., LTD.	Kaga-shi, Ishikawa	338	8,554	Motorcycle spokes		90
195	TOHSHIN SEIKI CO., LTD.	Terai-machi, Ishikawa	235	4,691	Cylinder rollers for bearings		65
196	NAKAMURA-TOME PRECISION INDUSTRY CO., LTD.	Tsurugi-machi, Ishikawa	386	14,873	Automatic lens centering machine		50
197	NIHON PARTS CENTER	Kanazawa-shi, Ishikawa	100	3,000	Wind and dust screens		70
198	NOTO CORPORATION	Kanazawa-shi, Ishikawa	53	1,045	Public telephone booths	10	50
199	NOTO KOUJUNSHI KOGYO CO., LTD.	Nakajima-machi, Ishikawa	54	908	Garden stones made from plastic		70
200	Fuji Seiko Honsha Co., Ltd.	Neagari-machi, Ishikawa	302	8,167	Large vault doors		90
201	MARUI ORIMONO CO., LTD.	Kashima-machi, Ishikawa	164	4,069	Polyester taffeta		30
202	YACHIYO KAKO CO., LTD.	Nonoichi-machi, Ishikawa	40	492	Gold leaf decorative building materials		90
203	ASAHI-LITE OPTICAL CO., LTD.	Sabae-shi, Fukui	150	3,585	Ultra-thin plastic lenses		25
204	KATSUKURA CORPORATION	Fukui-shi, Fukui	110	3,500	Rolling screens		35
205	SAKASE ADTECH CO., LTD.	Maruoka-cho, Fukui	8		Triaxial woven fabric for satellite antennas		100
206	SAKASE CHEMICAL CO., LTD.	Fukui-shi, Fukui	159	2,262	Plastic hospital furniture		35
207	TAKEDA LACE CO., LTD.	Fukui-shi, Fukui	257	6,645	Lace for premium women's undergarments		60
208	NAC CORPORATION	Fukui-shi, Fukui	40	5,307	Road reflectors		40
209	NISHIBATA	Fukui-shi, Fukui	102	3,736	Calendars printed with company names		10
210	MAGIC TAPE	Maruoka-cho, Fukui	93		Fasteners		70
211	YAMATO TAKAHASHI	Tsuruga-shi, Fukui	270	9,319	Shredded kelp		95
212	AOYAMA HARP COMPANY	Matsuoka-cho, Fukui	25	400	Harps	20	100
213	AGEHARA TEXTILE IND. Co., Ltd.	Sabae-shi, Fukui	168	3,537	Velvet cloth	25	65
214	ONODANI KIKOU	Takefu-shi, Fukui	100	2,578	Tire changers		60
215	KURAMO ELECTRIC CO., LTD.	Takefu-shi, Fukui	232	8,183	Float switch for water pumps		70
216	TAKEFU SPECIAL STEEL CO., LTD.	Takefu-shi, Fukui	45	843	Clad material for blades		70

SPECIAL REPORT (6)

No.	Company Name	Headquarters Address	Number of Employees	Sales (million yen)	Summary of Top Niche Products	Market Share (%)	
						World	Domestic
217	TOKO SHATTER	Sabae-shi, Fukui	260	5,780	See-through walls		40
218	NITTO SHINKO CORPORATION	Maruoka-cho, Fukui	330	8,400	Semiconductive cloths		60
219	NAC CORPORATION	Fukui-shi, Fukui	55	1,179	Plastic mirror surfaces		60
220	NIPPON MAYER LTD.	Fukui-shi, Fukui	325	10,053	Warp knitting machines		100
221	TOKUSHU KINZOKU KOGYO CO., LTD. FUKUI WORKS	Maruoka-cho, Fukui	46	1,150	Materials for shaving replacement blades		100
222	FUKUI BYORA CO., LTD.	Kanazu-cho, Fukui	443	10,463	Pachinko (Japanese upright pinball) pins		70
223	Matsura Machinery Corporation	Fukui-shi, Fukui	274	11,620	Ultra-fast machining center		90
224	Crystal Systems Inc.	Kobuchisawa-cho, Yamanashi	15	407	Optical floating zone furnace	90	90
225	OHTSUKI SEIKO CO., LTD.	Otsuki-shi, Yamanashi	90	2,000	Special gears for office automation equipment and cameras		30
226	FUTO ELECTRONICS CO., LTD.	Nakatomi-cho, Yamanashi	61	1,200	Glass lids for line sensors		69
227	ITSUMI CO., LTD.	Hara-mura, Nagano	55	600	Cleaning finishing presses		50
228	ENDLESS PROJECT Co., Ltd.	Saku-shi, Nagano	26	1,000	Racing brake pads	Several %	40
229	ORGAN NEEDLE CO., LTD.	Ueda-shi, Nagano	580	7,607	Needles for sewing machines and knitting	16	78
230	KANETEC CO., LTD.	Ueda-shi, Nagano	271	6,211	Magnetic chucks		60
231	CIRCUIT DESIGN, INC.	Hotaka-machi, Nagano	48	2,100	Engine starters		50
232	SINANO COMPANY	Saku-shi, Nagano	35	1,000	Ski poles		40
233	DELICA CO., LTD.	Matsumoto-shi, Nagano	130	2,300	Three-point linkages for agricultural tractors		80
234	HARMO SOKEN	Minamimino-mura, Nagano	240	5,386	Extractors for injection molding machines (compact)	15	30
235	Public Record Co., Ltd.	Miyada-mura, Nagano	35	400	Analog recordings		30
236	INA FOOD INDUSTRY Co., Ltd.	Ina-shi, Nagano	247	9,800	Powdered agar for industrial use		20
237	Kanematsu Kogyo Co., Ltd.	Suwa-shi, Nagano	32		Manual nose hair clipper		100
238	KYORITSU KEIKI CO., LTD.	Shimosuwa-machi, Nagano	148	2,090	Electric motor vehicle conductor		70
239	KOBAYASHI BAG MFG. CO., LTD.	Iida-shi, Nagano	149	4,296	Paper bags for fruit		
