



Oriental motor

Oriental Motor Report 2025

Think Motion

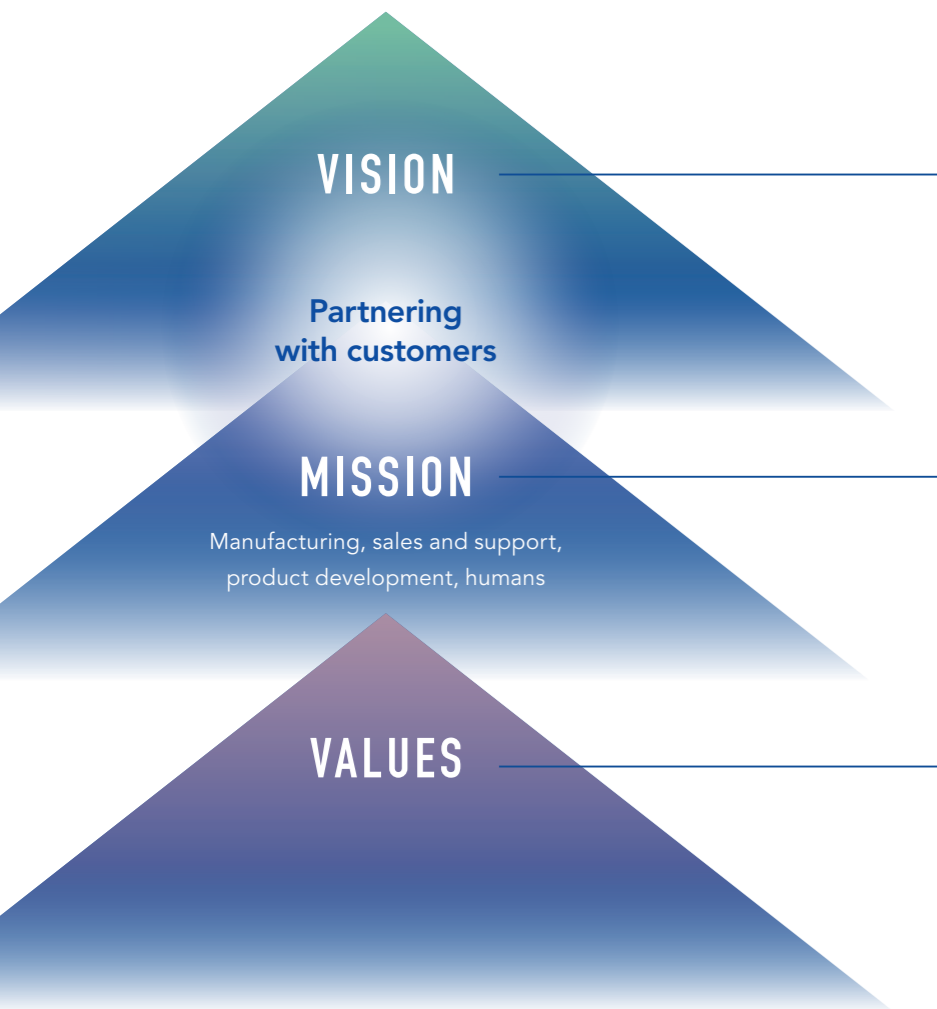
Constantly Thinking about Motion, Generating Ideas, and Delivering Solutions

Motors that realize a variety of “motion.”

By swiftly responding to ever-changing social needs across fields such as industry, medical care, food, and transportation, Oriental Motor continues to contribute to social and industrial developments, as well as environmental sustainability.

This report introduces a variety of initiatives undertaken by the Oriental Motor Group to envision a better future and deliver solutions through its motion technologies.

Goals of Oriental Motor



Vision

To build a society where people can live a secure and sustainable lifestyle pleasantly through the things we have built together with our customers — both tangible things such as products and intangible things such as systems, technologies and user experiences.

Mission

To provide support through our motion control systems - via hardware, software and human aspect - for engineers (i.e. our customers) who strive to take the first step to make our tomorrow better. Providing our motion control systems to such engineers enables us to deliver experiences and excitement that not only meet but also surpass their expectations, while allowing us to create value that provides the “Wow!” factor around the world.

Vision

At Oriental Motor, we share our action guidelines (values) throughout the company and pursue the realization of our mission and vision.

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Scope of Reporting

This report mainly covers Oriental Motor Co., Ltd. and its Group companies in Japan.

Reporting Period

From April 1, 2024, to March 31, 2025

Date of Publication

September 2025

Creating Next-Level Value through Challenges and Speed

Looking back on FY 2024

In FY 2024, the inventory correction phase in the semiconductor manufacturing equipment industry showed signs of recovery, and our business performed strongly in overseas markets, leading to greater sales and profits than in FY2023. In this second year of our medium-term management plan, in which we aim for further sales growth, we focused on expanding our new robot and sensor businesses to meet the rapidly growing need for automation in the industrial sector.

Additionally, we started an equipment sales business utilizing the manufacturing and production technological capabilities we have cultivated over the years. Along with this expansion into a new business area, we are accelerating the activities of existing businesses to realize product development that meets the needs of customers around the world with a greater sense of speed than ever before. By steadily driving both our new and existing businesses, we aim to further expand our sales.

Meeting market needs with greater speed

The business environment surrounding us is ever-changing. In order to respond more quickly and flexibly to these changes, we have been shifting to a new organizational structure and workflows since FY 2024. For example, we are advancing collaborative manufacturing across production sites, consolidating product development within the engineering departments, and in the sales departments, setting up a specialized team to address product development needs in rapidly growing global industries while also strengthening our market analysis and marketing functions. By connecting the dots between customer issues and needs, we aim to accelerate product development and respond to market demands faster than ever before.

Contributing to solving customer challenges through motion technology

Two years have passed since the launch of the new employee assessment system in FY2023, and we have been steadily improving the environment to help each employee enhance their skills, while fostering a corporate culture that better enables us to envision how individual traits and skills can be leveraged in our work. Furthermore, to fully realize the potential of the new organizational structure, a proactive attitude toward boldly embracing unprecedented challenges and initiatives is required.

Even as society changes at a rapid pace, the value and demand for motion itself will never disappear. The question is how we can respond flexibly and swiftly to increasingly complex customer challenges, such as

talent acquisition, productivity and quality improvement, and environmental sustainability, through our motion technology. As a motion systems manufacturer supporting everything from the small movements that enable first steps to the dynamic, synchronized motions that drive success, we will continue to deliver experiences and excitement beyond expectations, supporting businesses around the world.

President



Eiji Kawahito



Semiconductor manufacturing equipment

Food processing equipment

CT scanners

Automated guided vehicles (AGVs)

Envision Motion

Realize Motion

A Value Creation Process for Solving Social Issues

By swiftly responding to Oriental Motor envisions solutions through its

ever-changing social needs, a better future and delivers motion technologies.

Change with Motion

Service robots

Agricultural robots

ETC gates

Automatic ticket gates

Wind and solar power

Security gates



Envision Motion

Design & Development

By accurately identifying a wide range of customer needs, Oriental Motor researches and develops products that enable a variety of motion solutions. We continuously strive to contribute to diverse fields through our ever-evolving technological development and extensive product lineup.



High
Output

High
Efficiency

High
Precision

Compact

Safety

Reliability

Long
Service Life

Good
Design

Low Vibration
Low Noise
Low Heat
Generation

Usability

Standardization

Eco-
Friendliness

Technology and Development to Meet Motion Needs

Featured Products in FY 2024



Mobile Robot Controller MVC01

- Equipped with travel control functions for transport robots, such as AGVs and AMRs
- Includes dedicated PC software that supports everything from setup to maintenance
- Detects slippage by accurately acquiring positional information using an IMU
- Compact size for easy integration into designs



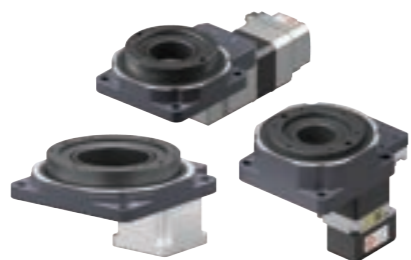
Teaching Pendant for Robot Controllers TPW01

- Intuitive control via touch screen
- Wired or wireless connection to the MVC01 via EtherNet/IP™
- Equipped with Windows® 10 IoT Enterprise LTSC



750W Servo Motor AZX Series Lineup Expanded

- Equipped with battery-free absolute sensors
- Compatible with EtherCAT, EtherNet/IP, and PROFINET
- Certified for functional safety: SIL 3 and PL e (Category 3)
- GR and FR geared types added



Hollow Rotary Actuator DG II Series Lineup Expanded

- Added a new lineup of thinner horizontal motor mount type
- Added cross-roller bearing for a 60 mm frame size vertical mount type
- Added options for integration with servo motors



LA (Linear Actuator) Attachment

- Mounted directly to the motor to achieve linear motion
- Uses a lead screw and resin nut assembly with high abrasion resistance
- Frame size: 30 mm, 42 mm
- Stroke: 50-300 mm
- Maximum thrust and self-locking linear motion up to 100 N (Frame size: 42 mm)

EtherNet/IP™ is a trademark of ODVA. EtherCAT® is a registered trademark and patented technology licensed by Beckhoff Automation GmbH, Germany. PROFINET is a trademark or registered trademark of PROFIBUS Nutzerorganisation e.V.

Featured Technologies in FY 2024

Featured Technologies (1)

αSTEP AZ Series Right-Angle FC Geared Type Frame Size 35 mm

The αSTEP AZ Series Right-Angle FC Geared Type is a compact right-angle geared motor that uses face gears. By positioning the motor perpendicular to the load shaft, it can reduce motor overhang in equipment, achieving space savings and a more compact design.

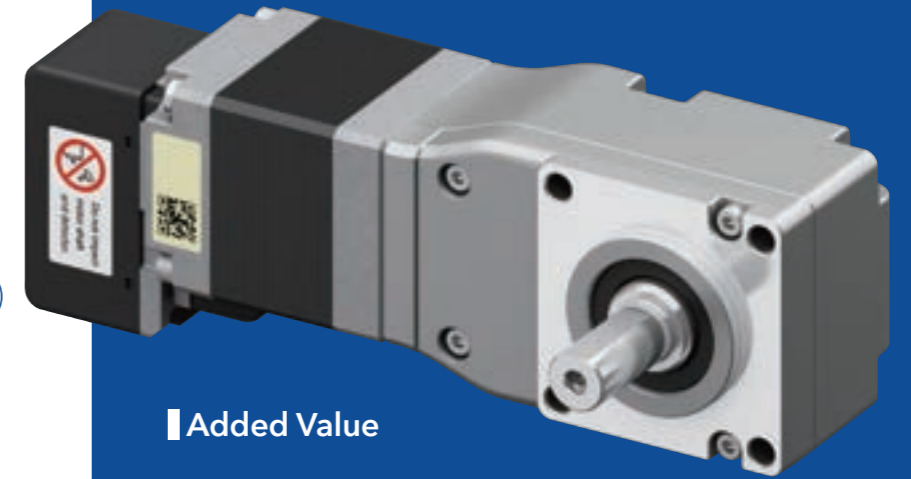
The lineup of αSTEP AZ Series Right-Angle FC Geared Type has traditionally included 42 mm and 60 mm frame sizes. In response to growing market demand for space-saving, compact designs, we have newly launched a 35 mm frame size version, the smallest in the industry.*

*According to our survey in October 2023, when this product was launched

Won the Electric and Electronic Component Award at the 2024 'CHO' MONODZUKURI Innovative Parts and Components Awards

The αSTEP AZ Series Right-Angle FC Geared Type received the Electric and Electronic Component Award at the 2024 'CHO' MONODZUKURI Innovative Parts and Components Awards, sponsored by the MONODZUKURI Nihon Conference and Nikkan Kogyo Shimbun, Ltd.

This product was recognized as the industry's smallest size,* featuring an innovative method for adjusting the tooth engagement of the face gears, improved positioning accuracy, and a design that meets the growing market demand for compact, space-saving solutions. We will continue to develop products that address our customers' diverse needs.



Added Value

- Reduces motor overhang

Compact, space-saving size

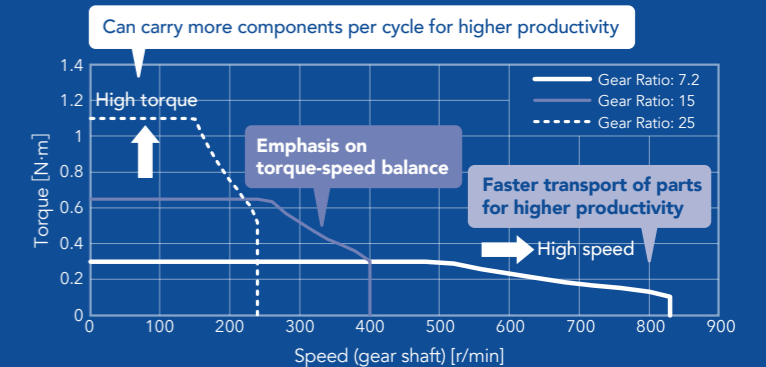
Right-Angle FC Geared Type

Standard Type



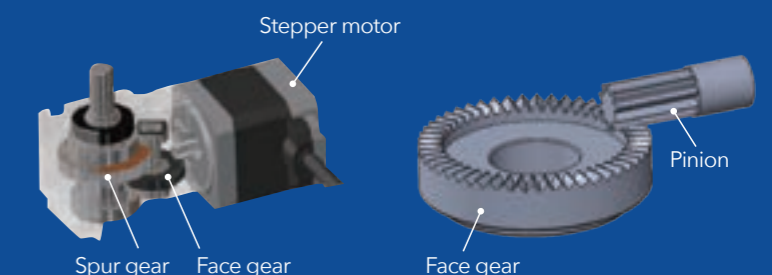
Reduced overhang

- High torque across a wide torque range



Development of Compact Face Gears

The FC Geared Type is a right-angle type gear unit composed of a face gear and a spur gear. Our proprietary high-precision processing technology has enabled smaller, stronger face gears, resulting in a compact right-angle gear unit with reduced backlash.



