

Value Creation Process for Realizing the Management Principle

Management Principle "Contributing to International Society and Continuously Increasing Our Contribution"

Our Strengths

Standardization Strategy

- Achieve high quality while simultaneously maintaining low costs by consolidating customer needs and offering application-specific standardized products optimized for their respective applications.
- Address diverse needs by offering combinations of standardized motors and unit options.
- Realize a stable supply of high-quality products through the standardization of equipment and processes in large quantities. [P.08](#)

Mabuchi Global Management System

- Operate businesses under the Five-Region Management Structure, in which local production for local consumption is promoted through an improvement in the autonomy and independence of each region, while also taking advantage of human connections between bases and utilizing diverse human resources.
- Establish a system that best facilitates the process of development, procurement, production and sales at all times in response to economic growth in each country and region and changes in the business portfolio. [P.09](#)

Strong Management Base

- Human capital** Human resources who are active globally and who leverage their diverse skills and expertise to create added value. [P.20](#)
- Manufacturing capital** Highly efficient and advanced manufacturing and production system to supply high-quality products stably at reasonable prices on a global basis. [P.24](#)
- Intellectual capital** Technological prowess and expertise accumulated in elemental technologies, component technologies, product technologies and production technologies pertaining to small DC motors and their peripheral areas. [P.25](#)

Business Activities

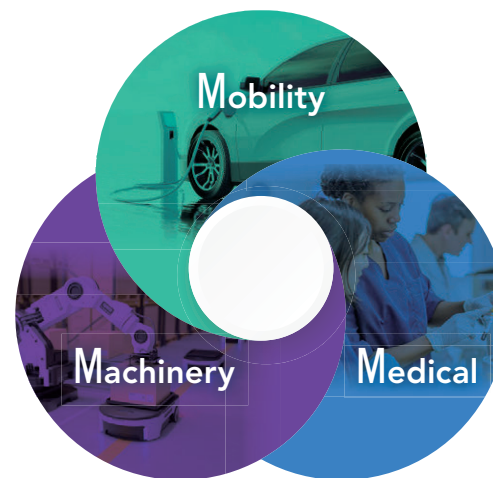
Management Plan 2030

Provide many different "motion" solutions with high-quality motors at their core

e-MOTO

Growing areas of business where the strengths of our products can be utilized

3M fields



Management Plan 2030 Guidance (2024-2030)

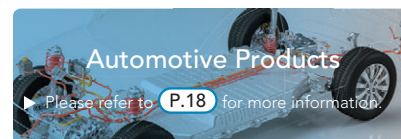
Financial indicators

- Net sales: **300.0 billion yen**
- Operating income ratio: **15% or higher**
- ROIC: **12% or higher**

Non-financial indicators [P.29](#)

- CO₂ emission reduction rate (Scope 1 and 2)
- Net sales growth rate for sustainable products
- Net sales growth rate for applications that contribute to SDGs
- Ratio of women with managerial roles
- Number of employees with global work experience
- Number of participants in motor craft classes and delivering classes for children
- Frequency of occupational injuries
- Number of serious human rights risks

Business Segments



Automotive Products

▶ Please refer to [P.18](#) for more information.



Life & Industrial Products

▶ Please refer to [P.19](#) for more information.

Mabuchi Motor's Vision

Corporate activities without sacrificing the environment

- Reduction of environmental impact in all activities within the Group including development, procurement and production [P.32](#)
- Development and sales expansion of products that deliver compactness, weight reduction and energy savings [P.33](#)

Manufacturing for the realization of an affluent society and pleasant lifestyles

- 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)" [P.17](#)

Realization of an environment in which everyone can play an active part

- Development and appointment of female executives and managers at sites in Japan and all over the world [P.22](#)
- Promotion of work overseas (secondment of employees from their own sites to sites in other countries and dispatch of trainees) [P.21](#)
- Providing opportunities to deepen interest in science to children who are the next generation [P.37](#)

Fulfilling social responsibility

- Measures to prevent industrial accidents, development of office and factory work environments, promotion of work-life balance [P.36](#)
- Continued implementation of due diligence process and stepping-up of initiatives to encourage respect for human rights in all supply chains [P.35](#)