

CONSOLIDATED FINANCIAL RESULTS FOR THE SIX MONTHS ENDED JUNE 30, 2025 (J-GAAP)

Name of listed company: MABUCHI MOTOR CO., LTD.

Securities code: 6592 (URL: <https://www.mabuchi-motor.com/>)

Representative: Tohru Takahashi (Representative Director and President)

Contact: Keiichi Hagita (Executive Officer, Chief Financial Officer)

Scheduled date of the filing of semi-annual report: August 14, 2025

Scheduled date of start of dividends payments: September 16, 2025

Preparation of the consolidated financial results presentation materials (Yes/No): **Yes**

Holding of the consolidated financial results briefing meeting (Yes/No): **Yes**

(Amounts less than one million yen have been omitted.)

1. Consolidated Results for the Six Months Ended June 30, 2025

(From January 1, 2025 to June 30, 2025)

(1) Consolidated Operating Results

August 14, 2025
Stock exchange listing: Tokyo

	Net sales		Operating income		Ordinary income		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
For the six months ended June 30, 2025	94,911	(0.4)	12,115	32.2	11,566	(40.4)	8,943	(28.5)
June 30, 2024	95,267	16.8	9,163	120.7	19,393	54.1	12,506	23.5

Note: Comprehensive income

Six months ended June 30, 2025: ¥(6,557) million [—%] Six months ended June 30, 2024: ¥37,086 million [26.8%]

	Profit per share	Fully diluted profit per share
	Yen	Yen
For the six months ended June 30, 2025	71.54	71.53
June 30, 2024	98.02	98.00

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio
	Millions of yen	Millions of yen	%
As of June 30, 2025	334,028	303,635	90.9
December 31, 2024	354,989	319,622	90.0

Reference: Shareholders' equity

As of June 30, 2025: ¥303,586 million As of December 31, 2024: ¥319,560 million

2. Dividends

	Dividends per share				
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total
Fiscal 2024	—	Yen 38.00	—	Yen 38.00	Yen 76.00
Fiscal 2025	—	39.00	—	39.00	78.00
Fiscal 2025 (forecast)			—	39.00	78.00

Note: Amendments to dividend forecast that has been disclosed recently: None

3. Consolidated Results Forecasts for the Fiscal Year (From January 1 to December 31, 2025)

(Percentages indicate year-on-year changes)

	Net sales		Operating income		Ordinary income		Profit attributable to owners of parent		Profit per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	193,000	(1.6)	21,600	(0.2)	22,300	(31.3)	16,500	28.6	132.99

Note: Amendments to results forecasts that have been disclosed recently: Yes

Notes

(1) Significant changes in the scope of consolidation during the period: Yes

Newly included: 7 companies

(Company name) OB Kogyo Ltd. (now Mabuchi OB Gear System Co., Ltd.) and six other companies

Excluded: —

Note: For details, please refer to “2. Consolidated Financial Statements and Primarily Notes (4) Notes to Consolidated Financial Statements (Changes in Major Subsidiaries during the First Half)” on page 8.

(2) Application of accounting procedures specific to preparation of the first half consolidated financial statements: Yes

Note: For details, please refer to “2. Consolidated Financial Statements and Primarily Notes (4) Notes to Consolidated Financial Statements (Application of Accounting Procedures Specific to Preparation of the First Half Consolidated Financial Statements)” on page 8.

(3) Changes in accounting policies, changes in accounting estimates, restatements:

1) Changes in accounting policies resulting from revision of accounting standards, etc.: Yes

2) Changes in accounting policies due to reasons other than those stated in 1): None

3) Changes in accounting estimates: None

4) Restatements: None

Note: For details, please refer to “2. Consolidated Financial Statements and Primarily Notes (4) Notes to Consolidated Financial Statements (Notes to Changes in Accounting Policies)” on page 8.

(4) Number of shares issued (common stock)

1) Number of shares issued at the end of the period
(including treasury stock)

	Jun. 30, 2025	130,324,924	Dec. 31, 2024	130,324,924
2) Number of shares of treasury stock at the end of the period	Jun. 30, 2025	6,652,253	Dec. 31, 2024	4,538,878
3) Average number of shares during the period	Jan.-Jun. 2025	125,008,089	Jan.-Jun. 2024	127,581,661

3) Average number of shares during the period

* The semi-annual review procedure by a Certified Public Accountant or an auditing firm does not apply these Consolidated Financial Results.