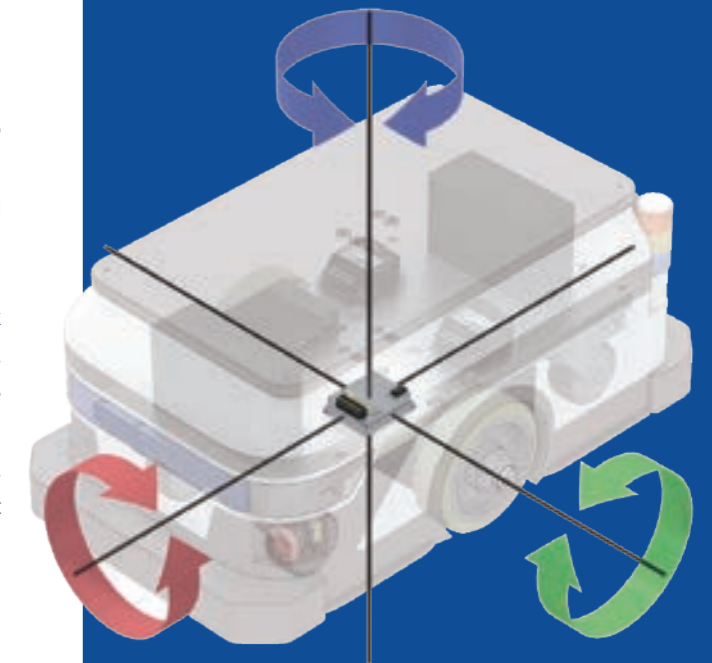
Featured Technologies (2)

Mobile Robot Controller MVC01

With the declining birthrate and aging population reducing the workforce, automation and labor-saving initiatives have become increasingly important at production sites. In particular, demand is growing for automating simple tasks and material transport, which have traditionally relied on human labor. To support this shift, we are developing transport robot technologies, including control systems for AGVs and AMRs.

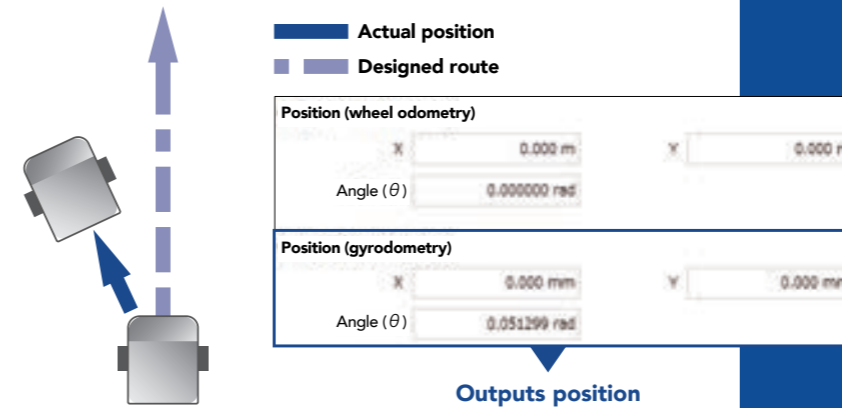
Outputs precise position information

The **MVC01** can output precise position data (gyro odometry data) using a built-in IMU. Gyro odometry is a method for estimating a robot's position by combining data from an IMU and motor encoders. With the integrated IMU, the system can monitor the transport robot's actual acceleration and angular velocity, allowing it to track posture and motion independently of motor behavior. When operating in unstable environments, slippage and similar factors can introduce discrepancies between the robot's actual position and its calculated position. In such cases, acquiring gyro odometry data via a host controller enables navigation based on accurate positional information, even in areas where wheel slip is likely.



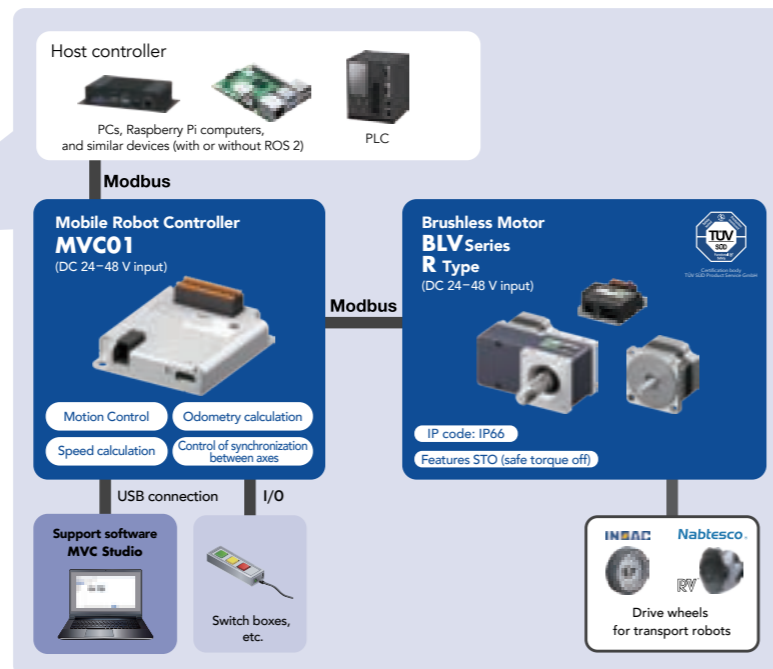
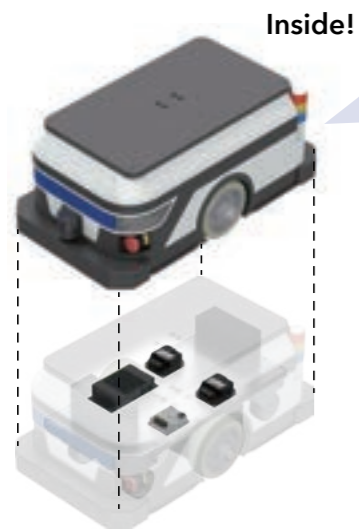
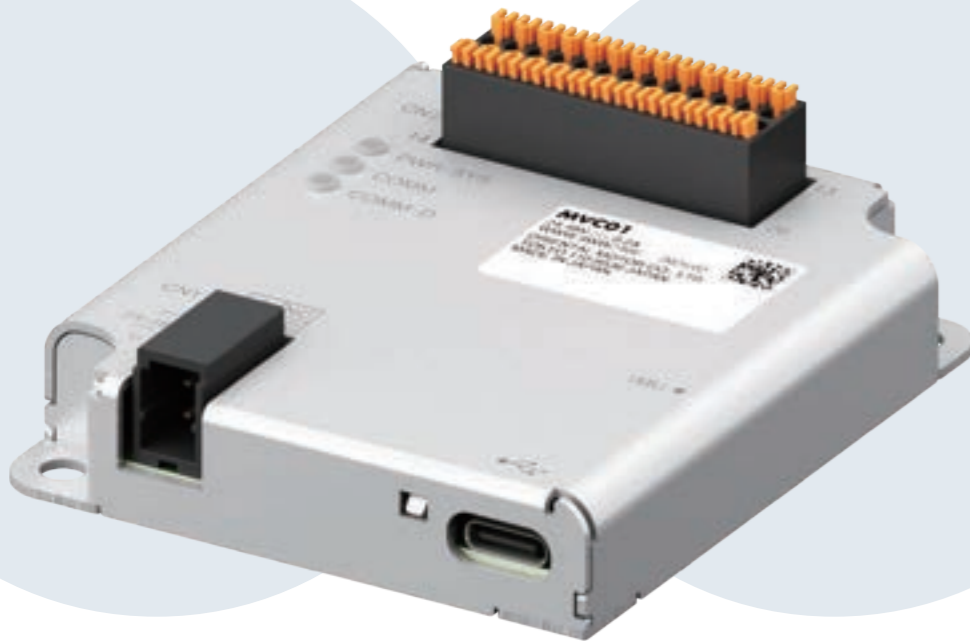
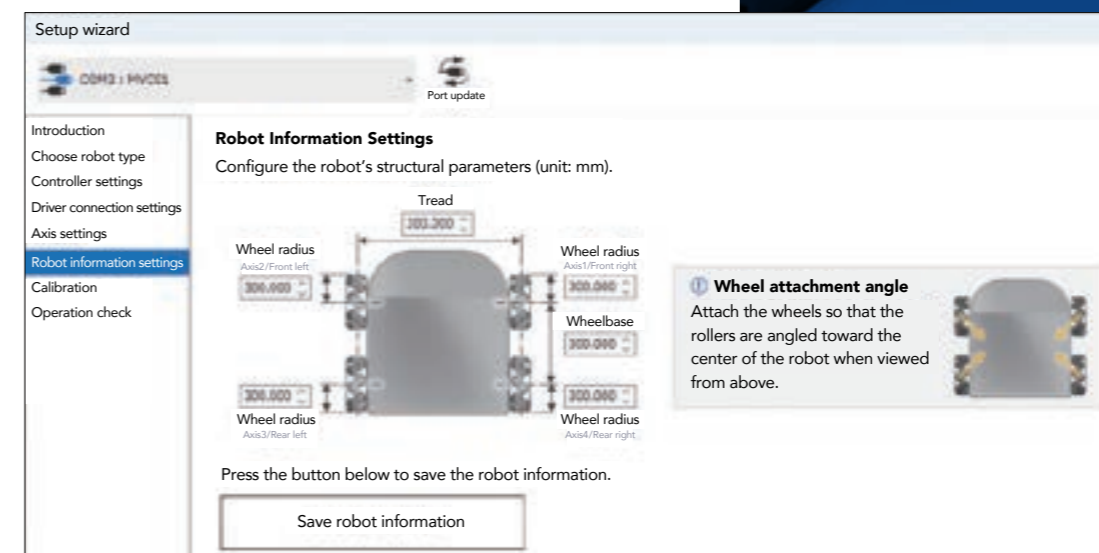
Inertial measurement unit (IMU)

A sensor that combines an acceleration sensor and a gyroscope to detect three-dimensional inertial motion (translational movement along the three cartesian axes and rotational motion)



More customizable wheels and driving methods

Modular travel control allows for greater customization of wheels and drive methods. Users can adjust settings such as robot type, wheel size, and mechanical configuration to match their specific transport robot. Additionally, since the **MVC01** supports drive wheel motors, it helps reduce the design workload for the robot's running mechanism.



Product Overview

The Mobile Robot Controller **MVC01** controls the motors of transport robots based on commands from a host controller. It is capable of controlling multiple Brushless Motor **BLV** Series **R** Types. With a built-in IMU (inertial measurement unit), it can output highly accurate location information (gyro odometry data).

Added Value and Technical Capabilities

Equipped with a travel control function

The **MVC01** is equipped with travel control functions essential for the movement of transport robots. Transport robots determine their motion based on inputs from sensors and other devices, and to carry out this motion, the robot's intended movement must be converted into the motion of each individual wheel motor. This conversion requires calculations based on various factors, including wheel shape, mounting positions, and gear ratios.

The **MVC01** allows users to easily configure these parameters through an intuitive UI and performs control based on the configured settings. As a result, the robot can operate without the user needing to directly manage motor control. It is also compatible with the Brushless Motor **BLV** Series **R** Type and uses ID Sharing Mode for control, enabling highly synchronized operation. Because the **MVC01** handles these core functions, it reduces the software development workload for transport robots, allowing developers to focus more on host applications.

Product Safety and Reliability

To ensure our products can be used with confidence, we are committed to establishing testing frameworks for evaluating safety and reliability and developing the relevant standards.

Product Safety and Testing Framework

Oriental Motor's products comply with major safety standards, laws, and regulations worldwide, including those in Europe, North America, and Asia. In order to further ensure safety, the Product Safety Testing Laboratory and EMC Testing Laboratory were established within the Tsukuba Plant. These laboratories are managed under the international standard ISO/IEC 17025 Laboratory Management System as independent entities, separate from our business departments, to ensure fair and objective testing from a neutral standpoint.

The Product Safety Testing Laboratory is also registered as an accredited testing facility by third-party associations, VDE and Underwriters Laboratories. It is certified for 38 safety standards and 234 types of tests, including the IEC 60034-1 motor standard, the UL 1004-1 motor standard, the UL 61800-5-1 power drive system standard, and the IEC 62368-1 IT equipment standard. This enables us to conduct in-house testing for a wide range of third-party certified products and

respond quickly to changes in parts and materials.

The EMC Testing Laboratory, which evaluates product-specific characteristics related to electromagnetic noise, is staffed by EMC testing engineers who are well-versed in our product designs. Operating our own EMC testing facility allows us to continuously accumulate expertise in testing and analysis. Furthermore, various measures to reduce measurement uncertainty ensure high reproductivity and precise testing.

