

# Koyo

## ANNUAL REPORT 2000

For the year ended March 31, 2000

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**KOYO SEIKO CO., LTD.**

# MESSAGE FROM THE PRESIDENT

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It is my pleasure to report to you on Koyo Seiko's business performance for the fiscal year ended March 31, 2000.

Concerning the state of Japan's economy during this period, government measures to stimulate the economy finally took effect and solid signs of an economic turnaround appeared, such as a recovery in private-sector investment in plants and equipment centered on information technologies. Nonetheless, levels of personal consumption failed to rebound and the government's ability to invigorate domestic demand proved limited, creating uncertainty about the future direction of the economy.

Regarding overseas economies, the U.S. economy continued to expand despite concern that the present growth trend might end, and Asian economies generally moved toward recovery.

Amid such economic circumstances, the Koyo Group strove to improve the efficiency of its production system and placed emphasis on developing innovative products, expanding sales, and strengthening overseas group companies. As a result, the group was able to achieve consolidated sales of 361,063 million yen, an increase from the previous term of 11,399 million yen, or 3.3%.

Results by product division are shown below.

Concerning bearings, despite a significant increase in sales in Japan and Asian markets, the strengthening of the yen caused consolidated sales to fall slightly from the previous term to 186,725 million yen.

Regarding steering products, although results were negatively affected by large fluctuations in European exchange rates, consolidated sales rose to 119,319 million yen thanks to increased vehicle output in the Asian region, including Japan.

Consolidated sales for other product divisions rose to 55,019 million yen, a 27.6% increase, thanks to new exports to Asia of equipment for liquid crystal manufacturing and improved sales in numerous other product areas.

Regarding profit for the period, consolidated operating income was 5,799 million yen and net profit 1,044 million yen, increases of 2,311 million yen and 1,278 million yen, respectively.

In regard to consolidated cash flows, net cash provided by operations increased 18,915 million yen, net cash used for investment activities such as payments for fixed assets decreased 28,411 million yen, and net cash provided by financing activities rose 9,159 million yen. In addition, a currency translation loss was incurred, and a gain was realized through expanding the range of consolidation. As a result, cash and cash equivalents at the period's end amounted to 25,851 million yen, an increase of 620 million yen from the previous period's end.

Regarding the outlook for the future, although the Japanese economy is gradually recovering thanks to renewed private-sector investment in plants and equipment and other positive factors, little strength to stimulate personal consumption exists and there is concern that expectations for economic recovery will pressure the yen to appreciate further. On the overseas front, while the European economy is performing strongly and the recovery in Asia is expected to continue, the growth of the U.S. economy is expected to slow somewhat.

Given such a harsh economic and business climate, the Koyo Group will continue pursuing exhaustive structural reforms aimed at improving profitability, which will begin with detailed measures to reduce costs and include a review of production systems. In addition, the group will focus on improving its R&D capability and strengthening its bearing and steering operations worldwide through reinforcing its network of manufacturing, sales and technical bases in North America, Europe and Asia.

While pursuing the above objectives, the Koyo Group will endeavor to strengthen its management base so that it can respond appropriately to changes in the business environment as they occur and to improve overall business results.

Finally, allow me to express my sincere gratitude to our shareholders for their continued support and understanding.

June 2000

A handwritten signature in black ink that reads "Hiroshi Inoue". The signature is written in a cursive, flowing style.

Hiroshi Inoue  
President

## Profile March 2000

Foundation:	January, 1921	
Capital:	25,894 million yen	
Number of Employees:	6,974	
Products:	Ball & Roller Bearings	Drive Shafts
	Ball Bearing Units	Oil Seals
	Bearing Relating Products	Machine Tools
	Steering Gear Systems	Industrial Heat Treatment Furnaces etc.