* Explanation related to appropriate use of results forecasts and other items warranting special mention

The above forecasts are based on the information available as of the date of the release of this document. As a result, a variety of factors in the future may cause actual results to differ from these forecasts.

1. Qualitative Information

(1) Operating Results

During the six months ended June 30, 2025 (January 1–June 30, 2025), despite the easing of inflationary pressures in countries around the world, the global economy recorded sluggish growth on weak retail consumption in certain countries due to continued high prices. The U.S. economy has gradually recovered, supported by a solid employment and income environment, leading to robust personal consumption. In Europe, the pace of recovery in economic activity was limited as a result of factors including a weak manufacturing industry and continued high prices for energy, despite a rebound in retail consumption on easing inflationary pressure. China's exports were solid, but the pace of economic growth nevertheless slowed from factors including weak domestic demand stemming from protracted weakness in real estate market conditions. The Japanese economy was affected by inflation but recorded a gradual recovery on factors including a rebound in retail consumption from an improved environment for incomes and continued growth in demand from inbound tourism.

With regard to markets related to the Mabuchi Group's products, the automotive products market saw sluggish sales in certain regions. The life and industrial products market was solid overall, as easing inflationary pressures led to a recovery in retail consumption.

Against this backdrop, Mabuchi's motor sales increased 0.1% year on year in terms of volume. As a result, consolidated net sales for the first half were 94,911 million yen (a 0.4% decrease year on year).

Operating income was 12,115 million yen (a 32.2% increase year on year), with positive effects from factors such as improvements in selling prices, product mix, and cost reductions. Ordinary income was 11,566 million yen (a 40.4% decrease year on year), primarily due to a deterioration in foreign exchange gains and losses. Profit before income taxes was 11,936 million yen (a 37.8% decrease year on year) and profit attributable to owners of parent was 8,943 million yen (a 28.5% decrease year on year).

The next section describes market trends and sales conditions categorized into separate markets for motors.

1) Automotive Products Market

Net sales declined to 73,421 million yen (a 1.5% decrease year on year). Small automotive motors showed growth in sales of motors for door mirrors and door lock actuators against a backdrop of solid automobile production. Sales also increased in new applications such as grill shutters and flash door handle actuators. For medium-sized automotive motors, there was an increase in the number of models equipped with electric parking brakes using Mabuchi's motors, and sales of valve actuator-use motors, particularly to Japanese automakers, were solid. At the same time, however, sales of motors for power window lifters declined as Taiwan Mabuchi discontinued manufacturing and sales of previous-generation products and sales of equipped models were weak. Although sales of motors for power seats to Japanese automakers rose, sales to European and the U.S. customers declined on a lower market share and with the added effect from a stronger yen, overall medium-sized automotive motor sales declined.

2) Life and Industrial Products Market

Net sales rose to 21,465 million yen (a 3.5% increase year on year). Sales of motors for home appliances, power tools, housing equipment, and personal care products declined slightly along with restricted order acceptance reflecting a policy of emphasizing profitability, but sales of motors for health and medical devices grew, for an overall increase.

(2) Financial Position

Total assets as of June 30, 2025, were 334,028 million yen, a 20,961 million yen decrease from the end of the previous fiscal year. Major changes from the end of the previous fiscal year included decreases of 9,162 million yen in cash and bank deposits, 6,225 million yen in property, plant and equipment, and 5,403 million yen in inventories.

Total liabilities decreased 4,973 million yen from the end of the previous fiscal year to 30,393 million yen. Major changes from the end of the previous fiscal year included decreases of 3,218 million yen in accrued income taxes and 2,357 million yen in other current liabilities.

Total net assets decreased 15,987 million yen from the end of the previous fiscal year to 303,635 million yen. Major changes from the end of the previous fiscal year included a 15,836 million yen decrease in foreign currency translation adjustments.

(3) Forward-Looking Statements Including Consolidated Results Forecast

Although inflationary pressures continue to ease in various countries, factors including heightened geopolitical risk and tariff policies make the future outlook for the global economy increasingly uncertain, and the pace of growth is expected to slow in many regions.

