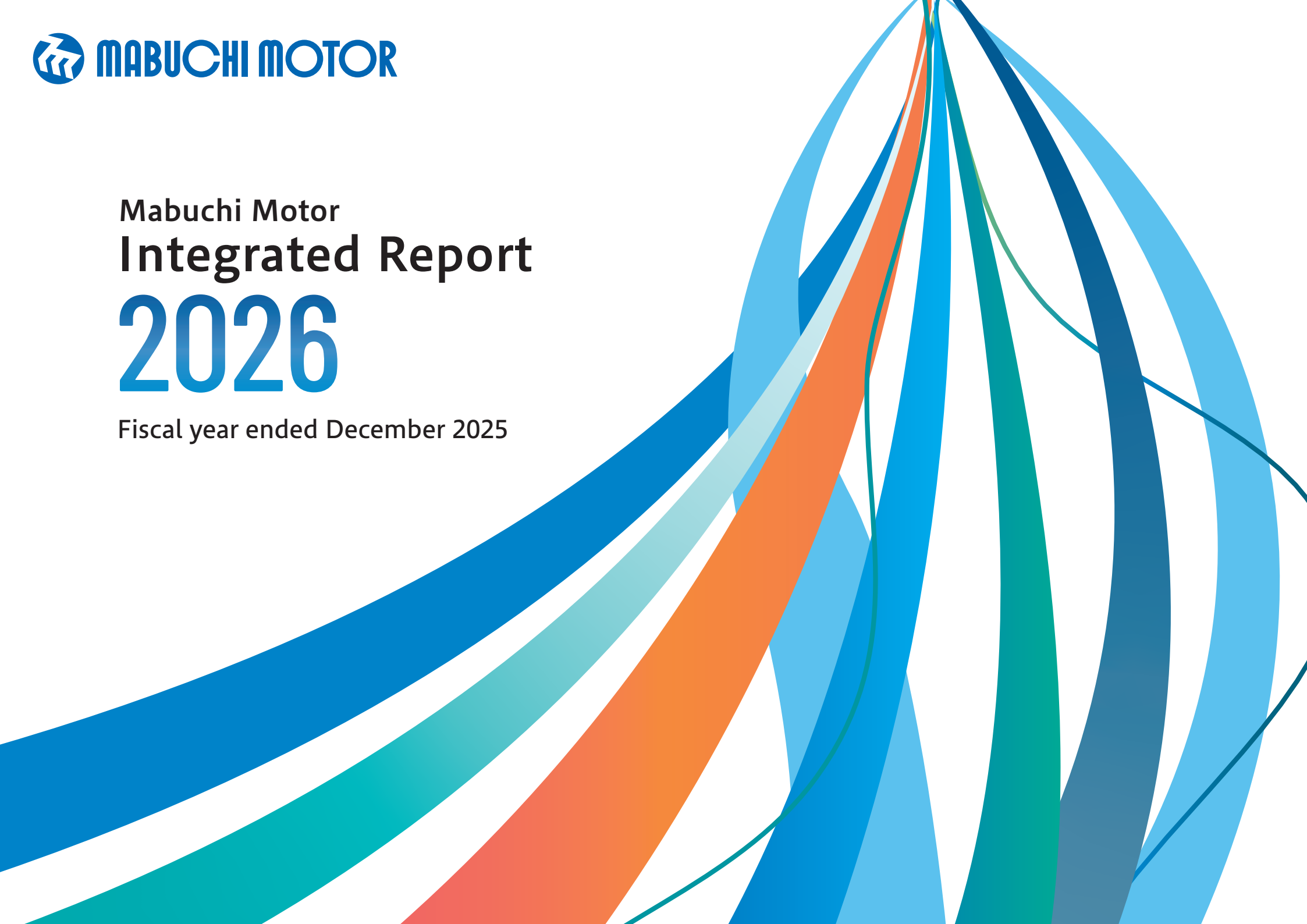


Mabuchi Motor  
**Integrated Report**  
**2026**

Fiscal year ended December 2025



# CONTENTS

## > About Mabuchi Motor

- 01 Management Principle
- 02 Message from Our Chairman
- 03 Our Identity
- 04 The History of Mabuchi Motor
- 05 Mabuchi Motor in Numbers

## > Value Creation Story

- 06 Value Creation Process for Realizing the Management Principle
- 07 Our Strengths (Standardization Strategy)
- 09 Our Strengths (Mabuchi Global Management System)
- 10 Growth Strategy for Mid-to Long-Term Value Creation
- 11 Management Plan 2030
- 12 Interview with Our President
- 16 Financial and Capital Policy
- 19 Business Strategy
- 20 Business Overview
- 22 Human Capital
- 27 Manufactured Capital
- 28 Intellectual Capital
- 29 IT Strategy

## > Initiatives for Sustainable Growth

- 31 Promoting Sustainability
- 33 Environmental Initiatives
- 38 Social Initiatives
- 41 Director × Outside Director Interview
- 44 Corporate Governance
- 49 Compliance
- 50 Risk Management
- 52 Directors and Executive Officers

## > Data

- 55 Financial Data, 10-year Period
- 57 ESG Data
- 59 Company Information / Stock Information

### In editing the Mabuchi Motor Integrated Report 2026

The Mabuchi Group contributes to the development of a sustainable society by working to address social issues through its business and corporate activities. In this report, we explain our approach and actions towards fulfilling our responsibilities as a corporate steward of society, which are shaped in a collaborative dialogue with our stakeholders. We refer herein to the value co-creation guidance provided by the Ministry of Economy, Trade and Industry.

### Covered Period

The figures in this report are as of the end of December 2025 unless otherwise stated.

### Scope

Mabuchi Motor Co., Ltd. and its domestic and overseas consolidated subsidiaries

### Cautionary Note on Forecasts

Statements concerning the business forecast recorded in these slides are based on information available at the time of preparation. Actual results may differ from the forecast due to various factors. Factors that may affect the operating results include, but are not limited to:

- Fluctuations in exchange rates
- Changes in economic conditions, demand trends, and other factors surrounding our businesses
- Rapid technical innovations such as new technologies and new products
- Change in Environmental Regulations
- Fluctuations in market prices of copper, steel, rare earths, and other materials



Mabuchi Motor will continue to provide "motion" solutions in a wide range of fields with our core of compact, lightweight, and highly efficient motors, contributing to the enrichment of people's lives and the development of industry.



#### Management Principle

## Contributing to International Society and Continuously Increasing Our Contribution.

The "Management Principle" of Mabuchi Motor embodies our desire to continue being an indispensable company to society by enhancing our contribution to the world. It also reflects the wishes of everyone in the Mabuchi Group: to participate in social contribution through their work as members of the company, and to achieve human growth by valuing not only people but also nature, the environment, and all things, and by finding fulfillment beyond material wealth. At the same time, the "Management Principle" serves as the fundamental philosophy for corporate management and is passed down to employees as part of Mabuchi Motor's DNA.

#### Management Markers

1. By offering superior products that are reasonably priced, we contribute to the well-being, comfort, and convenience of people all around the world.
2. By fostering career opportunities and technological development, we address social and economic disparities around the world.
3. By placing highest value on our people, we empower and encourage them to realize their potential and contribute to society.
4. Through our corporate activities we protect our planet's ecosystem and the health of its inhabitants.



## Paving the way to the next stage of growth with the Group's comprehensive strength and collaboration among diverse human resources

Representative Director and Chairman

**Hiroo OKOSHI**

Mabuchi Motor has charted its history as a company that continues to provide value to society based on its Management Principle of "Contributing to International Society and Continuously Increasing Our Contribution." The quality, cost competitiveness and stable supply capabilities cultivated based on a technological base of compact, lightweight and highly efficient motors together with standardization strategies are the source of Mabuchi Motor's sustained competitiveness, and support its business foundations today. Now, based on the e-MOTO concept, we are going beyond a singular focus on motors and accelerating the provision of motion solutions across the 3 M fields, namely mobility, machinery and medical. We have been working to enhance added value by including everything up to control systems and units, while making efforts to expand into application markets where the use of our products requires more advanced levels of support.

However, uncertainty in the business environment has been growing to unprecedented levels, with changes in the market and technology advancing at a rapid pace. To achieve sustainable growth under these conditions, it will be essential to reinforce management foundations that can flexibly adapt to change. The Company has taken steps to boost efficiency and agility by revising its global production structure and establishing new companies, steadily advancing initiatives aimed at improved profitability. Leveraging the operating base established through those efforts, we recognize that we have now entered a new phase in which we will focus on developing new application markets and

expanding sales going forward. We have also been proactive with growth investments, adding companies that boast various strengths to the Group. We are committed to achieving unprecedented value creation by maximizing synergies across the Group.

The Company also emphasizes the enhancement of medium- to long-term corporate value, and pursues the optimal balance between growth investment and shareholder returns in its capital policy. Making appropriate growth investments expands profits that emerge as a result of social contributions, and those outcomes are then returned to all of our shareholders in a sustainable form.

The most critical management resource underpinning these efforts is people. With market conditions and competition intensifying, it is essential to have human resources equipped to succeed globally without the constraints of conventional frameworks. We are focused on fostering a corporate culture that encourages employees to proactively take on challenges and drive innovation. We believe that collaboration between human resources of diverse backgrounds and perspectives produces new value and enables us to serve a broader range of customer needs.

Looking ahead, we will continue to fulfill our responsibilities as a public institution, pursue sustainable value creation, demonstrate the comprehensive strength of the Mabuchi Group, and pave the way to the next stage of growth. We appreciate the continued support of our stakeholders.

# Our Identity

## A Pioneer in Small DC Motors

The story of Mabuchi Motor begins in 1946, well before the Company's founding. In that year Kenichi MABUCHI, later to become the Company's first president, created a motor for use in teaching science to school children in Takamatsu, Japan. In 1947, he succeeded in developing the world's first high-performance horseshoe-shaped magnetic motor. Working with his younger brother Takaichi who would later become the Company's second president, he produced and sold high-performance horseshoe-shaped magnet motors for use in models. This motor was able to rotate continuously for one to two hours using only one battery, which was astounding at the time. Then, the Mabuchi brothers began to enter the toy parts market, which was larger than the model market. Back then, toys were mainly powered by springs and frictions, which made motor-driven toys a revolutionary product. Production and sales surged, and they established Tokyo Science Industrial Co., Ltd. on January 18, 1954. – the date we regard as the founding date of Mabuchi Motor.



## Commitment to compact, high-performance, and reasonably priced motors

Since its founding, Mabuchi Motor has continued to pursue the development of smaller, lighter, and more efficient motors, while working to achieve reasonable prices and stable supply so that its products can reach more people. Our ongoing efforts to provide optimal products that meet the needs of customers and society and to expand the fields in which we contribute form the foundation of our manufacturing.

### Episode 1

At the time of our founding, our motors were mainly used in high-end toys for export. Determined to make motors affordable for children in Japan as well, we developed the F-type motor, which combined low cost, compact size, and high performance by reducing the cost to the 20-yen range. Production began in 1958, and the model helped make the Mabuchi Motor name widely known during the plastic model boom.

### Episode 2

In response to the racing car boom that began in 1964, we developed the FT-type motor, which combined high-speed rotation, high output, and durability while thoroughly pursuing lower cost. Through improvements to carbon brushes and bearings, weight reduction, and advances in mass production technologies, we achieved high performance at a reasonable price. The motor gained broad support, particularly in Japan and the United States.

### Episode 3

Since launching our first-generation power window motor in 1989, we have developed and sold a series of increasingly compact and lightweight products. Our technological capabilities in achieving compact, lightweight, and highly efficient motors, together with reasonable prices made possible by our standardization strategy, were highly evaluated, leading to significant growth in sales for automotive product applications.

## The value created by our business and our contribution to society

The Company provides functional components, including motors. These components play a central role in final products, and improvements in their performance and quality increase the value of those products and enable their use in a wider range of fields. As motors become smaller, quieter, and more advanced, they bring new levels of convenience and comfort to people's lives. Through this evolution, we have continued to provide new value to society.



At the same time, by continuously improving productivity and quality and providing technologically advanced products at reasonable prices, we are helping to create an environment in which more people can enjoy their benefits. We believe that a company's contribution to society lies in creating products and services that differ from those of other companies and providing unique value. Our aim is to improve the quality of life for people around the world, regardless of income level or region.

Furthermore, these efforts have a ripple effect across the entire industry, encouraging technological innovation and productivity improvements by other companies. The accumulation of these efforts supports the evolution and spread of products, leading to greater convenience for society as a whole. As a leading company, we will continue to stand at the forefront and fulfill its role in raising industry standards.

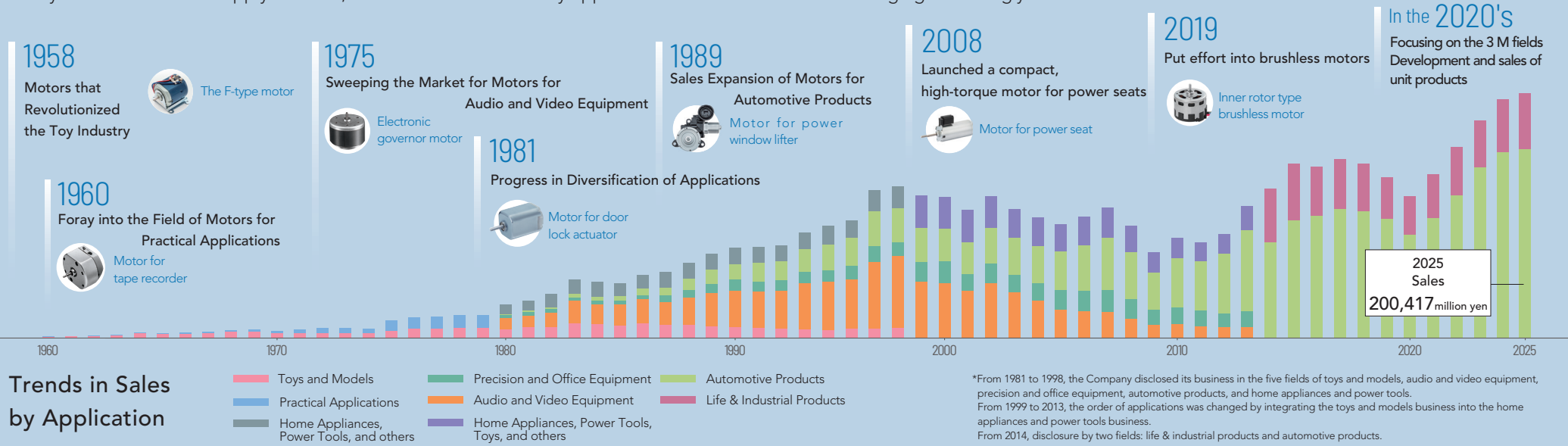
Under our Management Principle, "Contributing to International Society and Continuously Increasing Our Contribution," profit is not the ultimate purpose of management. At the same time, we place great importance on profit. This is because we believe profit is generated as a result of contributing to society and customers, and that profit serves as an indicator of a company's degree of contribution to society. We believe that companies that continue a virtuous cycle of increasing their contribution to society, generating higher profits as a result, and then doing even better work to further expand that contribution will earn the support of people across generations and countries.

The fields in which Mabuchi Motor can contribute have unlimited potential in terms of both applications and regions. We will continue to create valuable products, open up new possibilities, and contribute to the development of society.

# The History of Mabuchi Motor

## Expansion of Our Areas of Contribution

Mabuchi Motor has developed its business primarily around small, lightweight, and high-efficiency motors. We started with a business of manufacturing and selling motors for toys and models. We entered the field of motors for practical applications in the 1960s and the field of applications for automotive products in the 1970s. In response to changes in the times and society, we have been expanding the fields to which we contribute by capitalizing on the high quality enabled by our standardization strategy, outstanding cost competitiveness, and ability to ensure a stable supply. As such, the breakdown of sales by application market has also been changing accordingly.



## History of Overseas Expansion

### Early overseas expansion

In 1964, the Company established its first overseas production base in Hong Kong. At the time, products exported from Hong Kong to Europe via the United Kingdom were eligible for tariff-free treatment under a preferential tariff system, and Hong Kong was also rapidly growing as a global center for toy production. As orders expanded steadily not only for toy applications but also for practical-use motors, the Company established a sales base in the United States in 1977 to strengthen its overseas sales structure.

### Concentrated production system in China and Vietnam

The Company began contract processing production in Guangdong Province, China, in 1986, and after establishing Dalian Mabuchi in 1987, it set up multiple production bases in China. In 1996, it established Vietnam Mabuchi, followed by Danang Mabuchi in 2005. Today, production volume at its Vietnam bases exceeds that in China.



Danang Mabuchi

### Establishing a Five-Region Management Structure and advancing Mabuchi Global Management

In 2014, the Company established Mexico Mabuchi in the Americas, followed by Poland Mabuchi in Europe in 2017. By enhancing the autonomy and self-reliance of each overseas base, it established a Five-Region Management Structure that realizes local production for local consumption. The Company is also promoting its business activities by leveraging "Mabuchi Global Management," which harnesses strong connections among bases and diverse values as a competitive strength.

### Expanding the Group's comprehensive capabilities through M&A

Through M&A, Electromag joined the Group in 2021, followed by Oken Seiko in 2023; OB Kogyo and Oki Micro in 2025; and Nippon Pulse Motor and Masdac in 2026. The Company aims to evolve into a provider of "motion" solution that go beyond motor rotation to include units, equipment, and even production lines.

# Mabuchi Motor in Numbers

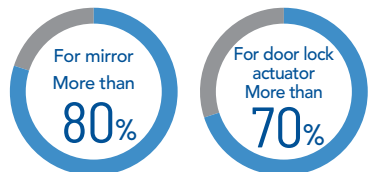
## Automotive Products

**77.1%**

154.5 billion yen

We contribute to the improvement of automobile safety and comfort by providing high-performance small motors that are responsible for control and drive functions for various automotive products.

Global market share (according to our survey)



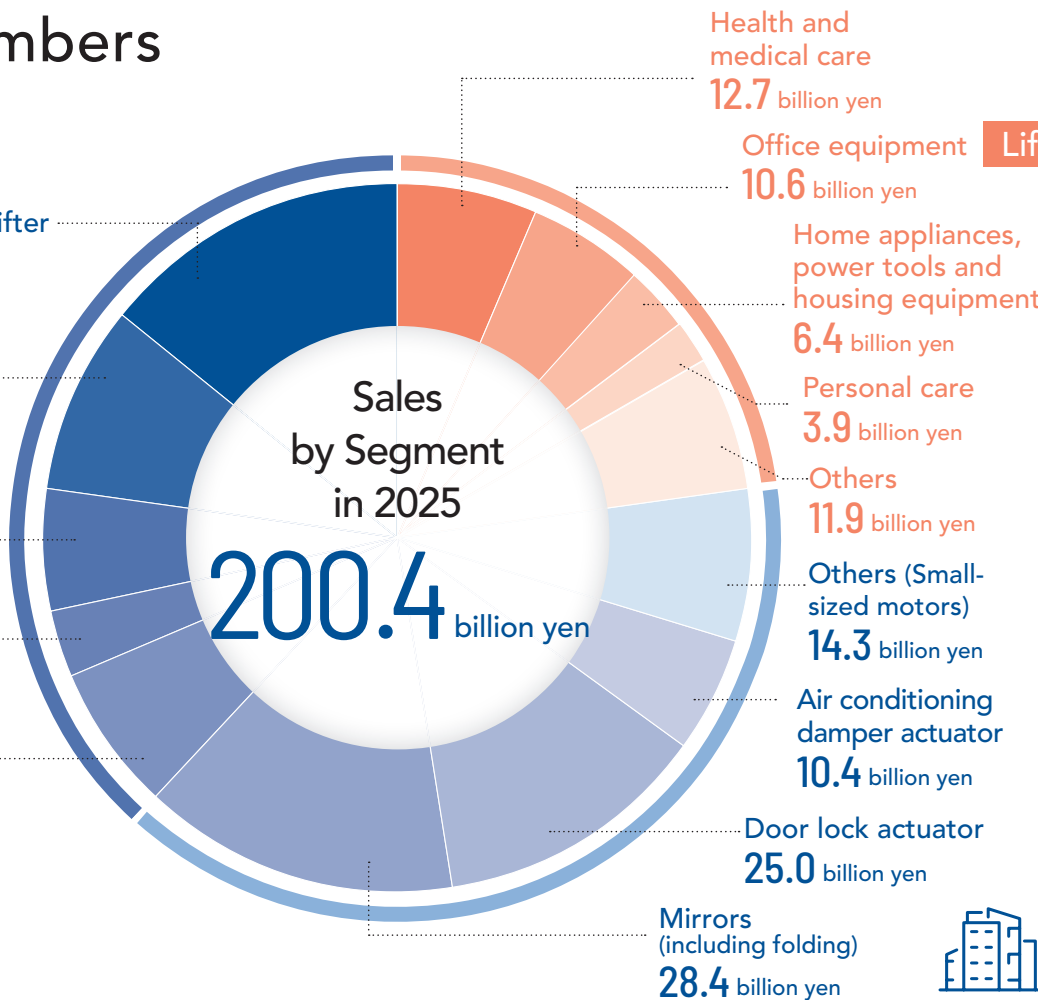
Power window lifter  
28.1 billion yen

Electric parking brake  
16.9 billion yen

Power seat  
11.5 billion yen

Valve  
6.0 billion yen

Others (Medium-sized motors)  
13.4 billion yen



## Life & Industrial Products

**22.9%**

45.8 billion yen

We support daily lives by providing motors used for a range of applications such as office equipment, home appliances, power tools, housing equipment, and hairdressing. We are expanding our services in new applications including light electric vehicles and collaborative robots.

Mirrors (including folding)  
28.4 billion yen



Corporate customers  
981

Parts and material suppliers  
412



Number of employees in the Group  
17,408



Number of overseas bases  
30



R&D bases  
9



R&D employees  
637



Electricity consumption from renewable energy sources  
61.78 million kWh



Water usage  
716 thousand m<sup>3</sup>



Heads of overseas bases who are non-Japanese  
18



Group executive officers who are non-Japanese  
3



Industrial property rights held  
774



New applications for industrial property rights  
43



Total discharged waste volume  
40,233 ton

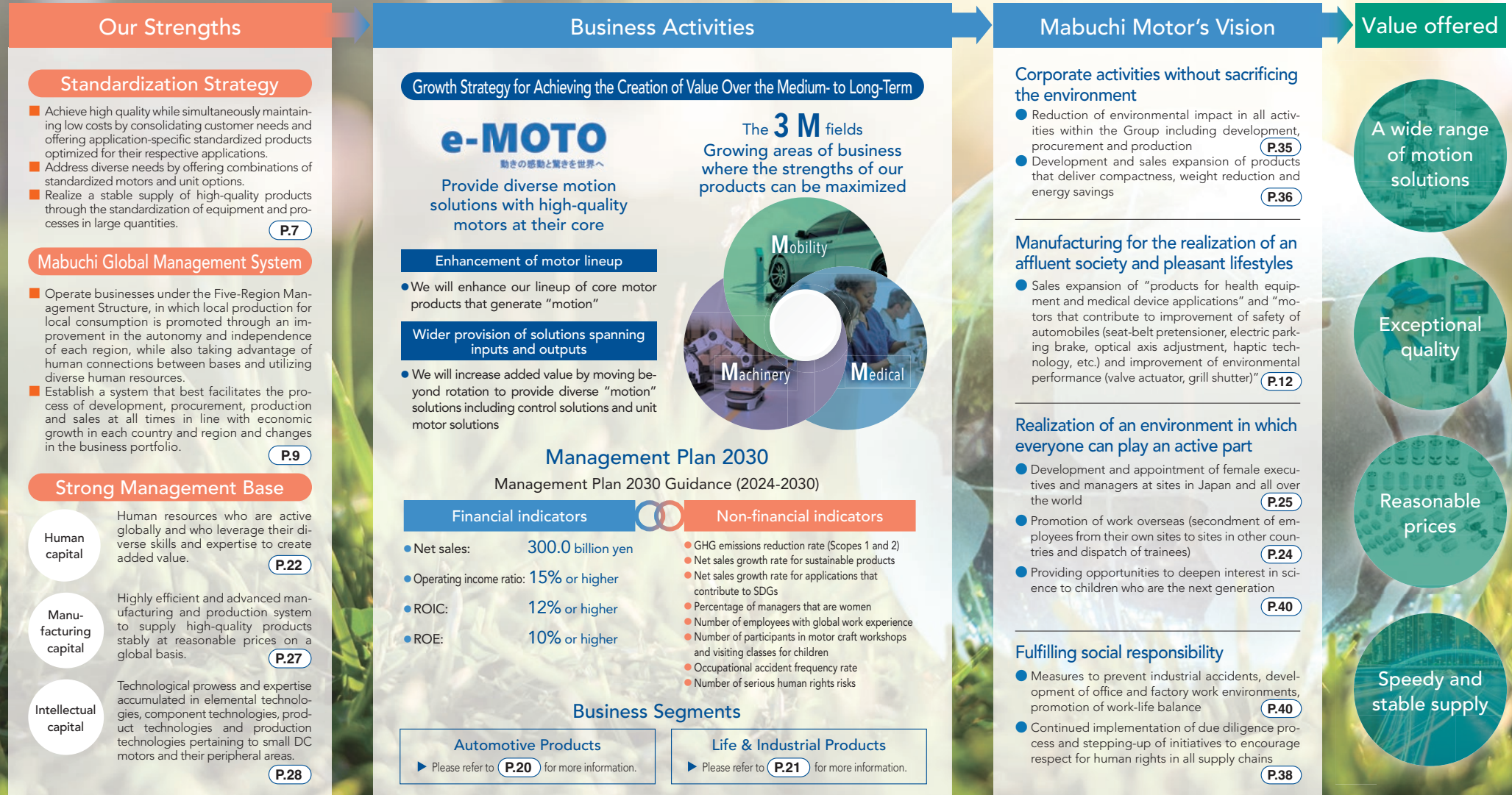


Greenhouse gas emissions (Scope 1+Scope 2)  
80,990 t-CO<sub>2</sub>

\*All figures are as of the end of 2025.

# Value Creation Process for Realizing the Management Principle

## Management Principle “Contributing to International Society and Continuously Increasing Our Contribution”



# Our Strengths

## Standardization Strategy

### The Value Created by Standardization

Mabuchi Motor positions its “standardization strategy” as a fundamental management approach, enabling the Company to achieve both high quality and low cost. By consolidating and organizing the diverse needs of customers and developing standard motors that represent the greatest common denominator, we narrow down the number of product types and enable mass production and leveled production.

As a result, we have achieved significant cost reductions and stable quality. This initiative not only enhances price competitiveness, but also drives the evolution of motor performance and the expansion of applications. As more customers adopt standard products, economies of scale are generated, creating a virtuous cycle in which cost reductions accelerate further.



### The Standardization Strategy That Has Supported Our Growth

In 1969, as the scale of motor production and sales grew rapidly, we experienced significant production shortage of parts and our assembly capacity proved insufficient. In the toy industry of the time, that products were custom-made was taken for granted, and Mabuchi Motor was producing a wide variety of motors whose specifications differed slightly depending on the customer. The production could not keep up during the summer, which was the peak production period ahead of the Christmas holiday shopping season. In addition, we received a number of our customer complaints.

To rectify this situation – and just as importantly, to avoid its recurrence – Mabuchi Motor made the decision to standardize its products. We started explaining to our customers how to achieve high profitability through standardization, and the first to agree with us was one of the largest toy manufacturers in the United States. As a global industry leader, the Company was keenly aware of the tough competitive environment and recognized that standardization offered a smart and reasonable way forward. After that first agreement, our standardization project clicked into gear. This unique strategy has enabled Mabuchi Motor to maintain, and expand its sustainable competitive advantage and achieve high profitability even today.

### Why Mabuchi Motor Is Able to Standardize

To gain customers’ understanding and adoption of standardized motors rather than customized products, it is essential to offer motors that are smaller, lighter, higher-performing, and reasonably priced. Achieving this requires advanced technological capabilities. We develop motors based on the concept of enhancing motor functionality to the utmost limit, thereby achieving versatility and adaptability for multiple applications. With approximately 100 basic models, we cater to all the applications in which we are involved. We impose tough restrictions at the time of product development to prevent our engineers from designing products using dedicated parts without careful consideration. We encourage them to develop products with price and performance characteristics that meet the needs of customers using standard parts. In this way, the standardization that we aim to achieve is underpinned by high-level technological capabilities and the corporate culture that embraces challenges.



### Realizing High-Quality and Stable Manufacturing through Standardization

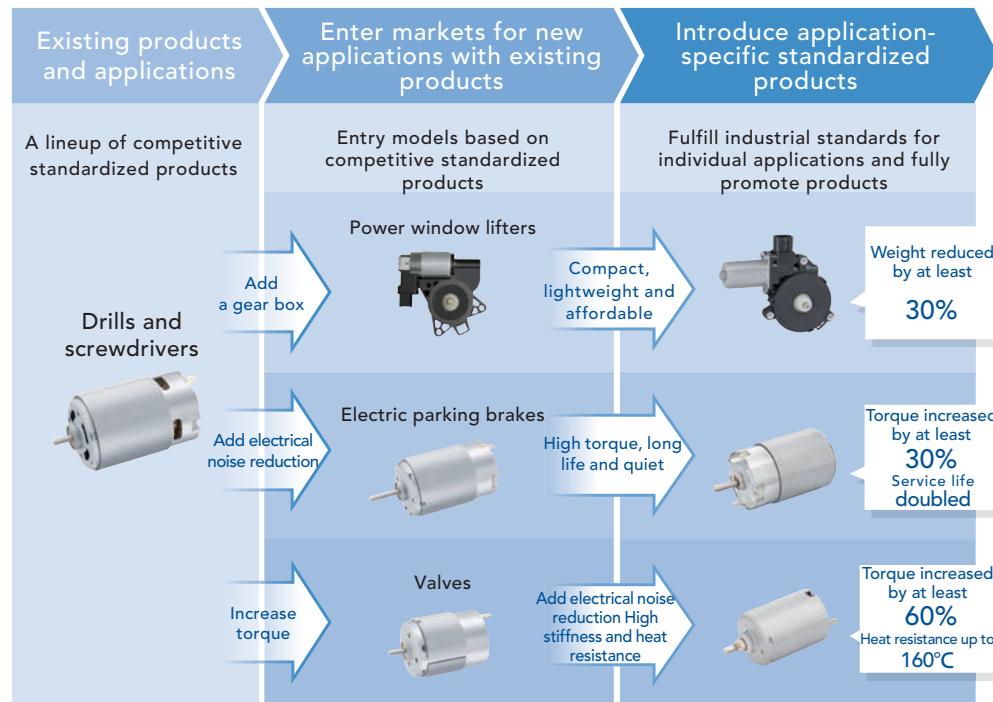
To consistently achieve high-quality manufacturing, it is essential to ensure that work instructions are thoroughly communicated to employees. In addition to products, we have advanced the standardization of equipment and processes, enabling efficient education and training as well as swift assignment to production processes. Through these efforts, we have built a system capable of maintaining uniform quality across our globally expanding production bases. This approach also plays a significant role in the expansion of our overseas production bases. In addition, by standardizing management operations, it has become possible to engage in planned production under the control of the Headquarters, minimizing the effects of seasonal and economic fluctuations in each industry and facilitating high-volume stable supply to the market. Amid various crises, such as recent disruptions in logistics and rising material costs, we have been able to minimize their impact through sales from inventory of standardized products and the standardization of production equipment, processes, and materials. Our standardization strategy ensures unwavering quality and supply, no matter the circumstances we face.