Together, the Product Safety Testing Laboratory and EMC Testing Laboratory support not only the rapid development of new products but also the stable supply of existing ones.

Contributing to Safety and Reliability Standard Development

As a company providing products that support advanced automation, we recognize our responsibility to help build a safer society that offers peace of mind to all. By contributing to the development of safety and reliability standards, some of which are listed below, we help address social challenges through automation while enhancing the safety and reliability of our own products.

Electrical safety: UL 1004 series of standards for Rotating Electrical Machines

Functional safety: IEC 61508 (functional safety), ISO/IEC TR 5469 (functional safety and AI systems)

Sector of Dependability: IEC/TC 56 Dependability Dependability JIS Draft Creation Committee

Conducting Environmental Testing to Enhance Product Reliability

Our products may be returned earlier than their expected lifespan due to the effects of various environmental factors and usage conditions. To address this, during new product development, we conduct environmental testing under conditions that simulate actual customer operating environments, including temperature, humidity, and vibration. Products are brought to market only after their reliability has been validated.

In the event of product malfunctions, we investigate and analyze the root causes and failure mechanisms based on fundamental principles to improve our products. This work is carried out by dedicated engineers at the Reliability Technology Center of the Tsukuba Plant and plays a vital role in developing reliable products.



Reliability Technology Center

Major Testing Equipment Owned by Oriental Motor



Coordinate measuring machine
Image measuring machine
Roundness measuring instrument
Surface texture and contour measuring instruments



Stereo microscope
Metallurgical microscope
Scanning electron microscope (SEM)
Energy dispersive X-ray spectroscopy (EDX)
Fourier transform infrared spectrophotometer (FT-IR)



Combined temperature and humidity, vibration testing machine
Thermal shock testing machine
Highly accelerated temperature and humidity stress test (HAST)
Salt spray testing machine
Temperature and humidity chamber
Precision universal testing machine
Drop testing machine
Compact low and constant temperature chamber



Product Safety Testing Laboratory



EMC Testing Laboratory



Scanning electron microscope (SEM)



Combined temperature and humidity, vibration testing machine



Realize Motion

Production & Sales

Quality Policy

Oriental Motor shall endeavor to improve product quality by the development and standardization of products that meet customer needs, stable manufacturing, and continuous improvement activities conducted by all our employees based on their own roles within the company.

1. Continual Improvements

All our employees shall recognize the importance of quality and continuously improve product quality through a smooth PDCA cycle in each workplace.

2. Customer Satisfaction

We shall sincerely listen to customers' voices and reflect their feedback in our products and services, in order to improve customer satisfaction.

3. Legal and Regulatory Compliance

We shall comply with social needs, including laws and regulations and agreements with customers and suppliers.

4. Quality-related Education

We shall endeavor to place an emphasis on education for quality as well as originality and ingenuity of our employees, so that we can obtain additional technical skills and improve quality.

To achieve these ends, we shall establish and operate a quality management system, and make continual improvements to this system.

Enacted on January 6, 1994
Revised on April 1, 2023



Initiatives for Stable Supply and Quality Assurance

Toward achieving stable supply

To adapt to changing social conditions and reliably deliver products to customers under any circumstances, we are working to strengthen our production capacity.

Productivity increased to 142% over 5 years

In FY2023, our production departments set the goal of raising production capacity to 155% of the FY2019 level by FY2028. To that end, we have been focusing on three key initiatives: 1) Promoting automation, 2) Optimizing production processes, and 3) Enhancing TPM (Total Productive Maintenance) activities.

To promote automation, we deploy our own compact articulated robots that can be easily installed on existing equipment, along with simple-to-program robot controllers. This "simple automation," featuring a slim and straightforward design, is incorporated at key points on the line to simultaneously improve production efficiency and quality.

These efforts not only boost productivity but also contribute to the development of younger engineers and the accumulation of technical know-how through equipment installation, creating a virtuous cycle that enables smooth new product launches and stable supply. For process optimization, we continuously review workflows, focusing on streamlining transitions and preparation stages to reduce bottlenecks and eliminate waste.

In recent years, our TPM activities have been steadily taking root at each of our sites. Last year, the Takamatsu Company (Kozai and Kokubunji Plants) won the "TPM Excellence Award Category A" from the Japan Institute of Plant Maintenance. Following this achievement, we have shared our ongoing improvement activities at external events such as the Manufacturing & Field Case Study Fair and the TPM Ladies Conference, fostering exchanges with other companies. By incorporating best practices from other organizations, we have further reduced losses and improved productivity. As a result, FY 2024 productivity reached 142% of FY2019.

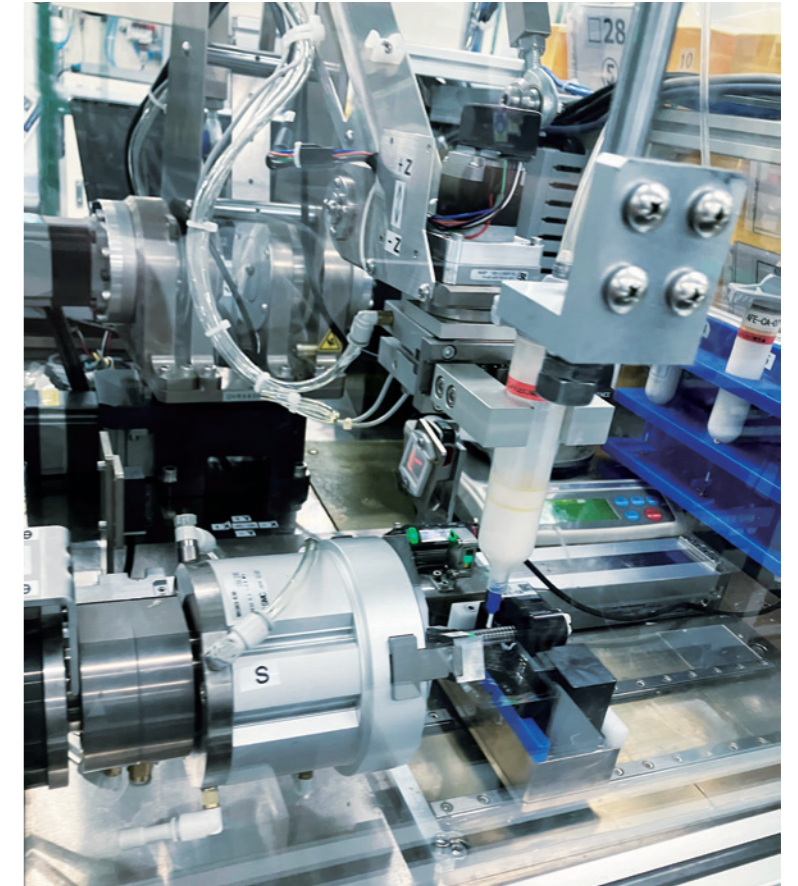


Automation Example 1: Grease Application Device

We use our in-house hollow rotary actuator and a chuck to securely hold the workpiece. By quantifying the previously manual grease application process, we successfully automated it using in-house robots and verified proper application through image inspection.

In this case study, by automating the grease settling process, we were able to incorporate it as an in-process quality control step. Replacing the manual method with automation stabilized the grease volume, reduced variability, and opened up possibilities for broader application in the future.

Video of the grease application device



Grease application using our in-house robot (Tsuchiura)



Workpiece transfer using our in-house robot (Noshiro)

Automation Example 2: Workpiece Transfer

After machining, the workpiece is transferred using an electric linear slide and flipped by a mechanism with an actuator. Our in-house robot and a chuck set the workpiece into the washing machine. After cleaning, it is removed and transported via conveyor.

In this case study, we were able to eliminate manual cleaning, achieving workforce optimization as well as reduced cycle and lead times. Automating the loading and unloading of the washer prevents errors such as drops, and since it can be retrofitted to existing equipment, it can be applied in a wide range of uses.

A skilled team supporting production technology

Oriental Motor provides precision compact motors, and the components that make them also require high precision. To achieve this, our factories are equipped with advanced precision machining equipment in well-maintained, climate-controlled environments. However, even the best environment and equipment cannot produce precise parts without skilled personnel who can fully utilize them. Within the company, we actively encourage employees to take the National Skill Test, which requires broad knowledge

and technical ability. Currently, about 70% of machining employees have passed some form of this skill certification. The combination of a high-quality environment, advanced precision machining equipment, and skilled personnel enables the production of Oriental Motor's high-precision components.

Additionally, around half of the manufacturing division holds the Autonomous Maintenance Technician certification related to equipment maintenance. At the Takamatsu Company, recipient of last year's TPM Award, about 70% of employees have this certification, helping improve their knowledge of effective equipment use.

Number of Certified Skilled Workers in FY 2024

(Unit: People)

Job Category	Job Name	Advanced	Grade 1	Grade 2	Grade 3	Total
Mechanical Processing		3	-	-	-	3
	Ordinary Lathe	-	1	6	2	9
	Numerically Controlled Lathe	-	8	24	6	38
	Hobber	-		7		7
	Machining Center	-	6	6	3	15
Non-contact Removal Processing	Numerically Controlled Milling Machine	-		1		1
	Wire EDM	-	2	1		3
Die Casting		3	-	-	-	3
	Cold Chamber Die Casting	-	6	10		16
Plastic Molding		-		1		1
	Injection Molding	-		1		1
Metal Heat Treatment	General Heat Treatment	-	4	10		14
	Carburizing / Carbonitriding / Nitriding	-	3	2		5
	High Frequency / Flame Hardening	-	1	4		5
Mechanical Maintenance		2	-	-	-	2
	Mechanical Maintenance	-	33	112	21	166
	Electrical System Maintenance	-	4	30		34
	Equipment Diagnostics	-	3	6		9
Mechanical Inspection		-		7	100	107
	Mechanical Inspection	-		7	100	107
Total		8	71	227	132	438

Number of Autonomous Maintenance Technicians in FY 2024

(Unit: People)

	Grade 1	Grade 2	Total
Number of Certified Employees	178	219	397



Collaborative Initiatives with Suppliers

Basic Policy of Procurement

To ensure a stable supply of products and conduct environmentally responsible material procurement, close cooperation with our suppliers is essential. We are committed to fair and optimal business practices by complying with legal and social requirements and honoring our agreements.

Compliance with Laws, Regulations, and Social Norms	We conduct procurement activities in compliance with all relevant trade laws and regulations. Additionally, we do not disclose confidential transaction-related information to third parties without explicit permission.
Fair and Equitable Business Transactions	We provide all suppliers with fair and equitable opportunities to engage in business with us, regardless of region, size, or track record. By conducting transactions on an equal footing, we aim to build long-term, cooperative relationships that support mutual prosperity and sustainability.
Promotion of Green Procurement	To support environmental conservation, we have established and operate a management system that complies with regulations on chemical substances contained in products. We actively promote initiatives to not include, use, or emit hazardous substances. Accordingly, we also request our suppliers to establish their own management systems for controlling chemical substances in products.
Optimal Business Transactions Based on Comprehensive Evaluations	We conduct business transactions based on a comprehensive evaluation of factors such as quality, delivery timelines, cost, supply stability, technological development capabilities, and overall business stability.
Refusal to Trade in Conflict Minerals	With the cooperation of our suppliers, we conduct investigations into conflict minerals (tantalum, tin, tungsten, and gold) that may fund armed groups involved in human rights violations in the Democratic Republic of the Congo or neighboring countries, and we work to eliminate their use.

Promotion of International Procurement

As market environments continue to change rapidly on a global scale, we are advancing international procurement while working with our suppliers to enhance supply capabilities. Using our overseas subsidiaries as our hubs, we engage in direct communication with local suppliers to build reliable systems that ensure the stable supply of locally quality-assured components.

Communication with Our Suppliers

- Building lasting partnerships through dialogue and information exchange
- Visiting supplier sites to engage in on-site discussions based on actual conditions when improving quality, delivery, and cost
- Communicating with the aim of enhancing our suppliers' corporate value
- Conducting technical information exchange events to support better product development
- Leveraging online communication tools



Quality inspection at GUANGZHOU ORIENTAL MOTOR



At a technical information exchange event



Customer Support and Service Systems

Offering optimized support across multifaceted channels

In addition to in-person and phone-based communication, we fully utilize online tools in order to deliver excellent service that matches each customer.

- Our website
- Seminars
- e-learning
- Customer Support Center
- Field service
- Product selection support

We began offering new, paid support options to help realize the precise kinds of motion our customers require while ensuring quick and smooth start-up. In addition to our existing free options, such as the Customer Support Center, technical seminars, and field service, we offer comprehensive support ranging from installation to operation and maintenance. This includes program support for motor control, assistance with wiring and setup, and emergency recovery support in case of motor failure or replacement. Our experienced engineers offer tailored advice based on on-site conditions to aid in effortless start-up and operation, provide prompt troubleshooting, and contribute to failure prevention and stable equipment operation. We remain committed to providing comprehensive support that enhances productivity, extends service life, and optimizes operational costs, ensuring our customers' systems consistently perform at their highest potential.