## Members of the Board and Officers

President	<b>Hiroshi Inoue</b>	Director	<b>Kohji Hashiguchi</b>
Executive Vice-President	<b>Takatoyo Uematsu</b>	Director	<b>Kunihiko Kato</b>
Executive Vice-President	<b>Akinobu Matsuda</b>	Director	<b>Mitsuhiro Ikeda</b>
Senior Executive Director	<b>Kohshi Yoshida</b>	Director	<b>Michiro Kajiwara</b>
Senior Executive Director	<b>Fumio Morishita</b>	Director	<b>Masahiko Noguchi</b>
Senior Executive Director	<b>Yasuro Suzuki</b>	Director	<b>Masaomi Sou</b>
Executive Director	<b>Tsuneyoshi Usui</b>	Director	<b>Taisuke Senoo</b>
Executive Director	<b>Katsuhiko Kita</b>	Director	<b>Shuji Miyawaki</b>
Executive Director	<b>Keiji Morita</b>	Director	<b>Yoshihiko Sasabe</b>
Executive Director	<b>Hajime Arai</b>	Director	<b>Kazuro Kajiwara</b>
Executive Director	<b>Kiyoshi Takeda</b>		
Director	<b>Tadaaki Jagawa</b>	Statutory Auditor	<b>Nobutoshi Maeda</b>
Director	<b>Yoshikiyo Yukawa</b>	Statutory Auditor	<b>Kazuo Takeda</b>
Director	<b>Souichi Fujino</b>	Auditor	<b>Fujio Cho</b>
Director	<b>Kiyotsugu Inui</b>	Auditor	<b>Akio Kugai</b>

## Shareholders' Information March 2000

Among 500,000,000 authorized shares of Koyo Seiko Co., Ltd. 196,175,184 shares are issued. The number of shareholders is 7,249 as of March 31, 2000.

A total of 96,333,498 shares (49.1 %) of issued shares are held by financial organizations, 62,208,840 shares (31.7%) by other Japanese corporations, 13,370,314 shares (6.8%) by individuals, 680,920 shares (0.4 %) by security companies, and 23,581,612 (12.0 %) by foreign companies and individuals.

Major shareholders and their owned shares in thousands are as follows:

Toyota Motor Co., Ltd. (42,874)
Nippon Life Insurance Co. (15,100)
The Asahi Bank, Ltd. (9,784)
The Sumitomo Trust & Banking Co., Ltd. (9,729)
The Sakura Bank, Ltd. (9,451)
The Sumitomo Bank, Ltd. (6,051)
The Bank of Tokyo-Mitsubishi, Ltd. (6,032)
Tokai Bank, Ltd. (4,000)
Toyota Tsusho Co., Ltd. (3,745)
Mitsubishi Motors Co. (3,007)

## CONSOLIDATED BALANCE SHEETS

March 31, 2000 and 1999

	Millions of yen		Thousands of U.S. dollars
	2000	1999	2000
<b>ASSETS</b>			
<b>Current assets:</b>			
Cash	¥ 20,109	¥ 11,036	\$ 189,441
Time deposits	2,971	10,962	27,985
Short-term investments	15,489	11,475	145,920
Notes and accounts receivable:			
Trade	87,344	77,133	822,839
Unconsolidated subsidiaries and affiliates	2,524	8,339	23,775
Other	6,598	6,671	62,156
	96,466	92,143	908,770
Allowance for doubtful accounts	(630)	(765)	(5,936)
	95,836	91,378	902,834
Inventories	71,402	70,079	672,648
Deferred income taxes and other current assets	8,361	6,392	78,769
Total current assets	214,168	201,322	2,017,597
<b>Investments and advances:</b>			
Investments in securities	1,907	5,950	17,969
Investments in and advances to unconsolidated subsidiaries and affiliates	12,403	11,526	116,842
	14,310	17,476	134,811
<b>Property, plant and equipment:</b>			
Buildings and structures	91,301	84,841	860,111
Machinery and equipment	343,476	318,053	3,235,761
	434,777	402,894	4,095,872
Accumulated depreciation	(311,662)	(279,547)	(2,936,055)
	123,115	123,347	1,159,817
Land	27,235	24,164	256,575
Construction in progress	7,751	6,344	73,017
	158,101	153,855	1,489,409
Deferred income taxes and other assets	27,596	15,623	259,974
	¥ 414,175	¥ 388,276	\$ 3,901,791