In the United States, consumption has been underpinned by a solid environment for hiring and an improved environment for incomes, but the economic outlook is increasingly uncertain because of concerns of a slowdown in retail consumption. There is increasing concern in the European economy of a slowdown in manufacturing, but with easing inflationary

pressures, retail consumption is rebounding, and a certain degree of recovery is expected on looser financial policies. With regard to the Chinese economy, in addition to weak recoveries in the real estate market and retail consumption, there are concerns of a downturn in exports. In Japan, although retail consumption is expected to grow from a continued improvement in the income environment and solid demand from inbound tourism, the pace of recovery is seen slowing on a decline in exports and weaker corporate earnings.

With regard to markets related to the Mabuchi Group's products, in the automotive products market, we expect global production volume to decrease compared to the previous fiscal year, as automobile production is likely to be sluggish due to the impact of U.S. tariff policies, etc. In the life and industrial products market, we expect continued stable demand for health and medical equipment, supported by market growth.

Against this backdrop, we are forecasting full-year consolidated net sales of 193.0 billion yen (a 1.6% decrease from the previous year). In terms of profit, although we expect profits to increase due to improvements in selling prices and product mix, we also anticipate profits to decrease due to increased R&D expenses for growth and the strong yen, and are forecasting a 0.2% decrease in operating income, to 21.6 billion yen, a 31.3% decrease in ordinary income, to 22.3 billion yen, and a 28.6% increase in profit attributable to owners of parent, to 16.5 billion yen.

With respect to dividends, on February 14 we announced our intention to pay a record-high full-year dividend of 78 yen per share. Our forecast is for an interim dividend of 39 yen per share and a year-end dividend of 39 yen per share. The foreign exchange rate for the first half was ¥148.60 to the U.S. dollar, and our second-half forecasts are based on a foreign exchange rate assumption of ¥145 to the U.S. dollar.

Note: The above forecasts were made based on information that is available at the present moment. Actual results may differ from expectations owing to various future factors, the main ones of which are as follows:

- Fluctuations in foreign exchange rates
- Changes in economic conditions and demand trends in our business areas
- Rapid technological innovations, such as new technologies or new products
- Fluctuations in market prices of copper, steel materials, rare earths, and other raw materials

Note, however, that the factors that could affect our results are not limited to the above.

2. Consolidated Financial Statements and Primary Notes

(1) Consolidated Balance Sheets

	(Millions of yen)	
	As of December 31, 2024	As of June 30, 2025
Assets		
Current assets		
Cash and bank deposits	134,944	125,781
Trade notes and accounts receivable	37,335	36,338
Merchandise and finished goods	37,503	32,463
Work in process	1,539	2,002
Raw materials and supplies	20,763	19,936
Other current assets	6,471	7,205
Allowance for doubtful accounts	(79)	(79)
Total current assets	238,478	223,648
Fixed assets		
Property, plant and equipment		
Buildings and structures	67,503	65,931
Accumulated depreciation	(41,448)	(41,072)
Buildings and structures, net	26,055	24,859
Machinery, equipment and vehicles	122,675	115,992
Accumulated depreciation	(79,239)	(76,478)
Machinery, equipment and vehicles, net	43,435	39,514
Tools, furniture and fixture	29,628	28,133
Accumulated depreciation	(25,224)	(24,125)
Tools, furniture and fixture, net	4,404	4,007
Land	7,107	7,278
Construction in progress	14,513	13,629
Total property, plant and equipment	95,515	89,289
Intangible assets		
Goodwill	3,808	3,733
Other intangible assets	2,084	1,851
Total intangible assets	5,892	5,584
Investments and other assets		
Investment securities	12,415	12,908
Deferred tax assets-non-current	642	688
Retirement benefit asset	78	96
Other investments and other assets	1,998	1,856
Allowance for doubtful accounts	(31)	(42)
Total investments and other assets	15,103	15,506
Total fixed assets	116,511	110,380
Total assets	354,989	334,028

