



# Fact Book

Fiscal Year ended December 31, 2009

[2009.1.1 ~ 2009.12.31]

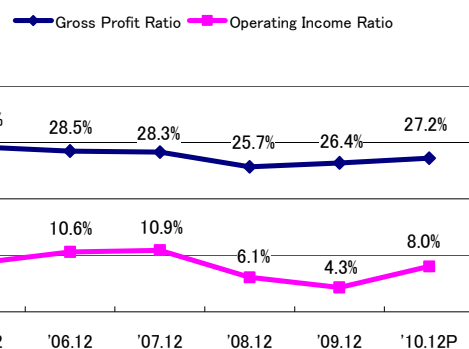
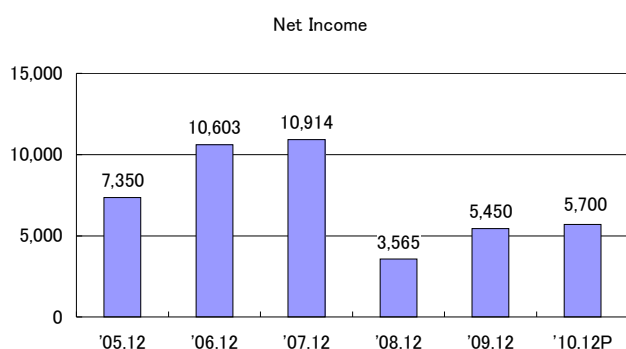
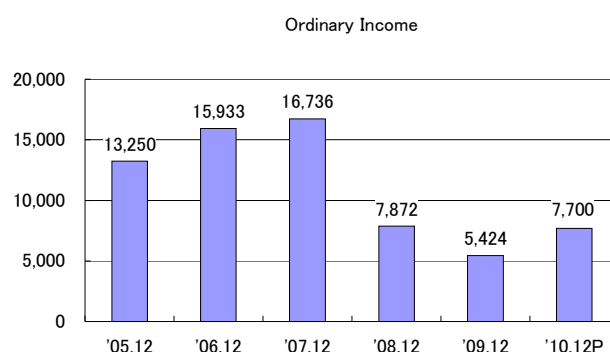
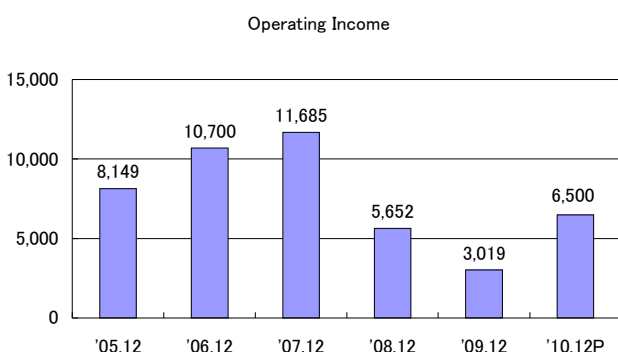
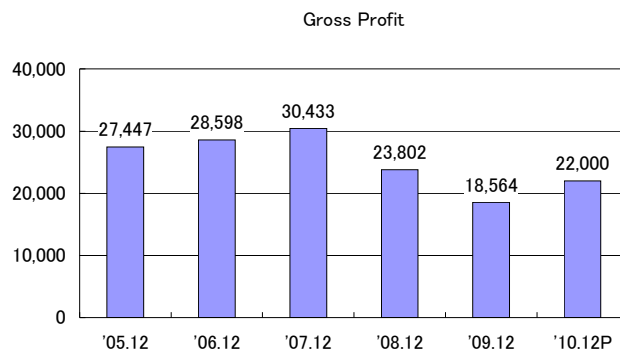
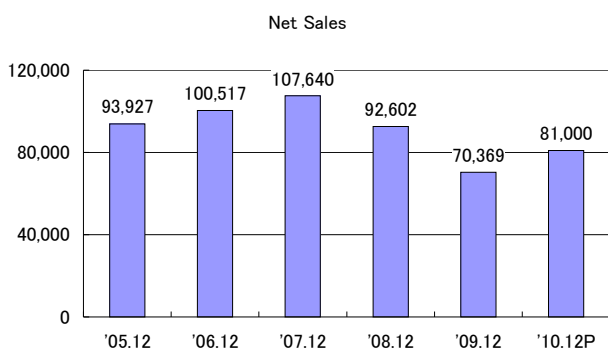
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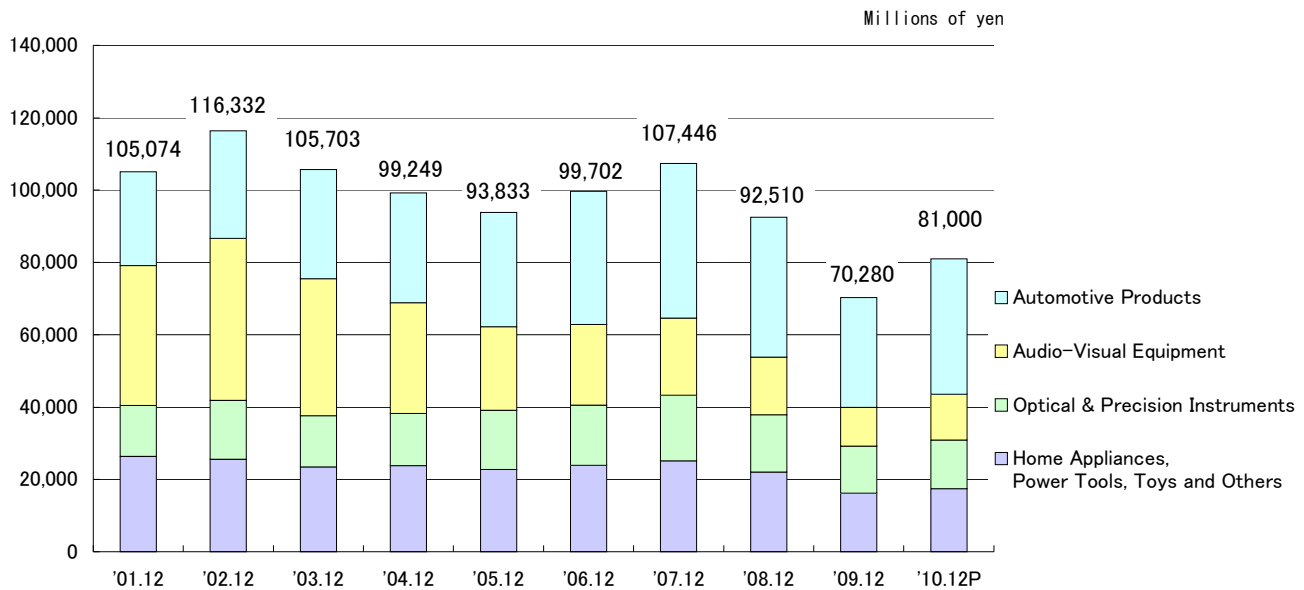
# Sales & Profit