# Our Strengths

## Standardization Strategy

### Develop and Promote Standardized Products by Application

When we fully entered the market of medium-sized automotive products, we incorporated specifications for different automotive applications based on standardized products that were already very competitive in the market to achieve the efficient introduction of competitive products. After that, customers' products were optimized for individual applications. Technological requests regarding motors varied depending on the application. Today, we develop and promote standardized products separately optimized for different applications. This concept of application-specific standards creates value for the customer including exceptional quality, affordable prices, prompt and stable supply and the proposal of solutions in a well-balanced manner, and this gives us an advantage.

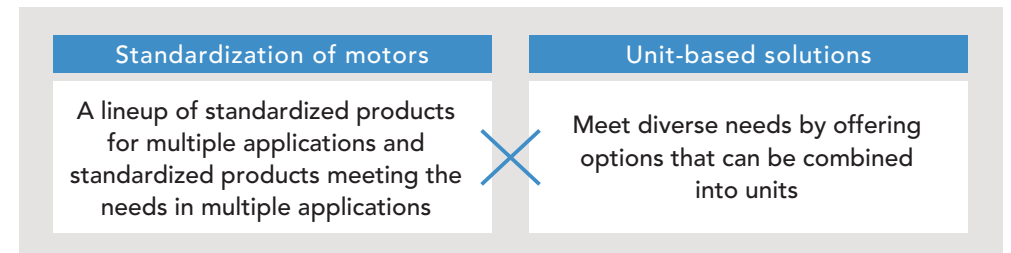


### Evolving Standardization Strategy

In our Management Plan 2030, we have set out the business concept of "e-MOTO," which aims to achieve growth by providing diverse "motion" solutions that meet the needs of our customers and society, with motors at our core. Under the e-MOTO concept, we will further evolve our standardization strategy developed to date by expanding the lineup of motors that serve as the core of "motion," while also applying the concept of standardization to newly added motors and promoting their deployment across a wide range of applications.

In the area of unitization as well, we aim to provide high-value-added solutions by incorporating Mabuchi's unique approach to standardization. Until now, in line with our policy of not entering our customers' business domains, our business has centered mainly on stand-alone motors. In recent years, however, customers have increasingly asked us to develop peripheral areas around motors as well. For example, in mobility applications, customers may procure wheels, reducers, and other components individually and assemble them themselves, while some customers prefer to focus their development resources on software and hardware other than drive components. In response to such needs, we are advancing unit-based solutions for mobility applications and developing various options optimized for our mobility motors, including controllers for motion control, reducers, wheels, brakes, and other components.

By designing and developing rational actuators that go beyond stand-alone motors to encompass the simplification of control and structures as well as the optimization of the entire supply chain, we will provide customers with optimal "motion." Through these initiatives, we will evolve our conventional standardization strategy into a strategy with even greater value creation capabilities by integrating it with the e-MOTO concept.



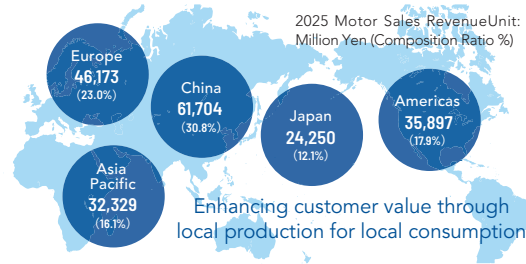
▶ Please refer to (P.10) for specific details of the e-MOTO concept.

# Our Strengths

## Mabuchi Global Management System

### Five-Region Management Structure Enhances the Group's Overall Strength

We have established the "Five-Region Management Structure" that improves the autonomy and independence of overseas bases and promotes local production for local consumption. The advantage of our global management system lies in diversity, which enables us to utilize the connections between human resources and diverse values between bases, and the Five-Region Management Structure.



Outside Japan, our motor and equipment production bases are located in China, with 13 bases; Asia-Pacific, with five bases; the Americas, with one base; and Europe, with two bases. Our sales bases are located in China, with two bases; Asia-Pacific, with four bases; the Americas, with one base; and Europe, with one base. By leveraging the strengths of each base, we have established a robust development, procurement, production, and sales structure, enabling us to stably supply high-quality products at reasonable prices worldwide.

### Initiatives to Maintain an Optimal Global Structure at All Times

In response to economic growth and social conditions in each country and region, as well as changes in our business portfolio, we continuously renew our global production, sales, and development structures to maintain an optimal global structure at all times.

#### 2024

- In light of the challenging business environment in Europe, we optimized the production scale of Poland Mabuchi and shifted toward a structure capable of manufacturing high-value-added products.
- At Taiwan Mabuchi, we ended mass production of motors and specialized in equipment and die engineering functions.

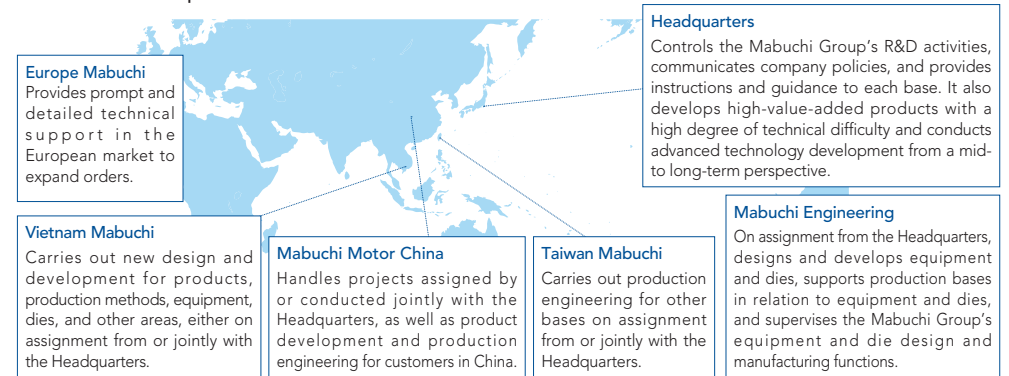
#### 2025

- To strengthen sales expansion activities in India and other growth markets in the Asia-Pacific region, we established India Mabuchi, a new sales company in the Republic of India.
- We established a new R&D Center within Mabuchi Vietnam, putting R&D functions in place in Japan, China, and Vietnam.

### Global R&D Structure

Our R&D structure is characterized by a global collaborative framework in which the Headquarters serves a supervisory function by formulating policies for the entire Mabuchi Group and providing guidance to each base, while R&D bases established in each region respond swiftly to technical needs from locations close to markets and customers. In addition, by providing production bases with support in both technology and human resources, our R&D bases continuously enhance production activities and realize manufacturing in which development and production are closely coordinated in regions around the world.

#### Mabuchi Group R&D Bases and Their Main Roles



### Strong Connections Between Bases and the Active Contribution of Diverse Talent

The Mabuchi Group's bases are connected by strong relationships. Throughout the Group, we actively share good improvement cases and exchange opinions. This information is utilized for mutual understanding at the Group level and for quick and appropriate decision-making by management. To strengthen these cross-base connections between bases, we are promoting mutual understanding and cooperation at the Group level through the development of a job-type personnel system that serves as a basis for driving human resources exchanges between the Headquarters and other bases, encouraging secondment and business trips, and establishing various information-sharing and meeting bodies across multiple bases. We are also seeking to understand and share company policies and values through policy development measures to strengthen vertical connections within each base, and education and communication measures that transcend across bases and hierarchical levels.



Non-Japanese employees play highly active roles within the Mabuchi Group, with 60% of heads of bases are overseas personnel, two Chinese nationals and one Vietnamese national, for a total of three overseas personnel serving as executive officers of the Mabuchi Group. (As of December 31, 2025)

# Growth Strategy for Mid- to Long-Term Value Creation

Mabuchi Motor has long provided high-quality products stably around the world and delivered value to society, based on its standardization strategy and Mabuchi Global Management. Building on these strengths, we are promoting a business strategy centered on the “3 M fields” and the “e-MOTO” concept to expand our contribution to a wider range of fields, achieve sustainable growth, and enhance corporate value.

## Business Expansion in the 3 M Fields

The ultimate objective of our corporate management is to enhance our contribution to society and continue to be an indispensable company to the world. We aim to continue achieving sustainable growth as a result of contributing to the resolution of various social issues, including the SDGs.

To achieve sustainable growth and the evolution of our business portfolio through the provision of products with higher added value, we have identified the 3 M fields -- namely Mobility and Machinery fields that help reduce CO<sub>2</sub> emissions and resolve manpower shortages through electrification and the Medical area that contributes to people’s good health -- as growth fields where we can leverage the strengths of our products, such as compactness, lightweight, and high efficiency, as well as reasonable prices, the ability to ensure stable supply, and other strengths.

Contributing to the resolution of social issues such as automotive safety, climate change mitigation, and health promotion by strengthening initiatives in the high-value-added 3 M fields

### Mobility

In the EV market, reducing power consumption is essential to extending driving range with limited battery capacity. We are further enhancing the strengths of our motors—compact size, light weight, and high efficiency—while advancing development, production, and sales. We will also capture growing demand for battery-cooling valve applications and expand solution offerings, including unit-based solutions, by leveraging our strength in having both brushed and brushless motor lineups. In mobility applications, we have won orders for a variety of uses, including electric-assist bicycles, and will continue to develop new customers and applications.

### Machinery

In the growing robotics market, we are expanding our lineup of products such as hollow-structure brushless motors, aiming to increase sales for collaborative robots and humanoid applications that help address labor shortages. In the industrial equipment field, electrification is progressing from the perspective of reducing CO<sub>2</sub> emissions, and we have won orders for belt conveyor applications. We will also accelerate sales expansion in the machinery field through synergies with Mabuchi Micro Tech and Mabuchi NPM, which have strengths in industrial equipment applications.

### Medical

In addition to expanding sales of high-value-added motors for toothbrushes, we are strengthening sales expansion for ventilator and dental equipment applications by leveraging the product and customer bases of Mabuchi Electromag. Furthermore, by creating synergies with Mabuchi Oken, we will further enhance our unit-based capabilities and solution proposal capabilities, and work to expand business in the medical field.

## Evolving into a Company That Provides of Diverse “Motion” Solutions

Under the “e-MOTO” concept, we will evolve from a business centered on standalone motors into a company that provides solutions for diverse forms of “motion.”

Business Concept

**e-MOTO**  
動きの感動と驚きを世界へ

Our business concept combines the English word "electric" meaning "moved by electricity" with the Latin word "moto," which means "moving" and is the origin of the word "motor." Looking towards 2030, we will aim for rapid growth, defining the value we will provide as "movement."

- Providing solutions from power input to the output across diverse forms of motion, beyond motors
- Contributing to the realization of a decarbonized society by providing highly efficient “motion”

### Expanding the motor lineup

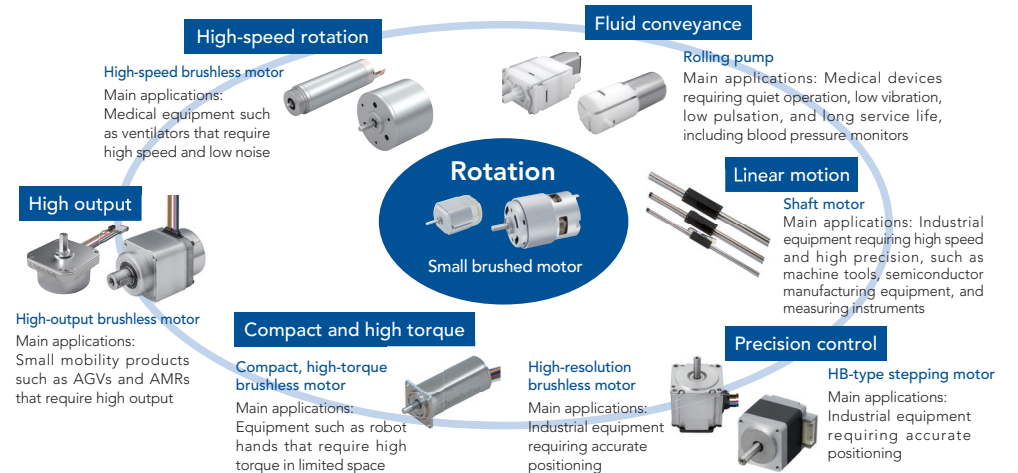
- Expanding the lineup of motors that serve as the core for generating “motion”

### Expanding solutions from input to output

- Expanding added value by providing diverse forms of “motion” solutions beyond rotation, including control and unit-based solutions

## Diverse forms of “motion” solutions extending from motors

Mabuchi Group products expanding from “rotation” to control, mechanisms, and conveyance



# Management Plan 2030

Mabuchi Motor has formulated Management Plan 2030, with 2030 as its final year, and is working toward its achievement. Based on a medium- to long-term perspective, the plan covers a relatively long seven-year period in order to realize more dynamic transformation. To achieve the targets set under the plan, we clarify the direction the Company should take, share the issues and goals that all employees across divisions and bases should address together, and examine and implement measures through back casting.

## Management Plan 2030

We aim to improve of "MVP", our measure of corporate value, by enhancing both financial indicators and Non-financial indicators

Pursuit of improvement in MVP = Improvement of corporate value

### Mabuchi Motor Value Points (MVP<sup>\*1</sup>)

Management Plan 2030 Guidance (2024-2030)

#### Financial Indicators

- Net sales : 3,000 billion yen
- Operating income ratio : 15% or higher
- ROIC : 12% or higher
- ROE<sup>\*3</sup> : 10% or higher



#### Non-financial indicators<sup>\*2</sup>

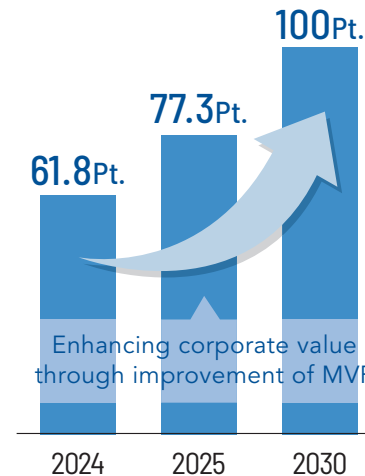
- Greenhouse Gas emission reduction rate (Scope 1 and 2)
- Net sales growth rate for sustainable products
- Net sales growth rate for applications that contribute to SDGs
- Percentage of managers that are women
- Number of employees with global work experience
- Number of participants in motor craft workshops and visiting classes for children
- Occupational accident frequency rate
- Number of serious human rights risks

<sup>\*1</sup> MVP: Annual results are quantified by assigning points to financial and non-financial indicators.  
<sup>\*2</sup> Non-Financial Indicators are indicators of intangible assets such as human capital, which do not contribute financially yet but will contribute to business results in the future and as important to our company as financial indicators.  
<sup>\*3</sup> ROE: This indicator was introduced in August 2025. It will be included in MVP starting with the 2026 results.

## Progress of Management Plan 2030

Mabuchi Motor Value Points set the target point level to be achieved upon attaining the 2030 guidance at 100 points, and express each year's achievement rate in points.

Based on this achievement rate, we will seek to enhance corporate value by making improvements aimed at achieving both financial and non-financial indicators. The 2025 result was 77.3 points, marking significant progress toward achieving "MVP = 100 points."



Points were calculated by converting data for each indicator (net sales, operating income ratio, ROIC and sustainability targets) into a rate of achievement versus the indicator targets set out in the 2030 Guidance, with equal weight (25%) given to each indicator.

**MVP for 2025 77.3Pt.**  
 (115% compared to the beginning-of-year plan)

(Breakdown)

| Category                 | Indicator                                   | Value     |
|--------------------------|---|-----------|
| Financial Indicators     | Net sales                                   | : 16.7Pt. |
|                          | Operating income ratio                      | : 21.2Pt. |
|                          | ROIC  | : 21.0Pt. |
| Non-financial indicators | Sustainability goals (total of eight goals) | : 18.4Pt. |

**【Point Calculation Method: Sales Example】**  
 Result for 2025: 200.4 billion yen +  
 Guidance for 2030: 300.0 billion yen =  
 Achievement rate: 66.8%.  
 Achievement rate: 66.8% × Weight: 25% = MVP: 16.7Pt.  
<sup>\*MVP will start to reflect ROE beginning with the 2026 results</sup>



## Interview with Our President

# Achieving sustainable growth underpinned by a reinforced management base

Representative Director and President

Tohru TAKAHASHI

## — What are your thoughts on the current state of Mabuchi Motor’s business portfolio and its future growth strategy?

We believe in the potential of compact DC motors. We have concentrated our management resources in the compact motor business and achieved growth. Because of the high potential of motor products, it was possible for us to gain access to other markets in line with the times and to expand our business. Currently, motors are estimated to be responsible for approximately half of global power consumption. This shows that motors are important to society and that the potential needs for high-efficiency motors are great. With growing calls for companies to reduce their environmental impact today, we are seeing a shift from alternating current (AC) motors to direct current (DC) motors, and I fully expect there to be a steady rise in situations where we are able to contribute to society through the provision of our motors, which are renowned for being compact, lightweight, highly efficient and of high quality. We will also contribute to advancing mechanization as a substitute for human labor to address labor shortages as a growing social issue. In recent years, the field of physical AI has also attracted attention, and it is expected that our high-performance motors will function as key components for various systems such as robotics and AGVs. There is great potential for the creation of new business opportunities.

Operating in this society, we will strive to achieve our Management Principle of “Contributing to international society and continuously increasing our contribution,” driving business expansion by defining mobility, machinery and medical as our core 3 M fields in order to further advance our contributions to enriching people’s lives and developing industry. In addition, under our e-MOTO concept of delivering motion solutions, our efforts will be aimed at delivering a diverse range of “motion,” from unit motor solutions to output such as manufacturing equipment and production lines. In addition to expanding our contributions to society, these efforts are also aimed at driving the evolution of our business portfolio, ensuring that Mabuchi Motor continues to demonstrate its presence as a public institution. Currently, just under 80% of our net sales come from automotive products, making our performance highly susceptible to fluctuations in the automotive market. Mitigating that risk is another reason our business expansion in the 3 M fields is of great importance.

We have been implementing Management Plan 2030 since 2024 based on this management policy, and have been working towards financial indicators set as part of earnings guidance, namely net sales of 300 billion yen, an operating income ratio of 15% or higher, ROIC of 12% or higher and ROE of 10% or higher by 2030.

## Interview with Our President

### — Where do you perceive Mabuchi Motor's current position to be on the way to achieving Management Plan 2030?

To achieve the ambitious targets set out in Management Plan 2030, during the first half of the plan our focus was on evolving into a company that provides comprehensive motion solutions by expanding new applications and business domains, and by strengthening the management base to improve profitability.

We have been making steady progress with the post-merger integration (PMI) of two companies that joined the Group prior to the launch of the management plan, namely Mabuchi Electromag, which manufactures and sells high-speed medical motors, and Mabuchi Oken, which manufactures and sells pump units. Our global sales activities in particular have picked up steam and been contributing to sales growth. In addition, in 2025 Mabuchi OB Gear System, which possesses advanced precision gear and molding technologies, joined the Group, providing a base for capturing demand for unit motor solutions. In other developments, we welcome Mabuchi Micro Tech and Mabuchi NPM to the Group in 2025 and 2026 respectively, significantly expanding our product lineup, including stepping motors, shaft motors, LSI and controllers. As a result, the types of "motion" the Mabuchi Group can now deliver have expanded dramatically. Going forward, we will leverage this reinforced base to find new application markets, expand sales, and enter a phase of improved profitability.

### — Please talk about the Group's financial results in 2025, the second year of the Management Plan.

In 2025, net sales topped the 200.0 billion yen mark for the first time in our history, climbing to 200,417 million yen, a 2.1% year-on-year increase. In the Automotive Products segment, sales increased on the back of robust automotive production, while in Life & Industrial Products, sales of products for health/medical applications remained steady. Sales also increased due to the effects of consolidation following mergers and acquisitions. Operating income increased 17.7% year on year to 25,467 million yen, with positive factors such as improved pricing and a more favorable product mix outweighing rising costs and other negative factors. The operating income ratio also improved 1.7 percentage points. Ordinary income increased 8.1% year on year to 35,078 million yen, primarily due to the increase in operating income, despite foreign exchange gains and interest income declining compared with the previous year. Meanwhile, profit attributable to owners of parent increased 104.8% year on year to 26,272 million yen, in part due to the absence of impairment losses that were incurred in the previous year.

To improve ROIC, we have set "optimizing inventories," "optimizing fixed assets" and "reducing working capital" as themes, and for each theme we have identified specific measures and KPIs to be tackled by each department and site as annual targets, with progress reviewed on a quarterly basis. As a result, ROIC improved 4.0 percentage points year on year to 10.1%.

ROE also improved 3.9 percentage points to 8.0%.

### — In addition, starting in 2026 we have added "ROE of 10% or higher" to our financial indicators in Management Plan 2030. What was behind the decision to add this indicator?

To achieve sustainable improvements to corporate value, we believe it is important to pursue a two-pronged approach of maximizing returns through business growth and pursuing improved capital efficiency. If we are lacking in any one of these areas, we cannot achieve improvements to corporate value. We recognize improving capital efficiency as a critical management challenge, and have made it a policy to expand strategic investments while enhancing shareholder returns. We added ROE as a new indicator to demonstrate, both internally and externally, that we are actively pursuing these aims.

Additionally, by declaring our target of "ROE of 10% or higher," I believe we will be able to further enhance the quality of management, boost competitiveness in the medium- to long-term, and achieve sustainable growth. To achieve this, we will strive for efficient capital management and emphasize the transparency and accountability of management while working to meet the expectations of stakeholders.

▶ Please refer to [P.16-18](#) for our financial and capital policy.



### — On the topic of actively pursuing growth investments, please share what the Group has accomplished to date, and the challenges it will face in the future.

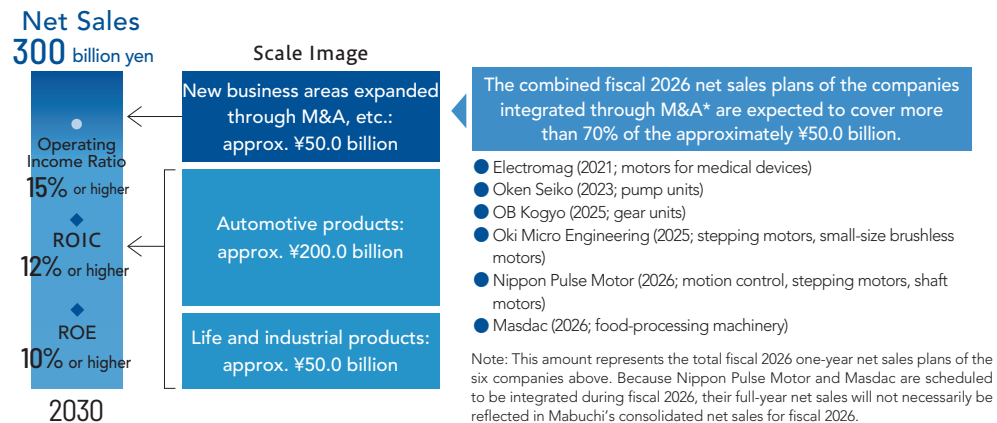
Since 2021, we have added six companies to the Group through M&A. We have made steady progress evolving into a company that provides comprehensive "motion" solutions that go beyond "rotation," as declared in our e-MOTO concept, along with activities to expand our business domains with a focus on the 3 M fields. Out of the net sales of 300.0 billion yen being targeted in our earnings guidance under Management Plan 2030, around 50.0 billion yen relates to new domains expanded through mergers and acquisitions. If we total the actual figures for annual net sales from each of these Group companies, at this stage we have covered at least 70% of this. At Mabuchi Motor, overseas net sales account for around 90% of total sales, an extremely high ratio demonstrating that the sales routes extending to global customers are one of our strengths. Mabuchi Electromag and Mabuchi Oken, which joined the Group at an early stage, have had success with collaborative sales activities, and overseas sales results have also increased as a result. We are also looking to

## Interview with Our President

generate synergies with the Group companies that have joined the Group since 2025 at an early stage.

The challenge is to improve the operating income rate at each of these companies. Improving profitability is an urgent priority, as there are presently several companies with operating income rates below the Group-wide figure of 12.7% for 2025. In October 2025, we newly established Mabuchi Engineering by spinning off our production equipment and mold design and manufacturing functions. By driving collaboration between Mabuchi Engineering and Mabuchi Motor's manufacturing division, we have launched efforts to improve production efficiency at each company.

### Management Plan 2030 (excerpt)



— The number of subsidiaries has increased through M&A activities. Are the Group's internal control and governance systems functioning adequately? Please go into more detail about the management structures in place at each company.

At Mabuchi Motor, the Business Development Division is responsible for M&A activities, and provides end-to-end handling from carrying out mergers and acquisitions to managing PMI. We dispatch our own human resources to the management or managerial layers of our Group companies and coordinate with the Business Development Division while driving PMI activities. From our Management Principle to our Corporate Missions, including compliance, we ensure that the basic approaches and stances we value are thoroughly shared. The Group also operates a Ringi (bottom-up decision-making) system that specifies decision-makers and procedures based on the type and scale of various proposals, and we also introduce this Ringi system to the companies that have been integrated through M&A at an early stage. The Ringi

system functions as a mechanism to ensure that proposals are only implemented after they have been reviewed and discussed by related parties, taking care to minimize risks and verify appropriateness. The system helps us maintain a high level of governance. The reliability of this system is backed up by a proven track record since our early expansion overseas in 1964, when we established multiple overseas production sites and built mechanisms for efficient information sharing and swift transmission.

— Please give us an overview of MASDAC, which joined the Group in June 2026.

MASDAC is a company with excellent engineering capabilities and extensive expertise in confectionery production. Its flagship automatic dorayaki (bean-jam pancake) machines boast a domestic market share of over 90%. The company maintains two pillars of operations, its food machine business and food manufacturing OEM business, establishing a unique competitive advantage as a "professional group specializing in confectionery and machinery." In the food machine business, Masdac leverages technological capabilities cultivated over many years and innovative ideas to support the development of a diverse range of confectionery. While producing its own confectionery in the food manufacturing OEM business, it accumulates confectionery production expertise that can be utilized in the development of machinery. The overseas sales ratio for the food machine business is in the 10-20% range, and growing these overseas sales in the future will be the key to business expansion.

— What were the aims behind the MASDAC acquisition, and how is it significant?

Until now, the Company has entered new areas by leveraging its core technologies in compact motors, and we have contributed to the development of various industries in this way, including toys, power tools, home appliances, acoustics and video, and automotive electrical equipment. We are currently focused on expanding the scope of those contributions by expanding our business in the 3 M fields. The food machine sector in which MASDAC operations corresponds to the "machinery" field, and MASDAC is a leading manufacturer of confectionery machines. The food machine sector is expected to see rising automation and labor-saving needs and increased demand as labor shortages become increasingly serious in the future. The production lines for food machinery involve many forms of "motion," including conveyance, mixing, molding and packaging, and to date we have supplied brushless motors as components. Making MASDAC a subsidiary is an important first step in providing integrated motion solutions that extend from components through to facilities under the e-MOTO concept.

The Company has a history of in-house development and fabrication of the production equipment and molds used to manufacture motors, and those high-level production engineering capabilities are a source of the Company's strength. To roll out those production engineering capabilities overseas, we spun off Mabuchi Engineering as a separate company

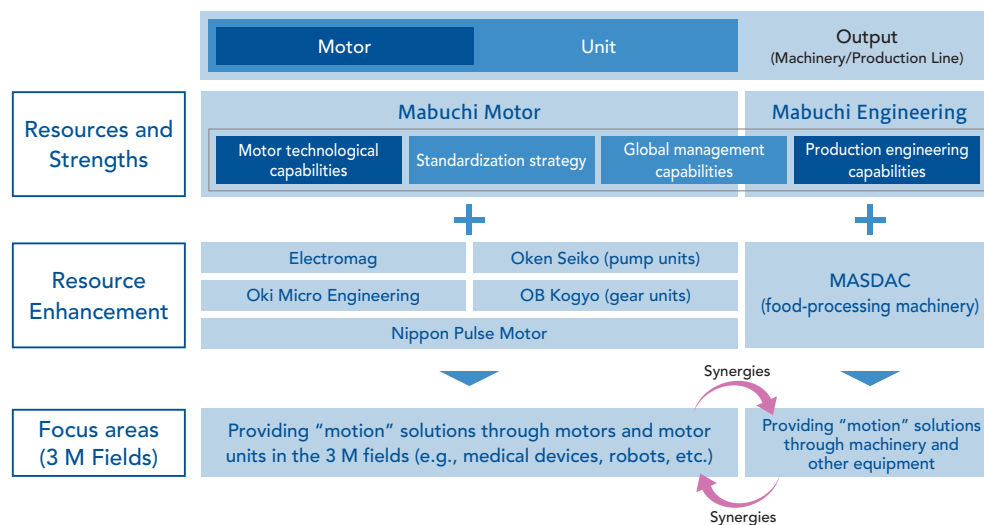
# Interview with Our President

and have been making preparations to expand the business to encompass the “output” phase. This time, by welcoming the food machine provider MASDAC as a Group company, we will accelerate the machinery and equipment business that leverages those production engineering capabilities.

We also have many production bases overseas, and one form of synergy we are considering is the utilization of space at those existing production bases to fabricate MASDAC’s food machines. Mabuchi Motor has a history of pursuing labor savings, having reduced direct personnel from a peak of around 50,000 in 2000 to less than one-fifth, around 10,000, in the years since. We will continue to explore ways to launch production lines efficiently by utilizing the expertise we have accumulated over that history.

— In addition to driving growth investments, we are also shifting our existing resources.

One of the initiatives to shift our existing resources is Taiwan Mabuchi, which is located in Hsinchu. We have already discontinued motor production and this year will integrate the company with Kaohsiung Mabuchi. This base will handle production equipment design and development functions, and we will leverage its technologies to help improve production efficiency at Mabuchi Group companies, including those integrated through M&A activities. In Vietnam, we established a new R&D Center at Vietnam Mabuchi with the aim of strengthening development functions, as part of a drive to develop technologies locally. Meanwhile, to cope with expanded sales in the Indian market where automotive demand is growing, we established a sales company in India, strengthening our local response capabilities.



Additionally, at the Mabuchi Oken Nagano Factory, we have started to produce motor units for Japanese customers, achieving the diversification and optimization of our production system. We have also conducted a detailed assessment of the fixed assets in place at each of our sites, thoroughly ensuring that unutilized equipment is effectively utilized by relocating it for reuse at other sites.

At the same time, we are promoting business streamlining and labor saving through the Group-wide utilization of AI, as part of efforts to use digital technologies to optimize business processes and boost productivity. In these ways, by balancing the optimal allocation of existing resources with growth investments, we are striving to develop stronger competitiveness.

— What kind of organization do you want to make the Group to ensure continued growth in the medium- and long-term?

To achieve sustainable growth in the medium- to long-term even in a chaotic business environment where the future is uncertain, the ability for an organization to respond swiftly and flexibly to changes in the business environment is crucial. As we pursue growth investments in diverse business domains to achieve Management Plan 2030, I believe it is important for the entire organization to continue to uphold the spirit of challenge and innovation. That is why the kind of people we look for are self-motivated talent who are driven to innovate. Together with employees who think and act for themselves and take on the challenge of creating new value without fear of change, we will work as one united Group to achieve Management Plan 2030, driven by the firm belief that without change, there can be no growth.

I have stressed to employees the importance of initiative, teamwork and “Bad News First” as they carry out their duties on a daily basis. If each employee thinks and acts in a self-driven manner with a sense of initiative, they will enhance the judgment and execution capabilities of the whole organization. As a company, we have cultivated strong connections between bases and departments and built a cooperative framework over many years. We have also fostered a structure of teamwork that enables speed in information sharing and communication. These are both strengths and a source of great pride. Another important element that has become firmly entrenched in our corporate culture and upholds organizational trust is the concept of “Bad News First.” When mistakes or mishaps occur, before analyzing the cause, it is important to quickly and accurately report on the facts, as this keeps the impact of risks to a minimum. By having employees who uphold this aspect of our corporate culture, share the same values and work as a team to act in a self-directed manner, we will strive to further develop the strengths that set Mabuchi Motor apart and become an organization capable of sustainable growth.