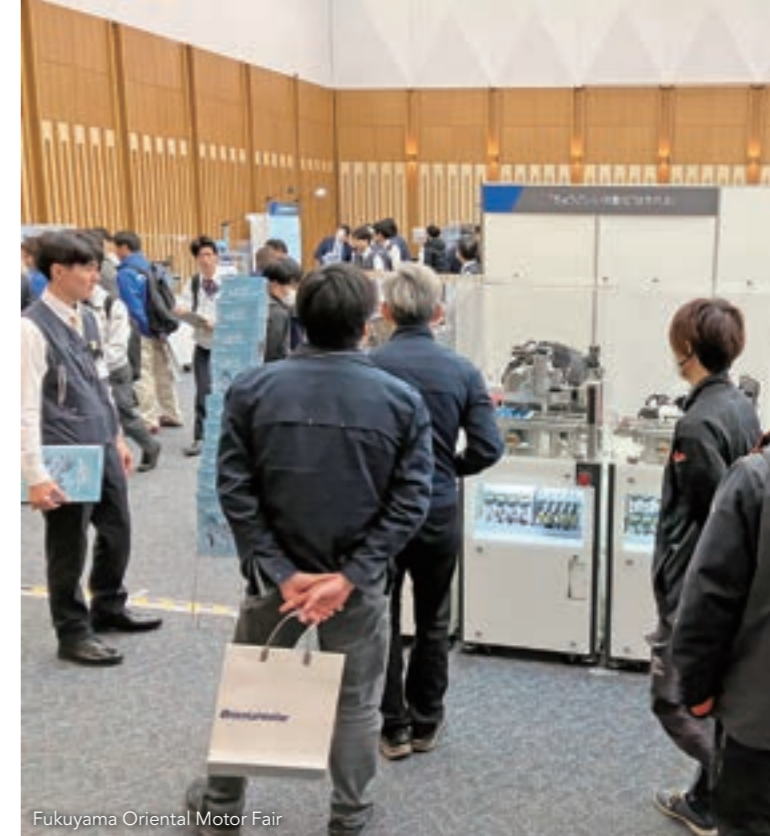
Promoting our latest developments at exhibitions

Through our participation in exhibitions during fiscal year 2024, we promoted solutions to issues customers face, such as labor-saving, automation, and productivity improvement.

Building on our in-house robotics initiative launched in FY2023, in FY 2024 we showcased practical applications of automation using actual in-house equipment, including press-fitting, screw-tightening, and liquid application systems, to inspire new automation ideas.

The 2024 fiscal year saw us exhibit at specialized industry shows such as the Mechanical Components & Technology Expo, Robot Technology Japan, and the Pharma Digital Transformation Expo.

We also displayed our in-house robotics solutions and self-developed products at our private exhibition, Oriental Motor Fair, under the theme of "New Motion, New Value." In addition to Fukuyama, where the event was hosted for the first time in eight years, many guests visited our venues in Iseaki, Kanazawa, and Hamamatsu.



Fukuyama Oriental Motor Fair



Smart Production Solutions 2024 (Germany)

Major Showings at Trade Shows in FY 2024

Area	Trade Show Names
Tokyo	M-Tech Tokyo
Nagoya	Robot Technology Japan 2024
Osaka	M-Tech Kansai
Fukuoka	Monozukuri Fair Kyushu 2024
Osaka	Pharma Digital Transformation Expo Osaka
Boston	Robotics Summit
Chicago	Automate 2024
Santa Clara	RoboBusiness
Chicago	PACK EXPO International 2024
Parma	SPS Italia
Bologna	MECSPE Bologna 2025
Jena	W3+ Fair Jena
Duesseldorf	all about automation
Nuremberg	SPS 2024 Nuremberg
Shenzhen	Shenzhen South China International Industry Fair (SCIIF)
Shanghai	China International Industry Fair (CIIF) productronica China 2025
Taipei	Taipei Automation 2024
Taipei/Tainan/Hsinchu	2025 Motor Fair
Kuala Lumpur	Metaltech 2024
Bangkok	Manufacturing Expo 2024 METALEX 2024
Ho Chi Minh City	MTA Vietnam 2024
Delhi	Amtex 2024
Mumbai	Automation Expo 2024
Jakarta	Manufacturing Indonesia 2024

FY2024 Private Oriental Motor Fair Events

Area	Date	Number of Visitors
Iseaki	July 26	300
Kanazawa	October 22	324
Hamamatsu	November 15	473
Fukuyama	November 26	336



Change with Motion

Problem Solving & Value Creation

Delivering Optimal Motion Solutions

When customers around the world seek to create a specific type of motion or achieve something new, Oriental Motor's diverse product lineup helps them solve their challenges.

Automation

Productivity Improvement

Scientific Development

High Efficiency & Resource Conservation

Safety & Security

Supporting Automation and Workload Reduction through Robotics



Chief, Sendai Regional Office
Takafumi Shigeno

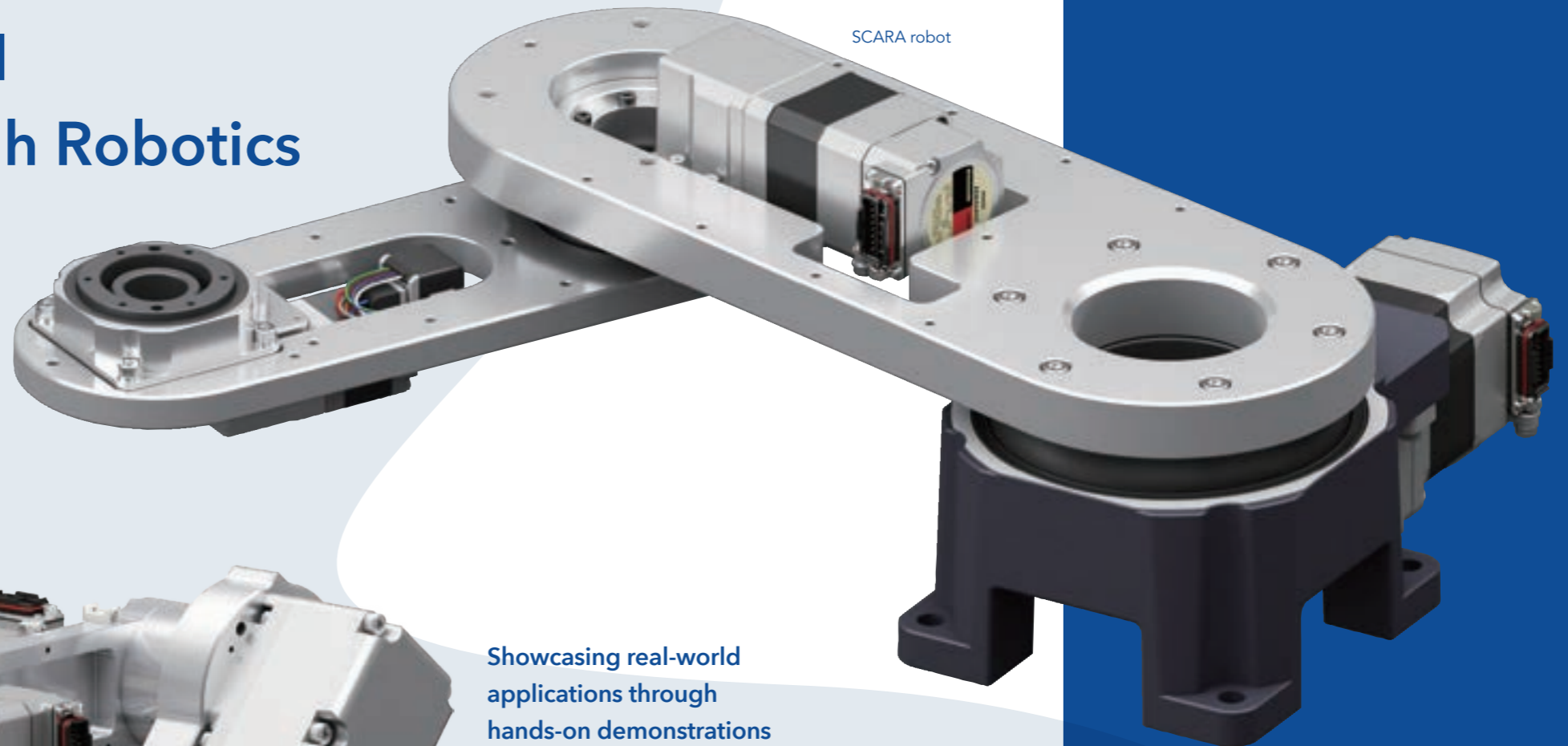
Joined the company in 2009. After four years in technical design and ten years in sales engineering, he was assigned to the Sendai Regional Office sales team in 2023.

Contributing to solving more customers' challenges

With labor shortages and the difficulty of passing down technical skills becoming increasingly serious across various industries, especially in manufacturing, the need for automation to establish sustainable manufacturing systems is rapidly increasing. However, while industrial robots are typically large and well-suited for transporting heavy objects, they are often overengineered for handling smaller, lightweight objects. This mismatch, along with cost considerations, presents a significant barrier to adoption. To address these issues, we began selling small Industrial **OVR** robots, previously only available through our subsidiary, in June 2024, further strengthening group-wide efforts to promote automation and reduce labor requirements.



Articulated robot



SCARA robot

Showcasing real-world applications through hands-on demonstrations

The **OVR** series is a small, lightweight robot that is more cost-effective to adopt and manage than conventional industrial robots. However, even with its relatively affordable price, it still represents a significant capital investment for our customers. To ensure that they fully understand the robot's features and usability before making a decision, we emphasize proposals that include hands-on demonstrations using actual units. Specifically, we collaborate with our distributors to identify our customers' challenges and requests, and then visit their sites regularly to hold exhibitions. These demonstrations allow customers to experience the robots' size, operability, and ease of programming first-hand. Engineering department staff also accompany these visits to provide direct support to respond more effectively to inquiries related to equipment design.



On-site exhibition at a customer site

Delivering optimal solutions

To share the appeal of our products with a wider range of customers, we have strengthened our collaboration with distributors through initiatives such as online training sessions to deepen their understanding of our products and proactive sales campaigns.

Moving forward, we will continue to enhance our solution proposals by accurately identifying customers' needs and market trends, while contributing to the resolution of key challenges in the manufacturing industry, including automation and labor-saving practices.



A new product to meet the demand for robots

Leveraging Our Global Presence to Meet Semiconductor Industry Needs



Chief, Overseas Sales Department
Masakazu Arata

Joined the company in 2013. After working in a sales position in Japan, he worked in Oriental Motor USA for three years starting 2018. In 2021, he was appointed the manager of Shizuoka Sales Office, and since August 2024, he has supported local subsidiaries as a member of the Overseas Sales Department.

Our company has established local subsidiaries across the world to identify the needs of local customers and markets and promote sales activities accordingly.

Our Overseas Sales Department maintains a comprehensive view of our local subsidiaries' business while providing support to maximize synergies across our global network.

Using feedback from technical exchange meetings for future product development

With the recent advancement of digital technology, such as AI and automated driving, the semiconductor industry remains closely connected to social progress, leading to the anticipation that the global semiconductor market will steadily expand. Our company aims to contribute to the "motions" of semiconductor manufacturing equipment, which supports semiconductor manufacturing sites around the world. To address the increasingly diverse challenges faced by our customers, we need to commit to the rapid development of customized solutions beyond standard products.

In FY2024, in addition to the domestic locations, our technical development members visited locations in the United States, Europe, China, Taiwan, and Singapore to host technical exchange meetings with customers in the semiconductor manufacturing equipment industry. Although we had similar opportunities to gather customer feedback before the COVID-19 pandemic, this was our first time holding open discussions with engineers from customers in the form of technical exchange meetings. To incorporate their insights into our product development, we aimed to identify both specific functional requests as well as unspoken needs in in-person and online meetings. Organizing and analyzing their feedback across countries enabled us to clarify shared challenges and implement timely and efficient product development.



Installing a hands-on motor experience area at a large-scale training center

We have strengthened our efforts to help more customers around the world gain a deeper understanding of our products and services. As part of these efforts, we are setting up a hands-on motor experience area and exhibition panels in a Taiwanese customer's large-scale new employee training center. At this training center, the company's numerous employees receive training throughout the year before they are assigned to manufacturing sites across the world. The hands-on experience area features various demonstration machines, including those that enable visitors to understand the operability of our products firsthand, to experience their differences in vibration, and to learn troubleshooting scenarios encountered in real manufacturing settings. Through this initiative, we also aim to contribute to improving productivity at customers' manufacturing sites.

Showcasing additional case studies to increase global proposal capabilities

We actively share information through our websites to better communicate our products and their value to a wide global audience. Our Chinese subsidiary recently significantly expanded its content by adding the various case studies of product applications in the semiconductor industry. These case studies feature CG-based videos designed to help viewers clearly visualize the benefits of implementing our products. The content has received positive feedback from many customers. In the second half of FY2024, we started extending this effort to include the medical equipment and electronic component industries.

Moving forward, we will continue to accelerate our efforts such as technical exchange meetings and the creation of product case study content worldwide, while maximizing the synergies generated from our global business to contribute to realizing the "motion" that supports the growing global need for a stable semiconductor supply.

Semiconductor solution proposals featured on subsidiary websites



Asia Pacific website



Chinese subsidiary's website

Environmentally Friendly Motion

Environmental Policy

Oriental Motor considers issues related to the global environment to be of very high importance, and through environmental conservation measures as part of our business activities, we strive to realize a sustainable society for all.

1. Responding to Climate Change

We shall implement measures toward carbon neutrality through means such as introducing renewable energy into business operations and pursuing energy-conserving measures.