Millions of yen



		Millions of yen (Change%)											
Item	Fiscal Term	2005.12		2006.12		2007.12		2008.12		2009.12		2010.12P	
			%		%		%		%		%		%
Net Sales		93,927	-5.5	100,517	7.0	107,640	7.1	92,602	-14.0	70,369	-24.0	81,000	15.1
Gross Profit		27,447	-23.8	28,598	4.2	30,433	6.4	23,802	-21.8	18,564	-22.0	22,000	18.5
Operating Income		8,149	-52.9	10,700	31.3	11,685	9.2	5,652	-51.6	3,019	-46.6	6,500	115.3
Ordinary Income		13,250	-33.1	15,933	20.3	16,736	5.0	7,872	-53.0	5,424	-31.1	7,700	41.9
Net Income		7,350	-44.7	10,603	44.3	10,914	2.9	3,565	-67.3	5,450	52.9	5,700	4.6
Gross Profit Ratio (%)		29.2		28.5		28.3		25.7		26.4		27.2	
Operating Income Ratio (%)		8.7		10.6		10.9		6.1		4.3		8.0	
ROE(Return on Equity) (%)		3.6		4.9		5.0		1.8		3.0			
ROA(Return on Assets) (%)		6.0		6.9		7.2		3.8		2.8			