240	SUZUKI CO., LTD.	Suzaka-shi, Nagano	490	13,050	Lead frames		
241	TAKEMURA SEISAKUSHO CO., LTD.	Nagano-shi, Nagano	242	6,508	Valves to prevent freezing		75
242	TAMAGAWA SEIKI CO., LTD.	Iida-shi, Nagano	650	19,100	Analog angle sensors (synchros / resolvers)	30	90
243	NIKKOKU SEIFUN	Nagano-shi, Nagano	230	9,820	Soba (buckwheat) tea		100
244	NIPPON PLASTIC PALLET COMPANY	Ueda-shi, Nagano	130	6,800	Plastic pallets		25
245	HAKKO ELECTRIC MACHINE WORKS CO., LTD.	Tokura-machi, Nagano	360	5,300	Anesthetic syringe needles		30
246	HOSOKAWA WORKS LTD.	Toyoshina-machi, Nagano	65	1,500	Household rice polishing machines		30
247	MATSUO KOGYO	Ueda-shi, Nagano	161	3,600	Motorcycle shock absorbers		70
248	MATSUSHIRO KINZOKU SEISAKUSHO	Nagano-shi, Nagano	60	1,000	Cash drawers	20	30
249	YANAGISAWA SEIKI MFG. CO., LTD.	Sakaki-machi, Nagano	385	12,230	Automobile gas dampers		60
250	Athena Kogyo Co., Ltd.	Seki-shi, Gifu	176	9,558	Sake containers		TOP
251	GIFU SHELLAC MANUFACTURING CO., LTD.	Gifu-shi, Gifu	147	3,770	Additives for coating materials (for luster)		90
252	SANYO ELECTRIC WORKS LTD.	Gifu-shi, Gifu	405	14,465	Fare indicator (for single driver buses)		60
253	AZUMA KOGYO	Hamamatsu-shi, Shizuoka	260	8,273	Tools and chemical products for cleaning		40
254	KAWAI SEIMITSU KINZOKU Co., Ltd.	Hamamatsu-shi, Shizuoka	160	9,000	Rolled step-sectioned-strips (plates)	60	60
255	SAN-M PACKAGE CO., LTD.	Kanaya-cho, Shizuoka	109	2,242	Medical facemasks		TOP
256	TEIBOW Co., Ltd.	Hamamatsu-shi, Shizuoka	250	5,430	Pen tips for writing and marking pens	TOP	
257	MAKI MANUFACTURING CO., LTD.	Hamamatsu-shi, Shizuoka	426	15,547	Sorting and packaging machines for fruit		50
258	KIMURA CHOZOSHO CO., LTD.	Shimizu-cho, Shizuoka	450	11,016	Full mold casting for automobiles		40
259	SAWANE SPRING CO., LTD.	Hamamatsu-shi, Shizuoka	47	637	Springs for automotive and other applications		
260	Tokai Kagyu Kogyo Co., Ltd.	Shizuoka-shi, Shizuoka	250	46	Furniture (kitchen cabinets and living room sets)		
261	NIHON NEW NOZURU CO., LTD.	Shimizu-shi, Shizuoka	23	383	Ultra-high precision processing		
262	FUJI KOGYO CO., LTD.	Shizuoka-shi, Shizuoka	221	5,085	Fishing pole guide rings (to guide the fishing line)	80	98
263	FUJI CERAMICS	Fujinomiya-shi, Shizuoka	145	2,473	Accelerometer for diagnosing plant facilities		70
264	AICELLO CHEMICAL CO., LTD.	Toyoashi-shi, Aichi	560	13,300	Water-soluble anti-rust film	60	80
265	Aiya Co., Ltd.	Nishio-shi, Aichi	32	1,868	Powdered green tea		40
266	Asada Corporation	Nagoya-shi, Aichi	179	4,893	Saws (cutting machines)		60
267	AMITA MACHINES	Toyoashi-shi, Aichi	50	770	Manufacturer of net making machines		
268	Canare Electric Co., Ltd.	Nagakute-cho, Aichi	92	6,255	Acoustic cables		TOP
269	CLARA ONLINE, INC.	Nagoya-shi, Aichi	7	92	Rental network servers		
270	Shachihata Inc.	Nagoya-shi, Aichi	175	36,600	Pre-inked stamps		
271	SHINPO CO., LTD.	Nagoya-shi, Aichi	88	2,401	Smoke-free roasters for cooking		40
272	NIDEK	Gamagori-shi, Aichi	863	21,778	Ophthalmology equipment	30	70
273	HOYU CO., LTD.	Nagoya-shi, Aichi	815	35,376	Hair dye (Bigen: brand name)		40
274	AMANO ENZYME INC.	Nagoya-shi, Aichi	420	11,000	Digestive enzymes		90
275	UBUKATA INDUSTRIES CO., LTD.	Nagoya-shi, Aichi	150	2,740	Ball type seismic sensors		90
276	Okajima Pipe Co., Ltd.	Tokai-shi, Aichi	130	4,500	Small diameter piping		70
277	Kawasaki Seikouki Co., Ltd.	Komaki-shi, Aichi	86	4,420	Mechanical parts for washing machines (mechanical casings)		
278	Juken Kogyo Co., Ltd.	Toyoashi-shi, Aichi	55	2,418	Synthetic resin small precision parts		
279	TAIYO GIKEN KOGYO CO., Ltd.	Nagoya-shi, Aichi	111	3,377	Propane gas cocks		30
280	TSUTSUI KOGYO CO., LTD.	Handa-shi, Aichi	74	1,123	Road signs and steel balustrades		
281	TOKAI MEDICAL PRODUCTS, INC.	Kasugai-shi, Aichi	40	100	Intra-aortic balloon pumping catheter		25
282	TOYO ELECTRIC CORP.	Kasugai-shi, Aichi	343	7,231	Elevator sensors		80
283	COLIN CORPORATION	Komaki-shi, Aichi	183	9,574	Fully automatic blood pressure monitors	7	60
284	NIPPON LASER & ELECTRONICS LAB.	Nagoya-shi, Aichi	16	280	Membrane production equipment for LB membranes (monomolecular film of organic molecules)		70
