

## Principal Subsidiaries

Subsidiaries in Asia	Operations	Percentage of shares controlled by Minebea
<b>Japan</b>		
Minebea Electronics Co., Ltd.	Manufacture and sale of electronic devices and components	100.0%
NMB Electro Precision, Inc.	Manufacture and sale of fan motors	100.0
<b>Thailand</b>		
NMB Thai Ltd.	Manufacture and sale of ball bearings	100.0
Pelmec Thai Ltd.	Manufacture and sale of ball bearings	100.0
Minebea Thai Ltd.	Manufacture and sale of PC keyboards and motors	100.0
NMB Hi-Tech Bearings Ltd.	Manufacture and sale of ball bearings	100.0
NMB Precision Balls Ltd.	Manufacture and sale of steel balls for ball bearings	100.0
Minebea Electronics (Thailand) Co., Ltd.	Manufacture and sale of electronic devices and components	100.0
Power Electronics of Minebea Co., Ltd.	Manufacture and sale of electronic devices and components	100.0
<b>Singapore</b>		
NMB Singapore Ltd.	Manufacture and sale of ball bearings and machinery components	97.4
Pelmec Industries (Pte.) Ltd.	Manufacture and sale of ball bearings	100.0
Minebea Technologies Pte. Ltd.	Sale of bearings, electronic devices and components	100.0
<b>China</b>		
Minebea Electronics & Hi-Tech Components (Shanghai) Ltd.	Manufacture and sale of ball bearings, fan motors and measuring components	100.0
Minebea Technologies (Taiwan) Co., Ltd.	Manufacture and sale of speaker boxes	100.0
Minebea Trading (Shanghai) Ltd.	Sale of bearings, electronic devices and components	100.0
Minebea (Shenzhen) Ltd.	Sale of bearings, electronic devices and components	100.0
Minebea (Hong Kong) Ltd.	Sale of bearings, electronic devices and components	100.0
<b>Korea</b>		
NMB Korea Co., Ltd.	Sale of bearings, electronic devices and components	100.0

<b>Subsidiaries in North America</b>	<b>Operations</b>	<b>Percentage of shares controlled by Minebea</b>
<b>United States</b>		
NMB (USA) Inc.	Holding company	100.0%
New Hampshire Ball Bearings, Inc.	Manufacture and sale of bearings	100.0
Hansen Corporation	Manufacture and sale of small motors	100.0
NMB Technologies Corporation	Sale of bearings, electronic devices and components	100.0

<b>Subsidiaries in Europe</b>	<b>Operations</b>	<b>Percentage of shares controlled by Minebea</b>
<b>United Kingdom</b>		
NMB-Minebea UK Ltd.	Manufacture and sale of bearings, sale of electronic devices and components	100.0%
<b>Germany</b>		
Precision Motors Deutsche Minebea GmbH	Development, manufacture and sale of HDD spindle motors	100.0
NMB-Minebea-GmbH	Sale of bearings, electronic devices and components	100.0
<b>Italy</b>		
NMB Italia S.r.L.	Sale of bearings, electronic devices and components	100.0
<b>France</b>		
NMB Minebea S.a.r.l.	Sale of bearings, electronic devices and components	100.0