

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
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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 ³	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 ³	851	763	772	783	716	
		Water supply usage volume	Group	thousand m ³	742	674	691	702	641	
		Underground water usage volume	Group	thousand m ³	106	86	78	77	71	
		Rain water usage volume	Group	thousand m ³	3	3	3	3	4	
Reduction of greenhouse gas emissions	Greenhouse gas emissions	Scope1	Group	t-CO ₂	4,092	3,317	2,929	2,565	2,114	
		Scope2 (market standard)	Group	t-CO ₂	117,006	123,496	117,546	104,827	78,876	
		Scope2 (location standard)	Group	t-CO ₂	117,525	123,951	118,837	121,603	109,551	
		Scope3 *2	Group	t-CO ₂	1,235,054	1,357,129	1,273,986	1,289,390	2,231,420	
		Category1	Purchased goods and services	Group	t-CO ₂	734,374	933,752	560,686	563,991	545,739
		Category2	Capital goods	Group	t-CO ₂	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 ₂	16,242	15,658	15,678	16,025	14,973
		Category4	Upstream transportation and distribution	Group	t-CO ₂	84,576	28,686	42,734	40,193	45,986
		Category5	Waste generated in operations	Group	t-CO ₂	1,601	1,319	1,118	1,147	1,208
		Category6	Business travel	Group	t-CO ₂	2,846	2,607	2,528	2,488	2,270
		Category7	Employee commuting	Group	t-CO ₂	10,343	9,957	9,454	9,285	8,758
		Category11 ^{※3}	Use of sold products	Group	t-CO ₂	350,978	325,719	589,971	599,502	1,570,312
Category12	End-of-life treatment of sold products	Group	t-CO ₂	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
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 Mabuchi Group: 17,408
Headquarters	430 Matsuhidai, Matsudo City, Chiba 270-2280, Japan 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

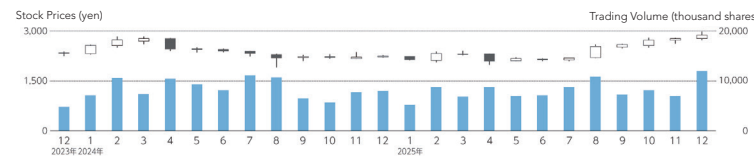
Major Shareholders (Top 10)

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.

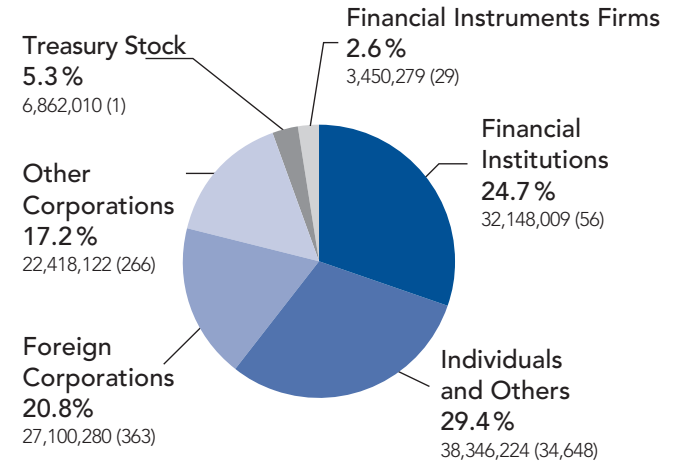
*2 In calculating the shareholding ratio, 170,400 shares held by the Mabuchi Motor Employee Stockholding Association Trust and 253,477 shares held by the Directors' Compensation BIP Trust and 222,360 shares held by Stock-Linked ESOP Trust are included.

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