285	HONDA ELECTRONICS CO., LTD.	Toyoashi-shi, Aichi	115	4,200	Ultrasonic fish finders		65
286	SUEHIRO EPM CORPORATION	Yokkaichi-shi, Mie	60	1,500	Cooking oil manufacturing equipment (oil mill)	100	100
287	MICROCABIN CORP.	Yokkaichi-shi, Mie	51	928	Planning, development and sales of game software		
288	KUWANA SEIKO CO., LTD.	Kuwana-shi, Mie	154	2,017	Hair remover		90
289	KOUHOKU KOUGYO CO., LTD.	Takatsuki-cho, Shiga	200	4,000	Tab terminals used for capacitors	40	40
290	Shimizu Alloy Corporation	Hikone-shi, Shiga	206	5,141	Small diameter valves used in water systems		TOP
291	Rakuto Kasei Industrial Co., Ltd.	Otsu-shi, Shiga	44	1,270	Desizing agents	5	80
292	ISHIDA CO., LTD.	Kyoto-shi, Kyoto	1,200	38,300	Computer scales		
293	STEC INC.	Kyoto-shi, Kyoto	310	11,999	Mass flow controllers	30	
294	KODENSHI CORP.	Uji-shi, Kyoto	295	7,000	Photodiodes and various optical sensors		
295	ITEC TSURITANI CO., LTD.	Higashiosaka-shi, Osaka	247	5,932	Chain leads		80
296	ALTECO INC.	Ibaraki-shi, Osaka	43	1,700	Instant glue	Third Place	
297	ICHIGUCHI CORPORATION	Higashiosaka-shi, Osaka	51	1,757	Micro flap wheels		60
298	O.H INDUSTRIAL CO., LTD.	Higashiosaka-shi, Osaka	45	1,754	Industrial hammers		60
299	OGK CO., LTD.	Higashiosaka-shi, Osaka	85	3,000	Bicycle grips		80
300	KITAMURA INDUSTRY CO., LTD.	Higashiosaka-shi, Osaka	73	4,008	Electrical equipment used in road maintenance		70
301	NIPPO GIKEN CO., LTD.	Higashiosaka-shi, Osaka	51	920	Brushless car wash		100
302	CAT EYE Co., Ltd.	Osaka-shi, Osaka	278	6,724	Bicycle reflectors		80
303	COSMO CO., LTD.	Osaka-shi, Osaka	68	3,152	Bias tapes (material used in sewing)		25
304	GOSEN co., Ltd.	Osaka-shi, Osaka	319	8,217	Racket strings	50	
305	GOLD INDUSTRIES CO., LTD.	Higashiosaka-shi, Osaka	60	1,603	Injection molding type carrier reels		70
306	TAKAKO INDUSTRIES, INC.	Higashiosaka-shi, Osaka	132	4,963	High pressure hydraulic piston pump parts		80
307	TAKAHARA COMPANY	Higashiosaka-shi, Osaka	80		Desktop diary		80
308	TAKARA BELMONT Corporation	Osaka-shi, Osaka	1,298	47,800	Barber chairs (hairdressing equipment)	70	100
309	DAICOLO CORPORATION	Osaka-shi, Osaka	620	6,918	Yearbooks		30
310	NAMITEI Co., Ltd.	Higashiosaka-shi, Osaka	48	1,900	Heterotypical wire technology for the pressure-proof layers of optical-fiber submarine cables	100	100
311	NISSHOKIKI CORPORATION	Higashiosaka-shi, Osaka	37	2,200	Automatic plumb marking equipment		80
312	NICH CO., LTD.	Higashiosaka-shi, Osaka	172	3,713	Rail jacks		100
313	PATLITE Corporation	Yao-shi, Osaka	378	8,845	Revolving warning lights		75
314	PICA CORP.	Higashiosaka-shi, Osaka	243	7,084	Showcase styled small greenhouses		50
315	Fujikin Incorporated	Higashiosaka-shi, Osaka	860	33,000	Ultra-precise valves used in domestically produced space rockets	10	62
316	FLUI SEAL, INC.	Osaka-shi, Osaka	855	40,050	Heat shrinkable labels		50
317	HORAI CO., LTD.	Higashiosaka-shi, Osaka	221	4,887	Grinding and crushing machines		60
318	HOLBEIN WORKS, LTD.	Higashiosaka-shi, Osaka	98	2,552	Professional oil painting supplies and paints		50
319	Miyamae Co., Ltd.	Higashiosaka-shi, Osaka	188	5,618	Electric fishing reels		TOP
320	Mega Chips Corporation	Osaka-shi, Osaka	89	25,691	LSI specially designed for customers		
321	YUTAKA CO., LTD.	Higashiosaka-shi, Osaka	7	120	Outer diameter selecting machine for BGA, CSP and Flip Chip		100
322	Yutaka Seiko Co., Ltd.	Higashiosaka-shi, Osaka	90	208	Automatic processing line for making the outer casings of refrigerators		95
323	REX Industries Co., Ltd.	Higashiosaka-shi, Osaka	350	8,273	Pipe-cutting machines		60
324	EIKI Industrial Co., Ltd.	Osaka-shi, Osaka	92	6,249	16 millimeter projectors		40
325	OSAKA SEIMITSU KIKAI CO., LTD.	Higashiosaka-shi, Osaka	52	2,000	Gear measuring tools	70	60
326	OKUNO CHEMICAL INDUSTRIES CO., LTD.	Osaka-shi, Osaka	385	17,165	Glass picture supplies		70

SPECIAL REPORT (6)

No.	Company Name	Headquarters Address	Number of Employees	Sales (million yen)	Summary of Top Niche Products	Market Share (%)	
						World	Domestic
327	KASEN NOZZLE MFG. CO., LTD.	Osaka-shi, Osaka	320	7,000	Spinning nozzles		
328	KAWABATA SCREW	Higashiosaka-shi, Osaka	4		Artistic screws	30	80
