

## Major Subsidiaries

Subsidiaries	Operations	Shareholding Ratio
<b>Japan</b>		
NMB Electro Precision, Inc.	Manufacture and sale of fan motors	100.0%
Minebea Motor Manufacturing Corporation	Manufacture and sale of rotary components	60.0
NMB Sales Co., Ltd.	Sale of machined components, rotary components, and electronic devices	100.0
NMB Mechatronics Co., Ltd.	Manufacture and sale of stepping motors	100.0
<b>Thailand</b>		
NMB-Minebea Thai Ltd.	Manufacture and sale of bearings, rotary components and electronic devices and components	100.0
Minebea Electronics Motor (Thailand) Company Limited	Manufacture and sale of rotary components	60.0
NMB Mechatronics (Thailand) Co., Ltd.	Manufacture and sale of stepping motors	100.0
<b>China</b>		
Minebea Electronics & Hi-Tech Components (Shanghai) Ltd.	Manufacture and sale of bearings, fan motors and measuring components	100.0
Shanghai Shun Ding Technologies Ltd.	Manufacture and sale of PC keyboards and components	100.0
Minebea Technologies Taiwan Co., Ltd.	Sale of bearings, rotary components, electronic devices and components	100.0
Minebea Trading (Shanghai) Ltd.	Sale of bearings, rotary components, electronic devices and components	100.0
Minebea (Shenzhen) Ltd.	Sale of bearings, rotary components, electronic devices and components	100.0
Minebea (Hong Kong) Ltd.	Sale of bearings, rotary components, electronic devices and components	100.0
Minebea Electronics Motor (Zhuhai) Co., Ltd.	Manufacture and sale of rotary components	60.0
Minebea Electronics Devices (Suzhou) Ltd.	Manufacture of electronic devices and components	100.0
<b>Singapore</b>		
NMB Singapore Ltd.	Manufacture and sale of bearings and rotary components	100.0
Pelmec Industries (Pte.) Ltd.	Manufacture and sale of bearings	100.0
<b>Malaysia</b>		
Minebea Electronics Motor (Malaysia) Sdn. Bhd.	Manufacture and sale of rotary components	60.0
<b>Cambodia</b>		
Minebea (Cambodia) Co., Ltd.	Manufacture of rotary components	100.0
<b>Korea</b>		
NMB Korea Co., Ltd.	Sale of bearings, rotary components, electronic devices and components	100.0
<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, rotary components, electronic devices and components	100.0
<b>United Kingdom</b>		
NMB-Minebea UK Ltd	Manufacture and sale of rod-end bearings	100.0
myonic Limited	Sale of bearings 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, rotary components, electronic devices and components	100.0
myonic Holding GmbH	Holding company	100.0
myonic GmbH	Manufacture and sale of bearings and components	100.0
<b>Italy</b>		
NMB Italia S.r.l.	Sale of bearings, rotary components, electronic devices and components	100.0
<b>France</b>		
NMB Minebea S.A.R.L.	Sale of bearings, rotary components, electronic devices and components	100.0
<b>Slovakia</b>		
NMB-Minebea Slovakia s.r.o.	Manufacture of rotary components	100.0
<b>Czech Republic</b>		
myonic s.r.o.	Manufacture and sale of bearings and components	100.0