



December 22, 2022

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Mabuchi Motor to Acquire Small Pumps Manufacturer Oken Seiko Co., Ltd.

MABUCHI MOTOR CO., LTD. (the “Company”) announces that the Board of Directors’ meeting held today on December 22, 2022, the Company resolved to acquire shares of small pumps manufacturer, Oken Seiko Co, Ltd. (“Oken Seiko”) (the “Transaction”), and has entered into a share purchase agreement on the same date.

1. Purpose of the Transaction

Under the Management Principle of “Contributing to International Society and Continuously Increasing Our Contribution”, “as a corporate citizen of the world, the Company are continuing to contribute to and increase the happiness of all our stakeholders” as part of the Long-term Management Policy. As the Company enter the last year of the Mid-term Management Plan, the Company intend to provide solutions that contribute to resolving issues facing society and customers today, to ensure that the business is on a path of exponential growth through the success of the customers' business, and to expand and focus on the “3 M application fields”, Medical, Mobility and Machinery. The Company will propose solutions which deliver value that the customers truly seek through “Next-Generation Standardization Strategy” that aims to provide stable supply of compact, lightweight, highly efficient motors at reasonable prices, and respond to the diverse unit demands that combine options for motors and peripheral parts in these focus areas.

The Oken Seiko Group, which consists of Oken Seiko and its affiliated companies, is a leading manufacturer of rolling pumps¹ with a history of over 40 years. Oken has unique proprietary technology that produces long-life, low-vibration, low-noise pumps that was developed as a result of responding to customer needs over the years, and has continued to produce and sell small-sized pumps mainly for health and medical

¹ A general term for diaphragm-driven small pumps, consisting of three types: air pumps (positive gas pressure), vacuum pumps (negative gas pressure), and liquid pumps (positive liquid pressure).

equipment, automotive electrical equipment, and home appliances applications. Oken Seiko has a long track record of manufacturing products worldwide and operating several production facilities in countries such as Japan (Nagano Prefecture), China (Dalian) and Vietnam (Dong Nai Province) as well as establishing stable business relationships with major domestic and overseas customers. It also develops, produces, and sells small pumps incorporating the Company's motors, and the Company has worked together as excellent business partners for many years.

The Company will acquire and utilize Oken Seiko's technology, know-how, R&D capabilities, and product lineup of rolling pumps, and promote sales of unit options that integrate small motors and pumps. The Company will also propose value-added solutions including unit sales to the customers, create synergies in the "3 M application fields", and strive to realize vision and corporate philosophy in the long term.

2. Overview of Oken Seiko

(1)	Company name	Oken Seiko Co., Ltd.		
(2)	Location	706 Yanokuchi, Inagi City, Tokyo Japan		
(3)	Representative	Hidehiro KAKIZAWA, President and Representative Director		
(4)	Business description	Manufacture and sale of small pumps for health and medical care equipment, automotive products, and home appliances		
(5)	Paid in Capital	JPY 20 million		
(6)	Established	December 17, 1975		
(7)	Major shareholder and ownership (Note 1)	Hidehiro KAKIZAWA 67.5% Suzuko KAKIZAWA 6.1% OKEN Co., Ltd. 26.4%		
(8)	Relationship between Oken Seiko and the Company	Capital relationship	None	
		Personnel relationship	None	
		Business relationship	Oken Seiko purchases motors from the Company	
(9)	Three-year financial summary (Note 2)			
	Fiscal year ended	September 2020	September 2021	September 2022
	Sales	JPY 3,021 million	JPY 3,216 million	JPY 3,179 million

(Note 1) The major shareholders of Oken Seiko as of December 22, 2022 are as described, but prior to the execution of this Transaction, Oken Seiko acquired all outstanding shares of Oken Co., Ltd. ("Oken"), and in addition to transferring issued shares of Oken Seiko to the transferor as consideration, all Oken Seiko shares held by Oken was transferred as dividends in kind to Oken Seiko (such Transactions collectively referred to as "pre-organizational restructuring"). As a result, the number of shareholders in Oken Seiko (excluding treasury shares) at the time of the execution of this Transaction is expected to be three: Hidehiro KAKIZAWA, Suzuko KAKIZAWA, and Kazue AKAMINE.

(Note 2) As Oken Seiko does not prepare consolidated financial statements, financial figures of the group (the

Company and its three affiliates) were simply combined.

3. Overview of the Sellers

(1)	Name	Hidehiro KAKIZAWA, Suzuko KAKIZAWA, Kazue AKAMINE
(2)	Relationship between the Sellers and the Company	There is no capital, personal, or business relationships between the Company and the Sellers.