329	Kida Valve Ball Co., Ltd.	Higashiosaka-shi, Osaka	70				100
330	TAKAYASU INDUSTRY Co., Ltd.	Higashiosaka-shi, Osaka	15	1,753	Valve balls for stainless steel		60
331	SANYO VACUUM INDUSTRIES CO., LTD.	Higashiosaka-shi, Osaka	15	429	Safety cut-off switch for hydrogen-gas devices	100	100
332	SANWA KAKEN INDUSTRIES Co., LTD.	Yao-shi, Osaka	54	11,563	Low-resistance transparent conductive film for LCDs	40	
333	SHIMONISHI SEISAKUSHO Co., Ltd.	Higashiosaka-shi, Osaka	110	1,900	Pressure sore prevention and medical mats (medical applications)		TOP
334	SENYO KOGYO CO., LTD.	Osaka-shi, Osaka	45	1,298	Magnetic catches (affiliated equipment for office automation)		100
335	DAITO ELECTRIC MACHINE INDUSTRY CO., LTD.	Higashiosaka-shi, Osaka	345	8,632	Moving sidewalks for golf courses		TOP
336	TAKAZAWA MFG. CO., LTD.	Higashiosaka-shi, Osaka	60	3,600	Electric hair clippers and massage tools		50
337	TAKENAKA SEISAKUSHO CO., LTD.	Higashiosaka-shi, Osaka	72	7,628	Shafting arrangements for ships		60
338	TANAZAWA HAKKOSHA CO., LTD.	Higashiosaka-shi, Osaka	155	3,450	Special high-precision screws used in atomic power related facilities	50	90
339	CHOYA UMESHU CO., LTD.	Habikino-shi, Osaka	312	6,941	Texturing of plastic molds		55
340	TOMOE VALVE CO., LTD.	Osaka-shi, Osaka	130	13,210	Urne (Plum) liqueur		
341	Nakajima Sangyo Co., Ltd.	Osaka-shi, Osaka	247	10,573	Butterfly valves (industrial valves)		30
342	FUTAGAMI IRON WORKS CO., LTD.	Higashiosaka-shi, Osaka	67	1,418	Hair combs		50
343	NISSIN WATER-PROOF CO., LTD.	Higashiosaka-shi, Osaka	75	1,879	Cover application machines		100
344	JAPAN REMOTE CONTROL CO., LTD.	Higashiosaka-shi, Osaka	40	800	Rubberized cloth for bags		80
345	Nipponkasei Co., Ltd.	Higashiosaka-shi, Osaka	48	3,200	Gyro-sensors used in R/C helicopters	60	80
346	HIKARISHINSEI	Higashiosaka-shi, Osaka	21	700	Colored modeling wire	100	95
347	FUJI SEISAKUSHO CO., LTD.	Daito-shi, Osaka	448	28,703	Pachinko (Japanese upright pinball) balls		TOP
348	FUJI TEKKO CO., LTD.	Higashiosaka-shi, Osaka	60		Large specialized machined nuts		50
349	FUSO CHEMICAL CO., LTD.	Katano-shi, Osaka	149	3,040	Automatic winders (for paper in fax machines)		80
350	HOKUSEI INDUSTRY CO., LTD.	Osaka-shi, Osaka	200	10,761	Malic acid used as an acidifier		50
351	MATSUMURA Corporation	Higashiosaka-shi, Osaka	133	3,962	Tree protectors		60
352	MEIWA GRAVURE CO., LTD.	Higashiosaka-shi, Osaka	102	4,848	Aqua foam		60
353	YAMAMOTO KOGAKU CO., LTD.	Higashiosaka-shi, Osaka	485	17,653	Vinyl chloride tablecloths		70
354	WAKAI & CO., LTD.	Higashiosaka-shi, Osaka	220	7,580	Ski goggles and industrial safety glasses	8	40
355	APOLLOMEC CO., LTD.	Higashiosaka-shi, Osaka	168	14,615	Floor nails		65
356	OKURA YUSOKI CO., LTD.	Kobe-shi, Hyogo	76	1,700	Automatic control equipment		
357	CANOPUS COMPANY LTD.	Kakogawa-shi, Hyogo	834	32,374	Conveyors and palletizers		TOP
358	Gamakatsu Co., Ltd.	Kobe-shi, Hyogo	68	3,795	Video cards and video capture cards for PCs		70
359	KCC SHOKAI CO., LTD.	Kobe-shi, Hyogo	102	6,200	Fish hooks		50
360	Chemiprokasei Kaisha	Kobe-shi, Hyogo	105	3,414	Central monitoring stations		50
361	KONAN MEDICAL INC.	Kobe-shi, Hyogo	293	13,753	Ultraviolet absorbent	50	70
362	SUN-TEC CO., LTD.	Nishinomiya-shi, Hyogo	33	800	Specular microscopes		95
363	SHIBATA INDUSTRIAL CO., LTD.	Amagasaki-shi, Hyogo	61	1,552	Labeling machines		
364	SEIKOW CHEMICAL ENGINEERING & MACHINERY, LTD.	Amagasaki-shi, Hyogo	440	9,300	Ship fenders	80	90
365	NISSHIN CORPORATION	Amagasaki-shi, Hyogo	259	11,491	Exhaust gas systems for semiconductor clean rooms		50
366	NEOS CO., LTD.	Amagasaki-shi, Hyogo	163	3,313	Bellows and Teflon lining		
367	Marol Co., Ltd.	Kobe-shi, Hyogo	323	9,000	Fluorine mold releasing agent		60
368	MEC. CO., LTD.	Kobe-shi, Hyogo	110	258	Piloting systems for small crafts (hydraulic steering gear)		65
369	ISHIHARA CHEMICAL CO., LTD.	Amagasaki-shi, Hyogo	115	4,325	Release agents for printed circuit boards		80
370	Osaka Kagakugokin co., LTD.	Kobe-shi, Hyogo	161	11,562	Plating agents		70
371	KYOKUTO SANKI CORPORATION	Kobe-shi, Hyogo	160	7,100	Color transfer cellophane for food		80