## Motor Sales by Application



Fiscal Term	1999.12			2000.12			2001.12			2002.12			2003.12			2004.12		
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%		
Automotive Products	27,599	23.5	-0.8	26,758	23.0	-3.0	25,907	24.6	-3.2	29,602	25.4	14.3	30,127	28.5	1.8	30,376	30.6	0.8
Audio-Visual Equipment	46,206	39.3	-5.7	45,068	38.8	-2.5	38,664	36.8	-14.2	44,800	38.5	15.9	37,866	35.8	-15.5	30,567	30.8	-19.3
Optical & Precision Instruments	16,400	14.0	-9.1	17,830	15.3	8.7	14,051	13.4	-21.2	16,240	13.9	15.6	14,273	13.5	-12.1	14,499	14.6	1.6
Home Appliances, Power Tools, Toys and Others	27,266	23.2	-7.9	26,528	22.8	-2.7	26,451	25.2	-0.3	25,688	22.0	-2.9	23,435	22.2	-8.8	23,806	24.0	1.6
Total Sales	117,473	100.0	-5.6	116,186	100.0	-1.1	105,074	100.0	-9.6	116,332	100.0	10.7	105,703	100.0	-9.1	99,249	100.0	-6.1

Fiscal Term	2005.12			2006.12			2007.12			2008.12			2009.12			2010.12P		
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%		
Automotive Products	31,597	33.7	4.0	36,781	36.9	16.4	42,820	39.9	16.4	38,633	41.8	-9.8	30,346	43.2	-21.5	37,458	46.2	23.4
Audio-Visual Equipment	23,061	24.6	-24.6	22,361	22.4	-3.0	21,308	19.8	-4.7	15,908	17.2	-25.3	10,679	15.2	-32.9	12,644	15.6	18.4
Optical & Precision Instruments	16,402	17.5	13.1	16,658	16.7	1.6	18,139	16.9	8.9	15,896	17.2	-12.4	13,024	18.5	-18.1	13,456	16.6	3.3
Home Appliances, Power Tools, Toys and Others	22,772	24.3	-4.3	23,900	24.0	5.0	25,178	23.4	5.3	22,071	23.8	-12.3	16,230	23.1	-26.5	17,440	21.5	7.5
Total Sales	93,833	100.0	-5.5	99,702	100.0	6.3	107,446	100.0	7.8	92,510	100.0	-13.9	70,280	100.0	-24.0	81,000	100.0	15.3