2. Promoting Resource Conservation and Recycling

Through resource conservation measures, waste reduction and recycling within business operations, we shall promote resource recycling activities.

3. Provision of Environmentally Conscious Products and Services

By leveraging our strengths and technologies, we shall actively provide environmentally conscious products and services throughout all product life cycles.

4. Environmental Preservation and Biodiversity Protection in Local Communities

We shall actively engage in environmental and ecosystem protection activities within local communities in order to coexist and operate in harmony with said communities.

5. Legal and Regulatory Compliance

We shall comply with social needs, including laws and regulations, and endeavor to prevent environmental pollution.

6. Environmental Education

With an emphasis on environmental education and creative problem solving, we shall strive to further reduce environmental impact.

To accomplish these objectives, we shall establish and operate an environmental management system, and make continual improvements to this system. Furthermore, we shall actively disclose information on our environmental activities as part of our efforts to communicate with communities.

Enacted on August 6, 1999
Revised on April 1, 2023

Results FY2024 Environmental Activities and Performance

Carbon Neutrality Targets

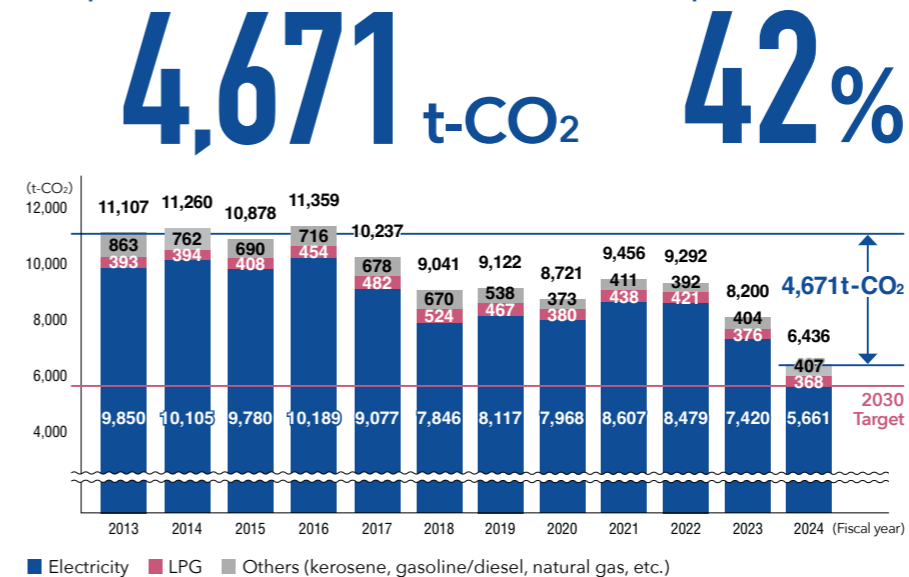
Achieve **zero** CO₂ emissions from business activities by 2050
Reduce CO₂ emissions by **50%** compared to FY2013 levels by 2030

Environmental Activity Targets and Results

	FY2024 Target	FY2024 Result	FY2025 Target
CO₂ Emissions Reduction	Keep CO ₂ emissions below 7,581 t-CO ₂	Achieved target with CO ₂ emissions of 6,436 t-CO ₂ through solar power installation and energy-saving activities	Reduce CO ₂ emissions to 6,289 t-CO ₂ or less by 2030 to meet the mid-term goal of a 50% reduction compared to FY2013 levels
Energy Management	Achieve a reduction of 1% or more in five-year average energy intensity	Achieved a 7% reduction in five-year average energy intensity through proactive upgrades to air conditioning and lighting systems, along with productivity and energy-saving improvements	Continue to achieve a reduction of 1% or more in five-year average energy intensity
Waste Management	Continue waste reduction efforts and maintain a recycling rate of 99.0% or higher at major domestic production sites	Total waste emissions: 3,168 tons (103% of the previous year); achieved a 99.4% recycling rate at major domestic production sites	Continue waste reduction efforts and maintain a recycling rate of 99.0% or higher at major domestic production sites

Trends in Energy-related CO₂ Emissions

CO₂ Emissions Reduction in FY2024 (compared to FY2013) **4,671 t-CO₂**
Reduction Rate (compared to FY2013) **42%**



■ Electricity ■ LPG ■ Others (kerosene, gasoline/diesel, natural gas, etc.)

*Scope of Reporting

• Energy data (electricity usage, LPG usage, kerosene usage, gasoline and diesel usage, CO₂ emissions): Oriental Motor and its affiliated companies in Japan

• Non-energy data: Production sites in Japan

*CO₂ emissions are calculated based on the Greenhouse Gas Emissions Calculation and Reporting Manual issued by Japan's Ministry of the Environment and Ministry of Economy, Trade and Industry.

Environmental Impact Data

Inputs

Electricity consumption	18,242MWh
123t LPG consumption	123t
Kerosene consumption	76kl
Gasoline and diesel consumption	91kl
Water usage	31,331m ³
Paper usage	23t
Packaging materials	695t

Oriental Motor Business Activities

Outputs

CO ₂ emissions	6,436t-CO ₂
Total waste volume	3,168t
Recycled volume	3,148t
Incinerated/landfilled volume	20t
Wastewater volume	25,851m ³

Summary of Solar Power Generation Effects

(Cumulative results from Takamatsu Kokubunji, Tsukuba, Soma)

Power Generated

1,655 MWh

Solar Power Rate **9.1%**

CO₂ Reduction Volume

699 t-CO₂

Reduction Rate **8.3%**

Action FY2024 Environmental Activities

Oriental Motor considers issues related to the global environment to be of very high importance and has been promoting initiatives in aim of realizing a sustainable society since establishing an Environmental Policy in 1999, such as responding to climate change and promoting resources conservation and recycling.

In addition, we acquired ISO 14001 certification and have established and are operating an environmental management system. We continuously set, implement, evaluate, and improve environmental goals and are committed to improving our environmental performance. In response to climate change, as a mid-term goal, we aim to reduce greenhouse gas emissions by 50% (compared to FY2013) by 2030 in order to help us reduce emissions to zero and become carbon neutral by 2050. In regard to our products, by developing and providing motors with excellent energy efficiency, we will contribute to reducing the CO₂ emissions of society and customers.

Furthermore, to promote the efficient use of resources, we are contributing to developing a resource conservation and recycling system by continuously maintaining and improving our recycling rate.

Carbon Neutrality Initiatives

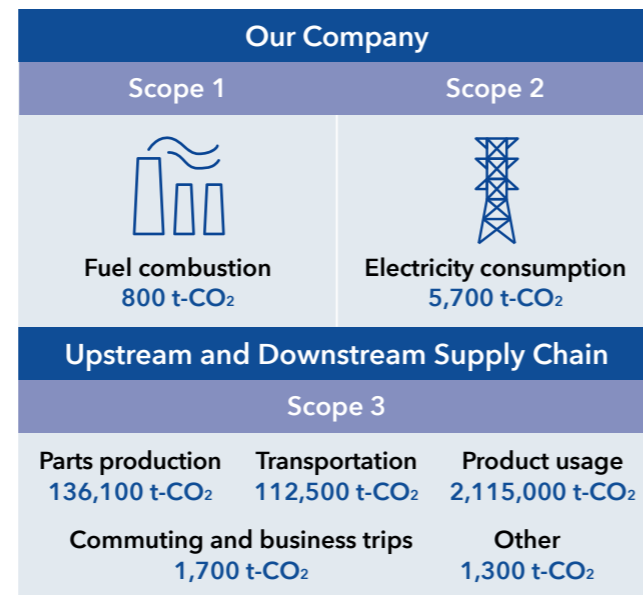
Supply chain emissions amount

The amount of CO₂ emissions of the entire supply chain in FY2024 totaled 2,267,000 t-CO₂, of which 800 t-CO₂ were Scope 1 and 5,700 t-CO₂ were Scope 2. This shows we reduced emissions by more than originally planned.

As for Scope 3, the amount of emissions from using our products accounted for 93% of total emissions, or 2,115,000 t-CO₂, followed by product manufacturing, which accounted for 6%, or 136,000 t-CO₂.

Reducing our Scope 1 and 2 emissions and emissions from using our products is growing ever-more important. We will enhance our development and provision of high-efficiency products to contribute to reducing customers' CO₂ emissions.

CO₂ Emissions (Scopes 1, 2, and 3): FY2024 Results

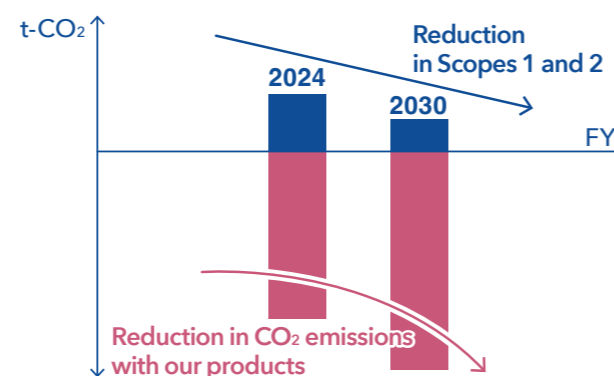


- Scope 1: Direct greenhouse gas emissions from business operations (combustion of fuel and industrial processes)
- Scope 2: Indirect emissions from the use of electricity supplied by other companies
- Scope 3: Other indirect emissions not included in Scope 1 or 2 (emissions from other companies related to business operations). Calculated for Categories 1, 3, 4, 5, 6, 7, and 11 out of the 15 categories

Avoided emissions

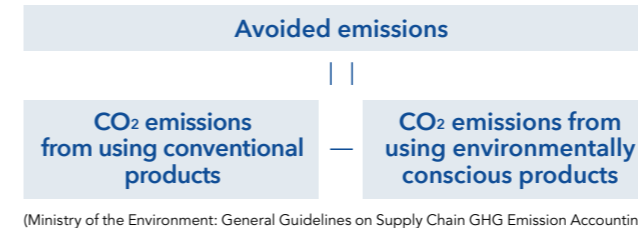
Avoided emissions represent the reductions achieved for customers and society by replacing conventional products and services with our more environmentally friendly alternatives. These avoided emissions are a different indicator from Scope 3 emissions generated during product use and cannot be used to offset them. However, they serve as evidence of the contributions we make through our products.

Emissions Avoided through Our Products



Emissions avoided due to our environmentally conscious products: 819,000 t-CO₂

Through providing products that are more efficient than conventional ones, such as the **BLV** Series and **ALSTEP AZ** Series, total avoided emissions in FY2024 reached 819,000 t-CO₂. This is 127 times more than Scope 1 and 2 emissions that are directly related to manufacturing.



(Ministry of the Environment: General Guidelines on Supply Chain GHG Emission Accounting)

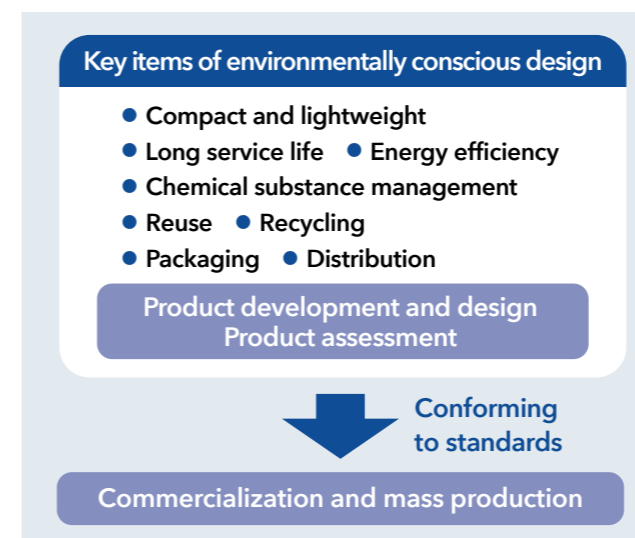
Initiatives in Products

Initiatives for environmentally conscious design

Oriental Motor promotes environmentally conscious design (eco-design) in its development and design processes toward realizing a decarbonized society, and works to reduce the environmental impact of its products throughout their entire life cycle.

Through a product assessment that serves as an evaluation indicator for environmentally conscious design, we evaluate a product's environmental impact from the perspectives of saving natural resources (compact & lightweight), long service life, energy saving, and security & safety to promote the development of environmentally conscious products.

We are increasing the environmental awareness of related departments, including of designers, by normalizing environmentally conscious design.



Managing chemical substances contained in products

Laws, regulations, and social demands related to environmental initiatives are strengthening around the world, including in Europe.

Oriental Motor is monitoring the trends in the laws and regulations of various countries to identify chemical substances with a high regulation risk and determine their impact on products at an early stage. We are committed to providing products that can be used by customers safely and with peace of mind.

In regard to the procurement of components and materials we use, we formulated a Green Procurement Standard in accordance with international standard IEC 62474^{*1} and manage chemical substances contained in products in compliance with major laws and regulations, such as the EU RoHS Directive and EU REACH Regulation.

From the development and design stage of products, we obtain information on chemical substances contained in components, materials, and ancillary materials with the cooperation of our business partners and manage the information using our in-house Chemical Substance Management System to assist in confirming effects of new regulations and address customer inquiries.