We draw our greatest strength from the support and trust of our stakeholders, and are fully committed to achieving sustainable growth. We sincerely appreciate your ongoing support and encouragement.

# Financial and Capital Policy

## CFO Message

Executive Officer,  
Chief Financial Officer  
**Keiichi HAGITA**



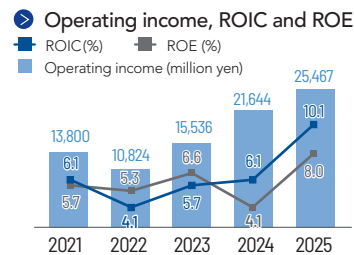
### Management Plan 2030: Toward Achieving Our Financial Indicators

Under Management Plan 2030, we have set financial indicators as part of earnings guidance, namely 300 billion yen in net sales, an operating income ratio of 15% or higher, ROIC of 12% or higher, and ROE of 10% or higher. As part of proactive growth investments aimed at increasing net sales, we have utilized M&A and other means and worked to expand our business domains. We have also promoted a range of streamlining measures to improve operating income ratio of the entire Group, including the subsidiaries integrated through M&A activities. To implement these measures substantively, we have advanced Group-wide participation in ROIC management. To achieve ROE of 10% or higher, we have implemented a two-pronged strategy of maximizing returns through growth investment, and improving capital efficiency through proactive shareholder returns and capital utilization.

### Maximizing Returns: Initiatives to Boost Profitability

From 2021 to 2022, when we were impacted by the COVID-19 pandemic and geopolitical risks, profitability deteriorated due to a severe business environment caused by a slump in the number of automobiles produced driven by semiconductor shortages, disruptions to logistics, and soaring raw material prices. For the sharp increases in raw material prices that could not be absorbed through our own cost reductions, we implemented price revisions while seeking the understanding of our customers, and managed to improve the operating profit ratio from 2023 to 2024 as a result.

In 2025, we reduced direct labor costs through labor-saving initiatives, revised procurement prices of component and material, and pursued cost improvements such as the streamlining of indirect operations through greater IT utilization. We also advanced various improvement activities at Mexico Mabuchi and Poland Mabuchi, which had more room for production efficiency improvements than our other production bases. As a result of these efforts, the operating income ratio recovered to 12.7%.

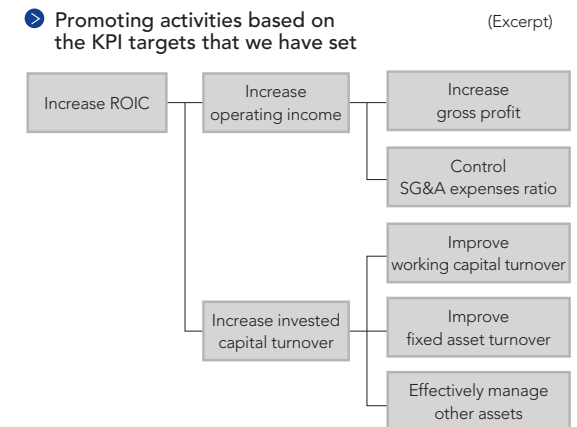
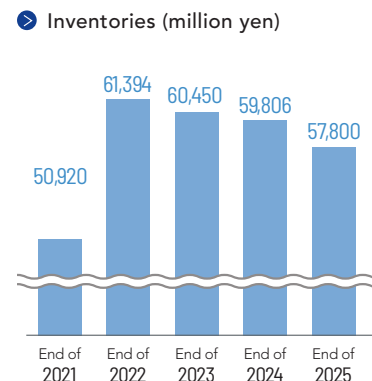


In 2026, the number of Group companies has increased as a result of M&A activities undertaken to expand new business domains, and we expect SG&A expenses to increase as a result. Going forward, we will curb SG&A expenses across the Group while aiming to expand sales of high value-added products. We recognize this as a key challenge to improve profitability, and we are working to achieve a Group-wide operating income ratio of 15% or higher.

From 2021 to 2022, amid logistics disruptions driven by the COVID-19 pandemic and rising geopolitical risks, ROIC\* experienced a downturn due to intentional increases in inventory levels in order to prioritize stable supply to our customers. Mabuchi Motor enjoys a dominant global market share in applications of its motors for automotive products, with a share of more than 80% in motors for mirrors, and over 70% in motors for door lock actuators. To prevent impacting automotive production, we therefore believe it is important to ensure the stable supply of these products to customers. In 2022, our inventory of motor products temporarily increased to 420 million units and Inventories increased significantly, in part due to rising semi-finished goods inventory and foreign exchange effects. However, by the end of 2025, product inventory had been reduced to 290 million units.

To address ROIC, in addition to reducing product inventory we set improvement measures and KPIs at each base and department and monitoring them regularly. We also addressed property, plant and equipment, revising the allocation of assets between bases and curbing new investment to ensure efficient utilization, while also revising the sites of accounts receivable and accounts payable-trade, as part of the Group-wide participation in ROIC management. As a result, in 2025 ROIC improved significantly to 10.1%.

\* ROIC = (Operating income × (1 - Effective tax rate)) / (Accounts receivable-trade + Inventories + Non-current assets (excluding Investment securities) - Accounts payable-trade)



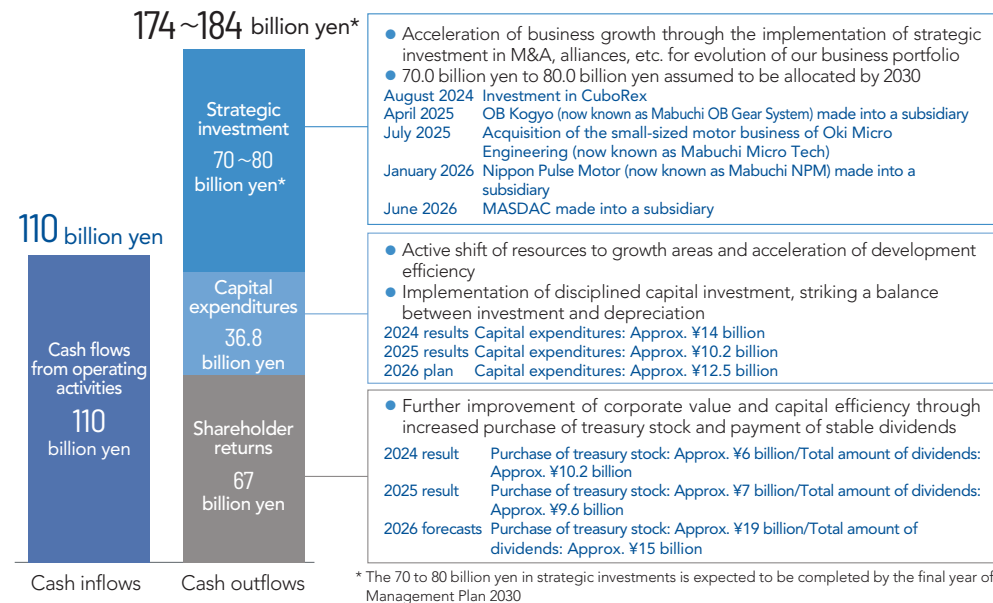
# Financial and Capital Policy

## Initiatives to Improve Capital Efficiency: Aiming to Reach 10% ROE at an Early Stage

In this section, I will describe our initiatives to improve capital efficiency, one of the two avenues of our efforts to achieve 10% ROE at an early stage. Under Management Plan 2030, we have instituted a policy of expanded returns through growth investments and proactive shareholder returns.

We project operating cash inflows of around 110 billion yen for 2024-2026, but in terms of cash outflows, we expect around 67 billion yen from shareholder returns in the form of dividends and the acquisition of treasury stock, and approximately 36.8 billion yen from capital expenditures, with strategic investments totaling about 24 billion yen up to June 2026.

### Direction of cash allocation from 2024 to 2026 (announced in February 2026)



We have set aside a total of 70 to 80 billion yen as a strategic investment budget through 2030. Given that M&A activities are inherently uncertain and foreign exchange fluctuations also have an impact, these are only assumptions. However, if strategic investments do amount to 70-80 billion yen, we expect the equity ratio to fall due to the use of leverage.

## Our Approach to Cash Allocations

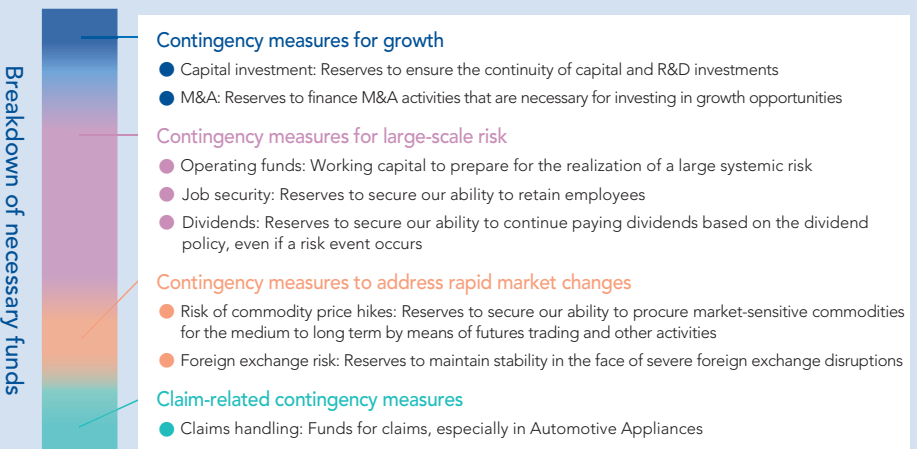
In assessing how to utilize cash that is newly gained from business activities, we will prioritize investments in the growth of new areas, including through M&A investments, and investments in the organic growth of existing businesses. Next, we will prioritize funds for the payment of dividends based on our dividend calculation method, and out of any of the cash remaining after doing so, the portion exceeding the level of cash on hand deemed necessary for business operations will be proactively allocated to shareholder returns, such as the purchase of treasury stock.

| Priority: | Category  | Our Approach  |
|-----------|---|---|
| ↑ high    | Investments for the organic growth of existing businesses | <ul style="list-style-type: none"> <li>R&amp;D investment</li> <li>Production capital investment</li> <li>IT investment</li> </ul>                            |
|           | The funding of growth investments in new areas            | <ul style="list-style-type: none"> <li>M&amp;A Investment</li> <li>Investment in new areas (peripheral applications, motor peripheral areas, etc.)</li> </ul> |
|           | Returns to stakeholders (1)                               | <ul style="list-style-type: none"> <li>The payment of dividends based on the dividend policy</li> </ul>   |
|           | Returns to stakeholders (2)                               | <ul style="list-style-type: none"> <li>Purchase of treasury stock, etc.</li> </ul>  |
|           | Reserved by the company in case of risk                   | <ul style="list-style-type: none"> <li>Reserved by the company in case of risk</li> </ul>   |

Implemented with the highest priority

Active consideration of the cash remaining after the implementation of the above

Avoid excessive accumulation

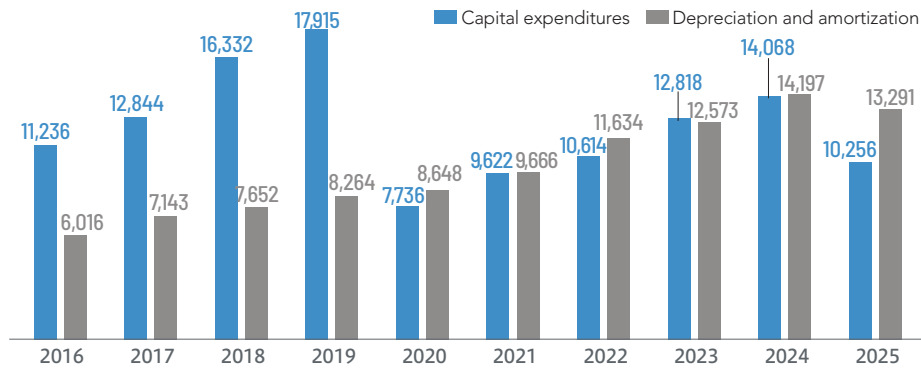


# Financial and Capital Policy

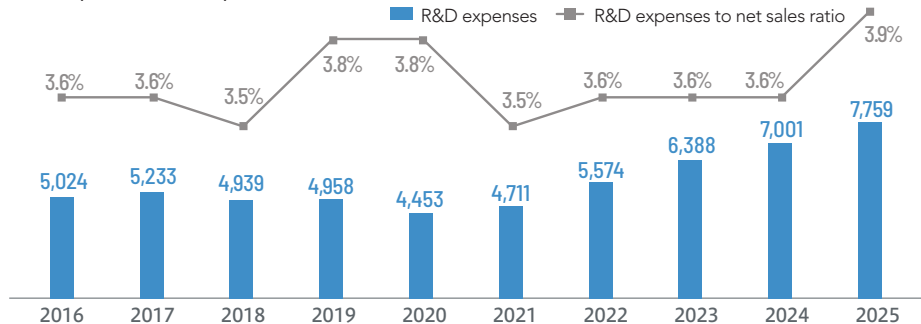
## Capital Investment, Depreciation and Amortization, and R&D Expenses

To put in place our Five-Region Management Structure, we established Mexico Mabuchi in the Americas and Poland Mabuchi in Europe and made investments for their launch during the 2010s. Investments in land and buildings acquisition as well as large-scale investments in production equipment reached a peak in 2019. In the following years, the number of automobiles produced fell below the level assumed when we made those large-scale investments due to disruptions caused by the COVID-19 pandemic and other factors. As a result, production volume of motors for automotive products, which account for around 80% of the Company's net sales, remained sluggish, and Poland Mabuchi recognized an impairment loss for the fiscal year ended December 31, 2024. Depreciation and amortization fell in 2025 for this reason. Going forward, we will continue to invest in production facilities for new products, increased production, labor reduction and in the field of IT to strengthen our management foundation. R&D expenses to net sales ratio is on an upward trend due to the expansion of business fields based on the 3 M fields and our e-MOTO concept.

Capital expenditures / Depreciation and amortization (million yen)



R&D expenses, R&D expenses to net sales ratio (million yen)



## Strengthening Shareholder Returns to Achieve ROE of 10% or Higher by 2030

The ROE target of 10% or higher was added, taking into account discussions with shareholders and investors. Internally, we had already been continually discussing measures to improve ROE and working to enhance shareholder returns. Since significantly increasing our dividend with a 70th anniversary commemorative dividend issued in 2023, we have emphasized more stable dividends. From 2024 we adopted a Dividend Calculation Method of "determining dividends based on a dividend on equity ratio (DOE) of 3.0% to 4.0% on the basis of consolidated net assets at the beginning of the period." In addition, when we announced our full-year financial results in February 2026, we unveiled changes to how we calculate dividends: "When ROE falls below 10% or PBR falls below 1x, dividends will be paid based on a DOE of 4%, and if the dividend amount corresponding to a DOE of 4% results in a payout ratio below 50%, dividends will be paid with the payout ratio set at a minimum of 50%, with a DOE exceeding 4%." This new policy clearly demonstrated our intention to achieve an ROE of 10% or higher at the earliest opportunity. We will also scale up purchases of treasury stock. In 2026 we intend to purchase 19 billion yen worth of treasury stock, and forecast a total payout ratio of 150.2% in 2026. Through these initiatives, we will aim to achieve an ROE of 10% or higher by 2030.

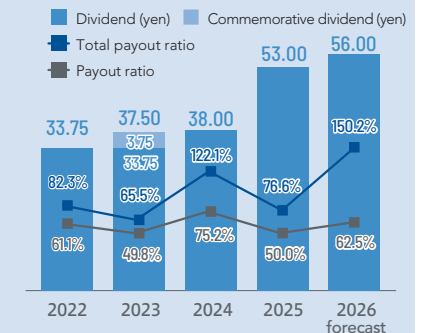
### Dividend policy

Our basic policy is to actively return profits to shareholders in line with the performance of the business while maintaining financial soundness by using retained earnings to fund the research and development and capital investment necessary for the growth and development of the company.

### Dividend calculation method

We will pay dividends on a DOE basis, with the aim of maintaining continuous and stable dividends. More specifically, we will determine dividends based on a DOE of 3.0% to 4.0% by comprehensively considering cash flow, business environment and other factors.

Dividend

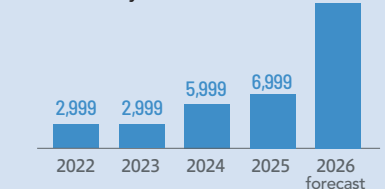


\* The amounts are converted on the 2-for-1 stock split effective as of January 1, 2026.

### Purchase of treasury stock

We will continue to consider the purchase of treasury stock as appropriate, taking into account PBR and other conditions, in addition to surplus funds and cash flow, to flexibly respond to changes in the stock price and business environment and as a part of our capital policy and a way of returning profits to shareholders.

Treasury stock



# Business Strategy

## Message from Head of Global Business and Management

Member of the Board,  
Managing Executive Officer,  
Head of Global Business  
and Management

Tsuyoshi NAKAMURA



## Management Plan 2030: Accelerating Growth by Providing Motion Solutions

The Management Plan 2030 Guidance sets net sales of 300 billion yen as one of its financial indicators. The breakdown of this will be from the organic growth of existing business domains, with Automotive Products being responsible for about 200 billion yen, Life & Industrial Products being responsible for about 50 billion yen, and the remaining 50 billion yen coming from new domains which will expand through our measures, including active investment through mergers, acquisitions and other means.

## Automotive Products and Life & Industrial Products: Moving Beyond Stagnation Toward Renewed Growth

Within the automotive products market, we maintain a strong presence in the small motor application, with a global market share of over 80% for products for mirrors and over 70% for products for door lock actuators. As this application is not significantly affected by the competitive environment among automobile manufacturers or the transition from internal combustion engines to electric vehicle (EV) powertrains, we anticipate gradual growth through 2030 that will largely track the number of automobiles produced. At the same time, in the medium-sized motor application, as automobile manufacturers and Tier 1 suppliers increasingly shift resources toward software-related areas such as autonomous driving and ADAS, we are seeing a growing number of cases where our motors are being adopted—an area that had traditionally relied heavily on in-group procurement within automobile manufacturer groups. In particular, sales of products for power seats to major Japanese interior manufacturers have increased significantly, and we expect the number of vehicle models adopting our products to continue expanding in the future. Sales growth of products for

power window lifters had stalled over the past two years due to intense price competition—particularly in the Chinese market—which led to a decline in market share as we prioritized profitability, as well as the discontinuation of older-generation products. However, we plan to begin shipments to the third of the big three Detroit automobile manufacturers in the US, starting at the end of 2027, and a path to renewed growth is now in sight.



In the Life & Industrial Products market, while we anticipate a decline in orders for home appliances, power tools, and housing equipment, and personal care segments due to our order acceptance policy prioritizing profitability, we expect steady growth in the health and medical care segments. In the mobility sector—a key focus area—we anticipate sales growth in small mobility applications, particularly for e-bikes, for which we received an order from a major Japanese customer in 2025.

## Customer Value Generated by Group Collaboration

Based on our e-MOTO concept—which goes beyond supplying individual motors and aims to deliver the “motion” our customers seek—we have been pursuing M&A with a policy to expand our motor product lineup and integrate motor-related areas that enhance the value of our motor units. Today, the range of motors we can offer across the entire Group has expanded from our traditional small DC motors to include high-speed, high-output brushless motors and stepping motors with advanced control capabilities. To enable Group companies to collaborate in proposing better solutions that meet the “motion” our customers seek, we will strengthen cross-functional personnel exchanges—from development to sales—and secure new business opportunities.

► For more information on e-MOTO, please refer to [P.10](#).

## Expansion of the Physical AI Market: Supporting the Future of Robotics with High Quality and Mass Production Technology

In the Machinery field, against the backdrop of worsening labor shortages and growing demand for automation, we are advancing initiatives in the robotics field, which is expected to see future growth. In particular, the physical AI market—where artificial intelligence (AI) autonomously controls devices such as robots and autonomous vehicles—is expected to expand rapidly toward 2030 and continue to grow sustainably thereafter. Demand for motors—which provide the physical “motion” that powers these systems—is expected to grow dramatically. Our products are already being adopted by customers for automated guided vehicles (AGVs) and collaborative robots in industrial sites. Leveraging the motor technology we have cultivated in these areas, as well as essential technologies acquired through mergers and acquisitions (M&A), we are also advancing product development for humanoid robots. In addition to the compact size, light weight, and high efficiency required for humanoid robots, we are developing motors for joints and units that prioritize high torque, responsiveness, and thermal management. Through collaboration with universities and companies in Japan, we are installing these motors in actual humanoid robots for evaluation, thereby accumulating a wide range of insights, including those related to control and implementation. Through these initiatives, we will leverage our strengths in advanced mass production technology and quality to provide high-performance joint units that are well suited for robot manufacturers to use, thereby capturing new growth opportunities as the humanoid robot market expands.



# Business Overview

## Automotive Products

### Performance in 2025

Net sales

**154.5** billion yen

Sales volume

**107.1** million pieces

Main applications

● **Medium-sized motors**

Power window lifter, power seat, electric parking brake and valve actuator

● **Small motors**

Mirror, door lock actuator, air conditioning damper actuator and head light



### Main initiatives in 2025

|   |  |
|---|--|
| Medium-sized automotive motors (power window lifters)           | <ul style="list-style-type: none"> <li>Increasing shares of sales to the Detroit Three: Received an order for product used in a model that ranks No. 1 in sales in the North American market (product to be launched in the end of 2027)</li> <li>Won new projects for European and US customers</li> </ul>            |
| Medium-sized automotive motors (excluding power window lifters) | <ul style="list-style-type: none"> <li>Started mass production of PS motors for a new major European customer</li> <li>Received an order for a PS motor project for a major Japanese customer</li> <li>Advanced preparations to begin mass production of battery cooling valve actuator motor units for EVs</li> </ul> |
| Small automotive motors   | <ul style="list-style-type: none"> <li>Received more orders regarding new applications including door closers and EV charging cable locks</li> <li>Started mass production and sales of SVS fan units</li> </ul>   |

### Main initiatives in 2026

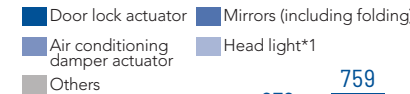
|   |  |
|---|--|
| Medium-sized automotive motors (power window lifters)           | <ul style="list-style-type: none"> <li>Win new projects for European and US customers</li> <li>Continue sales expansion activities to increase shares of sales from the Detroit Three</li> <li>Strengthen sales expansion efforts to OEMs that have not yet adopted our PW motors</li> </ul> |
| Medium-sized automotive motors (excluding power window lifters) | <ul style="list-style-type: none"> <li>Win contracts on projects on PS motors for major Japanese customers and prepare for mass production of them</li> <li>Begin sales and mass production of battery cooling valve actuator motors for EVs</li> </ul>                                      |
| Small automotive motors   | <ul style="list-style-type: none"> <li>Continue to expand existing businesses by enhancing the lineup of existing products</li> <li>Consider development efforts for catering to new needs associated with progress in the shift to EVs</li> <li>Expand sales of SVS fan units</li> </ul>    |

\*SVS: Seat ventilation systems

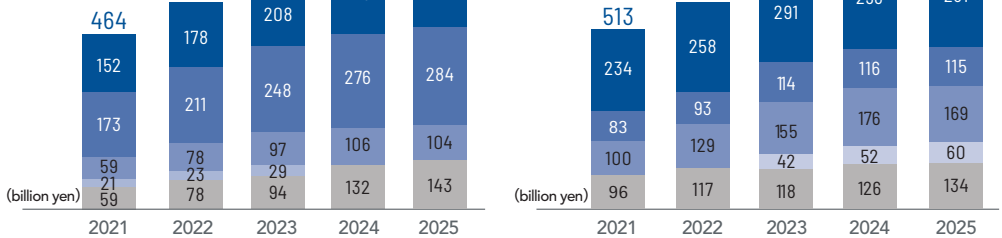
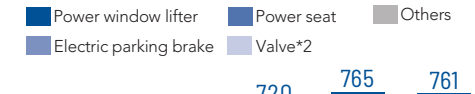
### Sales trends by main applications (2021 ~ 2025)

In 2025, sales of small motors increased due to growing demand for mirror and door lock actuators, as well as the expansion of new applications such as grill shutter actuators and fuel filler door actuators. For medium-sized motors, although sales for valve actuators increased due to growing demand for plug-in hybrid vehicles, overall sales declined due to factors such as a decrease in sales for power window lifters resulting from the discontinuation of production and sales of older-generation products.

#### Small automotive motors



#### Medium-sized automotive motors



\*1 From 2024, the product for headlights has been integrated into the "Others" category.

\*2 From 2023, the product for valves is disclosed separately from the "Others" category.

### Opportunities and risks

| Opportunities   | Risks  |
|---|--|
| <ul style="list-style-type: none"> <li>● Increase in demand for compact and high precision motors helpful to energy conservation and noise reduction</li> <li>● Increase in opportunities for stepping into new markets, including cooling water valve actuators, following the shift of automobiles to EVs in the mid- to long-term</li> <li>● Increase in the number of motors per automobile and in opportunities to enter new domains helpful to passengers' comfort amid the trend towards autonomous driving</li> </ul> | <ul style="list-style-type: none"> <li>● Increased geopolitical risks and the impact of tariff policies</li> <li>● Impact of rising procurement prices of raw materials and parts on the earnings structure</li> <li>● Intensifying Cost Competition in China</li> </ul> |

# Business Overview

## Life & Industrial Products



### Performance in 2025

Net sales

**45.8** billion yen

Sales volume

**271** million pieces

Main applications

● Home appliances, power tools and housing equipment

Vacuum cleaners and electric locks

● Office equipment

Inkjet printers and multifunction printers

● Health and medical care

Toothbrushes, artificial respirators and surgical tools

● Personal care

Hair dryers and electric shavers

● Light electric vehicles

E-bikes, Senior car, AGV•AMR

● Collaborative robots



### Main initiatives in 2025

Motors for Life & Industrial Products

- Gained orders for products for e-bikes from major Japanese customers
- Supplied products in response to the rapid growth in demand from a major electric toothbrush manufacturer
- Expanded sales of products in the medical area, namely products for surgical drills and pump unit for patient monitoring systems

### Main initiatives in 2026

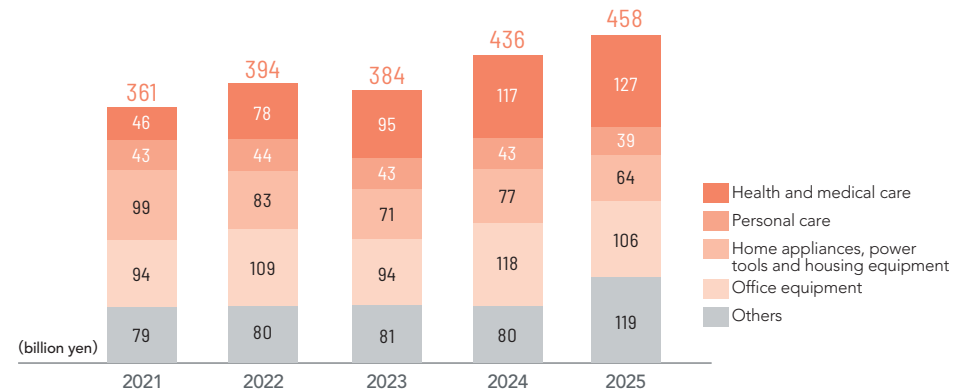
Motors for Life & Industrial Products

- Further expand sales of products for compact mobility applications such as e-bikes
- Expand sales so that our products are used for FA equipment, including collaborative robot applications, in the global market
- Move forward with initiatives regarding products for humanoid robot applications in anticipation of medium- to long-term business opportunities
- Create synergy with Group companies

### Sales trends by main applications (2021~2025)

In 2025, sales of home appliances, power tools and housing equipment, and personal care products declined as we selectively accepted orders to prioritize profitability, while sales of health and medical care products remained steady. In addition, the integration of Mabuchi OB Gear System and Mabuchi Micro Tech into the Group led to an overall increase in sales.

▶ Motors for Life & Industrial Products



### Opportunities and risks

#### Opportunities

- Increased demand for further miniaturization, weight reduction, and higher efficiency in the 3 M fields (Mobility, Machinery, and Medical)
- Increase in demand for motors for robots as a solution to the labor shortage
- Increase in demand after accelerated replacement with electric industrial equipment for reduced greenhouse gas emissions

#### Risks

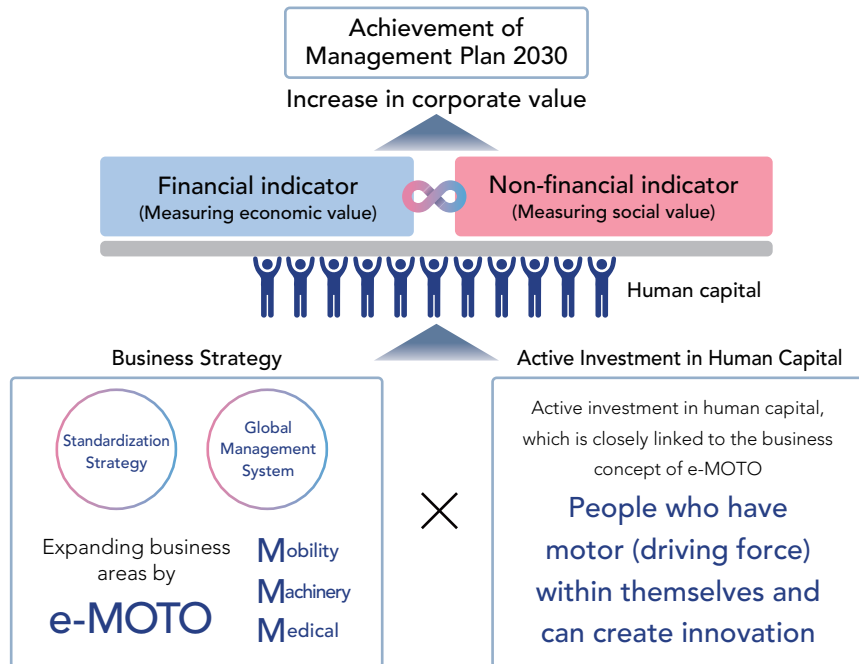
- Increased geopolitical risks and the impact of tariff policies
- Impact of rising procurement prices of raw materials and parts on the earnings structure
- Emergence of competitive low-cost manufacturers in China

# Human Capital

## Fundamental Approach to Human Capital

In an era where the business environment is constantly changing, it goes without saying that people are the most critical factor for achieving sustainable corporate growth. Our Management Markers, a framework for embodying our Management Principle of “Contributing to International Society and Continuously Increasing Our Contribution,” identify people as our most important management resource. By placing the highest value on our people, we empower and encourage them to realize their potential and contribute to society.

