

■ **Period under review**

- Fiscal 2004 (Year ended March 31, 2004)
(Some activities that took place subsequent to March 31, 2004, are also included.)

■ **Manufacturing facilities**

- This report covers Minebea Group manufacturing facilities worldwide, all of which are certified under ISO 14001.

>>> **Japan**

Karuizawa Manufacturing Unit

- Karuizawa Factory
- Matsuida Factory
- Saku Factory
- Minebea–Matsushita Motor Corporation (Karuizawa Factory)

Fujisawa Manufacturing Unit

- Measuring Components Division
- Mechatronics Division

Omori Manufacturing Unit

Hamamatsu Manufacturing Unit

- Hamamatsu R&D Center
- Minebea Electronics Co., Ltd.
- Minebea–Matsushita Motor Corporation (Hamamatsu Factory)

NMB Electro Precision, Inc.

>>> **Europe**

United Kingdom

NMB-Minebea UK Ltd.

- Lincoln Plant
- Skegness Plant

Germany

**Precision Motors
Deutsche Minebea
GmbH**

Europe

>>> **Asia**

Thailand

NMB Thai Ltd.

Pelmec Thai Ltd.

- Ayutthaya Plant
- Bang Pa-in Plant
- Rojana Plant
- Lop Buri Plant

NMB Hi-Tech Bearings Ltd.

NMB Precision Balls Ltd.

Minebea Electronics (Thailand) Co., Ltd.

Power Electronics of Minebea Co., Ltd.

Thai Minebea–Matsushita Motor Co., Ltd.

- Bang Pa-in Plant
- Lop Buri Plant

Asia

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China

**Minebea Electronics & Hi-Tech
Components (Shanghai) Ltd.**

- Shanghai Plant
- Xicen Plant

Shanghai Shun Ding Technologies Ltd.

(expected to obtain ISO certification in December 2004)

Singapore

NMB Singapore Ltd.

- Chai Chee Plant
- Jurong Plant (Press Div./Tool & Die Div.)

Pelmec Industries (Pte.) Ltd.

>>> **North America**

United States

Hansen Corporation

New Hampshire Ball Bearings, Inc.

- Peterborough Plant
- Laconia Plant
- Chatsworth Plant

North America