

Financial Data, 10-year Period

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Operating Results Highlights (Unit: Million Yen)										
Net Sales	143,143	140,699	146,925	143,116	131,807	116,432	134,595	156,706	178,663	196,212
Gross Profit	43,470	46,188	47,305	44,327	41,031	34,856	36,415	37,462	44,144	52,875
Operating Income	22,961	24,225	24,066	21,243	17,544	12,900	13,800	10,824	15,536	21,644
Ordinary Income	27,113	26,135	25,841	24,804	20,854	12,675	19,570	21,473	26,994	32,448
Profit Attributable to Owners of Parent	18,546	20,598	20,303	22,925	14,234	8,987	14,251	14,295	19,416	12,831
Profit Income per Share (Yen) *	133.49	150.35	149.87	170.60	107.00	67.82	108.38	110.39	150.52	101.01

Exchange Rate (Unit: Yen)										
US dollar (Average for the period)	121.05	108.84	112.19	110.43	109.05	106.82	109.80	131.43	140.56	151.58

Consolidated Financial Position (Unit: Million Yen)										
Total Assets	256,196	258,387	269,318	268,246	268,244	262,559	285,704	307,786	336,605	354,989
Net Assets	233,245	232,917	242,179	244,454	245,172	239,103	259,909	280,175	305,030	319,622
Net Assets per Share (Yen) *	1,681.51	1,702.57	1,789.99	1,820.04	1,845.43	1,811.81	1,987.67	2,166.88	2,380.90	2,540.50

Cash Flows (Unit: Million Yen)										
Cash Flows from Operating Activities	20,115	27,958	22,585	20,979	25,830	18,741	8,743	10,206	31,741	40,133
Cash Flows from Investing Activities	-1,178	-3,440	-14,027	-12,735	-15,246	-5,304	-12,970	-10,468	-15,608	-15,750
Free Cash Flows	18,937	24,518	8,558	8,244	10,584	13,437	-4,226	-261	16,132	24,383
Cash Flows from Financing Activities	-13,312	-11,860	-13,844	-11,069	-12,132	-10,952	-11,285	-10,088	-11,849	-16,183

* As of January 1, 2024, the Company conducted a stock split at a ratio of 2 shares per common share. The figures for 2015-2024 are the amounts after considering the stock split so that each period can be easily compared with the forecast figure for 2024.

Financial Data, 10-year Period

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Capital Expenditures, Depreciation and Amortization, R&D Expenses (Unit: Million Yen)										
Capital Expenditures	16,187	11,236	12,844	16,332	17,915	7,736	9,622	10,614	12,818	14,068
Depreciation and Amortization	6,386	6,016	7,143	7,652	8,264	8,648	9,666	11,634	12,573	14,197
R&D Expenses	5,164	5,024	5,233	4,939	4,958	4,453	4,711	5,574	6,388	7,001

Financial Indicators (Unit: %)

Gross Profit Ratio	30.4	32.8	32.2	31.0	31.1	29.9	27.1	23.9	24.7	26.9
Operating Income Ratio	16.0	17.2	16.4	14.8	13.3	11.1	10.3	6.9	8.7	11.0
Ordinary Income Ratio	18.9	18.6	17.6	17.3	15.8	10.9	14.5	13.7	15.1	16.5
ROIC	14.4	17.0	14.4	12.7	9.3	6.4	6.1	4.1	5.7	6.1
ROE	8.0	8.8	8.6	9.4	5.8	3.7	5.7	5.3	6.6	4.1
ROA	10.6	10.2	9.8	9.2	7.8	4.8	7.1	7.2	8.4	9.4
Equity Ratio	91.0	90.1	89.9	91.1	91.4	91.0	90.9	91.0	90.6	90.0

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) *	55.0	60.0	60.0	67.5	67.5	67.5	57.5	67.5	75.0	76.0
Dividend Payout Ratio (%)	41.2	39.9	40.0	39.6	63.1	99.5	53.1	61.1	49.8	75.2
Total Return Ratio (%)	68.2	63.1	64.7	52.7	84.3	121.3	74.1	82.3	65.5	122.1

* As of January 1, 2024, the Company conducted a stock split at a ratio of 2 shares per common share. The figures for 2015-2024 are the amounts after considering the stock split so that each period can be easily compared with the forecast figure for 2024.