To realize our goal of enhancing corporate value under Management Plan 2030, we recognize the need to proactively invest in human capital who are closely aligned with our business strategies. We will continue to strengthen our recruitment and development efforts, and our other human capital initiatives. We also aim to fully harness the diverse values and experiences of our employees by providing career opportunities that enable each individual to demonstrate their individuality and let their own flowers bloom. By cultivating a supportive workplace environment, we will come together as one team to further enhance our corporate value.



| Human Resource Development Policy                             |   |
|---|---|
| Recruitment and Promotion                                     | We proactively recruit based on our business strategy. Not bound by conventional business files, we hire and promote diverse talent capable of driving global change, whether they are new graduates or in the middle of their careers, making individual potential the top priority.                                       |
| Entrenchment of the Management Principle and Strategic Vision | We work to ensure that our Management Principle, the foundation of all of our corporate activities, becomes entrenched through company-wide training programs while ensuring that management directly engages with our workforce to thoroughly communicate our strategic vision and initiatives under Management Plan 2030. |
| Talent Development  | We continuously develop globally capable leaders and specialists by providing personalized career opportunities, supporting individual growth, and strengthening leadership that embraces diversity. This has enabled us to establish a Group-wide framework for the broad and deep development of knowledge.               |
| Optimal Talent Placement                                      | Globally, we ensure that we take a true merit-based approach and assign the right talent with the necessary experience and skills to the right roles, regardless of seniority.  |
| Evaluation and Compensation                                   | We implement a job-based human resources system that accurately recognizes the contributions of each employee and facilitates their evaluation and compensation based on their roles and performance, ensuring fair and equitable treatment.  |
| Workplace Environment Policy                                  |   |
| Mental and Physical Health                                    | We promote employee health by establishing the Mabuchi Motor Health Management Declaration and related initiatives.   |
| Increasing Employee Engagement                                | We foster workplaces where employees can be fulfilled and grow personally through their work while continuously improving working conditions and the environment as a whole to enhance engagement and productivity.   |
| Work-Life Balance   | We build systems and environments that support vibrant workplaces where employees can maintain a healthy work-life balance and thrive, which are grounded in a clear understanding of evolving social trends and people's values.   |
| Corporate Culture and Climate                                 | We foster a corporate culture that enhances creativity and drives innovation by facilitating the global collaboration of diverse employees and promoting a shared understanding of D&I and encouraging individual initiative.   |

# Human Capital

## Human Resources Strategies and Organization Building That Leverages Diversity to Drive Innovation

We believe that the interplay of diverse talent fosters the creation of new value. Guided by our e-MOTO concept, we proactively recruit individuals who can drive global change. Not bound by conventional frameworks, we hire and promote people based on their individual potential, regardless of their age, gender, nationality, race, disability, or whether they are new graduates or mid-career professionals. We also stay connected with alumni and provide them with opportunities to return to working with us.

To achieve Management Plan 2030, we must continue to foster a corporate culture that encourages proactive engagement and innovation. We believe that bringing together individuals with different backgrounds and perspectives will spark new ideas, broaden our customer base, and help solve the diverse challenges that society is facing. To this end, we are working to build a corporate culture that promotes creativity and innovation by facilitating the global collaboration of diverse employees across all of the Group companies, both in Japan and overseas.

### The Talent We Seek to Realize Our Business Strategy

#### Self-motivated Talent Who are Driven to Innovate

- **Be Proactive (independent thinking and action)**

Demonstrate a broad perspective that goes beyond organizational issues to include social challenges and take the initiative in pushing forward with positive changes

- **Respect for diversity (effective collaboration with others)**

Embrace differing values and viewpoints shaped by diverse backgrounds and work with others to maximize team performance

- **Global perspective**

Stay attuned to global social and economic trends and identify new opportunities that contribute to the growth of our business

- **Commitment to learning, growth and professionalism**

Continuously deepen their expertise in their field through self-directed learning and produce high-quality results

- **Solution-oriented leadership**

Unearth hidden customer needs and internal issues and push forward with collaborations to propose and deliver effective solutions

### Key Areas of Expertise to Be Strengthened in Achieving the Management Plan 2030

We are especially focused on acquiring and developing talent such as control systems development, motor peripheral device development, the 3 M Fields, and digital transformation (DX)

## Personnel System That Encourages Employees to Proactively Take on Challenges

In an effort to realize its Management Principle, the Company has proactively invested in human resources, defining the talent we seek as “self-motivated talent who are driven to innovate.” To bring innovations to fruition, two qualities are particularly important: the intrinsic motivation to take on challenges, and the enhancement of the initiative to continually channel that motivation into action. From the perspective of assigning the right people to the right positions, regardless of length of service, age, gender or nationality, we have introduced a personnel system that appoints employees with the skills and expertise required for their roles and responsibilities, while ensuring fair and equitable treatment and opportunities to take on challenges.

For managerial and professional positions, we have introduced a personnel compensation system that determines remuneration based on the scope of an employee’s roles and responsibilities, and the results they produce, irrespective of personal attributes such as age or length of continuous service. We have also introduced a job-based personnel system that allows us to evaluate and compensate some regular head office and Group company employees based on their roles and accomplishments. In addition, we have put in place mechanisms that give employees opportunities to chart their own career paths, while supporting career development based on employee aptitudes and aspirations. As a result, we are able to produce human resources who can be tasked with important roles over the medium- and long-term. We have advanced efforts to develop an environment in which each employee can take on challenges in a self-directed manner, bringing them closer to the roles they want to be entrusted with in the future.

## Human Resource Development

With the Mabuchi Learning Institute (MLI) playing a leading role as the organization responsible for employee education, we continually work to develop Headquarters staff and Group company employees into management talent who can flourish in global roles and human resources with specialized expertise. In addition to implementing cross-border personnel exchanges and training for executive candidates, we have developed the foundations for Group-wide personnel development by fostering an organizational culture that values learning, and cultivating specialist human resources early on in their careers by improving specialist knowledge and technical skill levels.

### Developing the next-generation of leaders

We believe that leaders should take the initiative in the addressing of management challenges from a broad perspective and be capable of facilitating innovation. Based on this belief, we have increased our emphasis on the development of the next generation of leaders. We hold the Management Strategy Course on an ongoing basis. It is designed to develop key talent so that they are proactive leaders possessing managerial insight. Many of our current executives are people who completed this program and who proposed solutions to management challenges to their leadership earlier in their careers. We also provide Chairman’s Seminars. This is an advanced leadership program for selected senior managers. In this program, the Chairman of Mabuchi Motor provides hands-on instruction in the core principles of management, with the goal of preparing participants to be presidents and executive officers in the future.

# Human Capital

## Diversity and Inclusion

Creating an inclusive work environment where everyone can thrive is essential to supporting the sound growth of the Company. To achieve Management Plan 2030, we have been advancing efforts to expand our business domains through M&A activities while reinforcing our Five-Region Management Structure. We believe that integration and coordination among Group companies is essential to achieving these goals, and that diversity and inclusion have become increasingly important. Accordingly, we have established the following “five priority areas for strengthening our D&I initiatives,” with the aim of creating synergies by encouraging employees from diverse backgrounds to collaborate and work together.

### Priority Areas for Strengthening Our D&I Initiatives



#### Ensuring that many foreign-national employees and global human resources thrive

- Having a global perspective, excellent cross-cultural understanding and the skills to succeed globally
- Participation of foreign national employees in group management



#### Women are pursuing their careers with confidence and taking on more important roles

- Support for work-life balance and career development, empowering employees to demonstrate their abilities and find success regardless of gender



#### A comfortable work environment for employees with disabilities that empowers them to succeed together

- Developing an environment that champions the successes of employees with disabilities, and expanding the scope of the work they undertake



#### A corporate culture that encourages employees of all generations to take on challenges and actively participate regardless of age

- Mutual understanding across different age groups
- Support for self-directed career development by junior employees
- Diverse exchanges of knowledge across generations



#### Integrating diverse perspectives with companies joined through M&A and creating innovation by leveraging their strengths

- Encouraging proactive communication between Group companies
- Achieving innovation through technical exchanges and other activities

## Global Talent Development for the Mabuchi Global Management System

In our Mabuchi Global Management System, which emphasizes the robust interconnections between the bases and leverages diverse human resources, it is crucial to have an education system in place that promotes the development of local talent and facilitates the departments and bases mutual understanding of their respective responsibilities. We implement a job rotation system and conduct a global executive candidate training program to continuously cultivate management talent capable of playing an active role globally, including employees at our overseas bases. As of 2025, a total of 485 employees had gained international experience by being transferred overseas from our Headquarters in Japan, being transferred from one overseas site to another, or being assigned to an inter-site trainee program. We aim to increase this number to 625 by 2030.

▶ Please refer to **(P.32)** number of employees with global work experience.

### Developing on-site problem-solving capabilities and global adaptability through trainee experience

The Company operates a trainee system aimed at cultivating globally minded human resources. By gaining practical experience at overseas bases, employees enhance their abilities to solve problems in the field and handle cultural differences, leading to value creation at each base. Here we share some of the feedback from employees who gained experience at overseas locations as trainees.



Trainee at Mexico Mabuchi

#### Field perspective gained at Mexico Mabuchi, supporting production for the North American market

At Mexico Mabuchi, I was in charge of production engineering for components used in motors for power window lifters. When production issues arose, I would work together with the local staff to handle the issue from start to finish, from investigating the cause to implementing countermeasures, in an effort to minimize any impact on mass production. In addition, as part of training designed to improve technical skills, I had the opportunity to visit Jiangsu Mabuchi together with local staff. Although I sometimes struggled with language and cultural differences, the experience of building relationships of trust through repeated day-to-day dialogue became a valuable asset. Through my trainee experience, I gained a deeper understanding of the manufacturing flow at production sites, and I feel that I also developed the ability to adapt to global environments.



Trainee at Thai Mabuchi

#### Developing the ability to respond to diverse markets at Thailand Mabuchi

At Thailand Mabuchi, I was in charge of existing customers for motors used in power window lifters, mirrors and printers, and I also engaged in sales operations as part of learning the role of a sales office. In the course of handling various customers in the Asia-Pacific region including Thailand, Vietnam and India, I believe I developed an ability to adapt to the different business practices of each country. I was also involved in researching the agricultural sector as part of efforts to develop new business in the 3 M fields, and it was a good chance to experience searching for business opportunities outside the conventional fields. I experienced sales activities at a sales base, and in doing so gained a deeper understanding of the flow of sales activities in the Group, as well as the role that the Headquarters is expected to fulfill from the perspective of sales offices.

# Human Capital

## Eliminating the Gender Gap

We believe we must eliminate the gender gap within our organization to achieve our Management Plan 2030, and we strongly emphasize the promotion of women's advancement. Specifically, we defined our vision for "true empowerment of women" as "women pursuing their careers with confidence and taking on more important roles"—and launched the WLD (Women's Leadership Development) Program in 2025.

Under this program, we are implementing measures for newly appointed managers and mid-career female employees who are expected to play leadership roles, based on three objectives: supporting each participant in organizing their thoughts so that they can thrive while aligning with their own life and career path; providing opportunities to acquire the skills and knowledge needed for women to succeed as leaders and to develop the appropriate mindset; and helping participants discover peers who can support and inspire one another through networking among female employees. Through these measures, we aim to increase the ratio of female managers to 20% on a global basis and 12% in Japan by 2030.

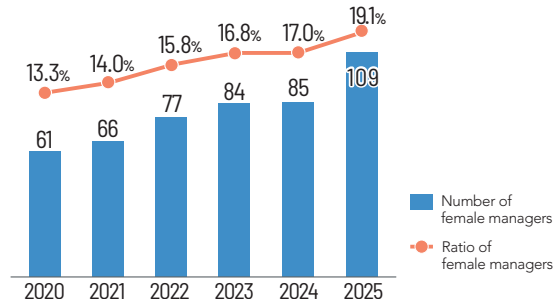
### Examples of WLD Program initiatives

|  |  |
|--|--|
| <b>Mentoring training</b>                              | Individual online meetings are held each time with a different active female leader from outside the Company, based on each participant's chosen theme, such as career development.  |
| <b>D&amp;I dialogue session with outside directors</b> | Through panel talks and roundtable discussions, participants take part in a dialogue session where they reflect on the driving forces behind their career development and proactively consider their future careers based on those insights. |
| <b>Women's leadership training</b>                     | Through lectures and workshops, participants learn how to discover and acquire their own style of leadership, as well as approaches to communication with subordinates and junior colleagues.  |

### 2030 Targets for the Percentage of Managers That Are Women

|        |            |
|--------|------------|
| Global | <b>20%</b> |
| Japan  | <b>12%</b> |

### Change in the Percentage of Managers That Are Women (Global)



**Yasuko FUKUYAMA**  
Outside Member of the Board, Audit & Supervisory Committee Member

### Evaluation of efforts to promote women's advancement and future expectations

I attended a dialogue session as part of the Women's Leadership Development Program with Outside Director Toyoshi last year, which brings together our female leadership candidates. I spoke about my career and experiences up to this point, and it was also a very valuable opportunity to experience the strong passion and frank opinions of the attendees through a group discussion. I was particularly impressed by how so many people found personal joy from the successes of others and from helping others succeed.

I believe the Company has made steady progress in empowering women. In the future, I hope that more diverse career paths will be opened up to female employees by developing an environment that allows them to find success more broadly, from administrative departments to R&D and business units and gain global business experience, and by helping both new graduate and mid-career recruits develop more defined career paths. To accomplish this, it will be important to develop mechanisms and an organizational culture where, in addition to properly accommodating employee life events, both male and female employees mentor junior employees and actively provide them with opportunities to take on larger roles.

I strongly support the idea of each employee demonstrating their abilities and standing out by doing good work as well as helping others, and driving the sustainable growth of the company.



D&I dialogue session

## Support Systems for Diverse Work Styles

We offer a range of options for work styles, encouraging our employees to choose the one that suits them best. By doing this, we aim to improve overall productivity and create added value throughout the company. We ensure that our policies and work environments accommodate diverse lifestyles and support our employees' balancing of work and their personal lives.

► More information about our programs is available on our [website](#).

### Unconscious bias training

Promoting D&I requires both the development of systems and a shift in employee awareness. Accordingly, the Company provides unconscious bias training for managers. From 2026 onward, we are also considering expanding this training to non-managerial employees.



# Human Capital

## Improving Employee Engagement

The Company defines the vision for its engagement enhancement activities as “a state in which each employee plays a leading role and demonstrates their individuality in a proactive manner,” and promotes engagement enhancement activities internally based on four pillars.

Starting in 2025, we expanded engagement-related activities across the entire Mabuchi Group, both in Japan and overseas, and launched the “BE PROACTIVE” activities, including engagement surveys and improvement initiatives. Through efforts to create an environment where employees can work with motivation and vitality, we aim to achieve sustainable growth for both the Company and its employees.



These four mutually reinforcing pillars lead to increased employee engagement.

| Focus areas of activity |   | Overview  |
|-------------------------|---|---|
| Extrinsic Motivation    | <b>Enhancement of the workplace environment and systems</b> | Improve workplace environment, human resources system, and employee benefits  |
|                         | <b>Self-improvement</b>                                     | Support employees' personal growth and self-realization through career support that leverages individual strengths and proactive development assistance   |
| Intrinsic Motivation    | <b>Enhancing Team strength</b>                              | Foster an environment of understanding and respecting diverse values, utilize individual strengths, and promote team building and inter-team collaboration that enhances each other                                     |
|                         | <b>Taking Ownership</b>                                     | <ul style="list-style-type: none"> <li>Thoroughly share and instill the core vision and mission</li> <li>Motivate each individual to recognize their role and actively participate with a sense of ownership</li> </ul> |

## Engagement Survey and Improvement Activities

We have been implementing employee engagement surveys regularly since 2022. The results of the surveys are reported to the Board of Directors and the Executive Committee, and we analyze the results of the surveys and identify issues. We are also working on developing human resources strategies that reflect our analysis of the survey data (the strengths and challenges identified by the surveys).

In the conventional survey conducted in August 2025, responses were received from 917 of 938 employees, for a response rate of 97.7%, and the overall score increased by one point year on year. In addition, the score for “a culture of taking on challenges,” which was identified as a particular issue in the first survey, rose by a further two points from the previous year, for a cumulative increase of seven points from the first survey, confirming continuous improvement.

In the August 2025 survey, in line with the global rollout of engagement activities, we conducted the same survey as our global bases in addition to the conventional survey. Based on these survey results, we are undertaking both Company-wide improvement activities and department-specific improvement activities. From 2026 onward, we will continue to conduct surveys and activities aimed at improving employees’ motivation and ease of work.

## Employee Engagement Initiatives

Since the launch of the BE PROACTIVE activities in 2025, in addition to Company-wide improvement activities led primarily by management and the Human Resources Dept., department-specific improvement activities have been implemented in all departments. By addressing issues specific to each department, these activities promote improvements tailored to the circumstances of individual employees and accelerate improvements in both motivation and ease of work.

Company-wide activities include a range of initiatives, such as lectures by the Chairman that encourage employees to broaden their perspectives and pursue personal growth by learning about the character, values and management philosophy of senior management, as well as the “Mabuchi Vegetable Garden” project, which is designed to revitalize communication and provide refreshment across positions and departments.



Chairman’s lecture



Mabuchi Vegetable Garden

# Manufacturing Capital

## Production Technology Capabilities Cultivated in the Motor Business

The strength of our manufactured capital lies in the advanced production technology capabilities we have accumulated through our motor business. Since our founding, we have consistently accumulated and refined not only motor elemental technologies and product technologies but also the production technologies required to manufacture components and products entirely in-house. Specifically, we have established a system to design and develop everything in-house, ranging from component production technologies—such as metalworking (including stamping) and plastic molding—to product production technologies, including assembly and processing equipment. In particular, our in-house system for designing and developing key production equipment and molds is a unique feature of the Company, and has supported our efforts to implement labor-saving and automation. Building on this foundation, we have achieved high quality and cost competitiveness through the standardization of production processes and continuous improvement activities across the entire Group.

Our production system—which comprehensively handles everything from product design to process design, equipment and mold design, mass production, and maintenance and improvement activities—along with the multi-skilled and specialized personnel who support it, are the source of our manufactured capital and underpins our sustainable growth.

### Strengthening Manufactured Capital and Creating Value Through the Establishment of Mabuchi Motor Engineering

In October 2025, we spun off the production equipment and mold design and manufacturing functions that had long supported our business expansion to establish Mabuchi Motor Engineering Co., Ltd. By transferring the functions related to the design and manufacture of equipment and molds to a subsidiary, we aim to enhance the flexibility and agility of business operations while building an autonomous management structure that is mindful of profitability.

For the personnel responsible for these functions, we will encourage a shift in mindset based on a market perspective and the deepening of their expertise, thereby driving the evolution of these functions into highly competitive ones. By leveraging the technologies and expertise in equipment and mold design and manufacturing we have cultivated through in-house production, we intend to expand into future commercialization and broaden the scope of value we provide, with an eye toward application both within and outside the Group.

To support these transformations—such as product diversification based on the e-MOTO concept and the creation of synergies with companies that have joined the Group through M&A—we will continue to further enhance our competitiveness in equipment, mold design and manufacturing functions.



## Labor-Saving and Automation Initiatives

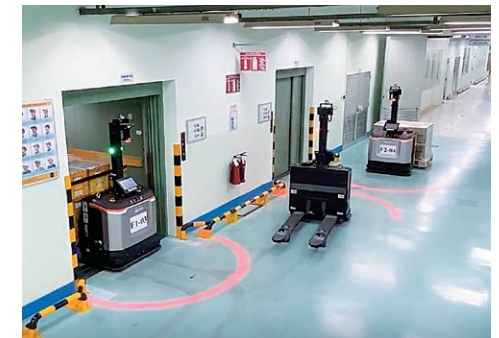
We have steadily advanced labor-saving and automation at production sites, implementing space-saving measures and creating automated production lines that continue to operate even when unmanned. As a result of these efforts, the number of direct employees at our production bases has decreased significantly from approximately 50,000 around the year 2000 to less than 10,000—less than one-fifth of the original number. Our strength lies in our advanced labor-saving technologies, backed by this proven track record.

In the introduction of labor-saving equipment, the idea of standardization is also utilized in equipment design, and basic automated production lines that had been created by automating human movements one by one and connecting those processes together are being rebuilt with consideration for the overall optimality of processes on a zero basis, achieving flexible production response and space saving. By reducing the space required for production and increasing the production output of factories overall, we can achieve high efficiency and secure profits more easily. At some production bases, we utilize real-time data acquired from equipment to supply parts and transport motors out of the warehouse using autonomous mobile robots (AMRs). By automatically collecting and visualizing data related to productivity and quality, we are improving the sophistication of our daily improvement activities. Through these initiatives, we are optimizing our entire production sites and achieving improved productivity while maintaining high quality.

We are currently also working on automating inspection processes, which have been considered particularly challenging in the past. For inspection items that were difficult to evaluate using conventional image processing systems—and which previously relied on the eyes and ears of skilled inspectors—we are developing and introducing inspection equipment that utilizes AI technology. By automating advanced inspection processes and achieving more stable and reproducible quality assessments, we aim to achieve further labor-saving and improve productivity.



Labor-saving and automation at production sites



Autonomous mobile robots (AMRs) operating inside the factory

# Intellectual Capital

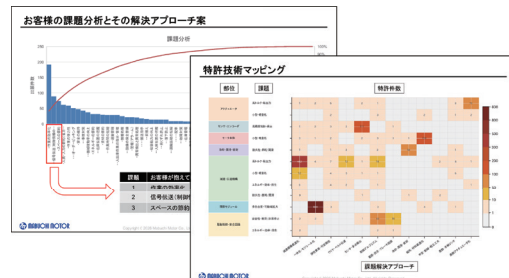
## Strengthening Development Capabilities and Creating Technological Synergies Throughout the Group

Under the e-MOTO concept, we are expanding our business domains and strengthening our development capabilities throughout the Group, with our core strength being our technological capabilities centered on motors. As the Group companies have expanded through M&A activities in recent years, we have sought not only to broaden our product lineup but also to create synergies by integrating development processes and technological platforms. In addition to developing brush motors, brushless motor and stepping motors, we are focusing on control technologies and unit products to provide optimal “motion” solutions that meet the needs of the market. We are also working to develop unit products that combine our motors with peripheral equipment by integrating technologies throughout the Group companies.

We are currently implementing the post-merger integrations (PMIs) of Mabuchi OB Gear System, Mabuchi Micro Tech, and Mabuchi NPM, which have recently joined the Group. At the practical level, we are working to align development and design processes and internal systems that differ from company to company, including product review and drawing management methods. Through these initiatives, we are strengthening our collaboration in development activities throughout the Group and building a framework to facilitate the creation of technological synergies.

## Using Intellectual Property to Create Value

To date, we have worked to acquire and protect intellectual property as the foundation supporting the competitiveness of our businesses. In recent years, we have further strengthened efforts to connect the intellectual property we have acquired and protected to the value of our business, and we are promoting its use in business settings, including leveraging patent rights to secure advantageous positions in contract negotiations. We are also working on “intellectual property intelligence activities” using patent information, through which we monitor the activities of our competitors and analyze technology trends. This information is reflected in the formulation of technology roadmaps and used in strategic decision-making. For developers, we have established a system for regularly providing patent information. Information on the strengths of our technology domains and unexplored areas is shared in a visually accessible format, using charts and heat maps.



## Promoting Strategic Intellectual Property Management

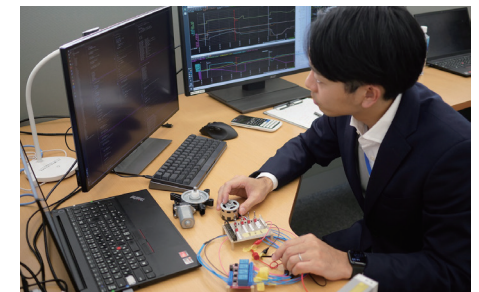
We have organized evaluation criteria for each stage of the process, from the filing of applications and the acquisition of rights to their maintenance, and we have established unified evaluation standards that do not depend on individual judgment. This enables us to eliminate ambiguity in decision making and make strategic decisions based on the characteristics of each technology. Specifically, we make appropriate choices according to the intended use, including not only decisions regarding the acquisition of intellectual property rights through the filing of applications for them but also keeping certain technologies confidential as the Group's know-how and filing applications for defensive purposes. As of December 2025, the total number of industrial property rights owned by Mabuchi Motor is 774 (156 in Japan, 618 instances overseas), while the number of new applications is 43, including Japan and overseas.

## Intellectual Property Risk Management

As the Group expands, intellectual property risk management is increasingly important. We are working to develop intellectual property rules for each Group company and clarify basic rules concerning the ownership of inventions and rights management. Through these efforts, we aim to reduce the risk of future disputes and ensure intellectual property is stably managed throughout the Group.

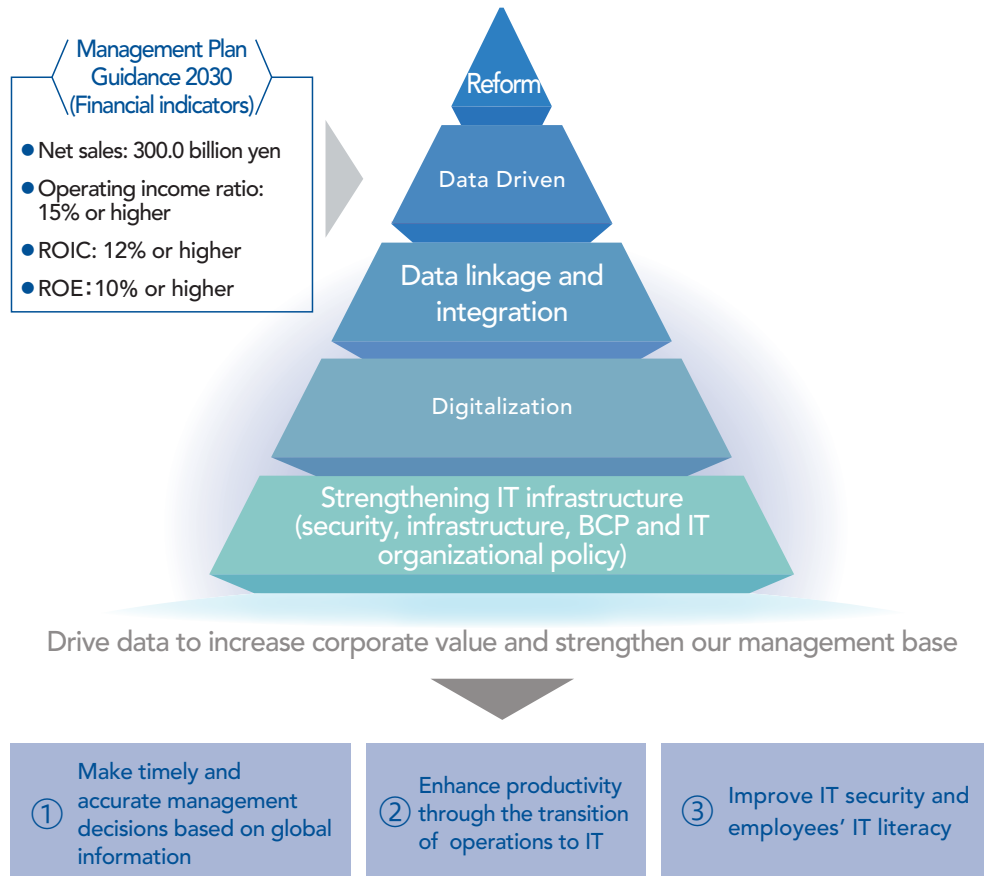
## Developing Intellectual Property Talent and Raising Awareness

To maximize the value of intellectual property, it is essential that we raise awareness of intellectual property throughout the Company. In addition to conventional training for new employees, we have developed new education programs for mid-career employees and managers, establishing a step-by-step talent development system. For mid-career employees, we are strengthening practical training program content directly linked to their everyday operations, such as methods for thinking of ideas for inventions and researching patents held by other companies. For managers, we provide a combination of in-person and online training programs on management methods to encourage subordinates to create inventions. In addition, by evaluating technologies that we have accumulated as our know-how, rather than just the technologies for which patent applications have been filed for, and making these technologies eligible for the reward system, we are promoting the creation of intellectual property in a broad range of areas.



# IT Strategies

We established the IT-related slogan, "Increase our corporate value and strengthen our management base using IT," to move toward the achievement of Management Plan 2030. We formulated the IT strategies necessary for realizing the slogan and are working on the transition to IT based on our medium- and long-term IT roadmap.



As shown above, our management roadmap includes three priority plans: ① make timely and accurate management decisions based on global information, ② enhance productivity through the transition of operations to IT and ③ improve IT security and employees' IT literacy. We continue to be committed to realizing these plans.

## Structure for the Promotion of the IT Strategies

We established the IT Headquarters in July 2022 and appointed an executive officer to be in charge of IT on a full-time basis. In addition to placing the existing information system division under the IT Headquarters, we established the IT Planning Office to promote the Group-wide transition to IT and the active use of IT. The executive officer in charge of IT plays an important role in the summarization of our IT strategies and roadmap for realizing our management strategy and the identification of priority projects and the review of investment plans with the top management from a long-term perspective to roll them out Group-wide.

In June 2026, a global IT manager meeting was held to enhance IT governance. Managers from Headquarters, overseas bases, and Group companies that had joined the Mabuchi Group through M&A activities participated in the meeting. At the meeting, participants discussed how Group-wide policies would be aligned with their IT strategies to establish a foundation for medium- to long-term growth. Their goal was to facilitate the implementation of IT strategies and strengthen collaboration throughout the Group by discussing the utilization of IT at each base and post-merger integration (PMI).



## Efforts to Make Management Decisions in a Timely and Accurate Manner Based on Global Information

By using digital data, we seek to create value and improve operations in many different domains.

### Strengthening the Group's management base (accounting)

We are pushing forward with data linkage and integration throughout the Group in pursuit of corporate growth and the expansion of our business. In this way, we have changed processes in the area of accounting and strengthened our management system for our cost, sales price and profit planning.

### Overhauling and enhancing global ERP infrastructure

We are overhauling our Group-wide ERP infrastructure to accommodate the new business areas acquired through M&A activities and the advancement of global management practices. In March 2026, we officially launched the project and are working to strengthen our management foundation while building IT infrastructure that supports sustainable growth.

## IT Strategies

### Efforts to Improve Productivity Through the Transition of Operations to IT

We streamline our indirect operations and increase productivity through the digitalization and IT transformation of our business processes.

#### Advancing the use of generative AI and its deployment throughout the Company

Since the introduction of generative AI, we have encouraged each individual employee to utilize it in their work, primarily in Japan. In 2026, we are expanding its use from individual tasks to entire business processes, thereby enhancing productivity and generating added value. We are also promoting its use at our overseas bases while considering the characteristics of those regions. We are leveraging the expertise we have gained in Japan to increase the sophistication of our global business processes.

#### Building and advancing AI governance and operations

As the use of generative AI grows, it becomes increasingly crucial that the reliability of information management and decision-making processes is ensured. We are therefore developing AI governance and enhancing operations, including the management of input information and the establishment of usage rules. We are creating a platform for utilizing generational AI that balances operational efficiency and reliability while effectively managing the risks associated with using AI.

#### AI utilization in equipment-related areas

We are promoting the use of AI in manufacturing processes to enhance production technology. In abnormal sound inspections, we are using AI to quantify sounds to make pass/fail decisions. In this process, it was previously necessary to rely on the subjective judgment of skilled workers. We are also working to standardize quality requirements and reduce reliance on individual expertise. In processing stages, we are seeking to achieve optimal conditions while integrating knowledge accumulated on-site and AI technology to enhance both quality and productivity.



### Improving IT Security and Employees' IT Literacy

Amid the rapid evolution of the information society, the importance of corporate IT security measures is increasing. At the same time, the improvement of each employee's IT literacy is positioned as an important measure for reinforcing the security of the entire organization. We are pushing forward with a comprehensive strategy that balances the reinforcement of IT security and the improvement of employees' IT literacy.

#### Information security measures

Maintenance plans are formulated and implemented that include both tangible aspects, such as the latest security technologies and data protection measures, and intangible aspects, such as the optimization of operational rules and the enhancement of security awareness. Information security measures are a part of our risk management system and they facilitate inter-departmental actions through the Risk Management Committee at normal times and during emergencies. In addition, we have introduced the assessment, internal auditing and external auditing of our information security measures, information systems and information assets, building a mechanism for continuously improving them as reliable systems and processes.

#### Promoting zero-trust security

In recent years, there has been an increase in the sophistication of cyberattack methods around the world, and this has increased the risk of information leaks and made traditional perimeter defenses inadequate. We are continually working to strengthen our security infrastructure, which includes authentication, device management, and access control measures, in line with the zero-trust approach. We are working to establish secure business infrastructure independent from the usage environment that is connected to the existing secure client environment. We aim to ensure a consistent level of security throughout the entire Group.