### Average Sales Price

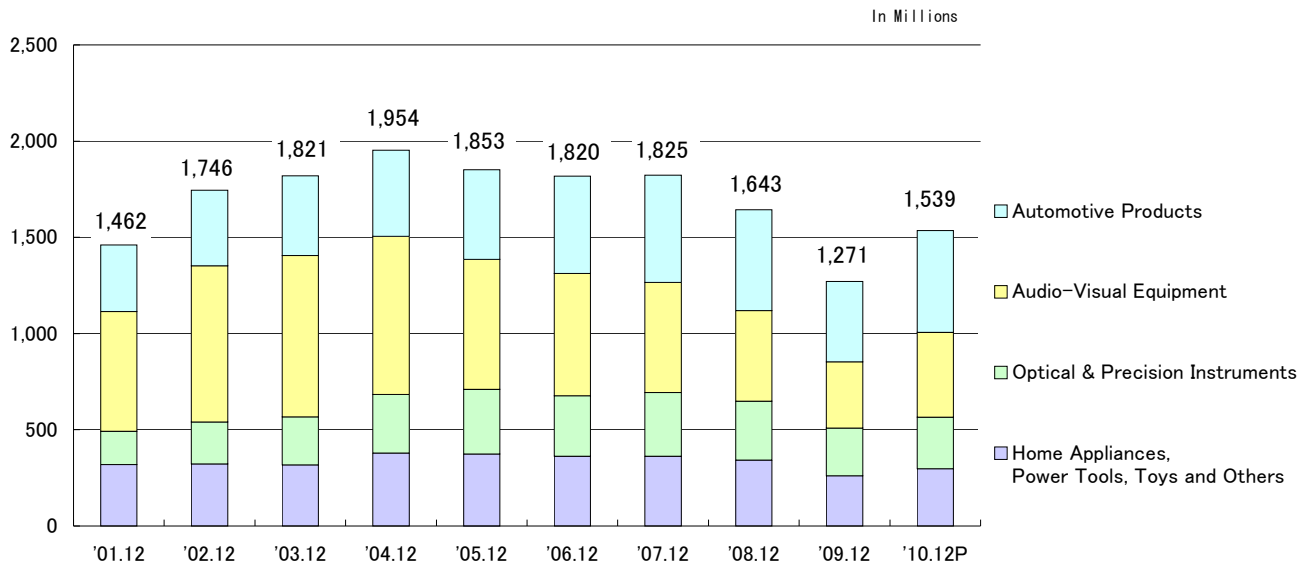
Fiscal Term	2005.12	2006.12	2007.12	2008.12	2009.12	2010.12P
Automotive Products	67.77	72.80	77.01	73.70	72.58	70.63
Audio-Visual Equipment	34.17	35.15	37.20	33.84	31.03	28.61
Optical & Precision Instruments	48.58	52.72	54.37	51.90	52.63	50.24
Home Appliances, Power Tools, Toys and Others	60.74	65.84	69.40	64.33	62.08	58.35
Total Sales	50.62	54.77	58.87	56.28	55.29	52.63

### Average Exchange Rate

Fiscal Term	2005.1~12	2006.1~12	2007.1~12	2008.1~12	2009.1~12	2010.1~12P
US\$:¥	110.21	116.38	117.84	103.46	93.57	87.00

"Information & Communication Equipment Market" was renamed "Optical & Precision Instruments Market." However, applications remain unchanged.

## Motor Sales Quantity by Application



In Millions (Ratio)/(Change%)

Fiscal Term	1999.12			2000.12			2001.12			2002.12			2003.12			2004.12		
		%	%		%	%		%	%		%	%		%	%		%	%
Automotive Products	322	20.3	16.0	351	20.6	9.2	345	23.6	-1.8	392	22.4	13.7	413	22.7	5.4	448	22.9	8.4
Audio-Visual Equipment	668	42.2	19.1	753	44.1	12.8	622	42.6	-17.3	812	46.5	30.5	838	46.1	3.3	822	42.1	-1.9
Optical & Precision Instruments	197	12.5	12.5	232	13.6	17.7	174	12.0	-24.7	219	12.5	25.7	250	13.8	14.1	304	15.6	21.6
Home Appliances, Power Tools, Toys and Others	397	25.1	9.1	370	21.7	-6.7	319	21.9	-13.6	322	18.4	0.7	318	17.5	-1.2	379	19.4	19.1
Total Sales	1,584	100.0	15.0	1,707	100.0	7.8	1,462	100.0	-14.3	1,746	100.0	19.4	1,821	100.0	4.3	1,954	100.0	7.3