The consolidated financial statements include the accounts of Koyo Seiko Co., Ltd. and these of its major subsidiaries and affiliates. These forty subsidiaries and three affiliates are as listed below:

KOYO ELECTRONICS INDUSTRIES CO., LTD.	COPARTNERSHIP KJK	KOYO LATIN AMERICA, S.A.
KOYO MACHINE INDUSTRIES CO., LTD.	KOYO CORPORATION OF U.S.A.	KOYO AUSTRALIA PTY. LTD.
DAIBEA CO., LTD.	SOCIETE DE MECANIQUE D'IRIGNY S.A.	KOYO CANADA INC.
KOYO THERMO SYSTEMS CO., LTD.	KOYO BEARINGS (EUROPE) LTD.	KOYO IBERICA, S.A.
ISE SEIKI CO., LTD.	KOYO DELAWARE INC.	KOYO SINGAPORE BEARING PTE. LTD.
KOYO SEIATSU CO., LTD.	HYDROPERFECT INTERNATIONAL S.A.	ENERFLUX INDUSTRIE S.A.
TOKYO KOYO BEARING CO., LTD.	WUXI KOYO BEARING CO., LTD.	MECAFLUX S.A.
NIPPON NEEDLE ROLLER MANUFACTURING CO., LTD.	KOYO STEERING (THAILAND) CO., LTD.	AUTOMATIONDIRECT. COM INC.
KOYO SALES CO., LTD.	KOYO MANUFACTURING (THAILAND) CO., LTD.	KOYO MACHINERY U.S.A., INC.
UTSUNOMIYA KIKI CO., LTD.	THAI KOYO CO., LTD.	KOYO FINANCE (NETHERLANDS) B.V.
KOYO NETSUSHORI CO., LTD.	KOYO NIDEC (DALIAN) PRECISION BEARINGS CO., LTD.	(AFFILIATES)
KOYO SEALING TECHNO CO., LTD.	EUROPA-KOYO B.V.	TRW KOYO STEERING SYSTEMS CO.
KYUEI YOUKO CO., LTD.	KOYO FRANCE S.A.	KOYO ITALIA S.R.L.
MEIWA SHOKO CO., LTD.	KOYO (U.K.) LTD.	SONA KOYO STEERING SYSTEMS LTD.
EIKO SEIMITSU CO., LTD.	KOYO DEUTSCHLAND GMBH.	

	Millions of yen		Thousands of U.S. dollars
	2000	1999	2000
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>			
<b>Current liabilities:</b>			
Short-term loans	¥ 75,931	¥ 65,520	\$ 715,321
Current portion of long-term debt	6,446	4,278	60,722
Notes and accounts payable:			
Trade	65,747	58,657	619,378
Unconsolidated subsidiaries and affiliates	2,977	8,433	28,045
Construction	6,852	7,811	64,557
Other	5,753	6,197	54,194
	81,329	81,098	766,174
Income tax payable	3,144	1,017	29,619
Accrued expenses	9,191	10,091	86,587
Accrued employees' bonuses	7,849	7,139	73,943
Other current liabilities	2,150	3,150	20,250
Total current liabilities	186,040	172,293	1,752,616
Long-term debt	7,181	72,545	670,573
Accrued severance indemnities	22,926	20,749	215,975
Accrued severance indemnities for members of the board of directors and corporate auditors	1,316	979	12,393
Deferred income taxes and other liabilities	1,921	1,437	18,100
Total liabilities	283,384	268,003	2,669,657
Minority interests in consolidated subsidiaries	8,782	3,833	82,732
<b>Shareholders' equity:</b>			
Common stock, ¥50 (US\$0.47) par value			
Authorized—500,000 thousand shares			
Issued—196,175 thousand shares in 2000			
and 196,174 thousand shares in 1999	25,894	25,893	243,934
Additional paid-in capital	60,665	60,664	571,500
Consolidate retained earnings	35,461	29,883	334,067
Less: treasury share	(11)	(0)	(99)
Total shareholders' equity	122,009	116,440	1,149,402
	¥ 414,175	¥ 388,276	\$ 3,901,791