#### Enhancing our IT talent base (human resource development and compensation measures)

In addition to our conventional education and training programs, we encourage employees to obtain the IT Passport certification as a measure to improve their IT literacy, and this measure is being implemented company-wide.

Of the Company's approximately 700 full-time employees at Headquarters, around 500 have already obtained the certification. To recruit and retain highly skilled IT personnel, we systematically organized and expanded our IT qualifications in 2025 to enhance the skills that need to be improved in the future, and we introduced a new IT allowance incentive. We provide competitive compensation through skill-based allowances for human resources with advanced expertise and practical experience. This system enhances our recruitment capabilities and increases employees' motivation to grow. It also supports their career development activities, ultimately strengthening the IT capabilities of the Company as a whole.

# Promoting Sustainability

## Sustainability Policy

To realize our Management Principle of "Contributing to International Society and Continuously Increasing Our Contribution", we will follow our Management Markers and achieve sustainable enhancement of corporate value through resolution of the issues facing society.

- We will pursue the full range of possibilities of small DC motors to help resolve issues confronting global society.
- Through all of our business activities, we will show respect not only for people but also for nature, the environment and all other things and fulfil our social responsibilities.
- To realize stable growth in the long term, we will maintain proper governance, quickly identifying risks and taking steps to eliminate or minimize these.
- We will build strong and lasting relationships of trust with all our stakeholders and contribute to our stakeholders in a sustainable manner.

## System for Sustainability Promotion

As an organization directly under the Board of Directors, the Sustainability Committee is responsible for the cross-sectional examination and discussion of sustainability issues and the formulation of specific measures. It is chaired by the president and consists of executive officers and head of business units and the Headquarters. A system is in place to ensure that the oversight provided and decisions made by the Board of Directors are appropriately integrated throughout the Company by reporting the results of the Committee's deliberations to the Board of Directors.

Since its establishment in July 2020, the Committee has set specific key issues and targets for solving social issues in accordance with the Management Markers, completed signing the UN Global Compact, expressed its endorsement of the TCFD (Task Force on Climate-related Financial Disclosure) as a climate change-related initiative, and discussed specific measures to address these issues.



## Sustainability Targets

We have established four materialities and eight corresponding sustainability indicators in line with the Management Markers, and are promoting sustainability initiatives for the period from 2024 to 2030. These indicators are positioned as non-financial indicators in Management Plan 2030. We regard them as important management targets on, alongside financial indicators, and are continuously working toward achieving the targets.

|                         | Materiality  | Sustainability Indicators   |
|-------------------------|--|---|
| <b>E</b><br>Environment | Corporate activities without sacrificing the environment                         | <ol style="list-style-type: none"> <li>Greenhouse gas emission reduction rate (Scope 1 and 2)</li> <li>Net sales growth rate of sustainable products and sustainable products premium (from 2023 level)</li> </ol>                      |
| <b>S</b><br>Society     | Manufacturing for the realization of an affluent society and pleasant lifestyles | <ol style="list-style-type: none"> <li>Net sales growth rate of products that contribute to SDGs (from 2023 level)</li> </ol>   |
|                         | Realization of an environment in which everyone can play an active part          | <ol style="list-style-type: none"> <li>Percentage of women with managerial roles</li> <li>Number of employees with global work experience</li> <li>Number of participants in craft classes and delivery classes for children</li> </ol> |
| <b>G</b><br>Governance  | Fulfilling social responsibility   | <ol style="list-style-type: none"> <li>Frequency of occupational injuries</li> <li>Number of serious human rights risks</li> </ol>  |









\*In conjunction with obtaining SBTi validation, we have changed our 2026 and 2030 targets to be relative to the 2023 level.

## Materiality Identification Process

|        |                                       |  |
|--------|---------------------------------------|--|
| STEP 1 | Identification of social issues       | Taking into account our Management Principle, Management Markers, and business strategies, compile a broad list of environmental, social, and economic issues referencing international frameworks and guidelines, such as the SDGs, as well as macro trends across relevant fields. |
| STEP 2 | Evaluation of significance            | Assess the identified social issues in terms of their significance to both society and our company, and determine their provisional materiality.   |
| STEP 3 | Validation and approval               | Engage in a dialogue with stakeholders and external experts to evaluate the validity of the provisional materiality. The Sustainability Committee deliberates to finalize the company's materiality, which is approved by the Board of Directors.                                    |
| STEP 4 | Setting of medium- to long-term goals | Establish medium- to long-term goals associated with the identified materiality and communicate them both internally and externally.   |
| STEP 5 | Regular review and updates            | Conduct reviews as needed in response to social trends and as a part of the business strategy and management planning process.   |

# Promoting Sustainability

## KPIs and Performance on Sustainability Targets

| Materiality  | Actions  | KPI  | Related SDGs Targets  | 2024 Results | 2025 Results | 2025 Targets | Evaluation | 2026 Targets | 2030 Targets |
|--|--|--|---|--------------|--------------|--------------|------------|--------------|--------------|
| Corporate activities that do not sacrifice the global environment                | Reduction of environmental impact in all activities within the Group including development, procurement and production   | ① Greenhouse gas emission reduction rate from 2023 level (Scope 1 and Scope 2)   |    | ▲9%          | ▲32%         | ▲10%         | ○          | ▲33%         | ▲42%         |
|  | Development and sales expansion of products that deliver compactness, weight reduction and energy savings  | ② Net sales growth rate for sustainable products and sustainable products premium (from 2023 level)  |    | +29%         | +40%         | +30%         | ○          | +50%         | +70%         |
| Manufacturing that realizes an affluent society and comfortable lives for people | Sales expansion of "products for health equipment and medical device applications" and "motors that contribute to improvement of safety of automobiles (seat-belt pretensioner, electric parking brake, optical axis adjustment, haptic technology, etc.) and improvement of environmental performance (valve actuator, grill shutter) | ③ Net sales growth rate for applications that contribute to SDGs (from 2023 level)<br>Subject: Health and medical applications, and products that contribute to improved safety and environmental performance of automobiles |    | +16%         | +17%         | +12%         | ○          | +25%         | +70%         |
| Realization of an environment in which all people can play an active role        | Development and appointment of female executives and managers at sites in Japan and all over the world   | ④ Percentage of women with managerial roles  |    | 17.0%        | 19.1%        | 17.5%        | ○          | 18.0%        | 20.0%        |
|  | Promotion of work overseas (secondment of employees from their own sites to sites in other countries and dispatch of trainees)   | ⑤ Number of employees with global work experience (cumulative)   |  | 457          | 485          | 485          | ○          | 510          | 620          |
|  | Providing opportunities to deepen interest in science to children who are the next generation  | ⑥ Number of participants in craft classes, delivery classes and others for children (cumulative total from 2024)   |  | 1,399        | 3,111        | 1,800        | ○          | 3,500        | 5,000        |
| Fulfillment of social responsibilities   | Measures to prevent industrial accidents, improve working environments in offices and factories, and promote work-life balance   | ⑦ Frequency of occupational injuries (number of industrial injuries per million cumulative actual working hours)   |  | 0.14         | 0.16         | 0.14 or less | ×<br>(*2)  | 0.14 or less | 0.12 or less |
|  | Implement and continue the human rights due diligence process and strengthen efforts to respect human rights throughout the supply chain   | ⑧ Number of serious human rights risks   |  | 0            | 0            | 0            | ○          | 0            | 0            |

\*1 Following SBTi validation, we have changed our 2026 and 2030 targets to be relative to the 2023 level. The 2024 results are presented as figures relative to the 2018 level.

\*2 We will promote measures to prevent industrial accidents by providing thorough safety training and improving the working environment in offices and factories.

# Environmental Initiatives

## Endorsement of the TCFD recommendations

Mabuchi Motor has expressed its support for the recommendations of the Task Force on Climate-related Financial Disclosure ("TCFD"). Based on the TCFD recommendations, we will analyze the risks and opportunities that climate poses to our business, and by proactively disclosing information, we will build strong and long-term relationships of trust with all of our stakeholders and contribute to the realization of the sustainable society.

### Governance

We recognize climate change and other environmental issues as one of our key management challenges. Basic policies on climate change issues and the environment as a whole are among the matters of major importance discussed and resolved by the Board of Directors. The Sustainability Committee, chaired by the President, promotes activities to address climate change and reduce environmental impact more broadly, clarifying the issues and goals and monitoring the impact of the activities on those goals. The Sustainability Committee comprises representatives from each relevant business unit and meets at least twice a year (five meetings took place in 2025) to investigate and discuss company-wide sustainability issues, including identification and assessment of risks and planning of countermeasures. A system is in place to ensure that the oversight provided and decisions made by the Board of Directors are appropriately integrated throughout the company by reporting the results of the Committee's deliberations to the Board of Directors.

### Strategy

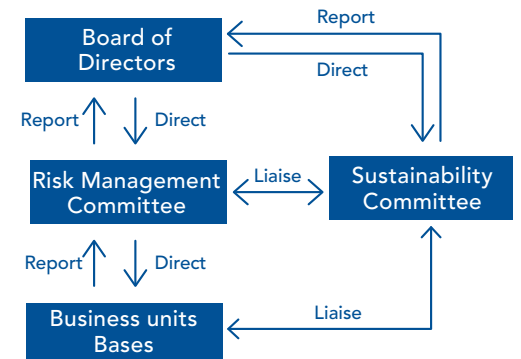
In order to identify risks and opportunities presented by climate change, we hypothesized a future world scenario by drawing on scenarios published by international organizations covering the entire value chain of our Group, across development, procurement, production, and supply of products and services, and examined the impact on the Group at two points in time: 2030 and 2050.

In terms of the financial impact on business based on the scenarios established, we examined mathematical models to calculate the impact on items that could be calculated, estimating the impact on income and expenditures in 2030 and 2050 for each item. In addition, the magnitude of the impact at a future point in time was considered by evaluating qualitatively the risks and opportunities that are difficult to assess quantitatively.

## Risk management

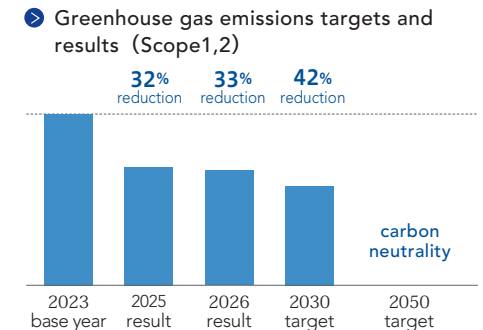
The Sustainability Committee identifies and assesses climate change risks and formulates countermeasures, which are reported to the Board of Directors and coordinated with the Risk Management Committee and the departments in charge. The Risk Management Committee, as part of the Group-wide risk management and assessment process, classifies risks that have a significant impact on management, including climate change risk, into two main categories: management issues faced when executing strategies in diverse business environments (strategic risks) and risks that may occur in the course of business operations (business operation risks). The risks are then evaluated based on the Group's definitions and reported to the Board of Directors.

A business unit in charge is assigned for each risk identified and assessed through these processes, and the business unit in charge formulates and manages countermeasures and action plans. Each business unit in charge reports the management implementation status and results to the Risk Management Committee, which then reassesses and corrects the risks.



## Metrics and targets

We have set greenhouse gas emissions reduction targets validated by the SBTi. For Scope 1 and Scope 2 emissions, we aim to reduce emissions by 42% by 2030 compared with the 2023 level. For Scope 3 emissions, we aim to reduce emissions from the use of sold products (Category 11) by 25% by 2030 compared with the 2023 level, while also encouraging suppliers accounting for the top 10% of emissions to set science-based targets by 2029. In addition to our own initiatives, we will promote reductions in greenhouse gas emissions across the entire supply chain.



▶ For actual data on greenhouse gas emissions, please refer to ESG data **P.57**

# Environmental Initiatives

## Strategy / Scenario Analysis Results

| 1.5°C scenario  |
|---|
| <p>A scenario in which the global average temperature rise is limited to around 1.5°C by transitioning to a low-carbon global economy with the goal of achieving carbon neutrality by 2050. The rise in temperature is limited by developing low-carbon technologies to curb greenhouse gas emissions and enforcing strict laws and regulations, and taxation systems, to achieve carbon neutrality. Although the increasing frequency and scale of extreme weather events and other physical risks will be contained under this scenario, transition risks will increase with the change in social structure in the move toward decarbonization.</p> |
| 4°C scenario  |
| <p>A scenario in which the earth’s average temperature rises by 4°C or more by the end of this century compared to the earth’s average temperature around the time of the Industrial Revolution, with initiatives to combat climate change remaining at their current level. While the direct physical risks posed by ever more extreme weather events such as windstorms, floods, and rising sea levels will increase, the impact of transition risks will be smaller, since this future world scenario does not envisage increased pressure on markets in the form of legal restrictions and taxation.</p>  |
| <p>Reference: Intergovernmental Panel on Climate Change (IPCC) RCP8.5/RCP2.6<br/>International Energy Agency (IEA) STEPS/SDS/NZE2050</p>  |

Under the 1.5°C scenario, although costs are expected to increase due to carbon pricing and higher energy prices, the automotive industry in particular and other industries more widely are expected to take more active steps toward carbon neutrality. Demand for electrification will grow, and we expect this growth to benefit the demand for the motors offered by our company. Under the 4°C scenario, the risk of greatest concern is increased losses due to direct damage from meteorological disasters and associated stoppages.

These analyses will provide the basis for specific measures that each business will consider and formulate to prepare for all possibilities in an uncertain future world. Going forward, we will conduct periodic analyses in light of various trends to review our evaluations and enhance both the quality and quantity of information disclosure.

▶ Please refer to [P.35~37](#) for specific details of measures already in progress.

|                | Risks and opportunities | Possible factors   | Possible events  | Financial impact assessment |        | Measures being implemented / measures to be considered   |
|----------------|-------------------------|--|--|-----------------------------|--------|--|
|                |                         |  |  | 2030                        | 2050   |  |
| 1.5°C scenario | Opportunities           | Advancement of energy-saving and low-carbon technologies | <ul style="list-style-type: none"> <li>Increased order opportunities due to the transformation of demand for EVs and other motor vehicles</li> <li>Increased demand for motors due to the electrification of various industrial machinery</li> </ul>                         | Large                       | Large  | <ul style="list-style-type: none"> <li>Promote energy efficient production processes</li> <li>Create more compact an light weight motors</li> <li>Environmentally friendly product design</li> </ul> |
|                | Risks                   | Impact on raw material prices                            | <ul style="list-style-type: none"> <li>Impact on purchase costs due to raw material price increases or decreases caused by the addition of a carbon price to the product purchase price or changes in the supply-demand balance</li> </ul>                                   | Large                       | Large  | <ul style="list-style-type: none"> <li>Promote green procurement</li> <li>Promote resources recycling</li> </ul>   |
|                | Risks                   | Carbon pricing   | <ul style="list-style-type: none"> <li>Increased costs due to new systems and regulations, such as the introduction of a carbon tax and emissions trading</li> </ul>   | Medium                      | Medium | <ul style="list-style-type: none"> <li>Set and promote greenhouse gas emission reduction targets</li> <li>Use renewable energy</li> </ul>  |
| 4°C scenario   | Risks                   | Impact on raw material prices                            | <ul style="list-style-type: none"> <li>Increased value of damage and losses following damage to facilities and fixtures and shutdown of operations as a result of meteorological disasters</li> <li>Fragmented supply chain and its impact on business continuity</li> </ul> | Medium                      | Large  | <ul style="list-style-type: none"> <li>Formulate and strengthen BCP</li> <li>Conduct emergency response drills</li> </ul>  |
|                | Risks                   | Increasingly severe abnormal weather events              | <ul style="list-style-type: none"> <li>Instability in raw material procurement due to acute and chronic impact of climate change</li> </ul>  | Medium                      | Large  | <ul style="list-style-type: none"> <li>Consider and implement alternative and distributed procurement</li> <li>Promote appropriate inventory control and risk management</li> </ul>                  |
|                | Risks                   | Rise in average temperatures                             | <ul style="list-style-type: none"> <li>Increased operating costs, including higher air conditioning costs due to higher average temperatures</li> </ul>  | Medium                      | Medium | <ul style="list-style-type: none"> <li>Promote energy conservation</li> <li>Establish an environmental education system</li> </ul>   |

Financial impact: Large: more than 1 billion yen; Medium: 100 million yen to less than 1 billion yen; Small: less than 100 million yen

## Environmental Initiatives

Mabuchi Motor has established the "Mabuchi Group Environmental Policy" and is committed not only to producing environmentally friendly products but also to reducing environmental impact throughout the entire supply chain, from development and design to production processes and distribution, so that our corporate activities do not sacrifice the global environment and people's health.

### Mabuchi Group Environmental Policy

We aim for the sustainable society by carrying out our corporate activities without sacrificing global environment and human health, and by striving for continual improvement through our environmental management system.

1. While complying with environmental related laws and regulations and other requirements, we make diligent efforts to prevent and control pollution, always recognize the impact of our business activities on the environment and control the impact based on our own standards.
2. In order to realize the more sustainable society and reduce the environmental burdens associated with our business activities, we focus on the following:
  - (1) As a response to climate changes, we actively work on energy saving, renewable energy use, resource saving, recycling, and waste reduction, in order to reduce CO<sub>2</sub> emission toward carbon neutrality and make effective use of limited resources.
  - (2) In our products and production processes, we thoroughly manage any substances of concern and seek to switch to equivalent alternative substances as much as possible.
  - (3) We perform "green procurement" activity using environmentally-friendly parts and materials.
  - (4) We contribute to reducing the environmental impact on whole society promoting development and sale of environmentally friendly products.
  - (5) Responding to the conservation of biodiversity as an important corporate objective, we promote initiatives considering the ecosystem.
3. We actively conduct environment-related educational activities to raise the environmental awareness of each and every employee.
4. This environmental policy will be shared with all employees and announced outside parties.

Representative Director and President  
Tohru TAKAHASHI

Established on: September 27, 1998 / Revised on: March 28, 2024

### Environment Management System

We consider harmony with the global environment and its preservation to be important themes, and have established an environmental management system that complies with ISO 14001 international standards, and are continuously working on environmental activities.

#### Environmental Organization of the Mabuchi Group

Whole Mabuchi Group is supervised by President of the Headquarters, and the environmental management system of entire Mabuchi Group is supervised by Head of Quality Assurance Headquarters as Environmental Management Representative.

The Environmental Management Committee is established at the Headquarters. This committee is comprised of the chairman, who is the Environmental Management Representative, and general managers of each department. They discuss and determine the Mabuchi Group's environmental policy, objectives, and measures to be taken. Also, we have set up the Chemicals Task Force under the Environmental Management Committee. That task force proposes measures in each specialized area and promotes environmental preservation activities.

Environmental management organization chart is available on [our website](#).

### Initiatives towards Climate Change

Guided by our Management Markers—"Through our corporate activities we protect our planet's ecosystem and the health of its inhabitants"—we recognize the reduction of greenhouse gas emissions as one of our key issues and are promoting initiatives toward carbon neutrality by 2050. In September 2025, our greenhouse gas emissions reduction targets for 2030 were validated by the Science Based Targets initiative (SBTi)\*1, an international initiative, as being based on scientific evidence in line with the Paris Agreement. We will continue to promote measures to achieve our greenhouse gas emissions reduction targets across the entire supply chain so that we can remain an indispensable company in society.

#### Our greenhouse gas emissions reduction targets validated by the SBTi

Scope 1 and Scope 2: Reduce emissions by 42% by 2030 compared with the 2023 level

Scope 3:

- Category 11: Reduce greenhouse gas emissions from the use of sold products by 25% by 2030 compared with the 2023 level
- Category 1: Encourage suppliers accounting for 10% of our emissions, on an emissions basis, to set science-based targets by 2029

\*1 SBT Certification: SBT (Science Based Targets) certification indicates that a company's greenhouse gas emissions reduction targets are consistent with the levels required to achieve the Paris Agreement's goal of limiting the rise in global temperature to less than 1.5°C above pre-industrial levels.

\*2 Following SBTi validation, we revised our 2030 target from "30% reduction compared with the 2018 level" to "42% reduction compared with the 2023 level."

# Environmental Initiatives

## Creation of Environmentally Friendly Products

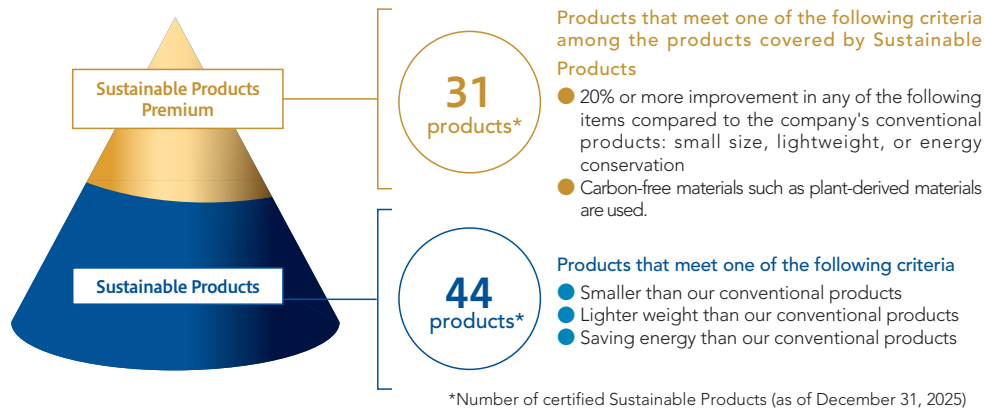
By standardizing compact, lightweight and highly efficient motors and carrying out production and sales without waste, we help make our customers' products smaller, lighter and more energy-efficient, thereby contributing to reducing environmental impact across society. In general, small DC motors offer high energy conversion efficiency. We have further enhanced this advantage through innovations in motor materials and magnetic circuits, and our product lineup includes motors with conversion efficiency exceeding 90%, while the energy conversion efficiency of general internal combustion engines is said to be around 30% to 40%.

- Small DC motors with high energy conversion efficiency contribute to reducing CO<sub>2</sub> emissions
- Standardize compact, lightweight and highly efficient motors that achieve efficiency exceeding 90% (energy conversion efficiency of general internal combustion engines: around 30% to 40%)

➔ **Contributing to energy savings in customers' products**

## Creation of Environmentally Friendly Products

In June 2022, we introduced a system to certify our products with outstanding environmental contributions as "Sustainable Products" and "Sustainable Products Premium". By promoting the development and sale of environmentally friendly products, we will contribute to reducing the environmental impact of society as a whole. The direction of the environmental performance to be aimed for is set from the product planning stage, and the environmental performance is verified at each stage of development, design, and commercialization.

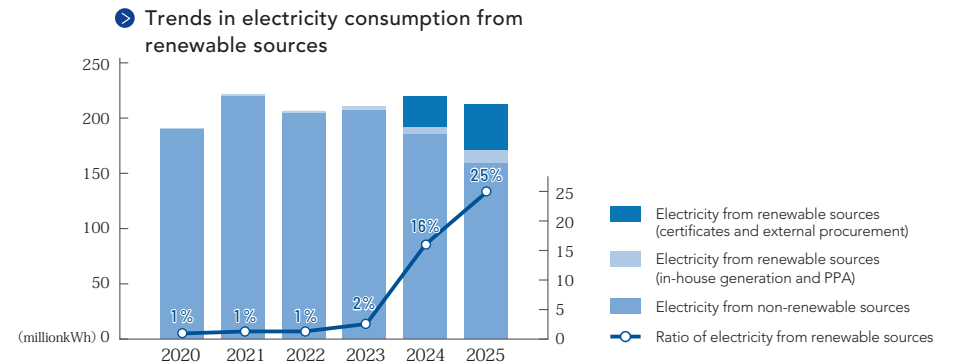


## Introducing renewable energy

The Company works to reduce greenhouse gas emissions by using more renewable energy. The introduction of solar power generation systems has progressed at the Headquarters and at almost all production bases, and in 2025, installation expanded in China and Vietnam.

In addition, in recent years we have also been purchasing renewable energy certificates. In 2025, the ratio of renewable energy to total electricity consumption reached 25%. At the Headquarters, we switched to an electricity plan derived from renewable energy in April 2024, and together with electricity generated by our solar power generation system, we achieved effectively 100% renewable energy\* for the electricity used at Headquarters. We will continue to introduce renewable energy in a planned manner.

\*Real renewable energy: Purchasing FIT non-fossil certificates and use of solar power from our rooftops



## Effective Use of Resources

### Initiatives to reduce waste output

Our goal is to realize a recycling society that recovers and reuses waste as a resource and reduces the amount of waste sent to landfills. In addition to reducing the amount of waste itself, reusing generated waste as resources is an important and indispensable part of realizing a recycling society. In addition, from 2023, we have begun tabulating the recycling rate when thermal recycling is not included. The entire Mabuchi Group will continue to promote waste reduction and reuse (recycling) initiatives.

## Environmental Initiatives

### Initiatives to Effectively Utilize Water Resources

Amid growing awareness of the importance of water resources and increasing calls to address water risks, we regard water resources as essential to our business activities and strive to minimize our impact on local environments through their conservation and effective use. The Headquarters has continued to use rainwater since 1991, and Group bases are also promoting the use of rainwater.



At Jiangsu Mabuchi and other bases, wastewater treatment facilities have been installed within plants, and some treated water is reused for watering plants and for toilet flushing, among other purposes, thereby promoting the circular use of water. Going forward, we will further strengthen initiatives to improve water-use efficiency and reduce risks by identifying risks at each base through water risk assessments.

### Environmentally Conscious Manufacturing

We are actively promoting various environmental load reduction activities ranging from the control of environmentally hazardous chemical substances used in the production process, to power saving of production facilities and machines, and improvement of the work environment for employees.

### Introducing internal carbon pricing (ICP)

ICP is designed to create economic incentives to reduce emissions and internally encourage action against climate change by setting internal carbon prices and converting greenhouse gas emissions into a cost. In making plans for investing in equipment that emits greenhouse gas we apply internal carbon pricing and convert these emissions into a virtual cost. We consider this as one of the factors in selection of equipment and vehicles, and investment decisions.

#### ICP at Mabuchi Motor

- Internal carbon price: 11,000 yen/t-CO<sub>2</sub>\*<sup>1</sup>

\*Internal exchange rates are used for conversions at overseas bases. We will review the price as appropriate in consideration of the fluctuation of emission credit prices, etc.

- Scope of the program: Investments in facilities that emit greenhouse gas
- Application method: greenhouse gas emissions are converted into a cost by applying an internal carbon price, and considered as one of the factors in the selection of equipment and vehicles, and the making of investment decisions.

### Compliance with various laws and regulations

We are taking measures to add regulated substances, change prohibited ranks, etc., according to the European RoHS Directive, the European ELV Directive, restricted substances and SVHC (substances of very high concern) of the European REACH Regulation, Class I Specified Chemical Substances under the Japanese Chemical Substances Control Law\*, GADSL (voluntary standards of the automobile industry), other regulations, customer requests, Mabuchi Group voluntary standards, etc. We are responding to such requests with an eye to the future.

Thanks to our daily communication with suppliers and our proactive efforts in auditing the use and storage of environmentally hazardous substances, we have not experienced a single environmental accident since the enforcement of the European RoHS Directive in 2006.

\*Chemical Substances Control Law: Law concerning examination of chemical substances and regulation of manufacturing, etc.

### Promoting green procurement

In procurement activities today, engaging in your company's environmental conservation activities is not sufficient for the development of products with low environmental impact during the product lifecycle from the collection of raw material resources to the manufacturing, processing, logistics, sale, consumption, use, disposal and recycling of the product. Therefore we evaluate suppliers' environmental initiatives and cooperate with the suppliers in the reduction of environmental impact and the avoiding of environmental risks. We ask our suppliers to implement green procurement activities and fill in and submit an environmental activity survey sheet and documents guaranteeing that their raw materials and parts do not contain environmentally banned substances. We also actively conduct environmental audits to check suppliers' use and storage of environmentally hazardous substances. In addition, all materials used by the Mabuchi Group are regularly analyzed and surveyed to ensure that they do not contain environmentally banned substances.

### Initiatives to Preserve Biodiversity

#### Environmental symbiosis in the community

A "bio-garden" has been established in the front of the Headquarters site based on the concept of environmental symbiosis in the community. Considering the impact of non-native species on the local ecosystem, the goal of the bio-garden is to restore the original ecosystem by planting wildflowers that have traditionally grown around Matsudocity. From 2024, we will collaborate with the Nature Conservation Society of Japan, of which we are now a member, to further promote biodiversity-related activities.



Bio-garden in front of the Headquarters

# Social Initiatives

## Respect for Human Rights

Mabuchi Motor advocates “Through our corporate activities we protect our planet’s ecosystem and the health of its inhabitants” in its Management Markers and “Be fair and just to others, and support and cooperate with fellow employees” in its Corporate Missions. On this basis, we respect the basic rights of our employees, including employees at our overseas bases, and are actively working to create a workplace where every employee can work actively in a healthy and safe environment. We respect the basic human rights of people affected by our business activities, and if any negative impact on human rights arises from our business activities, we will take appropriate steps toward remediation.

▶ The detailed content of our Human Rights Policy is available on [our website](#).

### Human Rights Due Diligence

In accordance with the UN Guiding Principles on Business and Human Rights, we will establish a human rights due diligence framework and implement it continuously in order to fulfill our responsibility to respect human rights.

### ▶ Human Rights Risk Assessment

#### 1. Identification of Human Rights Risks

We identified human rights risks for stakeholders such as employees and suppliers, taking into account sector risks, product risks, and regional risks.

| Type of human rights risk                      | Examples of potential adverse impacts  | Examples of potential risk cases  |
|--|--|---|
| Forced labor                                   | <ul style="list-style-type: none"> <li>● Violation of the fundamental human right to work of one’s own free will and to freely choose one’s employment</li> </ul>  | <ul style="list-style-type: none"> <li>● Debt bondage</li> <li>● Forced overtime work</li> <li>● Restrictions on freedom of movement</li> <li>● Restrictions on resignation/termination of employment</li> </ul>  |
| Child labor                                    | <ul style="list-style-type: none"> <li>● Adverse effects on children’s intellectual, physical, social, and moral development</li> </ul>  | <ul style="list-style-type: none"> <li>● Employment of children below the legally defined minimum working age</li> </ul>  |
| Discrimination                                 | <ul style="list-style-type: none"> <li>● Hindering workers’ growth and career development and negatively affecting productivity by treating individuals differently or disadvantageously based on characteristics unrelated to their abilities or inherent job requirements</li> </ul> | <ul style="list-style-type: none"> <li>● Discrimination in hiring, training, promotion, etc. based on specific attributes (race, ethnicity, gender, language, religion, etc.)</li> <li>● Gender pay gap</li> <li>● Failure to achieve equal pay for equal work</li> </ul> |
| Insufficient wages / non-payment / living wage | <ul style="list-style-type: none"> <li>● Deterioration in quality of life due to failure to pay wages necessary for workers and their families to live</li> </ul>  | <ul style="list-style-type: none"> <li>● Non-payment; delayed payment</li> <li>● Failure to ensure minimum wage</li> </ul>  |

|  |  |   |
|--|--|---|
| Excessive or unjust working hours                | <ul style="list-style-type: none"> <li>● Increased risk of injury, fatigue, and stress</li> </ul>  | <ul style="list-style-type: none"> <li>● Overtime beyond statutory limits</li> <li>● Restrictions on legally mandated breaks and leave</li> </ul>     |
| Occupational safety and health                   | <ul style="list-style-type: none"> <li>● Physical and mental harm related to work</li> </ul>   | <ul style="list-style-type: none"> <li>● Lack of opportunities for education/training on occupational safety and health</li> </ul>                    |
| Freedom of association and collective bargaining | <ul style="list-style-type: none"> <li>● Violation of the fundamental right to work voluntarily and to freely choose one’s employment</li> </ul>         | <ul style="list-style-type: none"> <li>● Restrictions on joining labor unions or other workplace organizations</li> </ul>                             |
| Right to privacy                                 | <ul style="list-style-type: none"> <li>● Breaches of confidential information and customers’ personal data</li> </ul>                                    | <ul style="list-style-type: none"> <li>● Lack of opportunities for education/training on information security and personal data protection</li> </ul> |
| Right of access to remedy                        | <ul style="list-style-type: none"> <li>● When a company causes adverse human rights impacts, victims may be unable to obtain effective remedy</li> </ul> | <ul style="list-style-type: none"> <li>● Lack of grievance/complaints handling mechanism</li> </ul>   |

#### 2. Questionnaire Survey

##### (1) Survey within the Company

###### ● 2024

At Headquarters, we evaluated the status of legal compliance awareness and the development of systems related to various human rights issues at 23 sales and production bases (including headquarters and our bases).