	(Millions of yen)	
	As of December 31, 2024	As of June 30, 2025
Liabilities		
Current liabilities		
Trade notes and accounts payable	7,692	8,239
Short-term loans payable	—	617
Accrued income taxes	6,498	3,279
Accrued bonuses due to employees	227	277
Accrued bonuses due to directors	177	114
Other current liabilities	14,228	11,871
Total current liabilities	28,823	24,400
Long-term liabilities		
Long-term loans payable	517	1,151
Accrued benefits for stock payment	240	297
Liability for retirement benefits	935	989
Asset retirement obligations	21	21
Deferred tax liabilities-non-current	4,446	3,437
Other long-term liabilities-non-current	381	95
Total long-term liabilities	6,543	5,992
Total liabilities	35,366	30,393
Net assets		
Shareholders' equity		
Common stock	20,704	20,704
Additional paid-in capital	20,419	20,419
Retained earnings	227,314	231,444
Treasury stock	(10,111)	(14,713)
Total shareholders' equity	258,327	257,855
Accumulated other comprehensive income		
Net unrealized holding gains or losses on securities	4,241	4,589
Foreign currency translation adjustments	56,224	40,388
Retirement benefits liability adjustments	765	753
Total accumulated other comprehensive income	61,232	45,730
Subscription rights to shares	62	48
Total net assets	319,622	303,635
Total liabilities and net assets	354,989	334,028

**(2) Consolidated Statements of Income and Comprehensive Income
(Consolidated Statements of Income)**

	(Millions of yen)	
	Six Months Ended June 30, 2024 (January 1, 2024 to June 30, 2024)	Six Months Ended June 30, 2025 (January 1, 2025 to June 30, 2025)
Net sales	95,267	94,911
Cost of sales	70,897	66,555
Gross profit	24,369	28,355
Selling, general and administrative expenses	15,205	16,240
Operating income	9,163	12,115
Non-operating income		
Interest income	1,377	1,214
Dividend income	172	252
Foreign exchange gains	7,600	—
Gain on sales of raw material scrap	1,193	971
Other	294	377
Total non-operating income	10,637	2,816
Non-operating expenses		
Stock-related expenses	133	128
Foreign exchange loss	—	2,905
Depreciation	73	77
Other	201	254
Total non-operating expenses	408	3,365
Ordinary income	19,393	11,566
Extraordinary income		
Gain on disposal of fixed assets	2	43
Gain on bargain purchase	—	748
Total extraordinary income	2	791
Extraordinary loss		
Loss on disposal of fixed assets	27	136
Extraordinary retirement expenses	14	284
Impairment losses	163	—
Total extraordinary loss	206	421
Profit before income taxes	19,189	11,936
Income taxes	6,683	2,992
Profit	12,506	8,943
Profit attributable to owners of parent	12,506	8,943

(Consolidated Statements of Comprehensive Income)

	(Millions of yen)	
	Six Months Ended June 30, 2024 (January 1, 2024 to June 30, 2024)	Six Months Ended June 30, 2025 (January 1, 2025 to June 30, 2025)
Profit	12,506	8,943
Other comprehensive income		
Net unrealized holding gains or losses on securities	1,493	347
Foreign currency translation adjustments	23,052	(15,836)
Retirement benefits liability adjustments	34	(12)
Total other comprehensive income	24,580	(15,501)
Comprehensive income	37,086	(6,557)
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	37,086	(6,557)
Comprehensive income attributable to non-controlling interests	—	—

(3) Consolidated Statements of Cash Flows

(Millions of yen)

	Six Months Ended June 30, 2024 (January 1, 2024 to June 30, 2024)	Six Months Ended June 30, 2025 (January 1, 2025 to June 30, 2025)
Cash flows from operating activities		
Profit before income taxes	19,189	11,936
Depreciation and amortization	6,992	6,556
Impairment loss	163	—
Increase (Decrease) in liability for retirement benefits	65	90
Interest and dividends income	(1,549)	(1,467)
Foreign exchange losses (gains)	(5,617)	1,746
Loss (Gain) on disposal of fixed assets	25	93
Gain on bargain purchase	—	(748)
Extra retirement payments	14	284
Decrease (Increase) in trade notes and accounts receivable	(229)	858
Decrease (Increase) in inventories	595	2,878
Increase (Decrease) in trade notes and accounts payable	(2,141)	(1,401)
Other, net	(1,192)	(3,139)
Sub total	16,316	17,688
Interest and dividends received	1,561	1,536
Income taxes paid	(3,750)	(7,602)
Net cash provided by operating activities	14,127	11,622
Cash flows from investing activities		
Increase of time deposits	(35)	(594)
Proceeds from withdrawal of time deposits	651	2,959
Purchase of fixed assets	(7,042)	(3,655)
Proceeds from sales of fixed assets	28	108
Purchase of investment securities	(0)	(0)
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	—	363
Payment of conditional acquisition consideration for shares of subsidiary	(1,253)	—
Other, net	(210)	(86)
Net cash used in investing activities	(7,863)	(904)
Cash flows from financing activities		
Repayment of long-term loans payable	(118)	(130)
Cash dividends paid	(5,353)	(4,809)
Purchase of treasury stock	(3,000)	(4,783)
Proceeds from sales of treasury stock	163	111
Net cash used in financing activities	(8,308)	(9,612)
Effect of exchange rate changes on cash and cash equivalents	11,866	(7,675)
Net increase (decrease) in cash and cash equivalents	9,821	(6,570)
Cash and cash equivalents at beginning of period	112,301	130,567
Cash and cash equivalents at end of period	122,123	123,997