Conversion Rate ¥106.15 per One U.S. Dollar

KOYO SEIKO CO., LTD. AND CONSOLIDATED SUBSIDIARIES  
**CONSOLIDATED STATEMENTS OF INCOME  
AND RETAINED EARNINGS**

For the year ended March 31, 2000 and 1999

	Millions of yen		Thousands of U.S. dollars
	2000	1999	2000
<b>Net sales</b> .....	<b>¥ 361,063</b>	¥ 349,663	<b>\$ 3,401,443</b>
<b>Cost of sales</b> .....	<b>302,441</b>	295,472	<b>2,849,189</b>
Gross profit .....	<b>58,622</b>	54,191	<b>552,254</b>
<b>Selling, general and administrative expenses</b> .....	<b>52,823</b>	50,703	<b>497,622</b>
Operating income .....	<b>5,799</b>	3,488	<b>54,632</b>
<b>Other income (expenses):</b>			
Interest and dividend income .....	<b>618</b>	1,039	<b>5,826</b>
Interest expense .....	<b>(3,177)</b>	(3,990)	<b>(29,925)</b>
Foreign currency exchange gain(loss),net .....	<b>(2,235)</b>	(1,126)	<b>(21,059)</b>
Gain (loss) on sales or disposal of property, plant and equipment, net .....	<b>(21)</b>	(442)	<b>(202)</b>
Equity in earnings of unconsolidated subsidiaries and affiliates .....	<b>1,263</b>	1,533	<b>11,898</b>
Other net .....	<b>1,569</b>	814	<b>14,779</b>
	<b>(1,983)</b>	(2,172)	<b>(18,683)</b>
Income before income taxes and items listed below .....	<b>3,816</b>	1,316	<b>35,949</b>
<b>Income taxes</b> .....	<b>3,462</b>	1,485	<b>32,619</b>
Income taxes-deferred .....	<b>(1,010)</b>	—	<b>(9,516)</b>
<b>Minority interests in net income of consolidated subsidiaries</b> .....	<b>(320)</b>	(65)	<b>(3,014)</b>
Net income .....	<b>1,044</b>	(234)	<b>9,832</b>
<b>Consolidated retained earnings:</b>			
Balance at beginning of the year			
Consolidated retained earnings .....	<b>29,883</b>	—	<b>281,523</b>
Retained earnings .....	—	25,606	—
Legal reserve .....	—	6,113	—
Prior period effect of deferred income taxes .....	<b>6,105</b>	—	<b>57,512</b>
	<b>35,988</b>	31,719	<b>339,035</b>
Consolidation of additional subsidiaries and affiliates .....	<b>(163)</b>	—	<b>(1,538)</b>
Cash dividends .....	<b>(1,177)</b>	(1,373)	<b>(11,088)</b>
Bonuses to directors and statutory auditors .....	<b>(231)</b>	(229)	<b>(2,174)</b>
Balance at end of the year			
Consolidated retained earnings .....	<b>¥ 35,461</b>	¥ 29,883	<b>\$ 334,067</b>
<b>Per share:</b>	Yen		U.S. dollars
Net income .....	<b>¥ 5.32</b>	¥ (1.19)	<b>\$ 0.050</b>
Cash dividends .....	<b>6.00</b>	6.00	<b>0.057</b>
<b>Weighted average number of common shares outstanding(thousands)</b> .....	<b>196,175</b>	196,174	<b>196,175</b>