###### ● 2025

We conducted a survey and evaluation of 23 sales and production bases (including headquarters and our bases), based on our human rights policy, covering the above-identified human rights risks across the processes of “recruitment, contracting, employee evaluation, and training/education.” For items judged to require action, we will prioritize and proceed with responses in 2026.

##### (2) Survey of Business Partners

To assess human rights risks in our supply chain, we conducted a questionnaire survey of business partners who supply materials to us, referencing internationally recognized human rights standards. Based on self-assessments of legal compliance awareness and the status of system development for various human rights issues, we estimated the likelihood of occurrence and, in conjunction with the severity of each human rights issue, identified items with high priority for risk mitigation initiatives.

In 2024, we surveyed business partners with transaction records in 2023, achieving a 94% response rate. In 2025, we surveyed business partners with transaction records in 2024 who had not transacted with us in 2023 (and were therefore outside the survey scope at that time), as well as new business partners added in 2024, achieving an 89% response rate. The cumulative response rate to date is 93%.

|                            | 2024 | 2025 | Cumulative |
|----------------------------|------|------|------------|
| Survey implementation rate | 100% | 100% | 100%       |
| Response rate              | 94%  | 89%  | 93%        |

## Social Initiatives

### (3) Survey of Staffing Agencies and Headquarters Service Contractors

In 2025, we conducted the same survey as for business partners for: (i) major staffing agencies used by headquarters (among those providing a large number of dispatched workers), and (ii) contractors for services such as employee cafeteria operations and building management. We identified items with high priority for risk mitigation initiatives. The response rate was 100%.

#### ► Risk Mitigation Initiatives

##### Business Partners, Staffing Agencies, and Headquarters Service Contractors:

To ensure early action in addressing human rights risks in which companies may be involved, it is important to establish a grievance and remedy mechanism. We determined it to be a risk that a certain number of companies do not have such a contact point. For business partners that answered that they “do not have a system for reporting or seeking advice when they become aware of risk information related to their company or when they actually suffer an infringement,” we confirmed details and requested corrective action. In both 2024 and 2025, one company was subject to corrective action, and we confirmed completion of corrective measures in each case.

#### ► Monitoring

We will continue to conduct periodic fact-finding surveys and strive to understand whether human rights issues arise as a result of our business activities.

#### ► Disclosure

We will continue to disclose our activities related to human rights on our website and in our integrated report, among other channels.

#### Remediation and Corrective Measures

We will address through appropriate procedures when it becomes clear that our business activities have a negative impact on human rights. In addition, we have established a “Code of Ethics Hotline” for reporting and consultation on compliance issues, including human rights. The Code of Ethics Hotline is anonymous and confidential, and covers not only our employees but also some of our business partners.

## Promotion of Responsible Procurement

### CSR Procurement Guidelines

Customers are becoming increasingly interested in the entire supply chain through which products and services are created. We therefore believe it is necessary to share a common understanding of CSR with our suppliers and work together in a coordinated manner, and have established the Mabuchi Motor CSR Procurement Guidelines.

The guidelines are provided in Japanese, English and Chinese and are broadly communicated to all suppliers, encouraging initiatives such as occupational safety and respect for human rights throughout the supply chain.

► The detailed content of our CSR Procurement Guidelines is available on [our website](#).



### Responsible mineral procurement

We do not procure parts or materials containing minerals related to the risks specified in the “Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict and High-Risk Areas, Annex II” (“OECD Guidance Annex II”) of the Organization for Economic Cooperation and Development (OECD), including serious human rights abuses, environmental destruction, corruption, and armed conflict in conflict-affected and high-risk areas. In addition, we do not procure parts or materials containing minerals such as tin, tantalum, tungsten, gold, cobalt, mica, etc., that pose a risk as stipulated in the OECD Guidance Annex II.

We also cooperate with supply chain investigations, such as identifying the country of origin of minerals and smelters using internationally recognized tools such as the Conflict Minerals Reporting Template (CMRT) provided by Responsible Minerals Initiative (RMI). In the unlikely event that minerals are found to be linked to conflict or involved in gross human rights abuses, we take corrective action. From a humanitarian point of view, we will continue to work closely with our suppliers and further improve the transparency of our supply chain to ensure that we continue to procure minerals that do not benefit groups engaged in human rights violations.

# Social Initiatives

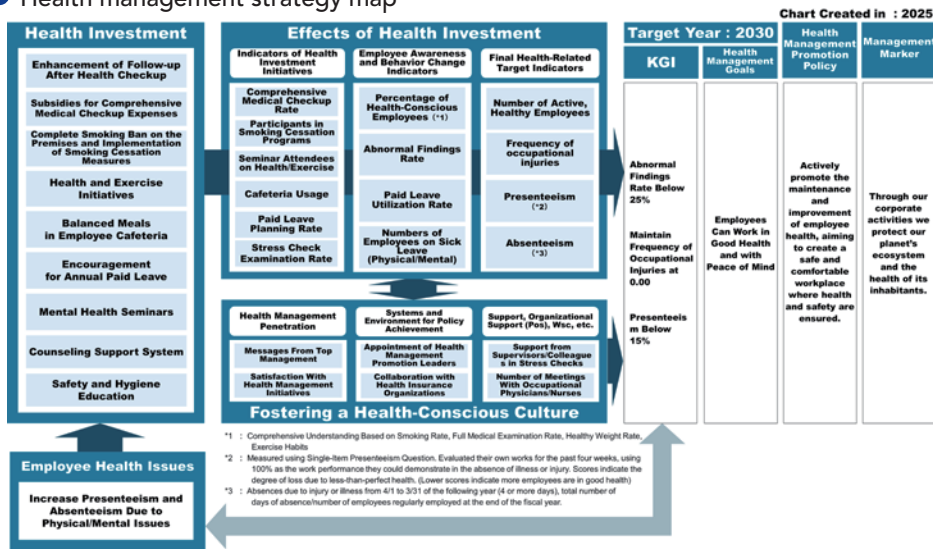
## Health and Safety, Health and Productivity Management

Advocating “Through our corporate activities we protect our planet’s ecosystem and the health of its inhabitants” in its Management Markers and positioning “Ensuring the health and safety of employees” as a materiality, we are working on measures to prevent occupational injuries and to improve the working environment in offices and factories.



We believe that the mental and physical well-being of our employees, enabling them to work actively and vibrantly, forms the foundation of social life and contributes to enhancing corporate vitality. Based on this belief, we respect the fundamental rights of employees, including those at our overseas locations, and actively strive to create a workplace where every employee can work healthily and securely. We issued our Health Management Declaration in October 2021, and under this declaration we support employees in improving their health. In 2025, we formulated a health management strategy map that visualizes the links between management issues and health-related issues, and are enhancing effectiveness through the PDCA cycle.

### Health management strategy map



## Social Contribution and Educational Support

We contribute to the development of society by extending a range of support to local communities and international society. This effort is in line with our Management Principle “Contributing to International Society and Continuously Increasing Our Contribution.” In particular, we focus on activities that convey the enjoyment of manufacturing and science to students and children who will shape the future, and support their growth. Through ongoing sponsorship of ROBOCON and GCON, we help foster the next generation of engineers and encourage people from diverse backgrounds to take on challenges. We also continuously engage in community-based environmental protection and social welfare activities.

Currently, we have established " Providing opportunities for next-generation children to deepen their interest in science" as one of our sustainability targets. As part of our Management Plan 2030, we have established the number of participants in activities such as craft workshops and outreach lessons as a non-financial indicator. We are expanding the scope of our educational support activities across the entire Mabuchi Group, including not only the Headquarters but also our overseas bases.

In 2025, we held "Motor classes and Craft Workshops" for children at the Headquarters and 11 overseas production bases, with employees serving as instructors. The total number of participating children since 2024 reached 3,111. Each base planned original motor classes and craft workshops. These activities also gave employees involved in planning and serving as instructors an opportunity to once again feel pride in working for a company that contributes to local communities.



### The Spirit behind Our Motors

Mabuchi Motor started from a dream of a boy who loved models. Our founder, Kenichi MABUCHI, the first president who loved manufacturing since he was a child, created model airplanes and ships and devised various ways to move them. Later, in 1946, Kenichi created a motor for school teaching materials with the idea that "science education must be promoted for the future development of Japan." That was the origin of the school motor. In this way, our commitment to educational support dates back to before the Company's founding.



# Director × Outside Director Interview



## Tadahito IYODA

Representative Director,  
Senior Managing Executive Officer,  
Head of Administration,  
Responsible for Internal Controls

## Akira OKADA

Outside Member of the Board  
Chair of the Nomination  
Committee  
Chair of the Remuneration  
Committee

Mabuchi Motor is committed to enhancing corporate value by achieving fair and highly transparent governance. Inside and outside directors engaged in a dialogue on initiatives to improve the effectiveness of the Board of Directors and on discussions toward achieving Management Plan 2030.

## The Role of Outside Directors in Supporting Boardroom Discussions

—What kinds of discussions take place at Board of Directors meetings?

**Iyoda** Apart from deliberations over regular agenda items, the Board of Directors continuously discusses medium- to long-term themes, such as the future direction the Company should pursue. Each year, the Board of Directors works to make qualitative improvements, and one of those improvements has been to create opportunities to focus on those discussions. To achieve the Company's Management Principle, "Contributing to International Society and Continuously Increasing Our Contribution," we discuss a wide range of themes, including perspectives such as what the Company should ideally be, as well as sustainability issues and risk management matters in addition to business strategy.

**Okada** The Board of Directors engages in frank and in-depth discussions. In the midst of a rapidly changing business environment, some discussions also turn to topics such as whether the high ratio of automotive products is acceptable, and what form any new business domains should take.

**Iyoda** The Board's Outside Directors play a key role in ensuring that lively discussions take place. Individuals with careers at operating companies offer opinions based on their experiences in their respective businesses, while those with advanced expertise in areas such as legal affairs and accounting offer insight on risk perspectives and other areas. We also gain valuable insights from the perspectives of shareholders and investors.

In addition, the Company's Outside Directors approach the Board of Directors with an extremely sincere attitude, and make comments after gaining an in-depth understanding of the Company's management and business. All of the Company's Outside Directors have toured the Group's overseas production bases to directly view the Company's manufacturing activities in the field and gain an understanding of operations, including the status of local management and employees. At the Headquarters, we have set aside time for individual meetings with senior managers from each department, in order to provide opportunities for Outside Directors to learn about the actual conditions at the company in greater depth. We very much appreciate that instead of speaking in general terms, they are able to provide comments based on an adequate understanding of the Company's actual circumstances.

▶ Please refer to [P.46](#) for the main agenda items discussed at the Board of Directors meetings held in 2025.

## Director × Outside Director Interview

### Strategy and Governance for Management Plan 2030

—To achieve Management Plan 2030, the Company is implementing M&A activities and actively making growth investments including R&D, capital investment and IT investment.

**Iyoda** Under Management Plan 2030, we have announced financial indicators of 300 billion yen in net sales, an operating income ratio of 15% or higher, ROIC of 12% or higher, and ROE of 10% or higher.

To achieve these, we have to change the way we look at our traditional business domains, and to realize growth, because there are areas where our internal capabilities alone may not be sufficient, our policy is to do so while making use of M&A and other options to incorporate outside strengths.

**Okada** Over the course of implementing Management Plan 2030, the environment surrounding the Company has become extremely complex.

For example, even though we find ourselves in a highly uncertain environment due to changing international conditions and so on, we still have to achieve our 2030 targets. Therefore, since we cannot achieve growth by taking a defensive stance alone, it is important to find the right balance between offense and defense. That is why I believe that organic growth investments in our existing businesses and investments in new business domains are both essential.

However, since risks are also becoming increasingly diversified in this environment, investment decisions are confirmed through a multi-level process. We start by clarifying the purpose of the investment, then consider what kinds of outputs we aim to produce from the investment, such as productivity improvements or operational streamlining, and then have to envisage how we will generate a return on the investment. Each department has also set KPIs for improving ROIC, and investment decisions are made in light of those indicators as well.

In a similar way, we make decisions on M&A actions after thoroughly discussing things like the purpose of acquisition, the expected synergies, the talent, technological strengths and profitability of the target company, and what impact it will have on our profit and loss.

**Iyoda** When considering M&A opportunities, it is important to carefully examine the risk and return balance, and then make the decision to walk away if needed. There have actually been cases whereas a result of assessing a potential acquisition with thorough discussions, the decision was made not to go forward.

**Okada** The acquisition we decided not to pursue was due to concerns over certain risks not being resolved, but it was the result of thorough discussion, and I believe the appropriate decision-making process was undertaken.



—In June 2026, MASDAC, a food machinery manufacturer, became a Group company through M&A.

**Iyoda** The MASDAC acquisition is positioned as part of our business vision for 2030 and beyond. Based on our e-MOTO concept, we are working to advance in a new direction going from a provider of components in the form of motors, to realizing the “motion” desired by customers. Our policy is to take the strengths that have traditionally supported our motor business behind the scenes, such as production technologies and global deployment capabilities, and directly apply them to these business endeavors. As part of that process, we selected MASDAC to help expand our business domains.

**Okada** When you expand into a new domain, being able to establish a strong competitive advantage in the field is key.

We determined that we will also be able to demonstrate competitiveness in new domains by leveraging the technological capabilities and global network we have built up in our existing businesses.

**Iyoda** We aim to establish a strong presence in the markets we enter and build businesses that provide value to society. We also want to contribute to the global spread of the value in products originating in Japan, which is confectionery in the case of MASDAC. We believe that the assets we maintain around the world can be effectively utilized during a global rollout.

—What monitoring do you perform after M&A activity, and how does the Board of Directors confirm the progress of Management Plan 2030?

**Okada** We have systems in place that require periodic reports after M&A activity has taken place, and these are used to monitor progress against the initial objectives, the creation of synergies, and the KPIs that have been set, and to continually confirm the progress of designated KPIs.

Similarly, regarding the progress of Management Plan 2030, we conduct ongoing monitoring through periodic reports from each department. We also periodically confirm that our medium- to long-term strategies and the strategies of each business division are aligned, and make revisions as needed. We have made progress with improvements to the quality and formats of these reports, allowing the Board of Directors to use its time for more substantive discussions.

As an Outside Director, I believe it is important to recognize that what is considered “common sense” or “standard practice” within the Company is not necessarily viewed in the same way from the outside. By offering the necessary insight based on perspectives informed by diverse backgrounds, I believe we have been able to enhance discussions in qualitative terms.

## Director × Outside Director Interview

—From 2026, “ROE of 10% or higher” was newly added to the financial indicators in Management Plan 2030. How has the Board of Directors discussed capital policies aimed at balancing the enhancement of shareholder value with sustainable growth?



**Iyoda** Since I don't think it is possible to increase shareholder value without achieving sustainable growth, the management team is strongly committed to not only expanding sales, but also achieving sustainable growth with profitability and while enhancing capital efficiency. The target of ROE of 10% or higher was set following extensive discussions by the Board of Directors, while taking into account the feedback gained through dialogue with investors. The need to enhance capital efficiency is consistently recognized as a management

challenge, and we started to tackle this by promoting Group-wide participation in ROIC management, fostering a corporate culture in which each employee is aware of capital efficiency and works to improve it. Having done so, we decided to clearly disclose our ROE target once again. We have set the target of ROE of 10% or higher as it represents a level that exceeds the Company's recognized cost of capital by a sufficient margin.

**Okada** To achieve our ideal vision for the Company beyond 2030, maintaining a high level of competitiveness will be essential. To ensure that, our basic approach is to maximize profit through business growth, improve capital efficiency, and turn those gains into shareholder returns. Specifically, we emphasize a healthy balance between growth investment and shareholder returns, and our policy combines stable dividends based on improving financial results and the acquisition of treasury shares.

This direction of capital allocation has been clearly demonstrated, and to ensure its execution, we will proceed steadily while incorporating risk management and monitoring. The idea that “there is no enhancement of shareholder value absent growth” is a view that is fully shared across the Board of Directors, and discussions are ongoing.

**Iyoda** The Board of Directors attaches great importance to achieving the target of ROE of 10% in 2030.

We have had various discussions regarding the two-pronged capital policy of business growth and proactive shareholder returns. We have also reflected the results of those discussions in the form of concrete measures in 2026, such as revisions to our dividend criteria, and the largest acquisition of treasury shares in the past two decades, amounting to 19 billion yen.

—Please share the status of dialogue with stakeholders and your thoughts on information disclosures.

**Iyoda** As we are currently transforming our business structure to achieve Management Plan 2030, we recognize there is a need to explain the nature of those changes carefully. That is why we have enhanced information disclosure opportunities, such as by increasing the frequency of financial results briefings. We are actively disseminating information about qualitative changes in addition to quantitative information.

**Okada** Stakeholders are those who share in the Company's journey, which is why it is essential to disclose information in a timely and proactive manner. We believe that it is important to communicate information about our initiatives in a straightforward manner and steadily build a relationship of trust through financial results briefings, disclosure materials posted on our corporate websites, our Integrated Report and other media.

### The Untapped Potential of Mabuchi Motor

—Lastly, please tell us about your expectations for Mabuchi Motor from your perspective as an Outside Director.

**Okada** Mabuchi Motor is accelerating its transformation into a company that provides comprehensive motion solutions, and with the world changing at an increasingly rapid pace, I think the role and very concept of motion will shift in the future, as automation advances across every facet of society. In the field of motion, the Company has limitless potential, and I also think it has similarly unlimited possibilities in the area of motors that power that motion.

However, taking on challenges is an essential element needed to turn those possibilities into reality, and I believe human resources are the source of our ability to take on such challenges. Mabuchi Motor's employees demonstrate advanced technological expertise and teamwork, and I believe they have outstanding potential. In addition, as new companies join the Group through M&A and personnel exchanges become more active, I believe those possibilities will be further extended as Mabuchi Motor incorporates knowledge and technologies it previously lacked.

If there is boundless potential of both motors and human resources, I am convinced that there is also significant potential for the future of the Mabuchi Group as a whole.

In 2030 and beyond, the officers and employees of the Mabuchi Group will continue to take on challenges together. I hope our stakeholders will continue to watch the Mabuchi Group's progress with interest.



# Corporate Governance

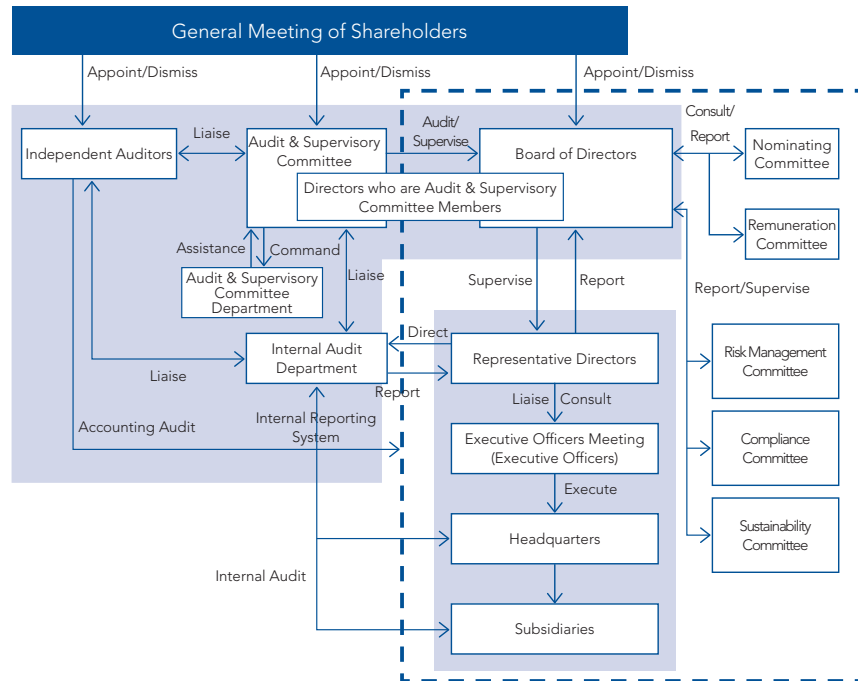
## Corporate Governance Initiatives

We believe that our significance lies in the realization of our Management Principle “Contributing to International Society and Continuously Increasing Our Contribution.” We have set our purpose of establishing an appropriate corporate governance system to continuously contribute to the interests of its stakeholders through the resolution of social issues, the creation of appropriate profits, and the enhancement of corporate value, and we are working to enhance our corporate governance.

We have adopted the institutional structure of a Company with Audit & Supervisory Committee, as provided for under the Companies Act.

To clarify the decision-making and supervisory functions and executive functions of management we have also introduced an executive officer system, and established a system in which the Board of Directors and each of its member directors are responsible for decision-making and supervisory functions, while executive officers are responsible for execution of business.

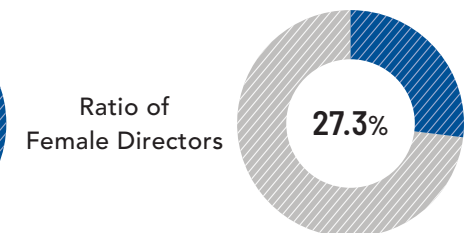
### Corporate Governance Structure



## Composition and Main Roles of Each Organization



| Organization                  | Composition                                 | Main roles  |
|-------------------------------|---|---|
| Board of Directors            | Chairperson<br>11 (Internal: 5, Outside: 6) | <ul style="list-style-type: none"> <li>• Making management decisions and supervising the execution of business</li> <li>• Electing representative directors and appointing and dismissing executive officers and associate directors</li> <li>• Determining the remuneration of directors who are not Audit &amp; Supervisory Committee members, executive officers, and associate directors</li> <li>• Determining important matters related to the execution of business and reporting the status of these matters</li> </ul> |
| Audit & Supervisory Committee | Chairperson<br>4 (Internal: 1, Outside: 3)  | <ul style="list-style-type: none"> <li>• Auditing directors' execution of their duties</li> <li>• Advising the appointment, remuneration, and other matters regarding directors who are not Audit &amp; Supervisory Committee members</li> <li>• Exercising authority on the appointment, dismissal and remuneration of independent auditors</li> </ul>   |
| Nominating Committee          | Chairperson<br>5 (Internal: 2, Outside: 3)  | <ul style="list-style-type: none"> <li>• Deliberating on matters related to the appointment and dismissal of directors, executive officers and associate directors and reporting the results of these deliberations to the Board of Directors</li> </ul>  |
| Remuneration Committee        | Chairperson<br>5 (Internal: 2, Outside: 3)  | <ul style="list-style-type: none"> <li>• Deliberating on policies related to decisions on the remuneration, etc. of directors who are not Audit &amp; Supervisory Committee members, executive officers and associate directors, the remuneration, etc. of individuals, and others, and reporting the results of these deliberations to the Board of Directors</li> </ul>   |



\*As of End of March, 2026

# Corporate Governance

## Composition of the Board of Directors

The Board of Directors oversees business execution and makes important management decisions. The Board consists of five internal directors and six independent outside directors who are familiar with the business environment and well versed in business operations. In accordance with laws and regulations, the Board makes important business execution decisions and reports on the status of key business operations and results. Matters decided by the Board of Directors are moved into business execution of through the Representative Director and each Executive Officer. The Board of Directors meets regularly once a month and as appropriate. Independent outside directors recognize that they are responsible for oversight of and advice to management at the Board of Directors meetings, and contribute to ensuring and improving management transparency.

## Training of Directors

We provide our directors with opportunities to receive training that is necessary for the fulfillment of their roles and duties.

Our measures to deepen outside directors' understanding of our business and other issues include providing them the information and explanations necessary from the relevant departments. We also give them opportunities to visit our bases outside Japan.



Overseas Site Visits by Outside Directors

► Members of Each Organization (number of attendances/ number of meetings, attendance rate) ◎ : Chairperson

| Position  | Name              | Board of Directors | Audit & Supervisory Committee | Nominating Committee | Remuneration Committee | Corporate Management Experience | Global Experience | Corporate Planning / Strategy | Internal Control / Governance | Legal Affairs / Risk Management | Finance / Accounting | HR Labor Management / HR Development | Business / Sales | Technology / Quality | Purchasing / Production |
|---|-------------------|--------------------|-------------------------------|----------------------|------------------------|---------------------------------|-------------------|-------------------------------|-------------------------------|---------------------------------|----------------------|--------------------------------------|------------------|----------------------|-------------------------|
| Representative Director                                   | Hiroo OKOSHI      | ○(25/25, 100%)     |                               | ○(6/6, 100%)         | ○(3/3, 100%)           | ○*3                             | ○                 | ○                             | ○                             | ○                               | ○                    | ○                                    | ○                |                      | ○                       |
| Representative Director                                   | Tohru TAKAHASHI   | ◎(25/25, 100%)     |                               | ○(6/6, 100%)         | ○(3/3, 100%)           | ○*3                             | ○                 | ○                             | ○                             |                                 | ○                    |                                      | ○                |                      | ○                       |
| Representative Director                                   | Tadahito IYODA    | ○(25/25, 100%)     |                               |                      |                        | ○*3                             | ○                 | ○                             | ○                             | ○                               | ○                    | ○                                    | ○                |                      | ○                       |
| Director  | Tsuyoshi NAKAMURA | ○*1(19/19, 100%)   |                               |                      |                        | ○*3                             | ○                 |                               | ○                             |                                 |                      |                                      | ○                |                      |                         |
| Outside Director  | Akira OKADA       | ○(25/25, 100%)     |                               | ◎(6/6, 100%)         | ◎(3/3, 100%)           | ○                               |                   | ○                             | ○                             |                                 |                      |                                      | ○                |                      |                         |
| Outside Director  | Takako HAGIWARA   | ○*1(19/19, 100%)   |                               | ○*1(5/5, 100%)       | ○*1(2/2, 100%)         | ○                               |                   |                               | ○                             |                                 |                      | ○                                    |                  |                      |                         |
| Outside Director  | Makoto SHIBATA    | ○*2                |                               | ○*2                  | ○*2                    | ○                               | ○                 | ○                             | ○                             | ○                               | ○                    |                                      | ○                | ○                    | ○                       |
| Director (Full-time Audit & Supervisory Committee member) | Katsumi KOBAYASHI | ○(25/25, 100%)     | ○(14/14, 100%)                |                      |                        | ○*3                             | ○                 |                               | ○                             | ○                               | ○                    | ○                                    |                  |                      | ○                       |
| Outside Director (Audit & Supervisory Committee member)   | Yoko TOYOSHI      | ○(25/25, 100%)     | ◎(13/14, 92%)                 |                      |                        |                                 |                   |                               | ○                             | ○                               | ○                    |                                      |                  |                      |                         |
| Outside Director (Audit & Supervisory Committee member)   | Yasuko FUKUYAMA   | ○(25/25, 100%)     | ○(14/14, 100%)                |                      |                        |                                 | ○                 |                               | ○                             | ○                               | ○                    |                                      |                  |                      |                         |
| Outside Director (Audit & Supervisory Committee member)   | Atsushi KANEKO    | ○*1(19/19, 100%)   | ○*1(10/10, 100%)              |                      |                        | ○                               | ○                 | ○                             | ○                             | ○                               | ○                    |                                      | ○                |                      |                         |

\*1 The number of meetings is different as the directors and committee members were elected at the March 2025 General Meeting of Shareholders.

\*2 The numbers and percentage are not shown for directors appointed at the March 2026 General Meeting of Shareholders.

\*3 Indicates that the person has an experience as President of the Company or its Group company.

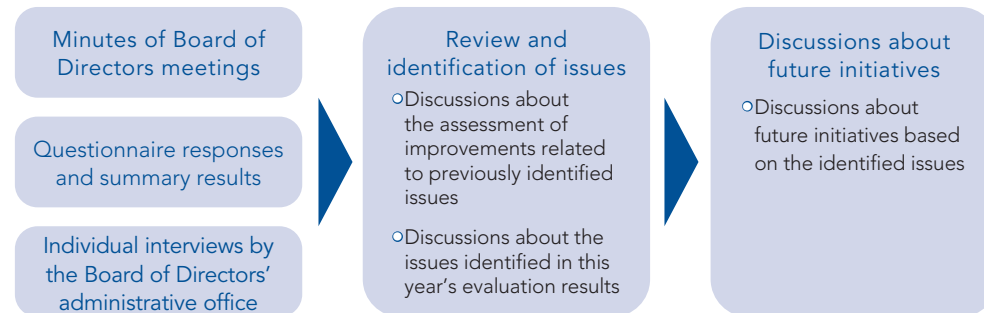
# Corporate Governance

## Evaluating the Effectiveness of the Board of Directors

We analyze and assess the effectiveness of the Board of Directors with the goal of enhancing corporate governance and our corporate value.

### Evaluation method

We conduct an anonymous questionnaire of all directors (including directors who are Audit & Supervisory Committee members) regarding the effectiveness of the Board of Directors. Additionally, we gather candid and detailed opinions through individual interviews. Based on the feedback from each director received through these initiatives, all of the members of the Board of Directors, including the independent outside directors, discussed the issues to compile an analysis and evaluation of the effectiveness of the Board of Directors.



### Key agenda items at Board of Directors meetings in 2025

- Progress in Management Plan 2030 and financial results
- Progress toward sustainability targets and the setting of goals
- Direction of the Company regarding cash allocation and shareholder return
- Progress in the plan for improving the profitability of production bases
- M&A project
- Establishing a subsidiary that manufactures and designs equipment and molds
- Organizational changes and officer appointment system
- Remuneration for executives
- Risk management
- Status of dialogue with shareholders and investors

## Overview of analysis and evaluation results

- It was confirmed that the effectiveness of the Board of Directors as a whole is ensured, given that the Board has established a system for appropriate management decision making and supervision of business execution; and that discussions and opinions are actively exchanged among directors (including outside directors and those who are also members of the Audit & Supervisory Committee).
- We implemented measures based on the previous effectiveness evaluation,\* including the streamlining of reporting procedures regarding the execution of business, focusing on key themes to create opportunities for intensive discussions on medium- to long-term management issues, and improving the reporting on the progress of the post-merger integration (PMI) of companies that have joined the Group through M&A activities. As a result, it was confirmed that meetings were operated with a higher level of effectiveness.

\* The issues identified as a result of the previous effectiveness evaluation

We have recognized that our challenge is to create opportunities for the Board of Directors to engage in more in-depth discussions about medium- to long-term corporate strategies. To address this issue, we need to review the agendas of the Board of Directors meetings to enhance their effectiveness. To this end, we need to streamline the procedures for reports from people responsible for the execution of business.

## Future initiatives based on the results of the evaluation

- We have identified the need to enhance the effectiveness of the Board of Directors by improving the quality of the reports from people responsible for the execution of business. To address this issue, we must engage in deeper discussions of important issues by enhancing the pre-meeting input for discussions of key management issues and carefully examining discussion topics based on our business strategies. Additionally, we need to improve the quality of the reports on the execution of business by reorganizing report topics and refining reporting methods.

▶ The latest information about the "Overview of the Analysis and Evaluation Results of the Effectiveness of the Board of Directors," is available on our [website](#).

