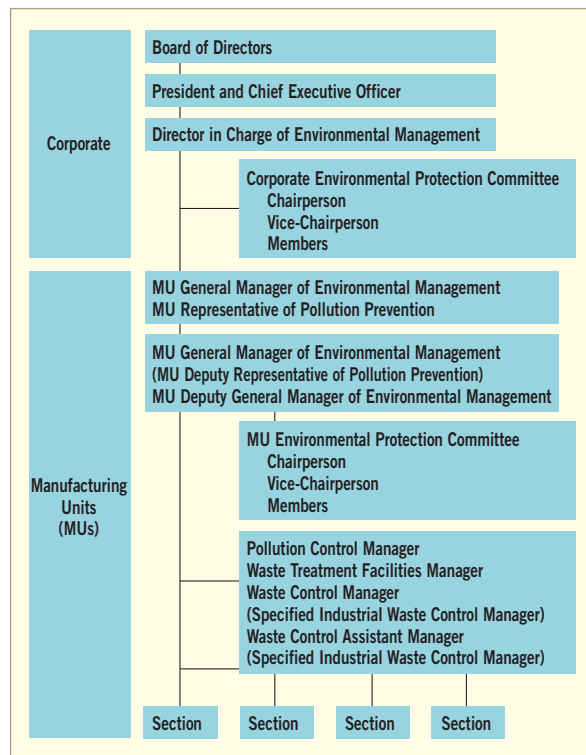


In July 1991, Minebea organized the Anti-CFC Committee with the aim of phasing out the use of specified chlorofluorocarbons (CFCs) and ethane as cleaning agents. In April 1993, Minebea became the first bearing manufacturer in the world to completely eliminate specified CFCs and ethane from all production processes. The Anti-CFC Committee, its objective met, was disbanded the same month and replaced by the Environmental Protection Committee. Since then, the Environmental Protection Committee has spearheaded environmental protection efforts for the entire Minebea Group.

In August 2002, the Minebea Group completed ISO 14001 certification for all Group plants worldwide.



▶ **Japan**

- Minebea Co., Ltd.
  - Karuizawa Manufacturing Unit
    - Karuizawa Factory
    - Matsuida Factory
    - Saku Factory
  - Fujisawa Manufacturing Unit
  - Omori Manufacturing Unit
  - Hamamatsu Manufacturing Unit and its R&D Center
- Minebea Electronics Co., Ltd.
- Minebea Onkyo Co., Ltd.
- NMB Electro Precision, Inc.

▶ **Thailand**

- Minebea Thai Ltd.
  - Ayutthaya Plant
  - Bang Pa-In Plant
  - Rojana Plant
- NMB Thai Ltd.
- Pelmec Thai Ltd.
- NMB Hi-Tech Bearings Ltd.
- NMB Precision Balls Ltd.
- Minebea Electronics (Thailand) Co., Ltd.
- Power Electronics of Minebea Co., Ltd.

▶ **China**

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

▶ **Singapore**

- NMB Singapore Ltd.
  - Chai Chee Plant
  - Press Division
  - Tool & Die Division
- Pelmec Industries (Pte.) Ltd.

▶ **United States**

- Hansen Corporation
- New Hampshire Ball Bearings, Inc.
  - Peterborough Plant
  - Laconia Plant
  - Chatsworth Plant

▶ **United Kingdom**

- NMB-Minebea UK Ltd.
  - Lincoln Plant
  - Skegness Plant
  - Inchinnan Plant

▶ **Germany**

- Precision Motors Deutsche Minebea GmbH