(4) Notes to Consolidated Financial Statements

(Notes to Going-Concern Assumptions)

None

(Notes to Significant Changes in Shareholders' Equity)

(Purchase of treasury stock)

The Company purchased 2,198,400 shares of treasury stock (total amount of purchase cost: 4,782 million yen) pursuant to a resolution at a meeting of the Board of Directors held on February 14, 2025. As a result, treasury stock at the end of the first half of the current fiscal year was 14,713 million yen.

(Changes in Major Subsidiaries during the First Half)

(Significant changes in the scope of consolidation)

During the first half of the current fiscal year, the Company acquired the shares of OB Kogyo Ltd. (now Mabuchi OB Gear System Co., Ltd.) and added it to the scope of consolidation along with its subsidiaries OB Kogyo (Hong Kong) Ltd. (now Mabuchi OB Gear System Hong Kong Co., Ltd.), OB Kogyo Plastic (Shenzhen) Ltd. (now Mabuchi OB Gear System Shenzhen Co., Ltd.), OB Kogyo (Shenzhen) Ltd., OB Kogyo (Qingdao) Ltd. (now Mabuchi OB Gear System Qingdao Co., Ltd.), OB Kogyo (Philippines) Inc. (now Mabuchi OB Gear System Philippines Inc.), and OB Kogyo (VN) Company Limited (now Mabuchi OB Gear System Vietnam Ltd.).

In addition to the above, during the first half of the current fiscal year, Mabuchi Motor India Private Limited was newly established and has been included in the scope of consolidation.

(Application of Accounting Procedures Specific to Preparation of the First Half Consolidated Financial Statements)

(Calculation of tax expense)

The Company calculates tax expense by rationally estimating its effective tax rate after application of deferred-tax accounting to profit before income taxes for the fiscal year that includes the first half under review and multiplying the first half profit before income taxes by estimated effective tax rate.

(Notes to Changes in Accounting Policies)

(Application of Accounting Standard for Current Income Taxes, etc.)

The Accounting Standard for Current Income Taxes (ASBJ Statement No. 27; October 28, 2022) is being applied from the first half of the current fiscal year.

The revision related to the classification for recording corporate income taxes, etc. (tax on other comprehensive income) is as per the transition measures stipulated in paragraph 20-3 of the Accounting Standard for Current Income Taxes and as per the transition measures stipulated in paragraph 65-2 (2) of the Guidance on Accounting Standard for Tax Effect Accounting (ASBJ Guidance No. 28; October 28, 2022). This change in accounting policy has no effect on the consolidated financial statements.

In addition, the Guidance on Accounting Standard for Tax Effect Accounting is being applied from the beginning of the first half of the current fiscal year, for revisions related to the review of handling in consolidated financial statements when income taxes on profit and loss from the sale of shares, etc. of subsidiaries between consolidated companies are deferred. This change in accounting policy is being applied retroactively to the consolidated financial statements for the respective periods of the previous fiscal year. This change in accounting policy has no effect on the consolidated financial statements for the respective periods of the previous fiscal year.

(Application of Practical Solution on the Accounting for and Disclosure of Current Taxes Related to the Global Minimum Tax Rules)

The Practical Solution on the Accounting for and Disclosure of Current Taxes Related to the Global Minimum Tax Rules (ASBJ PITF No. 46; March 22, 2024) is being applied from the beginning of the first half of the fiscal year. In the first half of the current fiscal year, income taxes related to the global minimum tax rules were not recorded due to the application of ASBJ PITF No.7.