## Dialogue with Shareholders and Investors

We actively engage in a dialogue with our shareholders and investors. The Board of Directors shares their opinions, etc. obtained through the dialogue and works to ensure its management practices and initiatives reflect them.

▶ Dialogue with shareholders and investors | Investor Relations | Mabuchi Motor Co., Ltd.

# Corporate Governance

## Audit & Supervisory Committee

The Audit & Supervisory Committee is composed of four members, including three outside directors. Outside Director serves as chairperson of the committee. Each of the three outside directors and Audit & Supervisory Committee members possesses advanced expertise, abundant experience and high-level insight, enabling the committee to carry out well-balanced auditing and supervisory activities. In addition, in order to ensure the effectiveness of audits performed by the Audit & Supervisory Committee, we have selected a full-time committee member and assigned one employee to the Audit & Supervisory Department to assist the Audit & Supervisory Committee in its duties. It is based on our belief that it is necessary to improve the auditing and supervisory environments, smoothly collect internal information by attending important internal meetings, etc., cooperate closely with the internal auditing departments and monitor the internal control system on a day-to-day basis.

### Audit & Supervisory Committee Activities

The Audit & Supervisory Committee attends important meetings including those of the Board of Directors, views important approval documents, investigates the state of operations and assets of the Headquarters and major subsidiaries. It also coordinates with the Internal Audit Department (our internal auditing department), other internal control departments and accounting auditors, etc., to conduct audits and prepare audit reports on the legality and adequacy of directors' execution of duties, as well as the appropriateness of auditing methods and results of audits performed by accounting auditors, in accordance with formulated audit policies, audit plans and division of duties, etc.

The Audit & Supervisory Committee also examines the appointment and remuneration of directors who are not Audit & Supervisory Committee members, including confirmation of discussions by the Nominating and Remuneration committees. The opinions of the committee are finalized and presented at the General Meeting of Shareholders.

The Audit & Supervisory Committee meets

once a month and on an extraordinary basis as needed. In the fiscal year ended December 31, 2025, the committee met 14 times. The committee examined the state of the execution of duties by directors, etc., the state of development and operation of the internal control system, and the state of compliance, risk management, sustainability, and other matters. The committee also exchanges opinions with management and accounting auditors and expresses necessary opinions from professional, objective, and multifaceted standpoints.

A full-time Audit & Supervisory Committee member works to enhance the Group's auditing activities by attending important meetings such as Compliance Committee meetings, requesting reports from executive divisions as necessary, auditing the state of the execution of duties by directors, etc., by means such as onsite inspections and interviews of directors and key employees of subsidiaries using video conferencing systems, and reporting the results of such audits to the Audit & Supervisory Committee.

## Nominating Committee and Remuneration Committee

In order to ensure the transparency and objectivity of the deliberation process in the appointment of officers and the remuneration system, the Company has voluntarily established a Nominating Committee and a Remuneration Committee, as advisory bodies to the Board of Directors. Both committees are chaired by an outside director, and the majority of committee members are outside directors.

The Nominating Committee deliberates regarding the appointment and dismissal of directors, executive officers and associate directors, while the Remuneration Committee deliberates regarding remuneration for directors (who are not Audit & Supervisory Committee members), executive officers and associate directors; with both committees reporting the results of their respective deliberations to the Board of Directors. In this way, we are working to make the decision-making process for nomination and remuneration for directors and other officers more transparent and enhance the corporate governance system.

### Nominating Committee and Remuneration Committee Activities

In the fiscal year ended December 31, 2025, the Nominating Committee met five times and the Remuneration Committee five times. The Nominating Committee deliberated on the selection of directors, executive officers and associate directors, including next-generation personnel, and also deliberates on performance evaluations of each director, executive officer and associate director, and reflects the results in performance-linked remuneration. The Remuneration Committee

deliberated on important matters such as the formulation of policies and revisions to the system for the remuneration of directors, executive officers and associate directors, and partially reviewed the remuneration system. In both committees, active discussions are taking place among the committee members, including outside directors, and we recognize that transparency and objectivity of their deliberation processes have been ensured.

## Succession Planning

The Nominating Committee deliberates regularly on the development of successor candidates for executives, referring to our Management Principle, management strategy, and other foundational considerations. Potential successors to top leadership positions are assessed on both performance and learning trajectories. The Nominating Committee reports on the development of candidates to the Board of Directors as appropriate, enabling the Board of Directors to supervise the progress.

▶ Please refer to [P.23](#) for more information on development of next-generation leaders.

# Corporate Governance

## Policy for Decision-Making on Breakdown of Executive Remuneration, etc.

At a meeting of its Board of Directors held on March 23, 2021, the Company passed a resolution on the policy for decision-making on the breakdown of the individual remuneration, etc. for Members of the Board. The policy had been reported to the Board of Directors following comprehensive discussions by the Remuneration Committee.

The Board of Directors deems that Members of the Boards' individual remuneration, etc. for the fiscal year under review is in line with the policy, having confirmed that the method of determining the breakdown of the remuneration, etc. and the breakdown of the remuneration, etc. that was determined are in conformity with the policy and that the report from the Remuneration Committee has been respected.

### Policy for Decision-Making on Executive Remuneration

#### (1) Remuneration Level

- The remuneration level is determined so as to secure a diverse range of personnel who possess the necessary experience and skills to achieve business growth on a global scale.
- To ensure the appropriateness of the remuneration level, the Company determines an appropriate level with taking account into the Company's business performance, the economic environment and industry trends, as well as by using remuneration survey data by an external survey organization as reference.

#### (2) Remuneration Structure

- Executive remuneration consists of a fixed, basic remuneration and a performance-based remuneration, which reflects the Company's performance and the assessment of the individual.
- Performance-based remuneration takes into account the reflection of the individual's contribution to the Company's short-term business performance and medium- to long-term increase in corporate value.
- A portion of the remuneration will be stock compensation so as to further share value with shareholders and to enhance the incentive to increase corporate value from a medium- to long-term perspective.
- Remuneration for Outside Members of the Board and Members of the Board who are audit and supervisory committee members consists of a basic remuneration only from the perspective of their roles and independence.

#### (3) Remuneration Governance

- The policy for decision-making on executive remuneration and the amount of remuneration are determined at a meeting of the Board of Directors following a report from the annual meeting of the Remuneration Committee, of which the majority of members are Outside Members of the Board, so as to ensure fairness and transparency.
- The remuneration amount for each Member of the Board is determined by the Remuneration Committee, as delegated by the Board of Directors, so as to ensure objectiveness and transparency.
- The assessment of individuals reflected in performance-based remuneration is determined by the Nominating Committee, of which the majority of members are Outside Members of the Board.
- Both the Remuneration Committee and the Nominating Committee consist of the following five members: Outside Member of the Board Akira OKADA, as the chairperson; Representative Director and Chairman Hiroo OKOSHI; Representative Director and President Tohru TAKAHASHI; Outside Member of the Board Takako HAGIWARA; and Outside Member of the Board Makoto SHIBATA.
- Both the Remuneration Committee and the Nominating Committee seek to improve transparency by reporting the content and processes of deliberation to the Audit and Supervisory Committee from the respective chairperson.

## Overview of the Remuneration System

### (1) Breakdown of Remuneration

| Name of remuneration                 | Monthly remuneration     | Bonus                | Trust-type stock compensation   | Restricted stock compensation                         |
|--------------------------------------|--------------------------|----------------------|---|---|
| Characteristics of remuneration      | Basic remuneration       | Short-term incentive | Medium-term incentive   | Long-term incentive                                   |
| Cash/stock                           | Monetary compensation    |                      | Stock compensation  |   |
| Link to performance                  | Not linked               | Linked               | Linked  | Not Linked  |
| Timing of provision                  | Monthly                  | Annually, in March   | Once every three years in principle, in the year following the final year of the medium-term plan | Annually; restrictions lifted upon retirement         |
| Basic percentage mix                 | 50%                      | 30%                  | 20%   |   |
| Maximum amount of total remuneration | 550 million yen per year |                      | 600 million yen per three fiscal years (no more than 300,000 shares)                              | 60 million yen per year (no more than 100,000 shares) |

(Notes)1. The basic percentage mix of remuneration represents the basic ratio of the design of the system and fluctuates depending on the performance of the Company or for other reasons.  
 2. The maximum amount of total monetary remuneration includes the basic remuneration of Outside Members of the Board (excluding Members of the Board who are audit and supervisory committee members).  
 3. The maximum amount of total stock compensation is stated as of the end of the fiscal year under review (December 31, 2025) before the implementation of the stock split effective January 1, 2026.

### (2) Performance-Based Remuneration

#### 1. Bonus

As a short-term incentive remuneration, bonuses use consolidated profit attributable to owners of parent as the assessment indicator for the purpose of enhancing Members of the Boards' motivation to contribute to improved business performance each fiscal year. The remuneration amount is calculated within a range of 0 to 160% depending on the result of the assessment indicators, and is determined by reflecting the assessment of the individual.

#### 2. Trust-type stock compensation

As a medium-term incentive remuneration, this compensation has been introduced with the aim of enhancing awareness of improved corporate value by achieving the goals of the management plan, which is linked to the attainment of indicators set out in every three-year management plan. This stock compensation consists of position points, which are granted according to the Member of the Board's position, and performance-based points, which are granted according to the attainment of performance indicators. Performance-based points are calculated within a range of 0 to 180% and determined by reflecting the assessment of the individual. The weight of each management plan indicator is the same (25%).  
 \*The degree of achievement of ROE will be reflected from fiscal 2027.

|                            |   |           |   |                        |   |      |   |                           |
|----------------------------|---|-----------|---|------------------------|---|------|---|---------------------------|
| Management plan indicators | = | Net sales | + | Operating income ratio | + | ROIC | + | Sustainability indicators |
|                            |   | 25%       |   | 25%                    |   | 25%  |   | 25%                       |

### (3) Non-Monetary Remuneration, etc.

With regard to stock compensation, restricted stock compensation has been introduced in addition to the trust-type stock compensation mentioned above for the purpose of enhancing incentives toward improving corporate value from a long-term perspective. Under this compensation system, restricted stock, calculated on the basis of the share price on a designated date according to the amount of restricted stock compensation set forth for each executive position, is allocated to Members of the Board. The restrictions will be lifted upon the Member of the Board's retirement.

### (4) Payment Restrictions of Stock Compensation

Payment of stock compensation will be restricted by resolution of the Board of Directors if the recipient has been removed from the post of Member of the Board or resigned during their term of office (excluding cases where the Board of Directors has deemed to be due course), based on the deliberation and report of the Remuneration Committee. In some stock compensation cases, the Company may request that a recipient return the shares granted in the past if the case falls under the prescribed requirements.

### (5) Approach to Ownership of Company Shares

Company shares granted through stock compensation are to be held throughout the recipients' term of office in principle. The Company seeks to share value with shareholders and enhance Members of the Boards' motivation to increase medium- to long-term corporate value by encouraging ownership of Company shares of more than a certain amount, based on the Guidelines to Ownership of Company Shares, set forth separately.

# Compliance

## Promoting Compliance

We have established the "Mabuchi Motor Ethical Standard" on the belief that conducting business in line with the corporate ethics expected by society is a prerequisite for our activities. It specifically sets out the laws, regulations, and other societal norms that all directors and employees are required to observe. We are working to ensure that these standards are thoroughly integrated into the Company's operations.

Compliance education activities at our bases around the world include study sessions and training programs focusing on laws, regulations, and social ethics.

In the Mabuchi Group, the Internal Audit Department conducts both regular and unscheduled audits at all Group bases to identify and improve any compliance-related shortcomings. These audits are designed to verify adherence to compliance-related rules and procedures and to identify any noncompliance or ethical issues.



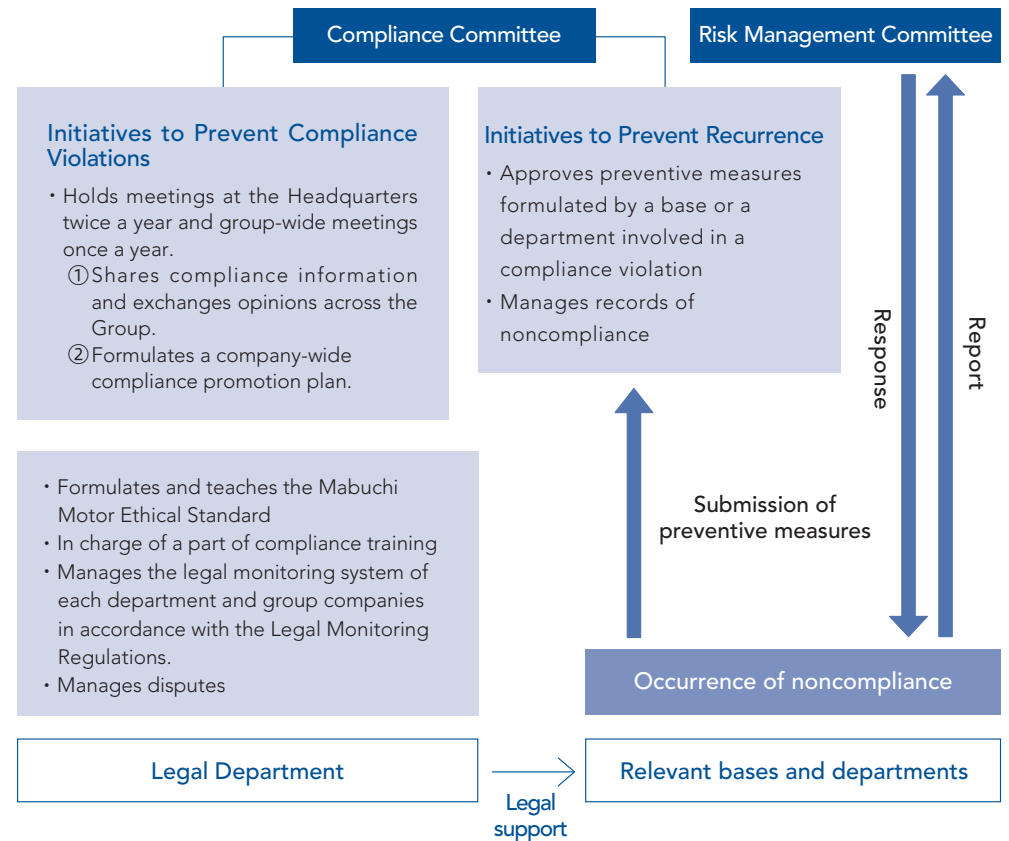
The Mabuchi Motor Ethical Standard

### Ethical Standard Whistleblower System

An "Ethical Standard whistleblower system" has been established to receive reports and provide consultation on compliance issues, which is managed by the Internal Audit Department and ensures anonymity. In order to strengthen our system for preventing problems from occurring or expanding, we have expanded the scope of the "Ethical Standard whistleblower system" to include not only our employees but also some of our business partners. In addition, we comply with the Whistleblower Protection Act and issue a message from top management stating that no one will suffer any disadvantage for reporting or consulting. The Company introduced an external whistleblower service to establish a reporting contact point independent of management and to strengthen the protection of consultants.

## Compliance Committee

The Compliance Committee, established directly under the Board of Directors, sets compliance targets and priority issues across the Group and formulates compliance education for employees in order to prevent compliance violations.



# Risk Management

## Basic Policy

Mabuchi Motor is working to enhance and strengthen risk management to mitigate and minimize various risks associated with its diversified business activities in order to carry out its business activities on a global scale and ensure sustainable growth.

We have established a Risk Management Committee, whose members include the head of each department and the head of each subsidiary, to enable cross-organizational activities in the recognition and evaluation of risks in daily business activities, response to risks, and communication of information, as well as to prepare for the emergence of risks and establish a communication and response system in the event of an emergency with a view to the business activities of the entire Group. The Internal Audit Department periodically audits the status of risk management and reports the results to the Board of Directors and the Audit Committee. The Board of Directors reviews the contents of such reports and takes necessary measures to continuously improve the risk management system.

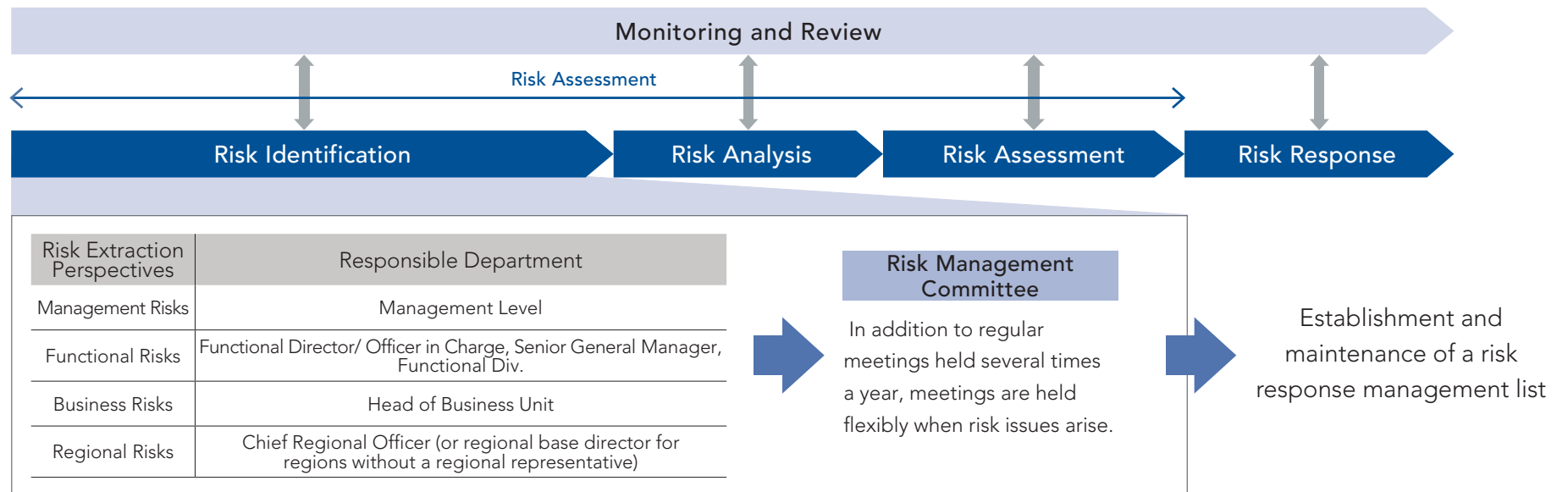
### The Risk Management Committee Actions

The following criteria were used to classify the activities: "Ensuring Human Life (Safety)," "Compliance," "Information Security," "Production and Supply Disruption". Each category is assigned a lead department, and management and related employees will work together to continuously implement risk mitigation activities for the entire Mabuchi Group.

### Risk Materiality Assessment Indicators

|        |        |  |
|--------|--------|--|
| Impact | Large  | More than 1 billion yen                    |
| Impact | Medium | 100 million yen to less than 1 billion yen |
| Impact | Small  | Less than 100 million yen                  |

➤ Risk Management Process Overview Chart



# Risk Management

## Business and Other Risks

We have identified the risks listed in the table below, and we will strive to prevent risks such as these from occurring and minimize any damage should they occur. The forward-looking statements contained in this section are based on the Group's judgments as of the date of submission of the Annual Securities Report.

| Major Risks  | Major Response Measures   | Major Risks  | Major Response Measures   |
|--|---|--|---|
| Changes in economic conditions   | Continuously forecast the latest market trends, optimize capital investments, personnel, inventory, and other resources, and enhance responsiveness to the market.  | Talent acquisition and development                             | In addition to the planned recruitment of new graduates, conduct year-round recruitment based on needs. Additionally, enhance employee motivation and promote retention and development by expanding training systems that support capability development, assigning diverse employees to positions based on their aptitudes so that they can fully demonstrate their abilities, and establishing systems in each division to develop specialists at an early stage, as well as programs that support a healthy work-life balance.  |
| Fluctuations in foreign exchange rates                                       | Use forward exchange contracts after measuring foreign exchange risks, taking into account hedge effectiveness and hedging costs.   | Procurement of raw materials and other supplies                | Procure various raw materials, including rare earth materials, as well as parts and other supplies from multiple suppliers to maintain a stable supply of them, while also considering CSR procurement activities. For certain materials, promote measures to stabilize prices through appropriate futures contracts and other means and limit their impact on manufacturing costs.   |
| Development of new products and new technologies                             | Establish an organizational structure for R&D activities aimed at further expanding competitive advantages. In addition, strengthen and develop business activities integrated into the sales division to enable rapid decision making, respond swiftly to changes in market needs, improve the ability to develop new models for application market, and provide global support for customer support and CS activities.  | Natural disasters, accidents, and infectious disease outbreaks | Formulate a basic business continuity plan (BCP) and implement measures at Headquarters and the bases to prevent risks such as disasters and accidents from materializing and to reduce damage, including through the purchase of insurance.  |
| Price competition  | Bring together expertise and technologies, including standardization and labor-saving initiatives, to systematically reduce costs by managing them from the product design and development stages, improving production technologies, and globalizing parts procurement. At the same time, set appropriate prices, continuously introduce high-value-added products, and maintain and improve average selling prices and profitability.   | Environmental initiatives                                      | Hold Environmental Management Committee and Environmental Managers Conference meetings to share information about environmental issues and advance environmental management measures throughout the Group. Additionally, recognize the reduction of environmental impact as a material issue and set specific sustainability targets.   |
| Risks inherent in international economic transactions and overseas expansion | To collect and respond to information about the economic, political, and social conditions of the countries and regions in which we conduct business, as well as environmental regulations, product safety and quality related regulations, and import and export related regulations related to our businesses in each country in a timely manner, consider and implement timely and appropriate responses, including the establishment of a Five-Region Management Structure. | Global climate change  | Promote activities towards the achievement of carbon neutrality by 2050. In September 2025, our 2030 greenhouse gas emissions reduction targets were certified by the international Science Based Targets initiative (SBTi) as science-based targets aligned with the Paris Agreement. We will further accelerate initiatives to reduce greenhouse gas emissions, including the installation of solar power generation systems, the purchase of renewable energy, the use of systems that recover and reuse waste heat, the introduction of an internal carbon pricing system, and the improvement of the energy efficiency of production equipment. Based on the recommendations of the TCFD, we will also continue to assess the impact of climate change and disclose related information. |
| Product quality  | Obtain certifications under international standards such as ISO 9001 and IATF 16949 at each business base, work to continuously improve and enhance management systems, and comply with the quality system established by Headquarters.   | Information security risks                                     | Ensure information security by establishing an information security policy and increasing all employees (including directors and executive officers) understanding of the importance of information security and their related responsibilities. In addition, appropriately classify and organize information assets, implement information security measures according to their importance, manage them rigorously, and continuously provide the necessary education and training.   |
| Protection of intellectual property  | Secure competitive advantages by broadly and proactively acquiring and protecting intellectual property rights to expand product sales and develop new applications. Additionally, implement broad awareness-raising measures, such as employee training programs, to address risks including leakage of or infringement on intellectual property rights.   |  |   |

# Directors and Executive Officers

## Directors



Representative Director and Chairman

**Hiroo OKOSHI**

- 1984 Joined MABUCHI MOTOR CO., LTD.
- 1990 Manager - Procurement Section, MABUCHI INDUSTRY CO.,LTD.
- 1996 General Manager - President Office, MABUCHI INDUSTRY CO.,LTD.
- 2002 Director, General Manager - General Affairs Department, Human Resources Department, MABUCHI INDUSTRY CO.,LTD.
- 2002 General Manager - Corporate Planning Department
- 2003 Deputy Head of Business Platform Innovation Headquarters
- 2004 General Manager - Corporate Planning Department
- 2009 Executive Officer, Head of Administration Headquarters
- 2011 Member of the Board, Executive Officer, Head of Administration Headquarters
- 2013 Representative Director, President
- 2019 Representative Director, President & CEO
- 2022 Representative Director, Chairman & CEO
- 2024 Representative Director and Chairman (Current Position)



Representative Director and President, President and Executive Officer

**Tohru TAKAHASHI**

- 1988 Joined MABUCHI MOTOR CO., LTD.
- 1993 MABUCHI MOTOR DALIAN CO., LTD.
- 2012 President - MABUCHI MOTOR DONGGUAN DAOJIAO CO., LTD.
- 2015 President - MABUCHI MOTOR DALIAN CO., LTD.
- 2018 General Manager - Operations Control Department, Manufacturing Headquarters
- 2021 Head of Purchasing and Operations Control Headquarters
- 2022 Member of the Board, Executive Officer, Head of Purchasing and Operations Control Headquarters
- 2024 Representative Director and President, President and Executive Officer (Current Position)



Representative Director, Senior Managing Executive Officer, Head of Administration, Responsible for Internal Controls

**Tadahito IYODA**

- 1999 Joined MABUCHI MOTOR CO., LTD.
- 2004 General Manager - President Office, MABUCHI INDUSTRY CO., LTD.
- 2010 General Manager - Corporate Planning Department
- 2013 Executive Officer, Head of Administration Headquarters
- 2015 Member of the Board, Executive Officer, Head of Administration Headquarters
- 2018 Member of the Board, Group Executive Officer, Chief Regional Officer in the Americas, Chairman and President - MABUCHI MOTOR MEXICO S.A.DE C.V.
- 2020 Member of the Board, Executive Officer, General Manager - Corporate Planning Department
- 2020 Member of the Board, Executive Officer, Head of Corporate Planning Headquarters, General Manager - Corporate Planning Department
- 2021 Member of the Board, Executive Officer, Head of Corporate Planning Headquarters, General Manager - Corporate Communication Department
- 2022 Member of the Board, Managing Executive Officer, Chief Administrative Officer, Responsible for Corporate Strategy
- 2023 Member of the Board, Managing Executive Officer, Chief Administrative Officer, Responsible for Internal Controls and Corporate Strategy
- 2023 Member of the Board, Managing Executive Officer, Chief Administrative Officer, Responsible for Internal Controls, Corporate Strategy and Business Development
- 2024 Member of the Board, Senior Managing Executive Officer, Responsible for Internal Controls and Business Development, Head of Corporate Planning Headquarters and Smart Transformation Headquarters
- 2025 Member of the Board, Senior Managing Executive Officer, Head of Administration, Responsible for Internal Controls, Head of Corporate Planning Headquarters and Smart Transformation Headquarters
- 2026 Representative Director, Senior Managing Executive Officer, Head of Administration, Responsible for Internal Controls (Current Position)



Member of the Board, Managing Executive Officer, Head of Global Business and Management

**Tsuyoshi NAKAMURA**

- 1988 Joined MABUCHI MOTOR CO., LTD.
- 1992 Manager - Sales Section 2, MABUCHI INDUSTRY CO., LTD.
- 2005 General Manager - Power Unit Motor Division
- 2006 General Manager - Sales Department 3, Sales and Marketing Headquarters
- 2007 President - MABUCHI MOTOR (EUROPE) GmbH
- 2011 General Manager - China Market Development Promotion Department, Sales and Marketing Headquarters
- 2012 General Manager - Sales Department 3, Sales and Marketing Headquarters
- 2013 Executive Officer, Deputy Head of Sales and Marketing Headquarters
- 2015 Executive Officer, Head of Sales and Marketing Headquarters
- 2017 Executive Officer, Assistant Chief Business Officer
- 2018 Executive Officer, Assistant Chief Business Officer, Head of Medium Automotive Product Business Unit 2
- 2019 Executive Officer, Head of Automotive Product Business Unit 2
- 2019 Executive Officer, Responsible for Customer Relations, Head of Automotive Product Business Unit 2
- 2020 Executive Officer, Responsible for Customer Relations
- 2021 Managing Executive Officer, Responsible for Global Sales, Head of Consumer and Industrial Product Business Unit, Chief Regional Officer in Europe
- 2021 Managing Executive Officer, Responsible for Global Sales, Head of Automotive Product Business Unit 2, Chief Regional Officer in Europe
- 2022 Managing Executive Officer, Responsible for Global Sales, Head of Automotive Product Business Unit 2
- 2024 Managing Executive Officer, Responsible for Global Sales
- 2025 Member of the Board, Managing Executive Officer, Head of Global Business and Management (Current Position)

## Directors (Audit & Supervisory Committee Member)



Member of the Board, Standing Audit & Supervisory Committee Member

**Katsumi KOBAYASHI**

- 1984 Joined MABUCHI MOTOR CO., LTD.
- 2010 General Manager - Technical Center, Administration Headquarters
- 2012 General Manager - General Affairs Department, Administration Headquarters
- 2019 President - MABUCHI MOTOR TAIWAN LTD.
- 2022 Head of Human Resources and General Affairs Headquarters
- 2022 Executive Officer, Deputy Chief Administrative Officer, Head of Human Resources and General Affairs Headquarters
- 2023 Member of the Board, Standing Audit & Supervisory Committee Member (Current Position)

## Directors and Executive Officers

### Outside Members of the Board



Outside Member of the Board  
**Akira OKADA**

- 1979 Joined ALL NIPPON AIRWAYS CO., LTD.
- 2007 Executive Vice President, General Manager - Corporate Planning Department, ALL NIPPON AIRWAYS CO., LTD.
- 2010 Member of the Board, Executive Vice President, General Manager – Operations Oversight Division, ALL NIPPON AIRWAYS CO., LTD.
- 2012 Executive, Board of Directors, Executive Vice President, General Manager – Freight & Cargo Business, ALL NIPPON AIRWAYS CO., LTD.
- 2015 Senior Managing Director, Executive Vice President, General Manager – Freight & Cargo Business, ALL NIPPON AIRWAYS CO., LTD.
- 2015 Representative Director and President, ANA Cargo Inc.
- 2015 Outside Director, The Okinawa Electric Power Company, Incorporated
- 2016 Representative Director and President, ANA Strategic Research Institute Co., Ltd.
- 2021 Visiting Professor, Osaka Seikei University
- 2023 Outside Member of the Board, MABUCHI MOTOR CO., LTD. (Current Position)



Outside Member of the Board  
**Takako HAGIWARA**

- 1984 Joined Sony Corporation (currently Sony Group Corporation)
- 2002 Executive Manager, Human Resources Division of the Network Service Business Company, Sony Corporation
- 2006 Executive Manager, Human Resources Development Division of the Human Resources Unit, Sony Corporation
- 2008 Executive Manager, Diversity Development Division of the Human Resources Unit, Sony Corporation
- 2014 Representative Director, Sony Hikari Corporation and Sony Kibou Corporation (currently Sony Kibou/Hikari Corporation)
- 2014 External Assessment Committee Member, National Women's Education Center (Current Position)
- 2015 Director and Chief Health Officer (CHO), Green House Co., Ltd.
- 2020 Representative Director, DDD Co., Ltd. (Current Position)
- 2021 Outside Director, TWINBIRD CORPORATION
- 2021 Outside Director, Inabata & Co., Ltd.
- 2021 Outside Director, NEC Capital Solutions Limited (Current Position)
- 2025 Outside Member of the Board, MABUCHI MOTOR CO., LTD. (Current Position)



Outside Member of the Board,  
Audit & Supervisory Committee  
Member  
**Yoko TOYOSHI**

- 1981 Joined the Bank of Fukuoka, Ltd.
- 1989 Joined Asahi Shinwa & Co. (currently KPMG AZSA LLC)
- 1990 Joined Deloitte Touche Tohmatsu (currently Deloitte Touche Tohmatsu LLC)
- 2008 Partner, Deloitte Touche Tohmatsu (currently Deloitte Touche Tohmatsu LLC)
- 2013 Appointed as Chief Certified Public Accountant Audit Inspector, Certified Public Accountants and Auditing Oversight Board, Financial Services Agency
- 2016 Joined Deloitte Touche Tohmatsu LLC
- 2018 Outside Director (Audit and Supervisory Committee Member), Alps Electric Co., Ltd. (currently ALPS ALPINE CO., LTD.) (Current Position)
- 2020 Outside Audit & Supervisory Board Member, KOKUYO Co., Ltd.
- 2021 Outside Member of the Board, Audit & Supervisory Committee Member, MABUCHI MOTOR CO., LTD. (Current Position)
- 2024 Independent Outside Director, KOKUYO Co., Ltd. (Current Position)