372	SHIRAIISHI KOGYO KAISHA, LTD.	Tatsuno-shi, Hyogo	326	8,018	Computerized automatic tatami making equipment		80
373	Shinko Seiki Co., Ltd.	Amagasaki-shi, Hyogo	175	18,741	Calcium carbonate (Ca CO 3)		TOP
374	DAITO SEIKI CO., LTD.	Kobe-shi, Hyogo	222	6,500	Vacuum pumps		TOP
375	TEIKOKU ELECTRIC MFG. CO., LTD.	Amagasaki-shi, Hyogo	190	5,040	Structural steel cuttings		46
376	TOKKYO KIKI	Amagasaki-shi, Hyogo	318	8,434	Canned motor pump (sealless centrifugal pump)	36	60
377	TOKUHATSU CO., LTD.	Amagasaki-shi, Hyogo	132	4,859	Vibration isolators for construction equipment	30	80
378	NICHIDEN-RIKA GRASS CO., LTD.	Amagasaki-shi, Hyogo	235	6,400	Spring washers (JISB 1251)		TOP
379	JAPAN ELECTRONIC MATERIALS CORPORATION	Kobe-shi, Hyogo	80	1,191	Test tubes (for schools and hospitals)		TOP
380	NIPPON NOZZLE CO., LTD.	Amagasaki-shi, Hyogo	465	7,000	Probe cards (semiconductor testing components)	23	35
381	PRECISION FUKUHARA WORKS, LTD.	Kobe-shi, Hyogo	79	1,300	Special nozzles having high-tech applications	10	25
382	HEISHIN PUMP WORKS CO., LTD.	Kobe-shi, Hyogo	242	7,300	Circular knitting machines		95
383	Yamato Scale Co., Ltd.	Harima-cho, Hyogo	110	2,100	Water/oil separators for ships	20	20
384	Sunroad CO., LTD.	Akashi-shi, Hyogo	672	16,242	Automatic sterilization equipment for coffee cans		54
385	Takatori Corporation	Kashihara-shi, Nara	40	594	Denshaku-bo (caps for the purpose of sanitation), non-woven masks		
386	TOROSUMI SHUSEIZAI CO., LTD.	Kashihara-shi, Nara	285	7,500	Industrial robots		
387	lidzka Seisakusho co., ltd.	Kashihara-shi, Nara	224	9,241	Laminated lumber and other construction materials (handrails, thresholds, counters)		
388	KOYO THERMO SYSTEMS CO., LTD.	Yamatotakada-shi, Nara	4	200	Latches (gears) for force limiting seat belts		30
389	KORYO KAGAKU KOGYO CO., LTD.	Tenri-shi, Nara	360	15,027	Industrial thermal treatment equipment		
390	SHOWA CO., LTD.	Koryo-cho, Nara	93	1,200	Petri dishes for medical experiments		30
391	Terada Pump Co., Ltd.	Ikoma-shi, Nara	30	1,000	Titanium forming materials		
392	NANIWA RUBBER CO., LTD.	Yamatotakada-shi, Nara	180	6,000	General-use submerged pumps		
393	Nomura Tool Works Co., Ltd.	Yamatotakada-shi, Nara	197	2,900	Medical and industrial rubber products		30
394	MIKASA INDUSTRY CO., LTD.	Nara-shi, Nara	70	1,140	Bent shank taps (screw cutting tools)		60
395	YOSHIDA L. SYS. CO., LTD.	Koryo-cho, Nara	230	6,300	Deformed plastic extruded products (bottle caps)		
396	WAKO CO., LTD.	Fujita-cho, Wakayama	48	2,907	Fully automatic poultry raising and feeding systems		60
397	Kishi Giken Kogyo Co., Ltd.	Kainan-shi, Wakayama	84	3,205	Bath mats		TOP
398	TSUNO FOOD INDUSTRIAL CO., LTD.	Wakayama-shi, Wakayama	100	2,110	Automatic stamping machines (roller type)		80
399	TOYO RICE CLEANING MACHINE CO., LTD.	Katsuragi-cho, Wakayama	200	10,000	Rice oil		40
400	MATSUYA DENKO CO., LTD.	Wakayama-shi, Wakayama	149		Compact rice polishing machines		TOP
401	MIZOBATA SHIKO PRINTING CO., LTD.	Hirogawa-cho, Wakayama	180	4,156	Steel school desks		40
402	WAKAYAMA SEIKA KOGYO CO., LTD.	Katsuragi-cho, Wakayama	293	8,070	Commercial chopstick sleeves		TOP
403	WAKAYAMA SENKO CO., LTD.	Wakayama-shi, Wakayama	80	4,548	Raw materials for heat-resistant resin (DPE)	80	
404	WAKAYAMA NAINENKI CO., LTD.	Wakayama-shi, Wakayama	240	4,815	Dye processing of cloth used in silk comforters		40
405	Arufa-Syokuhin Co., Ltd.	Wakayama-shi, Wakayama	203	32,280	Clutches for all-purpose engines		90
406	YASUGI SEISAKUSHO	Taisha-machi, Shimane	136	4,780	Gelatinized rice with red beans (for school lunches)		100
407	KOMATSU ELECTRIC INDUSTRY CO., LTD.	Yasugi-shi, Shimane	1,789	24,314	Core parts for dot matrix printers		70
408	MATSUE ELMEC CORPORATION	Matsue-shi, Shimane	85	4,200	Sheet shutters		60
409	OG GIKEN CO., LTD.	Matsue-shi, Shimane	50	250	Delay lines	30	50
410	O.N. INDUSTRIES LTD.	Okayama-shi, Okayama	300	11,300	Specialized bath equipment (for nursing care)		50
411	KAMOI KAKOSHI CO., LTD.	Tsuyama-shi, Okayama	150	3,600	Stainless steel interior piping used in construction		50
412	TAZMO CO., LTD.	Kurashiki-shi, Okayama	230	4,541	Sealing tape		80