KOYO SEIKO CO.,LTD. AND CONSOLIDATED SUBSIDIARIES  
**CONSOLIDATED STATEMENTS OF  
CASH FLOWS**

For the year ended March 31, 2000

	Millions of yen	Thousands of U.S. dollars
	<b>2000</b>	<b>2000</b>
<b>Cash flows from operating activities</b>		
Income before income taxes .....	¥ <b>3,816</b>	\$ <b>35,949</b>
Depreciation and amortization .....	<b>21,830</b>	<b>205,650</b>
Equity in earnings of unconsolidated subsidiaries and affiliates .....	<b>(1,263)</b>	<b>(11,898)</b>
Notes and accounts receivable .....	<b>(6,179)</b>	<b>(58,211)</b>
Inventories .....	<b>(772)</b>	<b>(7,276)</b>
Notes and accounts payable .....	<b>5,887</b>	<b>55,461</b>
Bonuses to directors and statutory auditors .....	<b>(265)</b>	<b>(2,499)</b>
Payment of income taxes .....	<b>(921)</b>	<b>(8,678)</b>
Other net .....	<b>(3,218)</b>	<b>(30,306)</b>
<b>Net cash provided by operating activities</b> .....	<b>18,915</b>	<b>178,192</b>
<b>Cash flows from investing activities</b>		
Increase in time deposits .....	<b>(116)</b>	<b>(1,097)</b>
Increase in marketable securities .....	<b>(49)</b>	<b>(462)</b>
Purchases of property, plant and equipment .....	<b>(20,165)</b>	<b>(189,968)</b>
Proceeds from sales of property, plant and equipment . . .	<b>356</b>	<b>3,358</b>
Increase in investments in securities .....	<b>(6,710)</b>	<b>(63,215)</b>
Increase in loans receivable .....	<b>(1,084)</b>	<b>(10,211)</b>
Other net .....	<b>(643)</b>	<b>(6,056)</b>
<b>Net cash used in investing activities</b> .....	<b>(28,411)</b>	<b>(267,651)</b>
<b>Cash flows from financing activities</b>		
Increase in short-term loans .....	<b>11,193</b>	<b>105,449</b>
Decrease in long-term debt .....	<b>(542)</b>	<b>(5,108)</b>
Cash dividends .....	<b>(1,294)</b>	<b>(12,193)</b>
Other net .....	<b>(198)</b>	<b>(1,857)</b>
<b>Net cash provided by financing activities</b> .....	<b>9,159</b>	<b>86,291</b>
<b>Exchange defference of cash and cash equivalents</b> . . . .	<b>(597)</b>	<b>(5,628)</b>
<b>Net decrease in cash and cash equivalents</b> .....	<b>(934)</b>	<b>(8,796)</b>
<b>Cash and cash equivalents at beginning of the year</b> . . .	<b>25,231</b>	<b>237,693</b>
<b>Increase in cash and cash equivalents from additional consolidated subsidiaries</b> .....	<b>1,554</b>	<b>14,641</b>
<b>Cash and cash equivalents at end of the year</b> .....	<b>¥ 25,851</b>	<b>\$ 243,538</b>



