

# Five-year Summary

## Mabuchi Motor Co., Ltd. and Consolidated Subsidiaries (Years Ended December 31)

	Millions of yen					Thousands of U.S. dollars
For the year:	2015	2016	2017	2018	2019	2019
<b>Net sales</b>	¥ 143,143	¥ 140,699	¥ 146,925	¥ 143,116	¥ 131,807	\$1,203,058
Cost of sales	99,673	94,510	99,619	98,788	90,776	828,551
Selling, general and administrative expenses	20,508	21,963	23,239	23,084	23,486	214,367
<b>Operating income</b>	22,961	24,225	24,066	21,243	17,544	160,131
Income before income taxes	26,593	26,539	27,485	29,323	20,179	184,182
<b>Profit attributable to owners of parent</b>	18,546	20,598	20,303	22,925	14,234	129,920
Capital expenditures	16,187	11,236	12,844	16,332	17,915	163,518
Depreciation and amortization	6,386	6,016	7,143	7,652	8,264	75,429
R&D expenses	5,164	5,024	5,233	4,939	4,958	45,254
Exchange gain, net	2,329	493	220	(7,517)	(2,703)	(24,671)
<b>Cash flows:</b>						
Net cash provided by operating activities	20,115	27,958	22,585	20,979	25,830	235,761
Net cash provided by (used in) investing activities	(1,178)	(3,440)	(14,027)	(12,735)	(15,246)	(139,157)
Net cash used in financing activities	(13,312)	(11,860)	(13,844)	(11,069)	(12,132)	(110,734)
<b>At year-end:</b>						
Total assets	256,196	258,387	269,318	267,050	268,244	2,448,375
Net assets	233,245	232,917	242,179	244,454	245,172	2,237,788
<b>Per share data:</b>					Yen	U.S. dollars
Profit attributable to owners of parent	266.98	300.70	299.74	341.19	214.00	1.95
Net assets	3,363.01	3,405.14	3,579.98	3,640.08	3,690.86	33.69
Dividends applicable to current year earnings	110.00	120.00	120.00	135.00	135.00	1.23
<b>Other data:</b>						
Operating income ratio (%)	16.0	17.2	16.4	14.8	13.3	—
ROE (%)	8.0	8.8	8.6	9.4	5.8	—
ROA (%)	10.6	10.2	9.8	9.2	7.8	—
Shareholders' equity ratio (%)	91.0	90.1	89.9	91.1	91.4	—
Number of shares outstanding (Thousands of shares)	69,468	68,587	67,792	67,238	66,735	—
Number of employees (Persons)	24,419	23,768	23,936	23,476	22,061	—

- Notes:
1. U.S. dollar amounts have been translated from yen, for convenience only, at the rate of U.S.\$1 = ¥109.56.
  2. ROE is calculated by dividing net income by the average of total shareholders' equity plus the revaluation/translation adjustment during the period.
  3. The shareholders' equity ratio is calculated by dividing the sum of total shareholders' equity and the revaluation/translation adjustment as of the end of the period by total assets as of the end of the period.
  4. The "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, February 16, 2018) have been applied from the beginning of the consolidated first quarter of the fiscal year ended December 31, 2019, but have not been applied retroactively to the financial position (consolidated) of the fiscal year ended December 31, 2017, and before.