413	NAKASHIMA PROPELLER CO., LTD.	Ibara-shi, Okayama	350	6,300	Photo-resist coating equipment for color filters of liquid crystal displays	80	
414	KYOWA MACHINERY CO., LTD.	Okayama-shi, Okayama	340	10,119	Fixed pitch propeller for large ocean-going vessels	30	60
415	NAGAO MACHINERY WORKS CO., LTD.	Okayama-shi, Okayama	69	1,883	Automatic egg sorting and packaging machines		70
416	HAYASHIBARA GROUP	Tamano-shi, Okayama	57	1,100	Fuel injection testing equipment and high air-pressure hydraulic pumps		100
417	SHINKO IND. LTD.	Okayama-shi, Okayama	289	15,803	High grade tetralose	100	100
418	DAIKURE CO., LTD.	Kure-shi, Hiroshima	424	15,958	Cargo oil pumps used in large oil tankers	70	85
419	HIROBO	Hiroshima-shi, Hiroshima	160	24,187	Grating (metal lattice construction)		70
420	MANAC Incorporated.	Kure-shi, Hiroshima	191	2,841	Radio controlled models (helicopters)		35
421	Molten Corporation	Hiroshima-shi, Hiroshima	790	7,467	Chemically brominated compound		60
422	HAMADA MANUFACTURING CO., LTD.	Hiroshima-shi, Hiroshima	21,460		Athletic balls		50
423	HAYAKAWA RUBBER CO., LTD.	Kure-shi, Hiroshima	45	1,000	Sesame roasters		TOP
424	Kanayasu Co., Ltd.	Fukuyama-shi, Hiroshima	453	12,852	Tarps used at atomic power plants		90
425	YANAGIYA MACHINERY CO., LTD.	Shimonoseki-shi, Yamaguchi	98	2,210	Steel sheet used in trawlers		100
426	SANYO SEIKI CO., LTD.	Ube-shi, Yamaguchi	182	3,055	Equipment for producing steamed fish paste	70	80
427	KAWANO MERICRONE CO., LTD.	Iwakuni-shi, Yamaguchi	41	1,079	Air rollers used in the manufacture of synthetic fibers	30	60
428	SHIKOKU KAKOKI CO., LTD.	Waki-machi, Tokushima	85	1,308	Cymbidium seeds and seedlings	50	70
429	NICHIA CORPORATION	Kitajima-cho, Tokushima	557	22,204	Filling and packaging machineries		65
430	FUJTEC INC.	Anan-shi, Tokushima	1,083	36,200	Fluorescent substances		50
431	IZUMI STEEL WORKS LTD.	Takamatsu-shi, Kagawa	145	54,400	Fault testing equipment for sheet surfaces and printed matter		90
432	NIPPURA CO., LTD.	Takamatsu-shi, Kagawa	192	7,664	Cargo tank plant for fully pressurized liquefied gas carrier		90
433	Masuda Chemical Industries Co., Ltd.	Miki-cho, Kagawa	35		Acrylic sheets used in aquarium tanks		60
434	IURA Co., Ltd.	Takamatsu-shi, Kagawa	32	3,211	Gas-generating agents used in air bags		90
435	KANEKO CO., LTD.	Shigenobu-cho, Ehime	103	1,428	Patient gurneys and chairs with functions to assist getting on and off		100
436	TAC	Uwajima-shi, Ehime	42	830	Party crackers		
		Kawanoe-shi, Ehime	130	18,795	Delivery slips		80

SPECIAL REPORT (6)

No.	Company Name	Headquarters Address	Number of Employees	Sales (million yen)	Summary of Top Niche Products	Market Share (%)	
						World	Domestic
437	HARISON TOSHIBA LIGHTING CORP.	Imabari-shi, Ehime	862	17,332	Small lights used in cars		70
438	Yamaki Co., Ltd.	Iyo-shi, Ehime	639	34,526	Dried bonito shavings		20
439	KAWANOE ZOKI	Kawanoe-shi, Ehime	219	4,704	Fully automatic winding-type packaging machines		95
440	NIHON SHOKKEN CO., LTD.	Imabari-shi, Ehime	2,430	43,798	Sauces (for yakimiku [grilled meat], yakitori [grilled chicken], steak)		TOP
441	UIJIDEN CHEMICAL INDUSTRY CO., LTD.	Kochi-shi, Kochi	88	2,080	Synthetic abrasives		95
442	ALMI	Omura-shi, Fukuoka	54	1,392	Aluminum products (aluminum fiber)		
443	IKEHIKO CORPORATION	Ok-machi, Fukuoka	199	10,637	Rush products (with the exception of tatami mats)		35
444	ASA Systems Inc.	Kitakyushu-shi, Fukuoka	50	649	CAD conversion software (software development)		90
445	OK Food Industry Co., Ltd.	Armagi-shi, Fukuoka	595	8,354	Deep fried tofu (bean curd)		52
446	COMPUTER ENGINEERING INC.	Kitakyushu-shi, Fukuoka	136	2,490	CAD/CAM for molds		
447	SUZURAN	Nogata-shi, Fukuoka	11	551	Outdoor hats for elderly women (hair accessories)		10
448	TAKAGI CO., LTD.	Kitakyushu-shi, Fukuoka	250	4,893	Plastic garden sprinklers (gardening supplies)		60
449	PIONEER KOGYO	Kitakyushu-shi, Fukuoka	165	3,900	PET bottles (plastic products)		3
450	VC KOGYO	Kurume-shi, Fukuoka	55	792	Polyethylene covers with rubber for home food delivery services		50
451	FUKUYA Co., Ltd.	Fukuoka-shi, Fukuoka	289	11,718	Salted cod roe with red pepper		
452	MAFUSO INDUSTRIES CO., LTD.	Kitakyushu-shi, Fukuoka	54	1,225	Skirt hangers (plastic products)		60