## NON-CONSOLIDATED BALANCE SHEETS

March 31, 2000 and 1999

	Millions of yen		Thousands of U.S. dollars
	2000	1999	2000
<b>ASSETS</b>			
<b>Current assets:</b>			
Cash .....	¥ 11,885	¥ 4,156	\$ 111,961
Time deposits .....	1,129	8,572	10,641
Short-term investments .....	12,199	11,320	114,920
Notes and accounts receivable:			
Trade .....	40,588	38,752	382,366
Subsidiaries and affiliates .....	46,051	45,227	433,832
Other .....	3,383	3,335	31,868
	<b>90,022</b>	87,314	<b>848,066</b>
Allowance for doubtful accounts .....	(413)	(520)	(3,891)
	<b>89,609</b>	86,794	<b>844,175</b>
Inventories .....	30,616	31,355	288,420
Deferred income taxes and other current assets .....	2,339	1,848	22,030
Total current assets .....	<b>147,777</b>	144,045	<b>1,392,147</b>
<b>Investments and advances:</b>			
Investments in securities .....	404	462	3,806
Investments in and advances to subsidiaries and affiliates .....	<b>76,445</b>	70,755	<b>720,161</b>
	<b>76,849</b>	71,217	<b>723,967</b>
<b>Property, plant and equipment:</b>			
Buildings and structures .....	56,855	55,783	535,611
Machinery and equipment .....	234,874	229,977	2,212,662
	<b>291,729</b>	285,760	<b>2,748,273</b>
Accumulated depreciation .....	(220,121)	(211,200)	(2,073,685)
	<b>71,608</b>	74,560	<b>674,588</b>
Land .....	17,303	17,348	163,009
Construction in progress .....	4,022	3,481	37,893
	<b>92,933</b>	95,389	<b>875,490</b>
Deferred income taxes and other assets .....	3,660	1,914	34,479
	<b>¥ 321,219</b>	¥ 312,565	<b>\$ 3,026,083</b>

	Millions of yen		Thousands of U.S. dollars
	2000	1999	2000
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>			
<b>Current liabilities:</b>			
Short-term loans .....	¥ 37,850	¥ 36,850	\$ 356,571
Current portion of long-term debt .....	500	500	4,710
Notes and accounts payable:			
Trade .....	41,499	37,899	390,945
Subsidiaries and affiliates .....	20,452	18,879	192,673
Construction .....	8,029	4,787	75,643
Other .....	2,347	5,353	22,109
	<b>72,327</b>	66,918	<b>681,370</b>
Income tax payable .....	1,681	—	15,835
Accrued expenses .....	1,356	1,399	12,774
Accrued employees' bonuses .....	5,950	6,000	56,053
Other current liabilities .....	399	482	3,763
Total current liabilities .....	<b>120,063</b>	112,149	<b>1,131,076</b>
Long-term debt .....	61,499	62,000	579,359
Accrued severance indemnities .....	15,978	15,937	150,519
Accrued severance indemnities for members of the board of directors and corporate auditors .....	398	453	3,748
Total liabilities .....	<b>197,938</b>	190,539	<b>1,864,702</b>
<b>Shareholders' equity</b>			
Common stock, ¥50 (US\$0.47) par value			
Authorized—500,000 thousand shares			
Issued—196,175 thousand shares in 2000 and 196,174 thousand shares in 1999 .....	25,894	25,893	243,934
Additional paid-in capital .....	60,665	60,664	571,500
Legal reserve .....	5,607	5,448	52,820
Voluntary reserve .....	26,164	27,400	246,487
Retained earnings .....	4,951	2,621	46,640
Total shareholders' equity .....	<b>123,281</b>	122,026	<b>1,161,381</b>
	<b>¥ 321,219</b>	¥ 312,565	<b>\$ 3,026,083</b>