Outside Member of the Board,  
Audit & Supervisory Committee  
Member  
**Yasuko FUKUYAMA**

- 2001 Registered as an attorney
- 2002 Joined Okinobu, Ishihara & Sei Law Office (currently Spring Partners)
- 2009 Admitted to the New York State Bar Association
- 2012 Attorney, Partner, Spring Partners (Current Position)
- 2020 Outside Board Member (Audit and Supervisory Committee Member), EARLY-AGE CO., LTD.
- 2023 Outside Member of the Board, Audit & Supervisory Committee Member, MABUCHI MOTOR CO., LTD. (Current Position)
- 2024 External Director (Audit & Supervisory Committee Member), BP Castrol K.K. (Current Position)



Outside Member of the Board  
**Makoto SHIBATA**

- 1984 Joined Mitsubishi Materials Corporation
- 2018 Representative Director, Managing Executive Officer and General Manager, Governance Div., Mitsubishi Materials Corporation
- 2019 Director, Managing Executive Officer and General Manager, Corporate Strategy Div., Mitsubishi Materials Corporation
- 2020 Director, Managing Executive Officer, CFO(Chief Financial Officer) and General Manager, Corporate Strategy Div., Mitsubishi Materials Corporation

- 2021 Director, Managing Executive Officer, Mitsubishi Materials Corporation
- 2021 Managing Executive Officer, Mitsubishi Materials Corporation
- 2022 Managing Executive Officer, CDO (Chief Digital Officer), Mitsubishi Materials Corporation
- 2023 Managing Executive Officer, CTO (Chief Technical Officer), CDO, Mitsubishi Materials Corporation
- 2023 Director, Managing Executive Officer (Representative Executive Officer), CTO, CDO, Mitsubishi Materials Corporation
- 2024 Director, Managing Executive Officer (Representative Executive Officer), CTO, Mitsubishi Materials Corporation
- 2025 Director, Mitsubishi Materials Corporation
- 2025 Senior Executive Councillor, Mitsubishi Materials Corporation
- 2026 Outside Member of the Board, MABUCHI MOTOR CO., LTD. (Current Position)
- 2026 Outside Director (Audit & Supervisory Committee Member), Mitsui High-tec, Inc. (Current Position)



Outside Member of the Board,  
Audit & Supervisory Committee  
Member  
**Atsushi KANEKO**

- 1980 Joined K. Hattori & Co. (currently Seiko Group Corporation)
- 2001 Senior Vice President, SEIKO Corporation of America
- 2004 Senior Manager, Accounting and Finance Department, Hattori Seiko Co., Ltd. (currently Seiko Group Corporation)
- 2006 President, SEIKO WATCH India PVT. LTD.
- 2009 General Manager, Accounting and Finance Department, Seiko Watch Corporation
- 2010 Director, Head of Administration Division, Seiko Watch Corporation

- 2011 Senior Vice President, Head of Sales Division II, Seiko Watch Corporation
- 2012 Senior Vice President, Seiko Watch Corporation, and Chairman, SEIKO Hong Kong Ltd.
- 2013 Senior Vice President, Seiko Watch Corporation, and President, SEIKO WATCH India PVT. LTD.
- 2016 Director, Seiko Watch Corporation, and Chairman and President, SEIKO U.K. Ltd.
- 2019 Corporate Auditor, Seiko Watch Corporation
- 2025 Outside Member of the Board, Audit & Supervisory Committee Member, MABUCHI MOTOR CO., LTD. (Current Position)

# Directors and Executive Officers

## Executive Officers (excluding those serving as Directors)



Managing Executive Officer,  
Responsible for Manufacturing,  
Responsible for Issue Management  
**Kazuaki MIYAJIMA**



Managing Executive Officer,  
Responsible for Corporate  
Strategy, Head of Corporate  
Planning Headquarters and Smart  
Transformation Headquarters  
**Motokazu YASUI**



Executive Officer,  
Head of IT Headquarters  
**Tomofumi IMAMURA**



Executive Officer,  
Head of Purchasing and Operations  
Control Headquarters  
**Hiroaki WATANABE**



Executive Officer,  
Chief Financial Officer  
**Keiichi HAGITA**



Executive Officer,  
Head of Human Resources and  
General Affairs Headquarters  
**Toshihiro KOMIZO**



Executive Officer,  
Head of Automotive Product  
Business Unit  
**Hideki KUWAJIMA**



Group Managing Executive Officer,  
Chief Regional Officer in China  
**QUAN Da Yong**



Group Executive Officer, President -  
MABUCHI MOTOR POLAND sp. z o. o.  
**Toru SHIBASAKI**



Group Executive Officer,  
Deputy Chief Regional Officer  
in China  
**SHU Zheng**



Group Executive Officer, Chairman  
& President - MABUCHI MOTOR  
VIETNAM LTD., Chairman -  
MABUCHI MOTOR DANANG LTD.  
**HOANG Son**



Group Executive Officer,  
President - MABUCHI MOTOR  
MEXICO S.A. DE C.V.  
**Makoto KIMURA**



Senior Officer, Responsible for  
Product Development  
**Eiji UENISHI**



Officer, Deputy Head of  
Automotive Product Business Unit,  
Chairman - MABUCHI MOTOR  
KOREA CO., LTD.  
**MOK Seong Soo**



Officer, Head of Product  
Development Headquarters  
**Takahiro AKIMOTO**

# Financial Data, 10-year Period

|  | 2016    | 2017    | 2018    | 2019    | 2020    | 2021    | 2022    | 2023    | 2024    | 2025    |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Operating Results Highlights (Unit: Million Yen) |         |         |         |         |         |         |         |         |         |         |
| Net Sales  | 140,699 | 146,925 | 143,116 | 131,807 | 116,432 | 134,595 | 156,706 | 178,663 | 196,212 | 200,417 |
| Gross Profit                                     | 46,188  | 47,305  | 44,327  | 41,031  | 34,856  | 36,415  | 37,462  | 44,144  | 52,875  | 59,793  |
| Operating Income                                 | 24,225  | 24,066  | 21,243  | 17,544  | 12,900  | 13,800  | 10,824  | 15,536  | 21,644  | 25,467  |
| Ordinary Income                                  | 26,135  | 25,841  | 24,804  | 20,854  | 12,675  | 19,570  | 21,473  | 26,994  | 32,448  | 35,078  |
| Profit Attributable to Owners of Parent          | 20,598  | 20,303  | 22,925  | 14,234  | 8,987   | 14,251  | 14,295  | 19,416  | 12,831  | 26,272  |
| Profit per Share (Yen) *                         | 75.18   | 74.94   | 85.30   | 53.50   | 33.91   | 54.19   | 55.20   | 75.26   | 50.50   | 105.90  |

## Exchange Rate (Unit: Yen)

|                                    |        |        |        |        |        |        |        |        |        |        |
|------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| US dollar (Average for the period) | 108.84 | 112.19 | 110.43 | 109.05 | 106.82 | 109.80 | 131.43 | 140.56 | 151.58 | 149.71 |
|------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|

## Consolidated Financial Position (Unit: Million Yen)

|                              |         |         |         |         |         |         |          |          |          |          |
|------------------------------|---------|---------|---------|---------|---------|---------|----------|----------|----------|----------|
| Total Assets                 | 258,387 | 269,318 | 268,246 | 268,244 | 262,559 | 285,704 | 307,786  | 336,605  | 354,989  | 370,163  |
| Net Assets                   | 232,917 | 242,179 | 244,454 | 245,172 | 239,103 | 259,909 | 280,175  | 305,030  | 319,622  | 334,236  |
| Net Assets per Share (Yen) * | 851.28  | 894.99  | 910.02  | 922.72  | 905.91  | 993.83  | 1,083.44 | 1,190.45 | 1,270.25 | 1,360.51 |

## Cash Flows (Unit: Million Yen)

|                                      |         |         |         |         |         |         |         |         |         |         |
|--------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Cash Flows from Operating Activities | 27,958  | 22,585  | 20,979  | 25,830  | 18,741  | 8,743   | 10,206  | 31,741  | 40,133  | 35,364  |
| Cash Flows from Investing Activities | -3,440  | -14,027 | -12,735 | -15,246 | -5,304  | -12,970 | -10,468 | -15,608 | -15,750 | -10,517 |
| Free Cash Flows                      | 24,518  | 8,558   | 8,244   | 10,584  | 13,437  | -4,226  | -261    | 16,132  | 24,383  | 24,846  |
| Cash Flows from Financing Activities | -11,860 | -13,844 | -11,069 | -12,132 | -10,952 | -11,285 | -10,088 | -11,849 | -16,183 | -17,386 |

\*The amounts are converted on the 2-for-1 stock split effective as of January 1, 2026.

## Financial Data, 10-year Period

|  | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|--|------|------|------|------|------|------|------|------|------|------|
|--|------|------|------|------|------|------|------|------|------|------|

### Capital Expenditures, Depreciation and Amortization, R&D Expenses (Unit: Million Yen)

|                               |        |        |        |        |       |       |        |        |        |        |
|-------------------------------|--------|--------|--------|--------|-------|-------|--------|--------|--------|--------|
| Capital Expenditures          | 11,236 | 12,844 | 16,332 | 17,915 | 7,736 | 9,622 | 10,614 | 12,818 | 14,068 | 10,256 |
| Depreciation and Amortization | 6,016  | 7,143  | 7,652  | 8,264  | 8,648 | 9,666 | 11,634 | 12,573 | 14,197 | 13,291 |
| R&D Expenses                  | 5,024  | 5,233  | 4,939  | 4,958  | 4,453 | 4,711 | 5,574  | 6,388  | 7,001  | 7,759  |

### Financial Indicators (Unit: %)

|                        |      |      |      |      |      |      |      |      |      |      |
|------------------------|------|------|------|------|------|------|------|------|------|------|
| Gross Profit Ratio     | 32.8 | 32.2 | 31.0 | 31.1 | 29.9 | 27.1 | 23.9 | 24.7 | 26.9 | 29.8 |
| Operating Income Ratio | 17.2 | 16.4 | 14.8 | 13.3 | 11.1 | 10.3 | 6.9  | 8.7  | 11.0 | 12.7 |
| Ordinary Income Ratio  | 18.6 | 17.6 | 17.3 | 15.8 | 10.9 | 14.5 | 13.7 | 15.1 | 16.5 | 17.5 |
| ROIC                   | 17.0 | 14.4 | 12.7 | 9.3  | 6.4  | 6.1  | 4.1  | 5.7  | 6.1  | 10.1 |
| ROE                    | 8.8  | 8.6  | 9.4  | 5.8  | 3.7  | 5.7  | 5.3  | 6.6  | 4.1  | 8.0  |
| ROA                    | 10.2 | 9.8  | 9.2  | 7.8  | 4.8  | 7.1  | 7.2  | 8.4  | 9.4  | 9.7  |
| Equity Ratio           | 90.1 | 89.9 | 91.1 | 91.4 | 91.0 | 90.9 | 91.0 | 90.6 | 90.0 | 90.3 |

ROIC= (Operating profit × (1 - Effective tax rate)) / (Accounts receivable-trade + Inventories + Non-Current assets (excluding Investment securities) - Accounts payable-trade)

### Shareholder Returns

|                                   |       |       |       |       |       |       |       |       |       |       |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Annual Dividend per Share (Yen) * | 30.00 | 30.00 | 33.75 | 33.75 | 33.75 | 28.75 | 33.75 | 37.50 | 38.00 | 53.00 |
| Dividend Payout Ratio (%)         | 39.9  | 40.0  | 39.6  | 63.1  | 99.5  | 53.1  | 61.1  | 49.8  | 75.2  | 50.0  |
| Total Return Ratio (%)            | 63.1  | 64.7  | 52.7  | 84.3  | 121.3 | 74.1  | 82.3  | 65.5  | 122.1 | 76.6  |

\*The amounts are converted on the 2-for-1 stock split effective as of January 1, 2026.

# ESG DATA

## Environment

| Category                               |  | Scope   | Unit  | 2021                    | 2022              | 2023      | 2024      | 2025      |           |           |
|--|--|---|---|-------------------------|-------------------|-----------|-----------|-----------|-----------|-----------|
| Improving the efficiency of energy use | Total energy input                     | Purchased electricity (non-renewable)         | Group   | million kWh             | 220               | 204       | 207       | 185       | 151       |           |
|  |  | Town gas                                      | Group   | thousand m <sup>3</sup> | 1,274             | 871       | 758       | 731       | 534       |           |
|  |  | Liquefied petroleum gas (LPG)                 | Group   | ton                     | 68                | 57        | 55        | 51        | 26        |           |
|  |  | Gasoline                                      | Group   | kl                      | 218               | 345       | 221       | 221       | 172       |           |
|  |  | Diesel Fuel                                   | Group   | kl                      | 209               | 154       | 210       | 102       | 189       |           |
|  |  | Kerosene                                      | Group   | kl                      | -                 | -         | -         | -         | 21        |           |
|  |  | Coal  | Group   | ton                     | 0                 | 0         | 0         | 0         | 0         |           |
|  |  | Sustainable energy (Photovoltaics capacity)*3 | Group   | million kWh             | 1.52              | 2.44      | 3.65      | 34.54     | 61.78     |           |
| Resource conservation (water)          | Water input volume                     | Total usage volume                            | Group   | thousand m <sup>3</sup> | 851               | 763       | 772       | 783       | 716       |           |
|  |  | Water supply usage volume                     | Group   | thousand m <sup>3</sup> | 742               | 674       | 691       | 702       | 641       |           |
|  |  | Underground water usage volume                | Group   | thousand m <sup>3</sup> | 106               | 86        | 78        | 77        | 71        |           |
|  |  | Rain water usage volume                       | Group   | thousand m <sup>3</sup> | 3                 | 3         | 3         | 3         | 4         |           |
| Reduction of greenhouse gas emissions  | Greenhouse gas emissions               | Scope1  | Group   | t-CO <sub>2</sub>       | 4,092             | 3,317     | 2,929     | 2,565     | 2,114     |           |
|  |  | Scope2 (market standard)                      | Group   | t-CO <sub>2</sub>       | 117,006           | 123,496   | 117,546   | 104,827   | 78,876    |           |
|  |  | Scope2 (location standard)                    | Group   | t-CO <sub>2</sub>       | 117,525           | 123,951   | 118,837   | 121,603   | 109,551   |           |
|  |  | Scope3 *2                                     | Group   | t-CO <sub>2</sub>       | 1,235,054         | 1,357,129 | 1,273,986 | 1,289,390 | 2,231,420 |           |
|  |  | Category1                                     | Purchased goods and services  | Group                   | t-CO <sub>2</sub> | 734,374   | 933,752   | 560,686   | 563,991   | 545,739   |
|  |  | Category2                                     | Capital goods   | Group                   | t-CO <sub>2</sub> | 33,096    | 36,505    | 48,487    | 53,217    | 38,802    |
|  |  | Category3                                     | Fuel and energy-related activities not included in Scope 1 or Scope 2 | Group                   | t-CO <sub>2</sub> | 16,242    | 15,658    | 15,678    | 16,025    | 14,973    |
|  |  | Category4                                     | Upstream transportation and distribution                              | Group                   | t-CO <sub>2</sub> | 84,576    | 28,686    | 42,734    | 40,193    | 45,986    |
|  |  | Category5                                     | Waste generated in operations   | Group                   | t-CO <sub>2</sub> | 1,601     | 1,319     | 1,118     | 1,147     | 1,208     |
|  |  | Category6                                     | Business travel   | Group                   | t-CO <sub>2</sub> | 2,846     | 2,607     | 2,528     | 2,488     | 2,270     |
|  |  | Category7                                     | Employee commuting  | Group                   | t-CO <sub>2</sub> | 10,343    | 9,957     | 9,454     | 9,285     | 8,758     |
|  |  | Category11 <sup>※3</sup>                      | Use of sold products  | Group                   | t-CO <sub>2</sub> | 350,978   | 325,719   | 589,971   | 599,502   | 1,570,312 |
| Category12                             | End-of-life treatment of sold products | Group   | t-CO <sub>2</sub>   | 997                     | 2,926             | 3,330     | 3,542     | 3,372     |           |           |
| Reduction of waste                     | Total discharged waste volume          | Group   | ton   | 45,821                  | 39,951            | 38,860    | 40,166    | 40,233    |           |           |
|  | Final waste disposal volume            | Group   | ton   | 1,676                   | 529               | 814       | 897       | 980       |           |           |
|  | Waste recycling volume                 | Group   | ton   | 44,145                  | 39,422            | 38,046    | 39,269    | 39,253    |           |           |
|  | Waste recycling rate                   | Group   | %   | 96.3                    | 98.7              | 97.9      | 97.8      | 97.6      |           |           |

## Governance

| Category  |   | Scope                           | Unit        | 2021    | 2022 | 2023 | 2024 | 2025 |      |
|---|---|---------------------------------|-------------|---------|------|------|------|------|------|
| Highly transparent corporate operations                         | Directors   | Total                           | HQ          | persons | 13   | 13   | 13   | 11   | 11   |
|   |   | Outside directors               | HQ          | persons | 6    | 6    | 6    | 6    | 6    |
|   |   | Female directors                | HQ          | persons | 3    | 3    | 2    | 2    | 3    |
|   |   | Percentage of female directors  | HQ          | %       | 23.1 | 23.1 | 15.4 | 18.2 | 27.3 |
|   |   | Foreign national directors      | HQ          | persons | 1    | 1    | 0    | 0    | 0    |
|   | Number of board of directors meetings                     | HQ                              | times       | 25      | 25   | 25   | 25   | 25   |      |
|   | Attendance rate of outside directors                      | HQ                              | %           | 98      | 98   | 98   | 98   | 100  |      |
|   | Age of youngest director (Internal)                       | HQ                              | age         | 52      | 53   | 54   | 55   | 57   |      |
|   | Age of oldest director (Internal)                         | HQ                              | age         | 61      | 61   | 62   | 63   | 64   |      |
|   | Average age of directors (Internal)                       | HQ                              | age         | 56      | 56   | 58   | 59   | 61   |      |
|   | Audit committee members                                   | Total                           | HQ          | persons | 4    | 4    | 4    | 4    | 4    |
|   |   | Outside audit committee members | HQ          | persons | 3    | 3    | 3    | 3    | 3    |
|   | Executive officers  | HQ                              | persons     | 17      | 17   | 14   | 15   | 16   |      |
|   | Directors' remuneration                                   | HQ                              | million yen | 415     | 452  | 518  | 396  | 479  |      |
| Audit committee members' remuneration                           | HQ  | million yen                     | 49          | 53      | 54   | 56   | 56   |      |      |
| Political contributions, lobbying, and other expenditures       | HQ  | yen                             | 0           | 0       | 0    | 0    | 0    |      |      |
| Compliance with domestic / international regulations and ethics | Administrative penalties from fair trade commission       | Group                           | incidents   | 0       | 0    | 0    | 0    | 0    |      |
|   | Criminal penalties related to compliance                  | Group                           | incidents   | 0       | 0    | 0    | 0    | 0    |      |
|   | Suspension of operations/business due to legal violations | Group                           | incidents   | 0       | 0    | 0    | 0    | 0    |      |
|   | Price fixing prosecution cases                            | Group                           | incidents   | 0       | 0    | 0    | 0    | 0    |      |
|   | Bribery prosecution cases                                 | Group                           | incidents   | 0       | 0    | 0    | 0    | 0    |      |

\*1 Electricity derived from renewable energy includes in-house solar power generation, purchased electricity (renewable energy), renewable energy certificates (e.g., GEC, I-REC), and on-site PPAs.

\*2 In 2023, we reviewed the calculation method of greenhouse gas emissions, including switching to the weight calculation method for Category 1, in order to improve the accuracy of determining the amount of emissions.

\*3 In response to requirements from the SBTi in obtaining SBT certification, we reviewed the method for setting emission factors for Category 11 in 2025.

## Social

| Category  |                         | Scope   | Unit        | 2021     | 2022     | 2023     | 2024     | 2025     |
|---|-------------------------|---------|-------------|----------|----------|----------|----------|----------|
| Number of employees   | HQ                      | HQ      | persons     | 836      | 827      | 845      | 896      | 760      |
|   | (female)                | HQ      | persons     | 130      | 130      | 131      | 145      | 138      |
| Number of new graduates hired   | Group                   | Group   | persons     | 20,894   | 20,248   | 19,808   | 18,032   | 17,408   |
|   | (female)                | Group   | persons     | 15,680   | 14,767   | 14,204   | 12,808   | 12,030   |
| Number of Mid-career hires  | Total                   | HQ      | persons     | 8        | 14       | 18       | 32       | 33       |
|   | (female)                | HQ      | persons     | 0        | 4        | 2        | 3        | 10       |
| Number of new hires   | Total                   | HQ      | persons     | 28       | 27       | 42       | 46       | 36       |
|   | (female)                | HQ      | persons     | 4        | 7        | 8        | 10       | 7        |
| Percentage of women among new employees   | Total                   | HQ      | persons     | 36       | 41       | 60       | 78       | 69       |
|   | (female)                | HQ      | persons     | 4        | 11       | 10       | 13       | 17       |
| Percentage of women among new employees   |                         | HQ      | %           | 11.1     | 27.0     | 16.7     | 16.6     | 24.6     |
| Number of employees leaving company   |                         | HQ      | persons     | 26       | 42       | 27       | 24       | 18       |
| Number of employees leaving company(female)                                     |                         | HQ      | persons     | 8        | 5        | 8        | 4        | 6        |
| Number of women with managerial roles   | HQ                      | persons | 3           | 4        | 4        | 6        | 9        |          |
|   | Group                   | persons | 66          | 77       | 84       | 85       | 109      |          |
| Percentage of women with managerial roles                                       | HQ                      | %       | 3.6         | 4.4      | 4.5      | 6.5      | 10.3     |          |
|   | Group                   | %       | 14.0        | 15.8     | 16.8     | 17.0     | 19.1     |          |
| Number of women in positions equivalent to general managers                     | HQ                      | persons | 1           | 2        | 2        | 3        | 3        |          |
|   | Group                   | persons | 11          | 12       | 16       | 17       | 22       |          |
| Number of women in positions equivalent to managers                             | HQ                      | persons | 2           | 2        | 2        | 3        | 6        |          |
|   | Group                   | persons | 55          | 65       | 68       | 67       | 87       |          |
| Gender pay gap  | Total                   | HQ      | %           | —        | 58.6     | 62.41    | 65.94    | 62.19    |
|   | Full-time employees     | HQ      | %           | —        | 68.4     | 72.59    | 73.23    | 71.28    |
|   | Non-full-time employees | HQ      | %           | —        | 50.4     | 49.85    | 61.74    | 49.53    |
| Number of examinee for TOEIC  |                         | HQ      | persons     | 759      | 814      | 616      | 864      | 954      |
| Number of employees who obtained TOEIC score of 730 or higher                   |                         | HQ      | persons     | 273      | 294      | 300      | 317      | 330      |
| Number of subjects for the qualification incentive system                       |                         | HQ      | persons     | 77       | 59       | 39       | 73       | 306      |
| Training costs per employee   |                         | HQ      | yen         | 61,146   | 53,658   | 46,090   | 40,920   | 45,523   |
| Number of employees with disabilities   |                         | HQ      | persons     | 12       | 13       | 20       | 22       | 19       |
| Percentage of employees with disabilities                                       |                         | HQ      | %           | 1.85     | 1.75     | 2.55     | 2.85     | 2.59     |
| Number of foreign national employees  |                         | HQ      | persons     | 24       | 23       | 24       | 25       | 23       |
| Average age   |                         | HQ      | ages        | 43.8     | 44.9     | 45.0     | 44.6     | 43.3     |
| Average number of years employed  | Total                   | HQ      | years       | 18.3     | 18.8     | 18.6     | 18.0     | 15.9     |
|   | Male                    | HQ      | years       | 18.4     | 19.0     | 18.9     | 18.3     | 16.3     |
|   | Female                  | HQ      | years       | 17.4     | 17.4     | 17.1     | 16.4     | 14.3     |
| No. of executives of local nationalities in foreign affiliate companies (ratio) |                         | Group   | persons (%) | 13(61.9) | 13(61.9) | 13(56.5) | 13(59.1) | 18(62.1) |

| Category  |            | Scope | Unit           | 2021  | 2022  | 2023  | 2024  | 2025  |
|---|------------|-------|----------------|-------|-------|-------|-------|-------|
| Average monthly working hour                            |            | HQ    | hours          | 157.5 | 165.8 | 165.1 | 165.5 | 165.1 |
|   |            | HQ    | hours          | 10.3  | 17.6  | 18.9  | 19.8  | 19.2  |
| Yearly use of paid leave days *                         | Granted    | HQ    | days           | 20    | 20    | 20    | 20    | 20    |
|   |            | HQ    | days           | 15.4  | 17.2  | 16.0  | 16.9  | 16.5  |
|   | Usage Rate | HQ    | %              | 77.0  | 85.9  | 80.1  | 84.5  | 82.4  |
| Number of maternity leave recipients                    |            | HQ    | persons        | 6     | 3     | 2     | 3     | 1     |
|   | Total      | HQ    | persons        | 11    | 10    | 11    | 15    | 15    |
| Number of childcare leave recipients (ratio)            | Male       | HQ    | %              | 36.7  | 60.0  | 73.3  | 53.6  | 75.0  |
|   |            | HQ    | persons        | 4     | 7     | 9     | 12    | 14    |
|   | Female     | HQ    | %              | 17.4  | 43.8  | 69.2  | 48    | 73.7  |
|   |            | HQ    | persons        | 7     | 3     | 2     | 3     | 1     |
| Average number of days childcare leave taken            | Male       | HQ    | days           | 57.5  | 17.6  | 41.9  | 107.3 | 63.2  |
|   |            |       | HQ             | %     | 100   | 100   | 100   | 100   |
| Return-to-work rate after childcare leave               |            | HQ    | %              | 100   | 100   | 100   | 100   | 100   |
| Number of recipients of leave for childbirth by spouse  |            | HQ    | persons        | 24    | 15    | 13    | 25    | 18    |
| Number of nursing care leave recipients                 |            | HQ    | persons        | 0     | 1     | 1     | 0     | 0     |
| Number of employees using the reduced work hours system |            | HQ    | persons        | 2     | 5     | 3     | 4     | 4     |
| Employees receiving periodical medical checkup *        |            | HQ    | %              | 100   | 100   | 100   | 100   | 100   |
| Stress check participation rate                         |            | HQ    | %              | 98.9  | 99.4  | 99.7  | 99.5  | 99.8  |
| Lost-time injury frequency rate                         |            | HQ    | frequency rate | 0.00  | 0.00  | 0.00  | 0.00  | 0.00  |
| Lost-time injury frequency rate                         |            | Group | frequency rate | 0.24  | 0.17  | 0.14  | 0.14  | 0.16  |
| Expenditure on social contribution activities           |            |       |                |       |       |       |       |       |
|   |            | HQ    | million yen    | 25.5  | 33.0  | 39.1  | 39.4  | 46.6  |

\* The period covered is from April of the same year to March of the following year

# Company Information / Stock Information

## Corporate Outline

|                              |  |
|------------------------------|--|
| Trade Name                   | MABUCHI MOTOR CO., LTD   |
| Stock Code                   | 6592   |
| Established                  | January 18, 1954   |
| Field of Operations          | Manufacture and sales of small electric motors                             |
| Capital                      | 20,704,818,800 yen   |
| Number of Employees          | Headquarters: 760<br>Mabuchi Group: 17,408                                 |
| Headquarters                 | 430 Matsuhidai, Matsudo City, Chiba 270-2280, Japan<br>Tel: 81-47-710-1111 |
| Technical Research Institute | 280 Ryufukuji, Inzai City, Chiba 270-2393, Japan                           |

## Investor Relations Page

Mabuchi Motor’s basic policy is to provide fair, timely, and clear disclosure to shareholders and investors. We are also working to enhance and improve the way we disclose information on our website, and we invite you to visit the page.

Investor Relations

<https://www.mabuchi-motor.co.jp/investor/>

Sustainability

<https://www.mabuchi-motor.co.jp/csr/>

External Evaluation and Initiatives

<https://www.mabuchi-motor.co.jp/csr/evaluation/>

## Stock Information

|                                   |                     |
|-----------------------------------|---------------------|
| Total number of shares authorized | 400,000,000 shares  |
| Number of shares issued           | 130,324,924 shares  |
| Number of shareholders            | 35,363 shareholders |

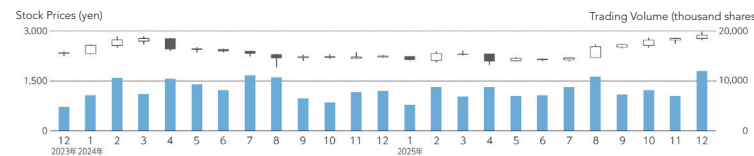
## Major Shareholders (Top 10)

| Major Shareholders                                   | Number of Shares Held | Ratio of Shareholders |
|--|-----------------------|-----------------------|
| The Master Trust Bank of Japan, Ltd. (Trust Account) | 15,056,700            | 12.2%                 |
| Takaichi MABUCHI                                     | 10,001,600            | 8.1%                  |
| Custody Bank of Japan, Ltd. (Trust Account)          | 7,362,000             | 6.0%                  |
| Mabuchi International Scholarship Foundation         | 6,165,000             | 5.0%                  |
| Premier Corporation                                  | 4,137,200             | 3.4%                  |
| Takashi MABUCHI                                      | 4,021,200             | 3.3%                  |
| Tamotsu MABUCHI                                      | 4,000,828             | 3.2%                  |
| Ray Corporation Co., Ltd.                            | 3,492,000             | 2.8%                  |
| STATE STREET BANK AND COMPANY 505001                 | 2,697,496             | 2.2%                  |
| MUFG Bank, Ltd.                                      | 2,021,780             | 1.6%                  |

\*1 The ratio of shareholders is calculated by deducting the number of treasury shares (6,862,010) from the total number of outstanding shares. The ratio was rounded to the first decimal place.

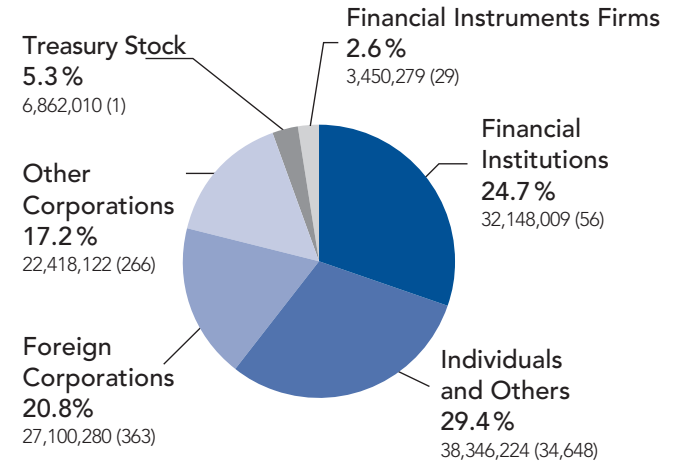
\*2 In calculating the shareholding ratio, 170,400 shares held by the Mabuchi Motor Employee Stockholding Association Trust and 253,477 shares held by the Directors' Compensation BIP Trust and 222,360 shares held by Stock-Linked ESOP Trust are included.

## Changes in Stock Prices and Trading Volume



\*The Company conducted a two-for-one stock split of its common shares, effective January 1, 2024. Figures for December 2023 are presented after taking the stock split into account. In addition, the Company conducted another two-for-one stock split of its common shares, effective January 1, 2026. The above data, however, is based on the number of shares before the stock split.

## Breakdown of Shareholders by Type



## Number of Shares Held

