

Principal Subsidiaries

Subsidiaries in Asia	Operations	Percentage of shares controlled by Minebea
Japan		
NMB Electro Precision, Inc.	Manufacture and sale of fan motors	100.0
Minebea–Matsushita Motor Corporation	Manufacture and sale of electronic devices and components	60.0
Thailand		
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
Thai Minebea–Matsushita Motor Co., Ltd.	Manufacture and sale of electronic devices and components	60.0
Singapore		
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 and electronic devices and components	100.0
Minebea–Matsushita Motor (S) Pte. Ltd.	Manufacture and sale of electronic devices and components	60.0
China		
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.	Sale of bearings and electronic devices and components	100.0
Minebea Trading (Shanghai) Ltd.	Sale of bearings and electronic devices and components	100.0
Minebea (Shenzhen) Ltd.	Sale of bearings and electronic devices and components	100.0
Minebea (Hong Kong) Ltd.	Sale of bearings and electronic devices and components	100.0
Zhuhai Minebea–Matsushita Motor Co., Ltd.	Manufacture and sale of electronic devices and components	60.0
Malaysia		
Minebea–Matsushita Motor (Malaysia) Sdn. Bhd.	Manufacture and sale of electronic devices and components	60.0
Korea		
NMB Korea Co., Ltd.	Sale of bearings and electronic devices and components	100.0

Subsidiaries in North America	Operations	Percentage of shares controlled by Minebea
United States		
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 and electronic devices and components	100.0

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