ESG DATA

Environment

Category		Scope	Unit	2020	2021	2022	2023	2024
Improving the efficiency of energy use	Total energy input	Electricity	Group million kWh	189	220	204	207	196
		Town gas	Group thousand m ³	885	1,274	871	758	722
		Liquefied petroleum gas (LPG)	Group ton	69	68	57	55	51
		Gasoline	Group kl	229	218	345	221	214
		Diesel Fuel	Group kl	234	209	154	210	102
		Coal	Group ton	0	0	0	0	0
		Sustainable energy (Photovoltaics capacity)	Group million kWh	1.42	1.52	2.44	3.65	6.87
Resource conservation (water)	Water input volume	Total usage volume	Group thousand m ³	754	851	763	772	783
		Water supply usage volume	Group thousand m ³	719	742	674	691	702
		Underground water usage volume *1	Group thousand m ³	33	106	86	78	77
		Rain water usage volume	Group thousand m ³	3	3	3	3	3
Reduction of greenhouse gas emissions	Greenhouse gas emissions	Scope1	Group t-CO ₂	3,265	4,092	3,317	2,929	2,549
		Scope2 (market standard)	Group t-CO ₂	102,638	117,006	123,496	117,546	107,417
		Scope2 (location standard)	Group t-CO ₂	103,221	117,525	123,951	118,837	121,603
		Scope3 *2	Group t-CO ₂	986,157	1,235,054	1,357,129	1,273,986	1,282,221
		Category 1 Purchased goods and services	Group t-CO ₂	—	734,374	933,752	560,686	556,831
		Category 2 Capital goods	Group t-CO ₂	—	33,096	36,505	48,487	53,217
		Category 3 Fuel and energy-related activities not included in Scope 1 or Scope 2	Group t-CO ₂	—	16,242	15,658	15,678	16,017
		Category 4 Upstream transportation and distribution	Group t-CO ₂	—	84,576	28,686	42,734	40,193
		Category 5 Waste generated in operations	Group t-CO ₂	—	1,601	1,319	1,118	1,153
		Category 6 Business travel	Group t-CO ₂	—	2,846	2,607	2,528	2,481
		Category 7 Employee commuting	Group t-CO ₂	—	10,343	9,957	9,454	9,285
		Category 11 Use of sold products	Group t-CO ₂	—	350,978	325,719	589,971	599,502
		Category 12 End-of-life treatment of sold products	Group t-CO ₂	—	997	2,926	3,330	3,542
Reduction of waste		Total discharged waste volume	Group ton	37,052	45,821	39,951	38,860	40,157
		Final waste disposal volume	Group ton	1,397	1,676	529	814	897
		Waste recycling volume	Group ton	35,654	44,145	39,422	38,046	39,260
		Waste recycling rate	Group %	96.2	96.3	98.7	97.9	97.8

Governance

Category		Scope	Unit	2020	2021	2022	2023	2024
Highly transparent corporate operations	Directors	Total	HQ persons	13	13	13	13	11
		Outside directors	HQ persons	6	6	6	6	6
		Female directors	HQ persons	2	3	3	2	2
		Foreign national directors	HQ persons	1	1	1	0	0
		Number of board of directors meetings	HQ times	25	25	25	25	25
	Attendance rate of outside directors		HQ %	100	98	98	98	98
	Age of youngest director	Internal	HQ age	51	52	53	54	55
		Internal	HQ age	60	61	61	62	63
	Average age of directors	Internal	HQ age	56	56	56	58	59
		Total	HQ persons	4	4	4	4	4
	Audit committee members	Outside audit committee members	HQ persons	3	3	3	3	3
		Executive officers	HQ persons	14	17	17	14	15
	Directors' remuneration		HQ million yen	400	415	452	518	396
Compliance with domestic / international regulations and ethics	Audit committee members' remuneration		HQ million yen	48	49	53	54	56
	Political contributions, lobbying, and other expenditures		HQ yen	0	0	0	0	0
	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 The calculation method for underground water consumption has been revised at some sites since 2021.

*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 Mabuchi Oaken has been added to the scope of reporting from 2024.



