Note: The original disclosure in Japanese was released on August 14, 2026 at 12:30 (GMT +9).

August 14, 2026

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Announcement Regarding Changes in Basic Dividend Calculation Standard

Mabuchi Motor Co., Ltd. (the "Company") announces that it has decided to change the basic dividend calculation standard as described below.

1. Summary of Changes

In order to achieve long-term stable dividends, the Company has adopted "Dividend on Equity (DOE)" as an indicator for calculating dividend amounts.

From the perspective of improving capital efficiency, the Company has decided to determine dividend amounts with reference to a Dividend on Equity (DOE) ratio of 3.0% to 5.0%. In addition, through 2030, the Company will maintain a progressive dividend policy as its basic approach to shareholder returns. Furthermore, when the Return on Equity (ROE) or the Price-to-Book Ratio (PBR) falls below a certain threshold, dividends will be paid based on a DOE of 5%, thereby further strengthening shareholder returns.

2. Details of Changes

Before the Change	The Company will calculate dividend according to a Dividend on Equity (DOE) ratio with a target of 3.0-4.0% by comprehensively considering cash flow, business environment and other factors. However, if the Return on Equity (ROE) for the previous fiscal year is below 10% or the Price-to-Book Ratio (PBR) at the end of the previous fiscal year is below 1.0x, dividends will be paid based on a DOE of 4%. Furthermore, if the dividend amount corresponding to a DOE of 4% results in a payout ratio below 50%, the Company will pay dividends exceeding a DOE of 4%, with 50% as the minimum payout ratio.
After the Change	The Company will calculate dividend according to a Dividend on Equity (DOE) ratio with a target of 3.0-5.0% by comprehensively considering cash flow, business environment and other factors. Through 2030, the Company will maintain a progressive dividend policy as its basic approach to shareholder returns. In addition, during the same period, if the Return on Equity (ROE) for the previous fiscal year is below 10% or the Price-to-Book Ratio (PBR) at the end of the previous fiscal year is below 1.0x, dividends will be paid based on a DOE of 5%.

The calculation underlying DOE is based on consolidated net assets at the beginning of the fiscal year.

3. Effective Timing

The change is applied from fiscal 2026 (the fiscal year ending December 2026).

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