4. Transaction overview

The purchase price is confidential due to the agreement with the Sellers, however the Company will acquire 100% of Oken Seiko shares post pre-organizational restructuring for cash considerations. The estimated closing of this Transaction is scheduled for late January 2023, but this may change due to filing procedures with the relevant authorities or other reasons.

5. Future outlook

The impact of this Transaction on the consolidated performance and financial standings of the Company for the current fiscal year is limited.

End of Document

Acquisition of Oken Seiko Co., Ltd., a leading manufacturer of small pumps

Mabuchi Motor Co., Ltd. (Securities code: 6592)

December 22, 2022



Actuating Your Dreams



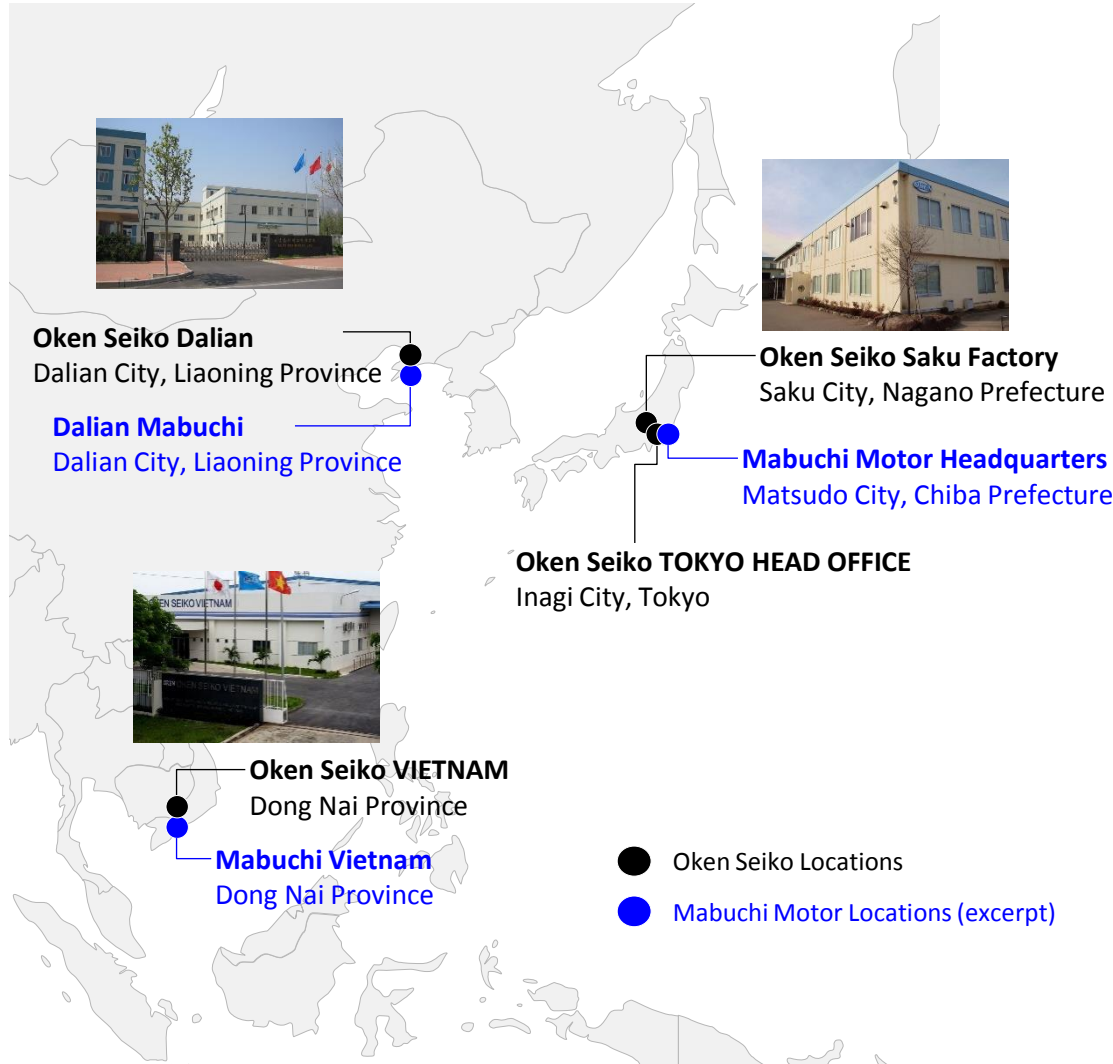


OKEN SEIKO CO.,LTD.



