



## Contributing to a sustainable society in the next decade and beyond

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We often hear about VUCA\*<sup>1</sup> and backcasting\*<sup>2</sup> in business when someone is expressing how difficult it is to predict the future. We are all now in a situation where the future is hard to foresee, and the conventional ways of doing things do not work - and yet, 2030, the year by which we aim to achieve the SDGs is only a decade away.

Mabuchi Motor was established in 1954 with the aspiration for enabling children around the world to enjoy high-quality and low-cost motive power. Since then, our market composition of motor applications has changed significantly in line with technological innovation and globalization, and today over 70% of our sales are in the automotive sector. However, our mission as a specialized small DC motor manufacturer remains the same even today, as we celebrate our 66th anniversary. To this end, we pledge to continue our business endeavors and continued contribution to society, through our motor products in order to help meet the various challenges that we face together as a modern society. These include providing better products in a more sustainable manner, and helping to make people's lives more convenient, comfortable and safe.

The Mabuchi Group's Management Principle of "Contributing to international society and continuously increasing our contribution", is the fundamental concept that guides all of our activities - and is the very essence of value creation for the achievement of a sustainable society. Additionally, we recognize social issues that can be resolved by our business efforts, and wholeheartedly consider the opinions and requests of our stakeholders to our future activities. To uphold this, we realize that it is vital to continue the use of the PDCA cycle within the operations of the Mabuchi Group. In order to promote our endeavors for the next decade and beyond, we would like to share our thoughts in the special feature of this report, "Value Creation by the Mabuchi Group".

With our vision and Management Principle un-changed, the Mabuchi Group pledges to work as one, and in union with our stakeholders and partners to help forge solutions to issues that face our society today. We thank you for your continued support and look forward to serving our community and society in the decades to come.

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\*<sup>1</sup> VUCA: Acronym for Volatility, Uncertainty, Complexity, and Ambiguity.

\*<sup>2</sup> Backcasting : A planning method which one defines a future result and works backwards to make decisions about what to do now.