(Notes to Segment Information, etc.)

[Segment Information]

Six Months Ended June 30, 2024 (From January 1, 2024 to June 30, 2024)

1. Information concerning net sales and income (loss) and revenue breakdown by reporting segment

(Millions of yen)

	Reporting Segment					Adjustment (Note 1)	Total reported in consolidated financial statements (Note 2)
	Japan	Asia	North and Latin America	Europe	Total		
Net sales							
Automotive products market	8,571	30,575	17,656	17,725	74,529	—	74,529
Life and industrial products market	853	13,734	993	5,149	20,730	—	20,730
Others	5	0	—	2	7	—	7
Revenue from contracts with customers	9,429	44,310	18,649	22,877	95,267	—	95,267
Other revenue	—	—	—	—	—	—	—
Sales to external customers	9,429	44,310	18,649	22,877	95,267	—	95,267
Intersegment sales and transfers	52,823	46,993	2,468	60	102,344	(102,344)	—
Total	62,252	91,303	21,118	22,937	197,612	(102,344)	95,267
Segment income (loss)	5,545	6,989	(305)	(981)	11,246	(2,082)	9,163

Notes: 1. Segment income (loss) adjustment represents intersegment transaction eliminations.

2. Segment income (loss) is adjusted for operating income reported in the consolidated statements of income.

2. Information concerning impairment loss on fixed assets and goodwill by reporting segment

(Significant impairment losses related to fixed assets)

Not shown as amounts are insignificant.

(Significant changes in amount of goodwill)

Due to a conditional payment from the acquisition of Electromag SA (now Mabuchi Motor Electromag SA) in July 2021, extra goodwill was recognized in the Europe segment. This resulted in a 988 million yen increase in goodwill over the first half of the fiscal year ended December 31, 2024.

Six Months Ended June 30, 2025 (from January 1, 2025 to June 30, 2025)

1. Information concerning net sales and income (loss) and revenue breakdown by reporting segment

(Millions of yen)

	Reporting Segment					Adjustment (Note 1)	Total reported in consolidated financial statements (Note 2)
	Japan	Asia	North and Latin America	Europe	Total		
Net sales							
Automotive products market	10,127	29,886	16,357	17,050	73,421	—	73,421
Life and industrial products market	1,127	13,820	815	5,700	21,465	—	21,465
Others	21	0	2	0	24	—	24
Revenue from contracts with customers	11,276	43,707	17,175	22,751	94,911	—	94,911
Other revenue	—	—	—	—	—	—	—
Sales to external customers	11,276	43,707	17,175	22,751	94,911	—	94,911
Intersegment sales and transfers	47,160	42,716	1,192	159	91,228	(91,228)	—
Total	58,437	86,424	18,367	22,910	186,140	(91,228)	94,911
Segment income (loss)	5,065	6,548	419	(250)	11,783	331	12,115

Notes: 1. Segment income (loss) adjustment represents intersegment transaction eliminations.

2. Segment income (loss) is adjusted for operating income reported in the consolidated statements of income.

**2. Information concerning impairment loss on fixed assets and goodwill by reporting segment
(Significant gain on bargain purchase)**

During the first half of the current fiscal year, the Company acquired all shares of OB Kogyo Ltd. (now Mabuchi OB Gear System Co., Ltd.) and included it in the scope of consolidation, creating a gain on bargain purchase in the amount of 342 million yen in the “Japan” segment and 405 million yen in the “Asia” segment.

The amount of the gain on bargain purchase was tentatively calculated as the allocation of the acquisition cost had not been completed as of the end of the first half of the current fiscal year. Furthermore, because the gain on bargain purchase is recorded as extraordinary income, this amount is not included in the segment income shown above.

(Revenue Recognition)

Information that breaks down revenue from contracts with customers is stated in the “Notes (Notes to Segment Information, etc.)” section.

(Items related to corporate merger, etc.)