Established : December 17, 1975
Representative : Hidehiro KAKIZAWA
Business : Manufacture and sale of small pumps
Location : <Head office> Japan(Tokyo)
 <Factories> Japan(Nagano), China, Vietnam

Fiscal year ended	Sept. 2020	Sept. 2021	Sept. 2022
Sales	JPY 3,021 million	JPY 3,216 million	JPY 3,179 million



Production operations in Japan, China, and Vietnam that can handle both low quantity and mass production

Solid customer trust established through strict delivery, quality and cost control

Close proximity to Mabuchi Motor's overseas factories that facilitate collaboration and synergy creation



Leading rolling pumps manufacturer with over 40 years' history

Rolling pump: Generic term for small diaphragm-driven pumps

Unique proprietary technology in small pumps

- Product development capabilities cultivated by responding to customer demand
- Proprietary technology that promises long-life, low-vibration, and low-noise

Stable customer base

- Stable business relationships with major blue-chip customers in Japan and overseas, mainly for medical applications such as blood pressure monitors

Proven manufacturing capabilities in Japan and overseas

- Overseas production bases with many years of production experience
- Comprehensive quality control in all facilities

Strengthening and expanding our ability to “provide units” and “proposing solutions” in the mid-term management plan to realize our long-term management goals

Management Principle

Contributing to international society and continuously increasing our contribution

A strong desire to be a company that is indispensable, through increasing contribution to society

Long-Term Management Policy

As a corporate citizen of the world, continuing to contribute to and increases the happiness of all our stakeholders

Achieving and clearly defining our long-term management goals to be realized in 10 years, in terms of what we will achieve and what value we will provide to our customers and other stakeholders

Mid-Term Management Plan (2021-2023)

Providing solutions to issues which society and customers are facing

Provide solutions to problems facing society and customers, while accelerating the growth of our business through the success of our customers' business

Pursuit of technology

- Small, light, highly efficiency

Standardization

+

- Balance between quality and cost
- Ability to provide stable and prompt supply

+

Areas of focus

- Ability to provide units
- Ability to propose solutions

Acquired Oken Seiko as a concrete action to achieving our mid-term management plan

By integrating Oken Seiko with our group, we will strengthen our ability to respond to unit options and further expand in the 3 M application fields

Next-generation Standardization Strategy

Motor Sales

"Multi-purpose development of standard products" and "Standard product groups that meets the needs of each application"

Unit Options

Multiple combination of unit options will become available for customers allowing us to efficiently meet diverse needs

