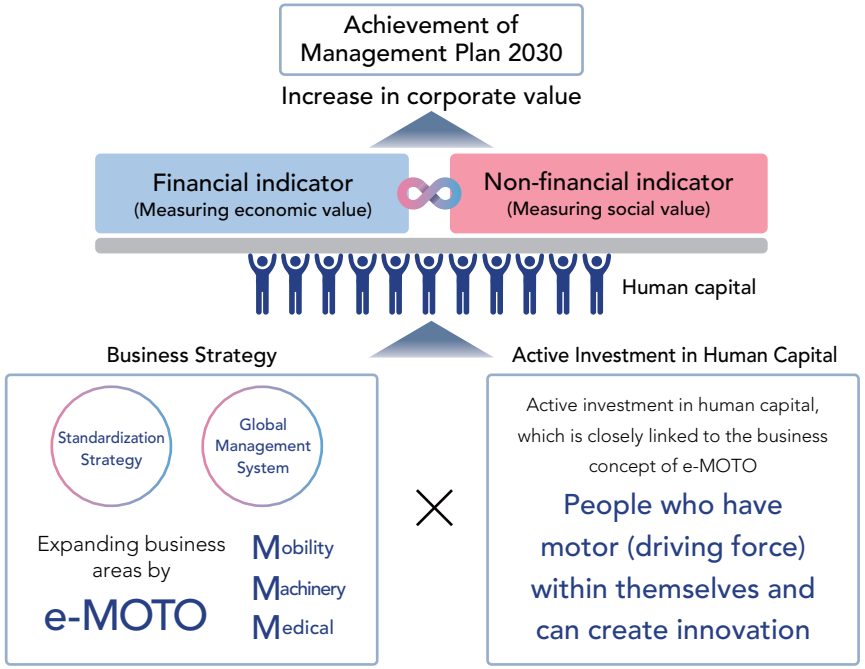
Human Capital

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 fileds, 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.

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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.

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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.

▶ Plese 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.

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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.

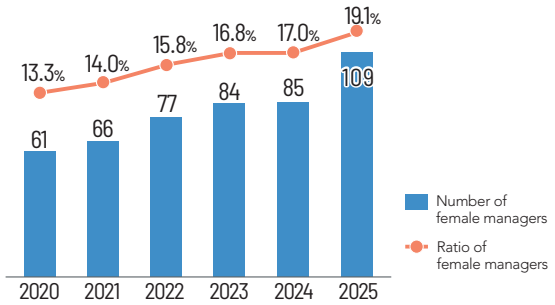
Examples of WLD Program initiatives

Mentoring training	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.
D&I dialogue session with outside directors	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.
Women's leadership training	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	20%
Japan	12%

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.



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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	Enhancement of the workplace environment and systems	Improve workplace environment, human resources system, and employee benefits
Intrinsic Motivation	Self-improvement	Support employees' personal growth and self-realization through career support that leverages individual strengths and proactive development assistance
	Enhancing Team strength	Foster an environment of understanding and respecting diverse values, utilize individual strengths, and promote team building and inter-team collaboration that enhances each other
	Taking Ownership	• Thoroughly share and instill the core vision and mission • Motivate each individual to recognize their role and actively participate with a sense of ownership

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