1. Overview of the corporate merger

(1) Name and business of acquired company

Company name: OB Kogyo Ltd. ("OB Kogyo")

Business: Manufacture and sales of plastic products for industrial use, molds and jigs. Sales of sliding bearings and lubricants through distributors

(2) Primary reasons for the merger

The company are announcing Management Plan 2030 with e-MOTO as the new business concept to archive the plan. e-MOTO is the concept to define the company's providing value as a "movement". The demands from customer to provide products in complete units are recently increasing and the company is intending to expand business domain by offering not just a simple motor rotation, but more value added "movement" solution to customer. M&A and alliance are planning to be actively considered to archive such a vision.

OB Kogyo Group, which consists of OB Kogyo and its affiliated companies, is a high-precision plastic gear manufacturer that has both mold and molding technologies, and able to propose most appropriate gear solution to customer ensured by an extensive experience cultivated more than 70 years since its foundation. OB Kogyo also has a long track record of manufacturing products worldwide and operating several production facilities in countries such as China, Vietnam and Philippine with capability to provide one-stop service from initial development to mass production in global level.

The gear products, enable multi-axis transmission and speed change of the rotational motion generated by motors, can be more value-added solution by optimal unit design together with motor and gear. By leveraging OB Kogyo's global one-stop extensive gear capability, the company will strive to provide best "movement" solution to customer.

(3) Date of merger

April 1, 2025

(4) Legal form of merger

Acquisition of shares

(5) Company name after merger

Mabuchi OB Gear System Co., Ltd.

(6) Percentage of voting rights acquired

100%

(7) Primary basis for decision to acquire company

The Company acquired the shares in exchange for cash.

2. Period covered for results of acquired company included in Consolidated Financial Statements

From April 1, 2025 to June 30, 2025

3. Acquisition cost and types of compensation paid for the acquired company

Compensation	Cash	666 million yen
Acquisition cost		666 million yen

4. Amount and cause for gain on bargain purchase arising from acquisition

(1) Amount of gain on bargain purchase

748 million yen

However, the amount of bargain purchase was tentatively calculated as the allocation of the acquisition cost had not been completed as of the end of the first half of the current fiscal year.

(2) Cause of bargain purchase

The market value of net assets at the time of the acquisition exceeded the acquisition cost, and that difference is therefore being recorded as gain on bargain purchase.

(Significant Subsequent Events)

(Corporate merger via acquisition)

On July 1, 2025, the Company acquired the small motor business (except for a part of business including overseas subsidiary) of Oki Micro Engineering Co., Ltd. and to make it a subsidiary of the Company.

1. Overview of the corporate merger

(1) Name and business of acquired company

Company name: Oki Micro Engineering Co., Ltd. (“OKI Micro Engineering”)

Business: Manufacturer of small motor for IT equipment, amusement equipment and gas equipment

(2) Primary reasons for the merger

Mabuchi pursues the Management Plan 2030 under the business concept “e-MOTO” that aims to deliver solutions for the various movements desired by our customers and society through our business activities. Mabuchi’s goal of the “e-MOTO” is to accomplish expansion of its business areas as well as its added value by offering various movements not limited to rotation with expanded motor assortments as a core to generate movements and also with solutions composed of controller and unitization.

The purpose of the transaction is to expand motor assortments and capability of unitization based upon “e-MOTO”. OKI Micro Engineering is a manufacturer specializing in various motors and actuators with stepper motor as a core product as well as geared motor and rotary solenoid. In recent years, OKI Micro Engineering has been working on development of new brushless motor product with small size, lightweight, high torque and low power consumption based upon its original technology as well as development of peripheral unit components, that are expected as a new product for future pillar of the business. OKI Micro Engineering located in Fukushima prefecture has established stable business relationship with major domestic and overseas customers by offering solutions to contribute to customer’s issue resolution based upon its technology and know-how accumulated for half a century.

By combining OKI Micro Engineering's technology and product line-up with Mabuchi's technology, sales channel and customers base, Mabuchi will generate synergies and will establish new business through new product and market development in addition to expansion of existing business.

(3) Date of merger

July 1, 2025

(4) Legal form of merger

Acquisition of shares

(5) Company name after merger

MABUCHI MOTOR MICRO TECH CO., LTD.

(6) Percentage of voting rights acquired

100%

(7) Primary basis for decision to acquire company

The Company acquired the shares in exchange for cash.