Environmental laws and regulations

- **Monitoring trends in laws and regulations in each country**
- **Chemical Substance Management System**
 - Green Procurement Standard based on IEC 62474
 - Surveys on substances contained in products using chemSHERPA^{*2}
- **Periodic checks using energy dispersive X-ray spectrometer (EDX), etc.**



^{*1} An international standard that specifies the procedures and content of supply chain information provision regarding chemical substances and component parts contained in products in the electrical and electronics industries

^{*2} An information provision scheme developed by the Ministry of Economy, Trade and Industry with the aim of efficiently providing information on chemical substances contained in products throughout the supply chain

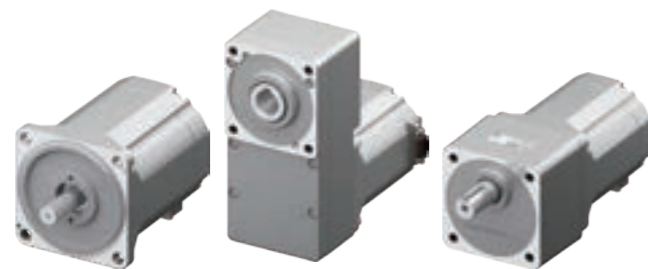
Products Contributing to the Environment in FY2024

To support reducing environmental loads through our products, we provide products that achieve an exceptionally high environmental performance, such as high-efficiency motors that contribute to reduced CO₂ emissions, as well as other products that lead to resource saving and waste reduction.

750 W Brushless Motor (PM motor)

The 750 W (1HP) brushless motor is a PM motor that uses a permanent magnet in its rotor, making it highly efficient, compact, and lightweight. The motor's efficiency has reached IE5, contributing to reduced electricity costs and CO₂ emissions.

Compared to a three-phase alternating current motor, this motor is compact and lightweight, reducing the burden on assemblers. Its high efficiency and low heat generation enable a fanless design.



Compact & lightweight Greatly reduced motor size Contributes to compactness of equipment	Energy saving IE5 efficiency Reduced electricity costs	Low noise Reduced noise with no fan No scattering of dust, etc.
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Achieved IE5 efficiency, saved energy, and reduced electricity costs

This motor meets the requirements for IE5* efficiency class for variable speed motors, contributing to reduced electricity costs and CO₂ emissions.

*Specified efficiency value (%) for variable speed motors (rated speed of 1801–6000 rotations per minute), based on IEC TS 60034-30-2

Energy saved (reference value per motor)

Compared to a 750 W induction motor (IE3), the 750 W brushless motor reduces electricity costs and CO₂ emissions.

	Electricity used (kWh/year)	CO ₂ emissions (kg-CO ₂ /year)	Electricity cost (yen/year)
IE3 defined value (82.5%)* 750 W induction motor	7,960	3,640	180,600
750 W brushless motor + inverter	7,400	3,380	167,800

*Specified efficiency value (%) for induction motors (4 poles, 50 Hz) based on IEC TS 60034-30-1
 Operation Conditions:
 Calculated under the following conditions: 24 hours of operation per day, 365 days per year, an electricity-to-CO₂ emissions conversion factor of 0.457 kg-CO₂/kWh, and electricity costs of 22.68 yen/kWh.

Electricity used	Reduced by 560 kWh/year	CO ₂ emissions	Reduced by 260 kg-CO ₂ /year
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EMR Series EC Fans

The **EMR Series EC Fans** feature brushless motors and offer energy efficiency, long service life, low noise, and a light weight design.

The built-in low-speed alarm enhances reliability, while the variable speed feature enables further energy savings and quieter operation. These fans also help address challenges such as maximizing cooling efficiency with a single lightweight unit and reducing electricity costs.



Result of adopting EMR Series EC Fans

Adopting brushless motors significantly reduced power consumption compared to conventional products with the same characteristics. The motors also contribute to reducing CO₂ emissions.

	Electricity used (kWh/year)	CO ₂ emissions (kg-CO ₂ /year)	Electricity cost (yen/year)
Conventional product	438	200	9,930
EMR Series	306	140	6,950

*When comparing EMR2090-A and MRS20-BUL
 Operation Conditions:
 Calculated under the following conditions: 24 hours of operation per day, 365 days per year, an electricity-to-CO₂ emissions conversion factor of 0.457 kg-CO₂/kWh, and electricity costs of 22.68 yen/kWh.

Electricity used	Reduced by 132 kWh/year	CO ₂ emissions	Reduced by 60kg-CO ₂ /year
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Initiatives in Business Activities

We have set goals and work to address climate change and resource conservation and recycling in our business activities.

In regard to responding to climate change, we have set goals for reducing Scope 1 and 2 greenhouse gas emissions: "Reduce CO₂ emissions from business activities to zero by 2050" and "Reduce CO₂ emissions by 50%, compared to FY2013, by 2030." To reduce Scope 1 and 2 greenhouse gas emissions, we are actively engaging in activities centered around energy conservation, energy creation, and renewable energy procurement.

As for resource conservation and recycling, we set a goal to maintain a recycling rate of 99% or more in waste management and have attained a rate of 99.4%. We will continue to strive to reduce waste. We are also working to shift from thermal recycling of plastics to material recycling.

In managing chemical substances used in the company, we comply with environmental laws and regulations and manage their use and disposal.

Solar power generation

Oriental Motor's efforts in the area of solar power generation began after the 2011 Tohoku Earthquake and tsunami disaster. In November 2013, we installed a 750-kw facility at the Soma Plant under the feed-in tariff (FIT) system.

We established on-site solar power systems at three sites (Tsukuba Plant, Soma Plant, and Takamatsu-Kokubunji Plant) in FY2023, and they are now operating smoothly.

In FY2024, these systems generated 1,655 MWh, which accounted for 9.1% of our total electricity consumed.

Additionally, they reduced CO₂ emissions by 699 t-CO₂/year (8.3% of group emissions).

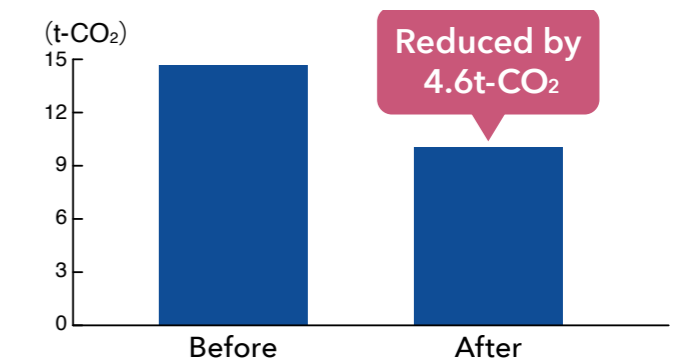
From FY2025 onward, we will continue to promote the planned adoption of renewable energy, such as installing solar power systems at the Takamatsu-Kozai Plant, and contribute to environmental conservation and the realization of a sustainable society.

Energy-saving activities

Example 1: Soma Reduced energy consumption and CO₂ emissions by changing circulation speed of the coating circulation pump

Soma Plant focused on improving the paint circulation pumps, which use a large amount of electricity, in the cation electrodeposition process. Since the coating must be stirred continuously 24 hours a day regardless of production status, the plant optimized operating conditions with careful attention to both quality and equipment maintenance. As a result, these efforts reduced electricity consumption by 9,720 kWh/year and CO₂ emissions by 4.6 t-CO₂/year.

CO₂ Emissions Reduction by Changing Circulation Speed



Example 2: Tsuruoka Reducing CO₂ emissions by half by redesigning air-conditioned area

Tsuruoka-Nishi Plant redesigned the air-conditioned area of the component storage space. Because humidity must be controlled to prevent rust, the air conditioning operates 24 hours a day, including on holidays.

Previously, open walkways allowed climate-controlled air to flow into areas where such control was unnecessary. By installing rolling shutters and vinyl curtains, the plant restricted air conditioning to only the required areas. As a result, air conditioning power consumption was cut in half, reducing electricity use by 12,410 kWh/year and CO₂ emissions by 5.36 t-CO₂/year.



Vinyl curtains installed to reduce amount of electricity consumed by air conditioning

With People

Industrial Safety and Health Policy

Oriental Motor shall recognize industrial safety and health as important issues in all of our activities. All employees at Oriental Motor shall actively pursue industrial safety and health activities to build a “human-friendly company” that ensures safety and wellbeing, referring to both mental and physical health.

1. Reducing Risk Related to Industrial Safety and Health

We shall endeavor to prevent disasters and accidents in all our workplaces through activities such as eliminating hazardous areas, thoroughly enforcing the 5S approach (Sort, Set in order, Shine, Standardize, Sustain), creating ideal work environments, managing fire safety, and promoting both physical and mental health.

2. Participation of All Employees

To ensure that all employees can actively take part in addressing problems related to industrial safety and health, we shall respect their opinions and ideas and promote information sharing, discussions, and similar efforts, primarily under the leadership of the Safety and Health Committee.

3. Promotion of Safe Driving

We shall endeavor to prevent traffic accidents during work hours and commuting hours by conducting safe driving promotion activities that raise awareness regarding the necessity of safe driving.

4. Legal and Regulatory Compliance

We shall comply with the Industrial Safety and Health Act as well as our company standards. We shall also acquire the necessary qualifications while aiming to create a system that enables our company to grow continually in a sustained manner.

5. Industrial Safety and Health Training

We shall continue to train employees through a wide range of industrial safety and health education platforms so that they can acquire knowledge and skills for executing challenging assignments, while also improving employee awareness regarding safety and health.

To accomplish these objectives, we shall establish and operate an industrial safety and health management system and strive for its continual improvement.

Enacted on July 7, 2004
Revised on April 1, 2023



Safety and Health Committee meeting



Persons with Disabilities Hiring Section meeting

With Employees

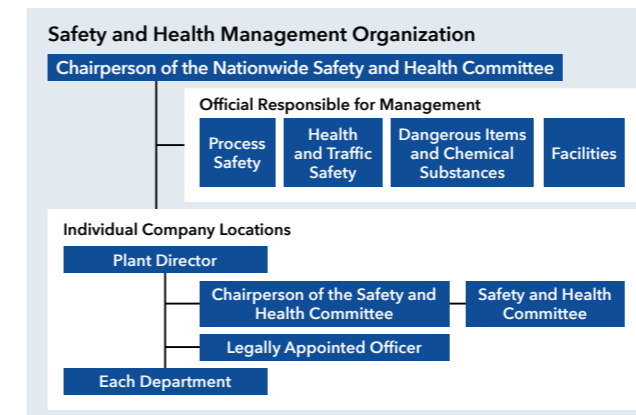
Oriental Motor strives to create safe and secure workplaces where its employees can thrive.

Creating Vibrant Work Environments

Industrial Safety and Health Initiatives

We believe the foundation of a company providing highly reliable products is the health and safety of its employees. With the aim of becoming a “people-friendly company,” all employees actively engage in industrial safety and health initiatives.

Organizational Structure to Promote Activities on Safety and Health



Workplace Injuries

	FY 2021	FY 2022	FY 2023	FY 2024
Injuries (with one or more lost workdays)	2	3	0	2
Lost time injury frequency rate*	Oriental Motor (Values including domestic affiliate companies)			
	0.49	0.74	0.00	0.47
	(Reference) Manufacturing industry			
	1.31	1.25	1.29	-
	(Reference) Manufacturing of electrical machinery and appliances			
	0.54	0.53	0.54	-

*The number of fatalities and injuries per 1 million work hours
(Reference) Based on the Ministry of Health, Labour and Welfare Survey on Industrial Accidents

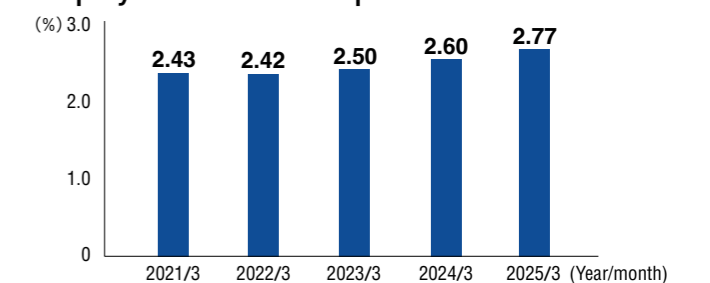
Diversity and Inclusion Initiatives

We work diligently to instill an awareness of diversity and inclusion across our companies to ensure a work environment where all employees can play an active part regardless of disability or other factors. We established the Persons with Disabilities Hiring Section in August 2024 to help achieve our goal of reaching a 3% employment rate for persons with disabilities across the entire Oriental Motor Group by the end of FY2026. As of the end of March 2025, we have already achieved a 2.77% employment rate through initiatives such as expanding hiring channels, implementing trial employment systems, and arranging workplace programs for special needs school students. As part of our retention support efforts, two employees who have completed training provided by in-house job coaches are actively engaged in the workplace.

Under the Action Plan for Promotion Activity of Women's Active Participation and Advancement in the Workplace, while we were able to maintain our share of women in managerial positions at 8.9%, we were unable to attain our 23% goal for the rate of female section chiefs. We will begin a new, three-year action plan in FY2025 focused on achieving our goals by promoting managerial skill growth and fostering autonomous career motivation.