Fiscal Term	2005.12			2006.12			2007.12			2008.12			2009.12			2010.12P		
		%	%		%	%		%	%		%	%		%	%		%	%
Automotive Products	466	25.2	4.0	505	27.8	8.4	556	30.5	10.1	524	31.9	-5.7	418	32.9	-20.2	530	34.5	26.8
Audio-Visual Equipment	674	36.4	-17.9	636	34.9	-5.7	572	31.4	-10.0	470	28.6	-17.9	344	27.1	-26.8	441	28.7	28.4
Optical & Precision Instruments	337	18.2	10.8	315	17.4	-6.4	333	18.3	5.6	306	18.6	-8.2	247	19.5	-19.2	267	17.4	8.2
Home Appliances, Power Tools, Toys and Others	374	20.2	-1.1	362	19.9	-3.2	362	19.9	-0.1	343	20.9	-5.4	261	20.6	-23.8	298	19.4	14.3
Total Sales	1,853	100.0	-5.2	1,820	100.0	-1.8	1,825	100.0	0.3	1,643	100.0	-9.9	1,271	100.0	-22.7	1,539	100.0	21.1

### < Typical Application >

#### < Automotive Products >

Car mirror, Door lock, Air conditioning damper actuator, Power window lifter, Power seat, Door closer, Lumbar support, Headlight beam level adjuster, Automatic cruise control, 2WD/4WD change, Trunk opener, Fuel-tank lid opener, Parking brake, Seat belt pretensioner, Induction powertrain, Steering lock, Intake manifold control valve, etc.

#### < Audio-Visual Equipment >

BD/DVD player/recorder, CD player, Car CD player, Car navigation system, Game machines, etc.

#### < Optical & Precision Instruments >

Ink jet printer, Photo printer, Digital camera, DVD/CD-ROM drive, Copying machine, Laser printer, Facsimile machine, Vending machine, etc.

#### < Home Appliances, Power Tools, Toys and Others >

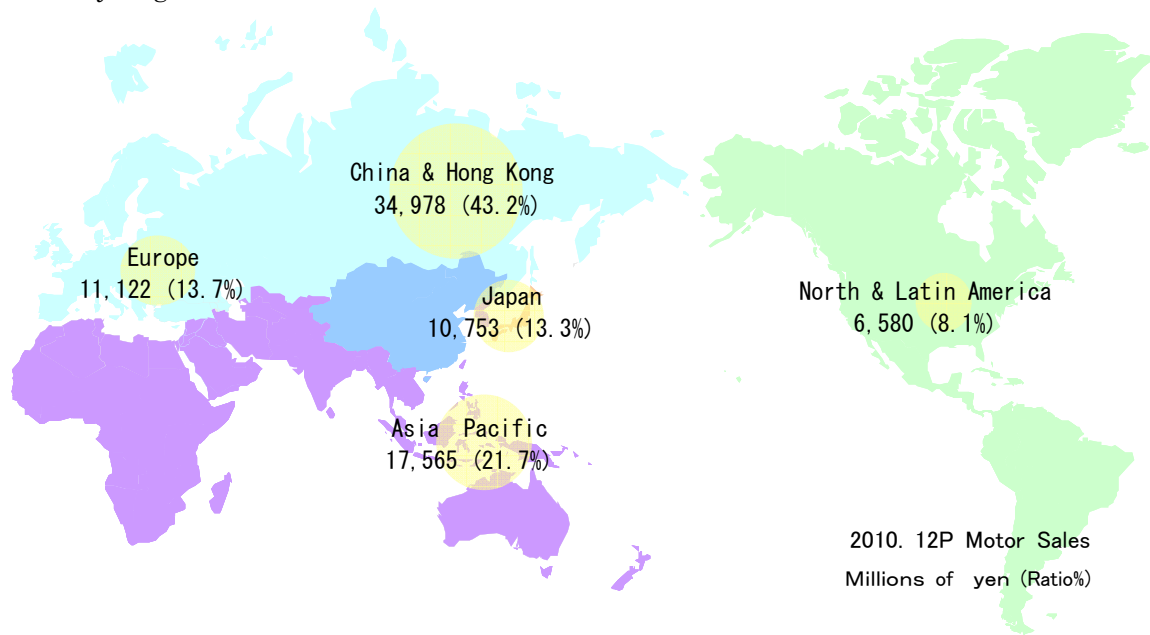
(Personal Care Product) Hair dryer, Styling brush, Shaver, Tooth brush, Hair remover, Hair clipper, etc

(Power Tool) Drill, Screwdriver, Circular saw, Impact wrench, Lawn mower, Hedge clipper, etc.