Social

Category		Scope	Unit	2020	2021	2022	2023	2024
An environment in which everyone can participate	Number of employees	HQ	persons	851 (139)	836 (130)	827 (130)	845 (131)	896 (145)
		Group	persons	21,477 (16,516)	20,894 (15,680)	20,248 (14,767)	19,808 (14,204)	18,032 (12,808)
	Number of new graduates hired	HQ	persons	26(8)	8(0)	14(4)	18(2)	32(3)
	Number of Mid-career hires	HQ	persons	14 (1)	28 (4)	27 (7)	42(8)	46(10)
	Number of new hires	HQ	persons	41(9)	36(4)	41 (11)	60(10)	78(13)
	Percentage of women among new employees	HQ	%	22.0	11.1	27.0	16.7	16.6
	Number of employees leaving company	HQ	persons	28	27	45	27	25
	Number of women with managerial roles	HQ	persons	4	3	4	4	6
		Group	persons	61	66	77	84	85
	Percentage of women with managerial roles	HQ	%	4.4	3.6	4.4	4.5	6.5
		Group	%	13.3	14.0	15.8	16.8	17.0
	Number of women in positions equivalent to general managers	Group	persons	10	11	12	16	17
	Gender pay gap	Total	HQ	%	—	—	58.6	62.4
		Full-time employees	HQ	%	—	—	68.4	72.6
		Non-full-time employees	HQ	%	—	—	50.4	49.9
	Number of examinee for TOEIC	HQ	persons	451	759	814	616	864
	Number of employees who obtained TOEIC score of 730 or higher	HQ	persons	250	273	294	300	317
	Number of subjects for the qualification incentive system	HQ	persons	50	77	59	39	73
	Training costs per employee	HQ	yen	32,332	61,146	53,658	46,090	40,920
	Number of employees with disabilities	HQ	persons	14	12	13	20	22
	Percentage of employees with disabilities	HQ	%	2.08	1.85	1.75	2.55	2.85
	Number of foreign national employees	HQ	persons	20	24	23	24	25
	Average age	HQ	ages	43.3	43.8	44.9	45.0	44.6
	Average number of years employed	Total	HQ	years	17.7	18.3	18.8	18.0
		Male	HQ	years	18.1	18.4	19.0	18.3
		Female	HQ	years	17.1	17.4	17.4	16.4
	No. of presidents of local nationalities in foreign affiliate companies (ratio)	Group	Persons(%)	11(55.0)	13(61.9)	13 (61.9)	13(56.5)	13(59.1)

Category		Scope	Unit	2020	2021	2022	2023	2024
Safe and healthy work environment	Average monthly working hour	HQ	hours	159.7	157.5	165.8	165.1	165.5
	Average monthly overtime hours	HQ	hours	12.5	10.3	17.6	18.9	19.8
	Yearly use of paid leave days *	Granted	HQ	days	20	20	20	20
		Used	HQ	days	14.6	15.4	17.2	16.0
		Usage Rate	HQ	%	73.1	77.0	85.9	80.1
	Number of maternity leave recipients	HQ	persons	5	6	3	2	3
	Number of childcare leave recipients (ratio)	Total	HQ	Persons(%)	9(31.0)	11(36.7)	10 (60.0)	11(73.3)
		Male	HQ	Persons(%)	4(16.7)	4(17.4)	7 (43.8)	9(69.2)
		Female	HQ	Persons(%)	5(100)	7(100)	3 (100)	2(100)
	Average number of days childcare leave taken	HQ	days	25.0	57.5	17.6	41.9	107.3
	Returnees ratio to work after childcare leave	HQ	%	100	100	100	100	100
	Number of recipients of leave for childbirth by spouse	HQ	persons	26	24	15	13	25
	Number of nursing care leave recipients	HQ	persons	2	0	1	1	0
	Number of employees using the reduced work hours system	HQ	persons	2	2	5	3	4
	Employees receiving periodical medical checkup *	HQ	%	97.6	100	100	100	100
	Employees participating in mental health surveys	HQ	%	92.5	98.9	99.4	99.7	99.5
	Frequency of occupational injuries	HQ	frequency factor	0.00	0.00	0.00	0.00	0.47
Development/protection of local societies	Expenditure on social contribution activities	HQ	million yen	26.1	25.5	33.0	42.8	43.6

* 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: 896 Mabuchi Group: 18,032
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

Information Resources

As a matter of policy, Mabuchi Motor discloses information in a fair, timely and clear manner. Please visit our website for the latest information about our company and its activities.

Investor Relations

<https://www.mabuchi-motor.com/investor/>

Sustainability Information

<https://www.mabuchi-motor.com/csr/>

Stock Information

Total number of shares authorized	400,000,000 shares
Number of shares issued	130,324,924 shares
Number of shareholders	34,670 shareholders

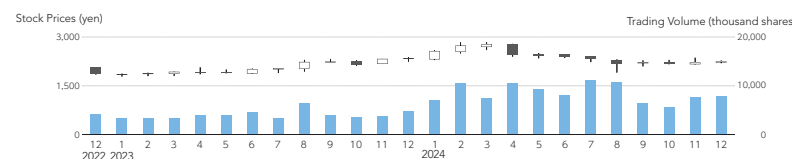
Major Shareholders (Top 10)