Particular focus on the 3 M application fields

Mobility

EV, AGV/AMR and personal mobility



Medical

Medical equipment

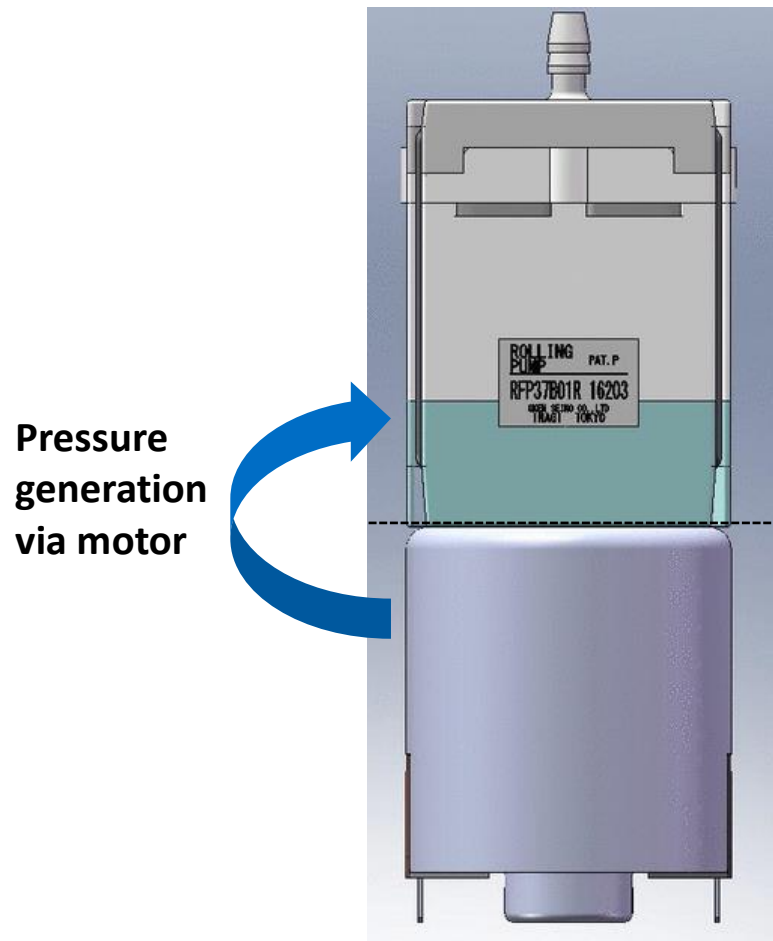


Machinery

Robots and industrial equipment



By combining Oken Seiko, we will acquire capabilities to propose new solutions and unit options for fluid transfers in all businesses including the 3 M application fields



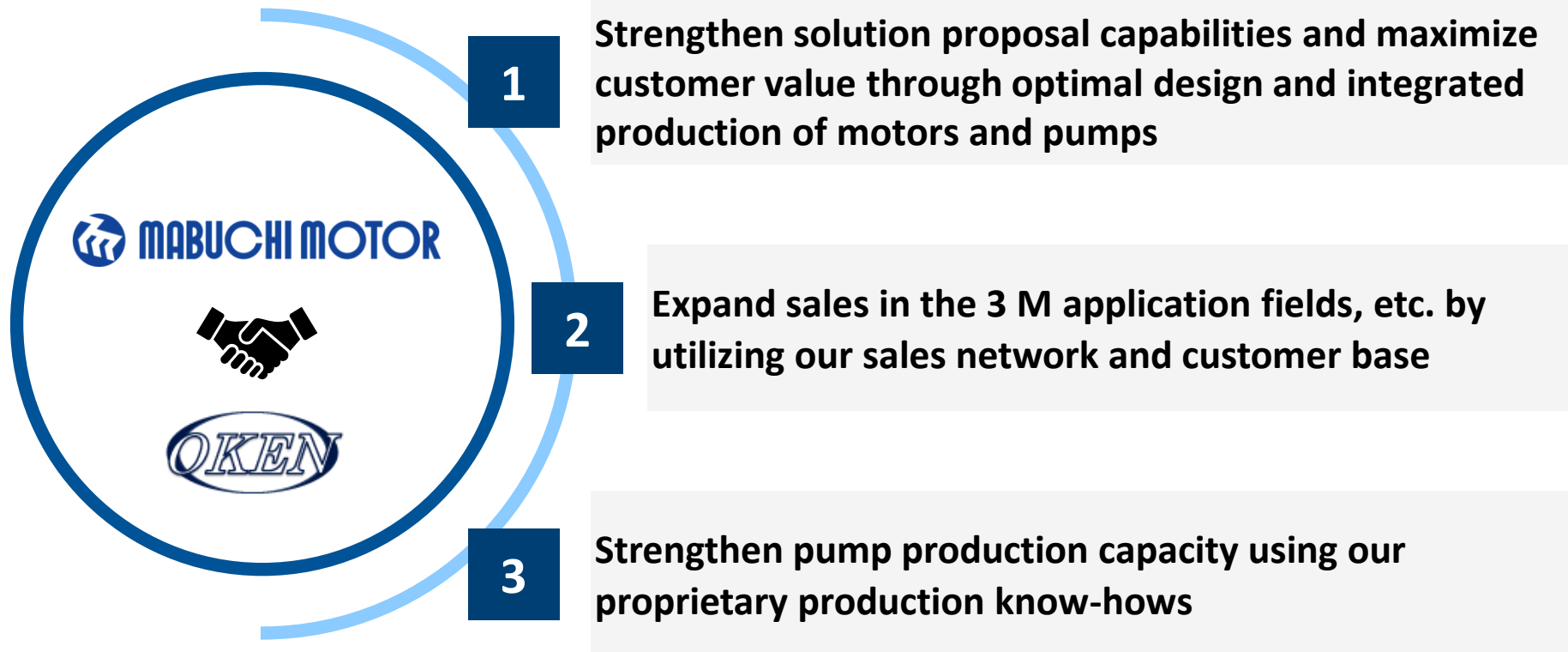
Rolling pump (Oken Seiko business domain)

Produces pressure using rotational power that enables fluid transfers (gases and liquids)

Motor (our business domain)

Converts electric power into rotational power

Accelerated achievements of the mid-term management plan through synergy creation





Mabuchi Motor's highly refined technology for small DC motors provides safe, eco-friendly, and reasonably priced motive power that enhances safety and comfort in the lives of people everywhere.

