

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 LIMITED	Manufacture and sale of ball bearings	100.0
PELMEC THAI LIMITED	Manufacture and sale of ball bearings and other products	100.0
MINEBEA THAI LIMITED	Manufacture and sale of motors	100.0
NMB HI-TECH BEARINGS LIMITED	Manufacture and sale of ball bearings	100.0
NMB PRECISION BALLS LIMITED	Manufacture and sale of steel balls for ball bearings	100.0
MINEBEA ELECTRONICS (THAILAND) COMPANY LIMITED	Manufacture and sale of electronic devices and components	100.0
POWER ELECTRONICS OF MINEBEA COMPANY LIMITED	Manufacture and sale of electronic devices and components	100.0
MINEBEA ELECTRONICS MOTOR (THAILAND) COMPANY LIMITED	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) LIMITED	Sale of bearings and electronic devices and components	100.0
MINEBEA ELECTRONICS MOTOR (ZHUHAI) CO., LTD.	Manufacture and sale of electronic devices and components	60.0
Singapore		
NMB SINGAPORE LIMITED	Manufacture and sale of ball bearings and machinery components	100.0
PELMEC INDUSTRIES (PTE.) LIMITED	Manufacture and sale of ball bearings	100.0
MINEBEA TECHNOLOGIES PTE. LTD.	Sale of bearings and electronic devices and components	100.0
MINEBEA ELECTRONICS MOTOR (SINGAPORE) PTE. LTD.	Manufacture and sale of electronic devices and components	60.0
Malaysia		
MINEBEA ELECTRONICS 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 SARL	Sale of bearings and electronic devices and components	100.0