453	MEIHO Co., Ltd.	Nogata-shi, Fukuoka	213	3,412	Biaxial-stretch-blow mold		100
454	KYORITSU AIRTECH INC.	Sasaguri-machi, Fukuoka	283	6,506	Air conditioning units		50
455	Kuken Kogyo Co., Ltd.	Fukuoka-shi, Fukuoka	248	26,012	Cooling towers used in air conditioning		40
456	KOMORI VEGETATION DYEING STUDIO CO., LTD.	Armagi-shi, Fukuoka	33	500	Grass dyed products (textiles)		80
457	OXYGEN ARC INDUSTRY CO., LTD.	Fukuoka-shi, Fukuoka	28	885	Oxygen-cutting arc lances		96
458	SHOWA KIKI KOGYO CO., LTD.	Fukuoka-shi, Fukuoka	200	4,600	Oil level measuring equipment (related to underground tanks at gas stations)		60
459	OHO PRODUCT CO., LTD.	Kitakyushu-shi, Fukuoka	116	1,470	Refrigerated display cases		40
460	CHIKUSUJI CANYCOM, INC.	Yoshii-machi, Fukuoka	205	4,980	Light agricultural transport equipment		40
461	TSURIKEN CO., LTD.	Onga-cho, Fukuoka	58	1,555	Fishing floats (fishing supplies)		22
462	TOA SEIKO COMPANY	Kitakyushu-shi, Fukuoka	12	350	Strand cutter knife polishing (special blade processing)		
463	TOYO DENKI INDUSTRIAL CO., LTD.	Kitakyushu-shi, Fukuoka	100	3,203	Submersible agitator sand pumps (electrical equipment)		100
464	TOWA CORPORATION	Kurume-shi, Fukuoka	175	4,838	Industrial natural rubber gloves		50
465	Nippon Statistics Center Co., Ltd.	Kitakyushu-shi, Fukuoka	83	1,323	Area dynamic system (software development)		95
466	HINODE, LTD.	Fukuoka-shi, Fukuoka	1,263	34,639	Manhole covers		
467	FUJISEIKI CO., LTD.	Fukuoka-shi, Fukuoka	175	4,731	Food-processing robots		
468	MURAKAMI SEIKI MFG. CO., LTD.	Kitakyushu-shi, Fukuoka	140	2,090	Electromagnetic brakes		
469	Arizono Orthopedic Supplies Co., Ltd.	Kitakyushu-shi, Fukuoka	184	1,994	Health and welfare appliances (artificial limbs and rehabilitation equipment)		
470	DUEL Co., Inc.	Takeo-shi, Saga	300	5,587	Fishing gear (lures, flies and floats)		
471	NISHIHATSU INDUSTRY CO., LTD.	Ushizu-cho, Saga	35	785	Nori (laver) sorting machines and foreign material removal equipment		80
472	YBM CO., LTD.	Karatsu-shi, Saga	280	4,545	Ground improvement machinery such as high-pressure jet pumps		70
473	IMAMURA-MACHINERY CO., LTD.	Kawasoe-machi, Saga	15	300	Chrysanthemum sorting machine		65
474	IWAQIKI KOGYO CO., LTD.	Arita-machi, Saga	260	5,500	Acid resistant porcelain used in chemical industries		80
475	SAGA TEKKOSHO CO., LTD.	Saga-shi, Saga	560	33,806	Various bolts		
476	TOA KIKI CO., LTD.	Kashima-shi, Saga	226	4,468	Cylinder liners used in ships	50	
477	NAKAMURA ELECTRIC MFG. CO., LTD.	Saga-shi, Saga	85	1,570	Explosion-proof control boards		
478	NAKAYAMA IRON WORKS, LTD.	Takeo-shi, Saga	140	5,121	Self-propelled crushing machines		
479	NISHIMURA IRON WORKS CO., LTD.	Ushizu-cho, Saga	50	970	Industrial waste fluid drying and treatment machinery		
480	MANBO CO., LTD.	Yobuko-cho, Saga	51	1,046	Squid shumai (Chinese-style dumpling)		70
481	MORI IRON WORKS CO., LTD.	Kashima-shi, Saga	90	1,822	Fine blanking press		
482	YOSHIDA HAMONO CO., LTD.	Taku-shi, Saga	47	670	Sickles for domestic use		
483	ISAHAYA ELECTRONICS CORPORATION	Isahaya-shi, Nagasaki	398	9,500	Hybrid IC design		
484	SHINTO INDUSTRIES CO., LTD.	Togitsu-cho, Nagasaki	157	3,784	Lance pipes (oxygen injection pipes for open-hearth and electric furnaces used in steel making)		70
485	Tsuji Heavy Industries Co., Ltd.	Sasebo-shi, Nagasaki	144	16,600	Chip unloaders (machinery used in loading and unloading wood chips)	95	95
486	NAGASAKI SEMPAKU SOBI CO., LTD.	Nagasaki-shi, Nagasaki	424	20,744	Interior finish work of ships' accommodation		50
487	JAPAN DEVELOPMENT CONSULTANTS, INC.	Sasebo-shi, Nagasaki	12	970	Non-scratching tension unit for metal slitter line (BELTRIDLE)	10	80
488	OGATA BUDOGU KOGYO	Kumamoto-shi, Kumamoto	40	900	Kendo (Japanese fencing) supplies		12
489	SHIROYA POLYGOON CO., LTD.	Kumamoto-shi, Kumamoto	539	6,709	Work uniforms (coveralls)		
490	SKY REMOTE	Kumamoto-shi, Kumamoto	6	100	Linear cam (portable camera systems)	100	100
491	CHISSO KAIHATSU CO., LTD.	Minamata-shi, Kumamoto	163	4,500	Boxes for nori (laver)	70	70
492	NEXUS Co., Ltd.	Nankan-machi, Kumamoto	101	4,481	Automatic postcard stamping equipment		100