▶ For more details, see Page 44 (Corporate Data)

Employment Rate of People with Disabilities





Health seminar (Tsuruoka)



Health seminar (Ueno)



Health fair (Kashiwa)



Health fair (Soma)

Health and Productivity Management

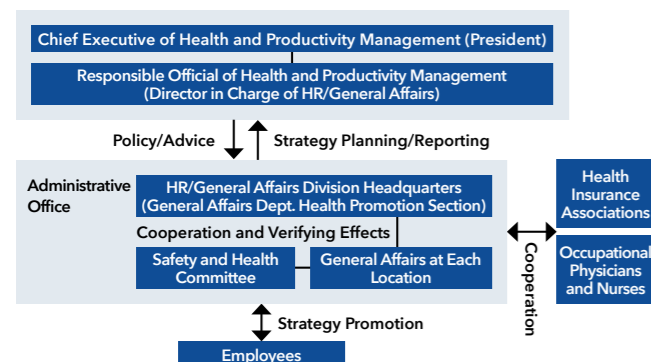
Oriental Motor's Declaration of Health and Productivity Management

To create new value and achieve sustainable growth as a company, Oriental Motor is committed to promoting Health and Productivity Management and creating a vibrant workplace where each employee can work with motivation and maintain physical and mental well-being.

Established on October 1, 2021
Eiji Kawahito
President
Chief Executive of Health and Productivity Management
ORIENTAL MOTOR CO., LTD.

Organizational Structure

Oriental Motor appointed the president of the company as chief executive of the Health and Productivity Management System when we established our organizational structure to promote health and productivity management. In cooperation with health insurance associations, occupational physicians, and nurses, we strive to preserve and improve the health of our employees.



Focus Areas of Health and Productivity Management

We will continue to implement strategies to further promote health and wellness according to the following focus areas.

Countermeasures for Lifestyle-Related Diseases

- Ensuring 100% completion of regular health checkups
- Following up with employees exhibiting subpar/irregular test results or metabolic syndrome (promotion of retesting and health guidance)

Countermeasures for Mental Health

- Encouraging stress-level checkups
- Providing various mental health seminars and counseling for younger employees
- Implementing mental health measures (employee assistance program contracts with outside organizations, collaborations with occupational physicians)

Anti-Smoking Measures

- Promoting countermeasures for secondhand smoke
- Conducting events and campaigns to help stop smoking

Improving Work Environments and Raising Health Awareness

- Clarifying health-related challenges by comprehending and analyzing company-wide health data
- Conducting company-wide events (Walking, etc.)
- Assessing the status of extra hours worked and paid vacation days taken, as well as improving operational efficiency and promoting to take vacations
- Implementing various activities to raise health awareness

Initiatives for Infectious Diseases

- Countermeasures for COVID-19
- Countermeasures for seasonal flu, etc.

Initiatives for Health and Productivity Management

We promote health initiatives such as encouraging employees aged 35 and over to undergo health screenings, managing overtime and standby hours, running walking campaigns, preventing flu infections, and reducing smoking rates.

Countermeasures for Lifestyle-Related Diseases

We encourage employees aged 35 and over to take health screenings, and provide regular gynecological exams for female employees. Following checkups, we actively encourage specific health guidance and secondary screenings to prevent illness and disease progression.

Countermeasures for Mental Health

For employees in their first and second years, we offer self-care training and counseling through an external EAP* provider, with strong participation. Leadership training on team care is also provided as needed to help improve the workplace environment.

* EAP: Employee assistance program

Walking Campaign

We run an annual walking campaign using a health app that shares participant rankings. In FY2024, participation reached 88.9% with 94.0% of participants meeting their goals, both record highs.

Use of Health Data

By analyzing health checkup and lifestyle data, we identify employee health trends and challenges, then develop targeted initiatives. Our goal is to improve productivity through better health and foster a workplace that raises health awareness.

▶ For more details, see Page 45 (Corporate Data)

Certified as a Health and Productivity Management Organization

In March 2025, we were certified for the fifth consecutive year as a Health and Productivity Management Organization (Large Enterprise Category) under the program jointly run by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi. This certification recognizes companies that take a strategic, management-level approach to employee health and well-being.

Noshiro Oriental Motor, an affiliated company, was also certified for the first time as a Health and Productivity Management Organization (SME Category) and selected as one of the "Next Bright 1000."





Waku Waku Employee Workshop (Soma)

Waku Waku Employee Workshop (Tsuruoka)

Follow-up Workshop for Third-Year Employees

Fresh New Hire Workshop

Employees Growing Together: Personnel Development

Empowering individuals by helping them recognize role expectations

In FY2024, as part of implementing and embedding the new employee assessment system, we launched an internal recruitment program. By providing opportunities for employees to pursue their desired career paths, we created an environment where they feel more motivated and secure in their long-term careers. Our rank-based and career development training centers on the concept of “two-way education,” where employees grow by learning from one another. We held various workshops designed to cultivate independent thinking and problem-solving skills. With roles clarified for each rank under the new system, we also reviewed rank-based training to enhance its effectiveness. The “Job and Role Workshop,” previously held only at promotion or pay raise points, was renamed the “Work and Role Workshop for Mid-Level Employees” and targeted employees in their sixth year. Instead of tying it to promotions, the workshop now brings together peers from different locations and roles five years after joining. This allows participants to reflect on their careers, share experiences, and recognize role expectations, creating a stepping stone for further growth.

In hiring, alongside new graduate recruitment, we strengthened mid-career hiring to bring in fresh values, flexible ideas, and diverse perspectives, aiming to build a more resilient and adaptive organization. To support these mid-career hires, we launched the “Mid-Career Follow-up Workshop.” This program helps convey the company’s core values and bridge gaps from previous work experiences through group discussions. Since mid-career hires often lack a clear peer cohort, gathering those who joined around the same time has fostered personal networks and a sense of belonging.

Held Waku-Waku Employee Workshop in Tsuruoka and Soma

In FY2024, we expanded the Waku-Waku Employee Workshop, first launched in the Tsuruoka area in FY2016, to the Soma area. This program enables young employees to prepare and host Motor Experiment Classes at local junior high schools.

Across four sessions, participants deepen their understanding of the company, their work, and electric motors, while developing lesson plans and refining their communication skills. Tsuruoka’s workshops used brushless motors as teaching materials, while Soma focused on stepper motors. To help students grasp motor rotation principles in an engaging way, the workshops included models and creative presentation techniques.

A notable benefit of this program is how much the young employees grow through the experience, returning to their workplaces more confident and better equipped to contribute actively to their teams.

Feedback from participating employees:

- As I participated in more workshop sessions, my understanding of motors deepened, which allowed me to deliver better lessons.
- I really enjoyed not only teaching about motors but also introducing our company. I was glad the students took an interest in it.

Feedback from junior high school students:

- I learned a lot about motors through the workshop. I’d like to work at Oriental Motor someday.
- I realized how important it is to stay curious. I had fun while learning.

Training Framework

	Mindset Training	Level-Based Training	Departmental Training	Career Development Seminar	
	Passing down Oriental Motor’s business style and corporate culture	Exploring workplace roles required at each level (by career stage)	Aiming to improve performance quality by department (Sales, Engineering & Production)	Taking the initiative in shaping one’s own careers	
Managerial Level	OMI* New General Manager Workshop	Change Management Workshop General Manager Workshop Section Manager Workshop		Career Planning Seminar (for managers)	Self-Development Support
	OMI New Manager Workshop	Online Assessment Goal Challenge Workshop Labor Management Workshop		Career Planning Seminar (for employees aged 30 & 45)	
Mid-Level Employees		Leader Workshop Online Assessment Work and Role Workshop for Mid-Level Employees	Sales: Upskilling Workshop, etc. Engineering: Junior Engineer Workshop, etc. Production: Nationwide Manufacturing Workshop, etc.		
	Mid-Career Follow-up Workshop				
Junior-Level Employees	Waku Waku Employee Workshop	Follow-up Workshop for Third-Year Employees Follow-up Workshop for Second-Year Employees			
	Fresh New Hire Workshop	Follow-up Workshop for New Hires	Basic Training per Department		

* OMI = Oriental Motor Institute



With Local Communities

As a member of the local community, Oriental Motor engages in a wide range of different activities aimed at cultivating a more prosperous society for all.

Next-Generation Development

Offering motor experiment classes for cultivating creativity

Since FY2016, the Tsuruoka-Chuo and Tsuruoka-Nishi Plants have hosted Motor Experiment Classes using brushless motors for local second-year junior high school students. Young employees act as instructors and teaching assistants, introducing students to motor principles, their societal applications, and Oriental Motor's role. In FY2024, classes were held in December and January at two schools, reaching 214 students across eight classes. That same year, the Soma Plant held its first Motor Experiment Classes using stepper motors for second-year junior high students in Soma City. From January to February, the program reached 275 students across 11 classes at four schools. At each plant, young employees spend about three months preparing the lesson content through the "Waku-Waku Employee Workshop," ("Waku-Waku" means "excited" in Japanese), aiming to spark students' excitement and curiosity about motors and their future.



Sponsorship for the Tsukuba Challenge 2024

The Tsukuba Challenge is a technical challenge event where mobile robots developed by universities and companies autonomously navigate courses set up in everyday urban areas, such as promenades in Tsukuba City, tackling various challenges. Since 2007, it has been held as a collaborative public experiment involving researchers and the local community. Oriental Motor has sponsored the event every year. Since 2022, our engineering team has also participated with autonomous mobile robots using our own products, applying data collected from real-world runs to develop new products and improve existing ones.



The Science Castle 2024 Tokyo-Kanto Conference

We participated as a project partner in the Science Castle 2024 Tokyo-Kanto Conference, an academic event for junior and senior high school students held in December 2024 and organized by Leave a Nest Co., Ltd.

University Lectures

- Lecture on Motors at University of Tsukuba School of Science and Engineering
- Energy Design and Production in Science and Engineering at Nagoya University School of Engineering
- Mechanical Practices at Hosei University Faculty of Science and Engineering



Student Workplace Visits

- To support children who will become future community leaders, we organize workplace visits for elementary, junior high, and high school students.
- We hosted workplace visits as part of the Industry-Government-Academia Collaboration Council activities at Chiba Institute of Technology.



Environmental Conservation

To create more comfortable communities to live in, we participate in local cleanup activities.

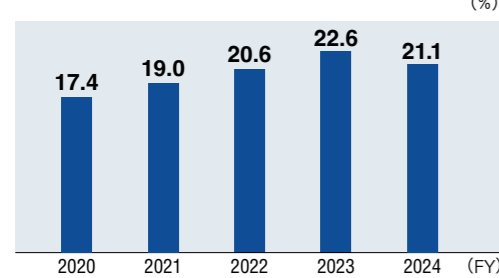
- Haragamaobama Beach Cleanup Campaign (Soma City, Fukushima Prefecture)
- 102nd Lake Kasumigaura and Kitaura Area Large-Scale Cleanup Operation
- Mt. Fuji Environmental Cleanup Campaign 2024
- Environmental Beautification Day (Tsuchiura City, Ibaraki Prefecture)
- Tsuruoka Central Industrial Park Cleanup Campaign (Tsuruoka City, Yamagata Prefecture)
- Kozai District River and Canal Cleanup (Takamatsu City, Kagawa Prefecture)
- Taito Cleanup Day (Taito Ward, Tokyo)



Corporate Data

Non-Financial Highlights

Rates of Female Section Chiefs (%)



Certified as an "Eruboshi" Level 2 company for excellence under the Act on Promotion of Women's Participation and Advancement in the Workplace

Results of Action Plan for Promoting Women's Participation and Advancement

Plan Period	Three years from April 1, 2022, to March 31, 2025
Action Plan Target	① Raise the rate of female section chiefs to 23% (at 21.1% as of March 2025) ② Maintain paid leave usage rates of 65% or higher
Activity Details	Activities Conducted in FY2024 <ul style="list-style-type: none"> Review and implementation of workshops for chiefs and assistant chiefs Seminars and individual career consulting to support career development Cultivation of worker-friendly workplaces Productivity improvements through initiatives for health and productivity management
Activity Results	Rate of female section chiefs: 21.1%

Supporting to Achieve a Balance between Work and Childcare

Childcare Leave Rates Taken by Employees in FY2024

Details	Rates
Male	31%
Female	100%

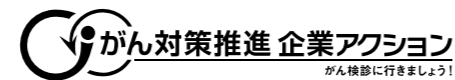


Certified as a "Platinum Kurumin" company for supporting employees with childcare

Supporting to Achieve a Balance between Work and Family Care

Number of Applicants Utilized the Program in FY2024

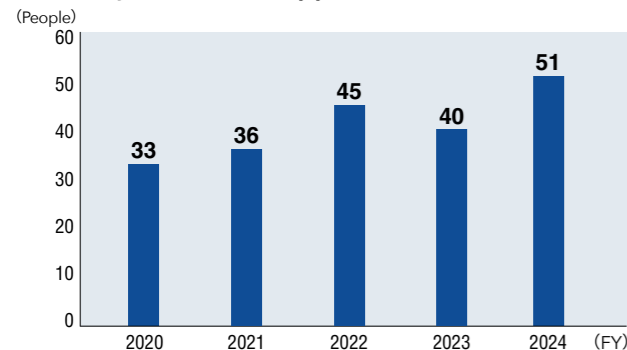
Details	Number of Applicants Who Utilized the Program
Leave for Hospitalization and Recovery	7
Leave for Medical Treatment	18
Adjusted Shorter Work Hours	0