Conversion Rate ¥106.15 per One U.S. Dollar

# NON-CONSOLIDATED STATEMENTS OF INCOME AND RETAINED EARNINGS

For the year ended March 31, 2000 and 1999

	Millions of yen		Thousands of U.S. dollars
	2000	1999	2000
<b>Net sales</b> .....	<b>¥ 263,093</b>	¥ 262,994	<b>\$ 2,478,499</b>
<b>Cost of sales</b> .....	<b>234,099</b>	233,748	<b>2,205,356</b>
Gross profit .....	<b>28,994</b>	29,246	<b>273,143</b>
<b>Selling, general and administrative expenses</b> .....	<b>26,755</b>	27,031	<b>252,050</b>
Operating income .....	<b>2,239</b>	2,215	<b>21,093</b>
<b>Other income (expenses):</b>			
Interest and dividend income .....	<b>828</b>	1,581	<b>7,801</b>
Interest expense .....	<b>(1,190)</b>	(1,794)	<b>(11,208)</b>
Foreign currency exchange gain (loss), net .....	<b>(1,534)</b>	(998)	<b>(14,450)</b>
Gain (loss) on sales or disposal of property, plant and equipment, net .....	<b>(241)</b>	(424)	<b>(2,275)</b>
Other net .....	<b>1,583</b>	955	<b>14,911</b>
	<b>(554)</b>	(680)	<b>(5,221)</b>
Income before income taxes .....	<b>1,685</b>	1,535	<b>15,872</b>
<b>Income taxes</b> .....	<b>1,800</b>	330	<b>16,957</b>
Income taxes-deferred .....	<b>(1,202)</b>	-	<b>(11,326)</b>
Net income .....	<b>1,087</b>	1,205	<b>10,241</b>
<b>Retained earnings:</b>			
Balance at beginning of the year .....	<b>2,621</b>	4,537	<b>24,690</b>
Prior period effect of deferred income taxes .....	<b>1,432</b>	-	<b>13,491</b>
Transfer from voluntary reserves-recognition of deferred income tax liabilities .....	<b>1,202</b>	-	<b>11,319</b>
Cash dividends .....	<b>(1,177)</b>	(1,373)	<b>(11,089)</b>
Transfer to legal reserve .....	<b>(159)</b>	(159)	<b>(1,497)</b>
Transfer to voluntary reserves .....	<b>34</b>	(1,479)	<b>323</b>
Bonuses to directors and statutory auditors .....	<b>(89)</b>	(110)	<b>(838)</b>
Balance at end of the year .....	<b>¥ 4,951</b>	¥ 2,621	<b>\$ 46,640</b>
<b>Per share:</b>		Yen	U.S. dollars
Net income .....	<b>¥ 5.54</b>	¥ 6.14	<b>\$ 0.052</b>
Cash dividends .....	<b>6.00</b>	6.00	<b>0.057</b>
<b>Weighted average number of common shares outstanding</b> (thousands) .....	<b>196,175</b>	196,174	<b>196,175</b>



# INTERNATIONAL NETWORK

## HEAD OFFICE

### **KOYO SEIKO CO., LTD.**

No. 5-8, Minamisemba 3-chome, Chuo-ku, Osaka 542-8502, JAPAN

## OFFICES

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#### **- Detroit Office -**

47771 Halyard Drive, Plymouth, MI 48170, U.S.A.

### **KOYO STEERING SYSTEMS OF USA INC.**

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### **THAI KOYO CO., LTD.**

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### **KOYO SEIKO CO., LTD. BEIJING LIAISON OFFICE**

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### **KOYO SEIKO CO., LTD. EUROPEAN CENTRAL OFFICE**

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### **EUROPA-KOYO B.V.**

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### **KOYO ITALIA S.R.L.**

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1006 Northpoint Blvd, Blythewood, SC 29016, U.S.A.

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### **KOYO MANUFACTURING (THAILAND) CO., LTD.**

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### **KOYO MANUFACTURING (PHILIPPINES) CORP.**

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### **KOYO BEARINGS (EUROPE) LTD.**

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## STEERING SYSTEM PLANTS

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### **KOYO STEERING SYSTEMS OF USA INC.**

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### **KOYO STEERING ARGENTINA S.A.**

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### **KOYO STEERING BRASIL LTDA.**

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### **T&K AUTOPARTS SDN. BHD.**

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### **YUBEI KOYO STEERING SYSTEM CO., LTD.**

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### **FAW KOYO STEERING SYSTEMS CO., LTD.**

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### **SOCIETE DE MECANIQUE D'IRIGNY S.A.**

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### **HYDROPERFECT INTERNATIONAL S.A.**

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## TECHNICAL CENTERS

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### **KOYO SEIKO CO., LTD.**

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