Major Shareholders	Number of Shares Held	Ratio of Shareholders
The Master Trust Bank of Japan, Ltd. (Trust Account)	16,139,700	12.8%
Custody Bank of Japan, Ltd. (Trust Account)	11,719,300	9.3%
Takaichi MABUCHI	10,001,600	7.9%
Mabuchi International Scholarship Foundation	6,165,000	4.9%
Premier Corporation	4,137,200	3.3%
Takashi MABUCHI	4,021,200	3.2%
Tamotsu MABUCHI	4,000,828	3.2%
Ray Corporation Co., Ltd.	3,492,000	2.8%
MUFG Bank, Ltd.	2,021,780	1.6%
STATE STREET BANK AND TRUST COMPANY 505001	1,912,634	1.5%

*1 The ratio of shareholders is calculated by deducting the number of treasury shares (3,759,378) from the total number of outstanding shares. The ratio was rounded to the first decimal place.

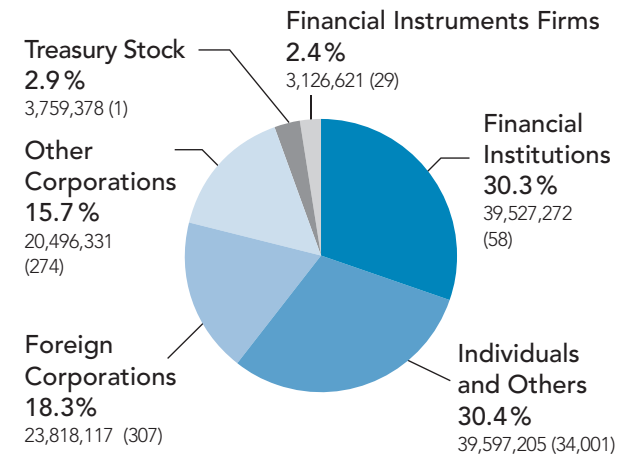
*2 In calculating the shareholding ratio, 298,400 shares held by the Mabuchi Motor Employee Stockholding Association Trust and 254,996 shares held by the Directors' Compensation BIP Trust and 226,104 shares held by Stock-Linked ESOP Trust are included.

Changes in Stock Prices and Trading Volume

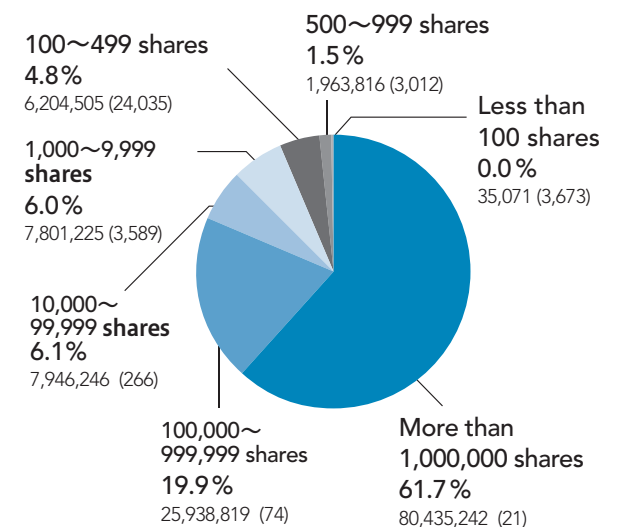


*The Company conducted a 2-for-1 stock split of its common stock, effective January 1, 2024, in order to create an environment in which investors can invest more easily by lowering the amount per investment unit, and to increase the liquidity of the Company's stock and its investor base.
The above data is based on the number of shares before the stock split.

Breakdown of Shareholders by Type



Number of Shares Held



Company Information / Stock Information

External Evaluation

Received an "A" rating in the MSCI ESG Rating for four consecutive years



Selected as an index constituent of "FTSE Blossom Japan Sector Relative Index"



Certified as "Health and Productivity Management Organization 2025 (Large Corporation Category)" for the 6th consecutive year



Selected as a constituent stock of the "SOMPO Sustainability Index"



Certified as "Platinum Kurumin"



Received the highest "Eru-boshi" certification as a company that promotes women's participation in the workforce



Obtained a "Digital Transformation Certification" as defined by the Ministry of Economy, Trade and Industry



Initiatives that we support

Endorsement of the "Task Force on Climate-related Financial Disclosure (TCFD) Recommendations"



Participation in the "GX (Green Transformation) League"



Signed the "United Nations Global Compact"



Announced the "Declaration of Partnership Building"



▶ Other major external evaluation and initiatives is available on our [corporate website](#).