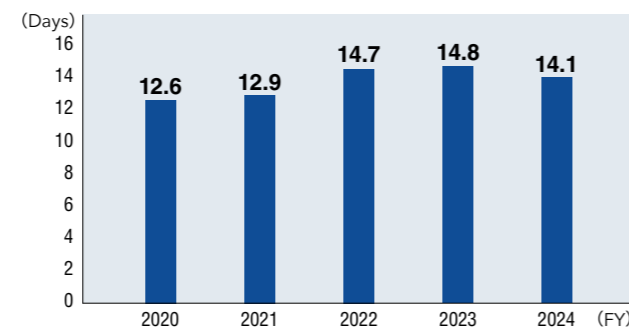
Registered to become a partner company for the "Action for Promoting Cancer Control" promoted by the Ministry of Health, Labour and Welfare

Supporting to Achieve a Balance between Work and Family Care

Family Care Leave Applicants (People)



Amount of Paid Time Off Taken by Employees (Days)



Health Data List

Items	Sex	2021	2022	2023	2025 Target		
Health Checkup Rate							
Detailed Tests or Treatment Required	Rates of Relevant Employees	M/F	100.0 %	100.0 %	100.0 %	Maintain the current level	
	Examination Rates	M/F	-	30.6 %	33.8 %	-	
Employees Diagnosed with Metabolic Syndrome (age 40+)							
Specified Health Guidance Completion Rates							
Health Checkup Data*1	Rates of Employees with Abnormal Test Results	Blood pressure	M/F	14.1 %	14.8 %	15.6 %	-
		Blood glucose	M/F	17.6 %	28.5 %	28.8 %	30.0% or over
		Lipids	M/F	28.3 %	29.4 %	28.3 %	
	Obesity (high BMI) * BMI 25 or above	M	14.9 %	18.2 %	17.9 %		
	F	30.7 %	29.5 %	29.5 %			
	M	25.6 %	25.4 %	26.5 %			
	F	13.2 %	14.9 %	15.4 %			

*1 Based on our company's reference criteria for test results:
Blood pressure: ≥ 130 mmHg systolic or ≥ 85 mmHg diastolic
Lipids: Triglycerides ≥ 150 mg/dL, HDL ≤ 39 mg/dL, LDL ≥ 140 mg/dL
BMI ≥ 25.0
Blood glucose: ≥ 110 mg/dL (fasting) or HbA1c $\geq 5.9\%$

Items	Items	2022	2023	2024	2025 Target	
Rates of taking stress-level checkups						
High Stress Level Rates*2						
Walking Campaign Participation Rates						
Smoking Rates						
Lifestyle Habits Questionnaire*1	Rates of Skipping Breakfast	M	100.0%	100.0%	100.0%	Maintain current level
		F	10.2%	10.3%	10.0%	10.0% or lower
	Exercising Regularly	M	88.2%	88.9%	88.9%	Maintain current level
		F	18.8%	18.5%	19.4%	11.2%
	Fatigued Despite Sleep	M	21.3%	23.1%	23.1%	
		F	14.9%	15.2%	14.6%	
	Rates of High-Risk Alcohol Consumption	M	34.0%	36.6%	36.1%	
		F	15.0%	14.7%	16.7%	
	M/F	33.0%	32.8%	35.1%		
	M	11.7%	12.1%	13.1%		
	F	12.5%	12.5%	11.7%		

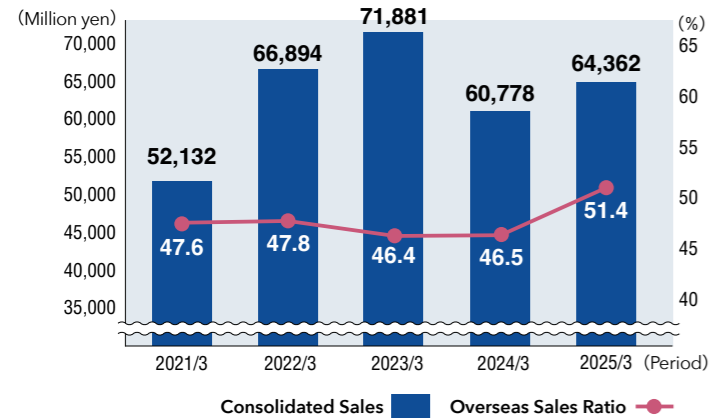
*1 We conduct our own surveys based on the calculation methods used for the Public Health and Nutrition Survey conducted by the Ministry of Health, Labour and Welfare of Japan.
*2 According to the Ministry of Health, Labour and Welfare, scoring criteria indicate that around 10% of individuals are typically classified as having high stress levels. Therefore, a 10% proportion is considered average.

Items	Explanation	Unit	2022	2023	2024	2025 Goals
Persons taking days off due to illness (Work Absences)*1	Number of employees who took time off from work due to illness or injury (Total number of employees on leave of absence and long-term sick leave)	No. of employees	17	9	19	-
Sufficient Performance Rates (Presenteeism)*2	Determined based on the University of Tokyo's Single-Item Presenteeism Question (SPQ) scale	%	81.9%	81.8%	82.0%	82.0% or above
Work Engagement Rates*2,3	A comprehensive health-level indicator based on a new occupational stress questionnaire comprising 80 simple questions	Deviation score	50.4	50.6	50.6	51.0 or above

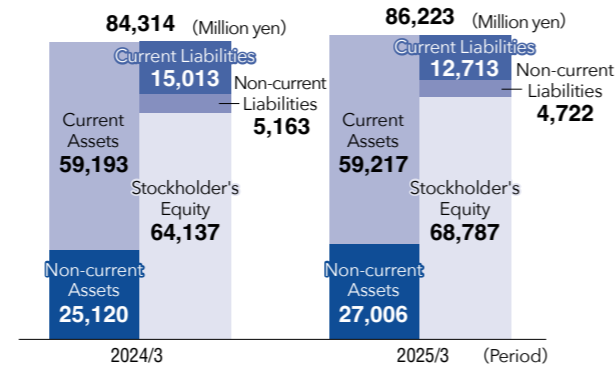
*1 Number of employees on leave of absence and long-term sick leave lasting one month or more; *2 Including domestic affiliates; *3 Index calculated from a combined perspective of work engagement and stress

Financial Highlights

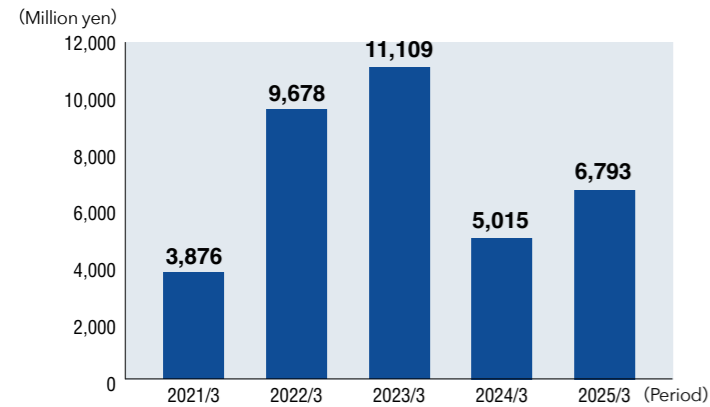
Consolidated Sales and Overseas Sales Ratio



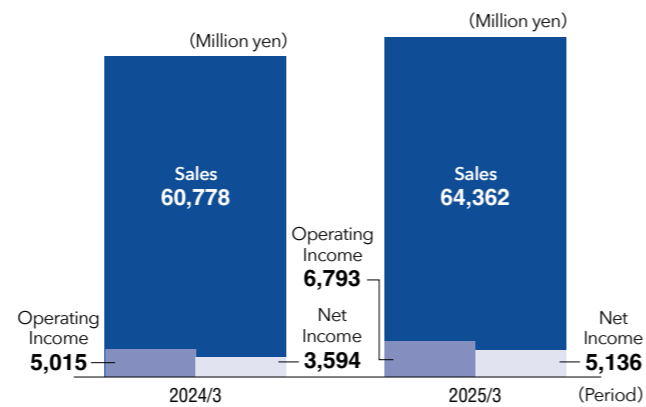
Overview of Consolidated Balance Sheet



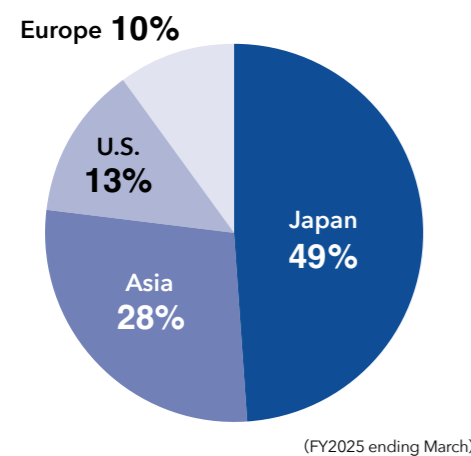
Consolidated Operating Profit



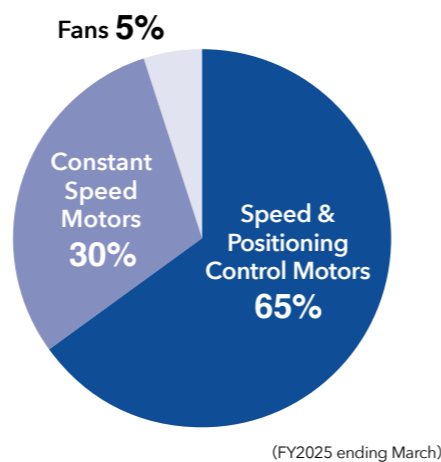
Overview of Consolidated Income Statements



Consolidated Sales Breakdown by Region



Consolidated Sales Breakdown by Business



Company Overview

Corporate Name	ORIENTAL MOTOR CO., LTD.
Headquarters	4-8-1, Higashiueno, Taito-ku, Tokyo, Japan
Representative	Eiji Kawahito, President
Founded	1885
Incorporated	1950

Capital	4.1 billion yen
Sales	Consolidated 64.3 billion yen (quarter ending March 31, 2025)
Number of Employees	Consolidated 3,021 (as of March 31, 2025)
Business Activities	Development, manufacture, and sales of small precision motors and electronic circuits for motion control
Main Banks	The Chiba Bank, Ltd. / Sumitomo Mitsui Banking Corporation / MUFG Bank, Ltd. / The Joyo Bank, Ltd. / The Hyakujushi Bank, Ltd. / The Shonai Bank, Ltd. / Mizuho Bank, Ltd.

List of Plants & Offices

Plants

- Tsuruoka-Chuo Plant
- Tsuruoka-Nishi Plant
- Soma Plant
- Tsukuba Plant
- Tsuchiura Plant
- Kashiwa Plant
- Kofu Plant
- Takamatsu-Kozai Plant
- Takamatsu-Kokubunji Plant

Group Companies

Domestic

- ORIMVEXTA CO., LTD.
Sales Department 1 (Eastern Japan)
- Sales Department 2 (Central Japan / Western Japan)
- NOSHIRO ORIENTAL MOTOR CO., LTD.
- SHONAI ORIENTAL MOTOR TECH CO., LTD.
Sakata Plant
Sakata Second Plant
- ORIENTAL MOTOR TECH CO., LTD.
Soma Tech Company
- ORIENTAL MOTOR BUSINESS CO., LTD.

Overseas

- ORIENTAL MOTOR U.S.A. CORP.
Los Angeles HQ / San Jose / Chicago / Toronto / Boston
- ORIENTAL MOTOR EUROPA GmbH
Dusseldorf HQ / Munich / Hamburg / Stuttgart / Frankfurt / Nuremberg
- ORIENTAL MOTOR (UK) LTD.
Birmingham HQ
- ORIENTAL MOTOR ITALIA s.r.l.
Milan HQ / Bologna / Verona
- ORIENTAL MOTOR (EUROPA) GmbH SPAIN BRANCH
Madrid
- SHANGHAI ORIENTAL MOTOR CO., LTD.
Shanghai HQ / Beijing / Dalian / Suzhou / Hangzhou / Guangzhou / Shenzhen / Dongguan / Wuhan / Xiamen
- GUANGZHOU ORIENTAL MOTOR CO., LTD.
- SUZHOU ORIENTAL MOTOR CO., LTD.
- TAIWAN ORIENTAL MOTOR CO., LTD.
Taipei HQ / Taichung / Kaohsiung
- INA ORIENTAL MOTOR CO., LTD.
Incheon HQ / Seoul / Suwon / Tiananmen / Daejeon / Daegu / Gwangju / Busan
- ORIENTAL MOTOR ASIA PACIFIC PTE. LTD.
Singapore HQ
- ORIENTAL MOTOR (MALAYSIA) SDN. BHD.
Kuala Lumpur HQ / Penang
- ORIENTAL MOTOR (THAILAND) CO., LTD.
Bangkok HQ / Ayuthaya / Chonburi
- ORIENTAL MOTOR (INDIA) PVT. LTD.
Bangalore HQ

Sales Offices

- Tokyo Divisional Office
- Sendai Regional Office
- Mito Sales Office
- Kita-Kanto Regional Office
- Minami-Kanto Regional Office
- Suwa Sales Office
- Kofu Sales Office
- Nagoya Divisional Office
- Toyota Sales Office
- Shizuoka Sales Office
- Kanazawa Sales Office
- Osaka Divisional Office
- Kyoto Regional Office
- Shiga Sales Office
- Hyogo Sales Office
- Hiroshima Sales Office
- Kyushu Regional Office
- Kumamoto Sales Office



Our 75th Anniversary Year

Oriental Motor (Europa) GmbH <https://www.orientalmotor.eu/eu>

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