493	PRECEED CO., LTD.	Matsubase-machi, Kumamoto	31	327	Shoe disinfecting and drying machines		100
494	ASO PHARMACEUTICAL CO., LTD.	Kikuyo-machi, Kumamoto	196	4,052	First-aid adhesive tape		
495	IIDA KOGYOSHO CO., LTD.	Yatsushiro-shi, Kumamoto	76	1,844	Earthen dye used in rush products	55	55
496	Kongo Company, Ltd.	Kumamoto-shi, Kumamoto	450	15,000	Portable shelves		55
497	TAKAGI SHOTEN CO., LTD.	Uji-shi, Kumamoto	160	3,235	Colored seaweed (for salads)		30
498	TAKAHASHISHUZO, LTD.	Taragi-machi, Kumamoto	75	8,012	Kome Shochu (distilled rice spirits)		25
499	Nansei Corporation	Kumamoto-shi, Kumamoto	400	6,463	Special installation machinery for long bridges		80
500	HIRATA CORPORATION	Kumamoto-shi, Kumamoto	1,272	28,200	Cathode-ray tube manufacturing facilities		
501	DENKEN CO., LTD.	Hasama-machi, Oita	216	3,095	Optical modeling equipment (three-dimensional optical plotter)		17
502	Fundokin Soy Sauce Co., Ltd.	Usuki-shi, Oita	100	9,385	Mugi miso (soybean paste made of barley)		TOP
503	ASASHI PLASTIC KOGYO CO., LTD.	Saiki-shi, Oita	85	1,648	IC casings		40
504	OITA PAPER MFG., LTD.	Oita-shi, Oita	285	8,100	Toilet and tissue paper		TOP
505	SANWASHURUI CO., Ltd.	Usa-shi, Oita	237	37,838	Distilled barley spirits (lichiko)		24
506	NAKANO SANGYO KIKAI CO., LTD.	Nakatsu-shi, Oita	40	731	Machinery for making roof tiles		40
507	NIKAIIDO SHUZO	Hiji-machi, Oita	48	14,258	Distilled barley spirits (Kicchomu)		
508	NISHINO BUSSAN	Nakatsu-shi, Oita	180	10,235	Relishes for instant noodles		30
509	HIGASHI-KYUSHU SHIP BUILDING CO., LTD.	Usuki-shi, Oita	97	2,133	Large FRP fishing boats		
510	AKADA DENKI SEISAKUSHO	Usuki-shi, Oita	20	350	Automatic bidding machines		40
511	Akai Machinery Industries, Co., Ltd.,	Aya-cho, Miyazaki	63	1,200	Machinery for treating water and ready-mixed concrete		90
512	NAN-A CORPORATION	Miyakonojo-shi, Miyazaki	127	2,950	Carports made of iron pipes and vinyl		80
513	MIC CO., LTD.	Miyakonojo-shi, Miyazaki	61	1,640	Curtain walls and aluminum cast doors for funeral halls		100
514	REICA KOGYO CO., LTD.	Tano-cho, Miyazaki	7	80	Portable emulsifying machines		30
515	TM GIKEN Co., Ltd.	Kanoya-shi, Kagoshima	65	1,133	Webrein (reinforcement materials)		60
516	HIGASHIMARU CO., LTD.	Ijuin-cho, Kagoshima	166	6,667	Solid mixed feed for prawns		50
517	YAMATO ELECTRIC LTD.	Takaono-cho, Kagoshima	200	1,900	Liquid crystal flat backlights		60
518	KYUSHUKAKOU	Kanoya-shi, Kagoshima	78	1,763	Citric acid		55
519	SANSHU SANGYO CO., LTD.	Kagoshima-shi, Kagoshima	150	5,000	Leaf tobacco drying machines		80
520	Shin Nippon Biomedical Laboratories, Ltd.	Yoshida-cho, Kagoshima	225	3,000	Funded clinical testing (safety research using primates)	30	80
521	MATSUMO KIKO CO., LTD.	Er-cho, Kagoshima	83	1,681	Riding tea farming equipment		90
522	AOIUMI CO., LTD.	Itoman-shi, Okinawa	83	1,203	High mineral salt (Okinawa Shima Masu)		
523	TROPICAL PLANTS RESOURCES RESEARCH INSTITUTE	Gushikawa-shi, Okinawa	27	1,768	Cooling beverage with antioxidant enzymes (EM-X)		100

- Note:**
- This survey was prepared by the Research Institute of Industrial Location in cooperation with various relevant institutions and with estimates based on reference materials, questionnaire surveys and interview surveys.
 - Figures for market share are based on self-assessments by each company, and although every effort was made to corroborate their claims through various surveys, because market conditions are in constant flux, the figures provided are only approximate values. In cases where figures are not listed in the column for market share, these figures were not reported at the company's request.
 - This survey by no means constitutes an exhaustive list of all top niche companies. We fully expect that other similar companies exist. The Research Institute of Industrial Location bears full responsibility for this survey.
 - As the publication date of this survey was June, 1999, some of the company names, headquarter addresses, niche products and other figures may have been changed although we have tried to include the latest figures as much as possible.

Source: Research Institute of Industrial Location