2. Acquisition cost and types of compensation paid for the acquired company

Compensation Cash 1,188 million yen

Acquisition cost 1,188 million yen

(Setting of limit for purchase of treasury stock and cancellation of treasury stock)

On August 14, 2025, the Company resolved, at a meeting of the Board of Directors, to purchase treasury stock pursuant to the provisions of Article 156 of the Companies Act, applied by replacing terms pursuant to the provisions of Article 165, Paragraph 3 of said Act, and resolved to cancel treasury stock pursuant to the provisions of Article 178 of the Companies Act.

This new share repurchase plan is distinct from the previous one that was approved at the Board of Directors meeting on February 14, 2025.

1. Reasons for purchase and cancellation of treasury stock

The Company will purchase and cancel treasury stock in order to implement a flexible capital policy to respond to changes in the business environment and to improve shareholder returns and capital efficiency.

2. Details of matters pertaining to the purchase of treasury stock

(1) Class of shares purchased

Common stock of the Company

(2) Total number of shares authorized to be purchased

12,000,000 shares (maximum) *1

(9.7% of the total number of shares issued [excluding treasury stock])

(3) Total amount of purchase cost

19.0 billion yen (maximum)

(4) Purchase period

October 1, 2025 to September 30, 2026 *2

(5) Purchase method

Purchase in the open market through discretionary trading

3. Details of matters pertaining to the cancellation of treasury stock

(1) Class of shares to be cancelled

Common stock of the Company

(2) Number of shares to be cancelled

All shares of treasury stock purchased as stated in item 2 above

(3) Scheduled date of cancellation

To be determined

*1 The Company will implement a 2-for-1 stock split with a record date of December 31, 2025 (effectively December 30, 2025). After the stock split takes effect on January 1, 2026, the total number of shares to be purchased will be capped at 24,000,000 shares.

*2 The acquisition commencement will be after the completion of the share repurchase plan set by the Board of Directors meeting held on February 14, 2025.

(Stock split and partial revision to Articles of Incorporation)

On August 14, 2025, the Company resolved, at a meeting of the Board of Directors, to carry out a stock split and to make a partial revision to the Articles of Incorporation to reflect the stock split.

1. Purpose of stock split

The purpose of the stock split is to create an environment conducive to investment and expand its investor base by lowering the price per investment unit of the Company's stock.

2. Outline of stock split

(1) Method of stock split

We will conduct a 2-for-1 stock split with the record date of December 31, 2025 (The day will practically be December 30, 2025) whereby each share of common stock held by shareholders listed on the final registered and/or beneficial shareholders' lists of the same day will be split into two shares.

(2) Increase in shares from stock split

Total shares issued prior to stock split:	130,324,924 shares
Increase in shares due to stock split:	130,324,924 shares
Total shares issued following stock split:	260,649,848 shares
Total number of authorized shares following stock split:	800,000,000 shares

3. Schedule

Record date of public notice:	December 15, 2025
Record date:	December 31, 2025
Effective date:	January 1, 2026

4. Partial revision to Articles of Incorporation

(1) Reason for revision

In accordance with the stock split outlined above, total number of authorized shares as per Article 6 of the Articles of Incorporation is to be amended effective January 1, 2026, pursuant to the provisions of Article 184, Paragraph 2 of the Companies Act.

(2) Details of the revision

The Article is to be revised as follows.

(Revised portion is underlined)

Current Articles of Incorporation	Revised Articles of Incorporation
(Total number of authorized shares)	(Total number of authorized shares)
Article 6. The Company may issue up to <u>400</u> million shares.	Article 6. The Company may issue up to <u>800</u> million shares.

(3) Date of revision

Date of Board of Directors resolution to revise the Articles of Incorporation: August 14, 2025

Effective date of revision: January 1, 2026

5. Effect on per-share information

Per-share information assuming the stock split had been carried out in the year-earlier period is as follows.

	First half of previous fiscal year (January 1–June 30, 2024)	First half of current fiscal year (January 1–June 30, 2025)
Profit per share	¥49.01	¥35.77
Fully diluted profit per share	¥49.00	¥35.77

6. Others

(1) Change in amount of common stock

There will be no change in the amount of common stock as a result of the stock split.

(2) Adjustment to the exercise price of subscription rights to shares

The Company has made multiple issues of subscription rights to shares (stock options). The exercise price will remain unchanged at ¥1 per share, but the number of shares to be granted following the adjustment will be the number of shares to be granted prior to the adjustment multiplied by 2.