

## Messages from New Outside Directors



Outside Director

**Akira OKADA**

I am Okada and have been appointed to an outside director's role. I worked for the All Nippon Airways (ANA) Group, a transportation service, for 44 years. The basis of my job within the ANA Group was to communicate with customers based on a determination to ensure they felt secure and earn their trust, and to create the utmost joy together with customers.

This is the first time for me to be involved in the manufacturing industry. Whether you are in the transportation service industry or the manufacturing industry, to sustainably enhance your corporate value you must address the needs of customers from a customer-first standpoint and promptly and accurately meet their needs.

COVID-19 pandemic dramatically changed society and people's lifestyles, workstyles and needs are also changing. Technological advances are accelerating automation in many different areas of business. As a consequence, the roles that motors play as a means of mobility are expected to continue to expand.

Amid rapid change, we are facing the need to more freely and flexibly set our eyes on the future and take on challenges without sticking to existing practices, organizations or rules. I will leverage my experience and review the management of our business from a new perspective as we serve as a leading company in motor manufacturing in pursuit of sustained growth.



Outside Director,  
Audit & Supervisory  
Committee Member

**Yasuko FUKUYAMA**

As an attorney, I have mainly engaged in the activities such as transactions, compliance and M&A activities concerning the manufacturing, retailing and services of global enterprises and foreign-affiliated companies in Japan.

As I work as a member of the Audit & Supervisory Committee of Mabuchi Motor, I feel that the company communicates and shares information very closely both in Japan and overseas, which includes information about the business activities and operations of our overseas sites, and it has established global governance.

However, in addition to the advantages of globalization there are also risks throughout the supply chain as shown internationally by COVID-19 pandemic. Right after the outbreak of COVID-19 pandemic, I repeatedly discussed how we should

handle operations, labor affairs and international transactions in an unprecedented emergency and what kinds of decisions would be regarded as appropriate and legally correct afterward with clients from many different industries on a daily basis.

Taking action to address unpredictable cross-border issues and manage risks in accordance with the changes in the market environment will become increasingly important over the medium- and long-term. In this global situation, I will leverage my accumulated expertise and experience, utilize opportunities to conduct overseas auditing through attendance at the board meetings and actively gather information from domestic and international officers as I seek to help Mabuchi Motor, a truly global company, contribute to international society.