(Toys, Miniature models, etc.) (Health & Wellness) Blood pressure meter, Massager, Vibrator, etc.

(Others) Vacuum cleaner, Small sprayer, Room freshener, Hot water pot, Electric reel, Small pump, etc.

## Motor Sales by Region



### Motor Sales

Millions of yen (Ratio%)/(Change%)

Fiscal Term	1999.12			2000.12			2001.12			2002.12			2003.12			2004.12		
	Millions of yen	Ratio%	Change%	Millions of yen	Ratio%	Change%	Millions of yen	Ratio%	Change%	Millions of yen	Ratio%	Change%	Millions of yen	Ratio%	Change%	Millions of yen	Ratio%	Change%
Japan	19,124	16.3	-7.3	16,429	14.1	-14.1	12,534	11.9	-23.7	11,942	10.3	-4.7	11,611	11.0	-2.8	11,536	11.6	-0.6
North & Latin America	14,843	12.6	-8.2	13,945	12.0	-6.0	12,830	12.2	-8.0	12,624	10.9	-1.6	10,182	9.6	-19.3	9,091	9.1	-10.7
Europe	14,731	12.5	-9.2	13,951	12.0	-5.3	14,767	14.1	5.8	15,186	13.1	2.8	14,781	14.0	-2.7	13,848	14.0	-6.3
China & Hong Kong	42,188	35.9	-4.2	45,262	39.0	7.3	41,641	39.6	-8.0	50,736	43.6	21.8	45,797	43.3	-9.7	44,855	45.2	-2.1
Asia Pacific	26,584	22.6	-2.9	26,597	22.9	0.0	23,299	22.2	-12.4	25,842	22.2	10.9	23,331	22.1	-9.7	19,917	20.1	-14.6
Total Sales	117,473	100.0	-5.6	116,186	100.0	-1.1	105,074	100.0	-9.6	116,332	100.0	10.7	105,703	100.0	-9.1	99,249	100.0	-6.1

Fiscal Term	2005.12			2006.12			2007.12			2008.12			2009.12			2010.12P		
	Millions of yen	Ratio%	Change%	Millions of yen	Ratio%	Change%	Millions of yen	Ratio%	Change%	Millions of yen	Ratio%	Change%	Millions of yen	Ratio%	Change%	Millions of yen	Ratio%	Change%
Japan	10,928	11.6	-5.3	10,902	10.9	-0.2	10,980	10.2	0.7	10,663	11.5	-2.9	8,056	11.5	-24.4	10,753	13.3	33.5
North & Latin America	8,728	9.3	-4.0	10,459	10.5	19.8	11,697	10.9	11.8	8,487	9.2	-27.4	5,995	8.5	-29.4	6,580	8.1	9.8
Europe	13,068	13.9	-5.6	14,430	14.5	10.4	16,912	15.7	17.2	13,914	15.0	-17.7	10,476	14.9	-24.7	11,122	13.7	6.2
China & Hong Kong	41,665	44.4	-7.1	41,105	41.2	-1.3	41,290	38.4	0.5	36,686	39.7	-11.2	29,423	41.9	-19.8	34,978	43.2	18.9
Asia Pacific	19,443	20.7	-2.4	22,804	22.9	17.3	26,564	24.7	16.5	22,758	24.6	-14.3	16,327	23.2	-28.3	17,565	21.7	7.6
Total Sales	93,833	100.0	-5.5	99,702	100.0	6.3	107,446	100.0	7.8	92,510	100.0	-13.9	70,280	100.0	-24.0	81,000	100.0	15.3

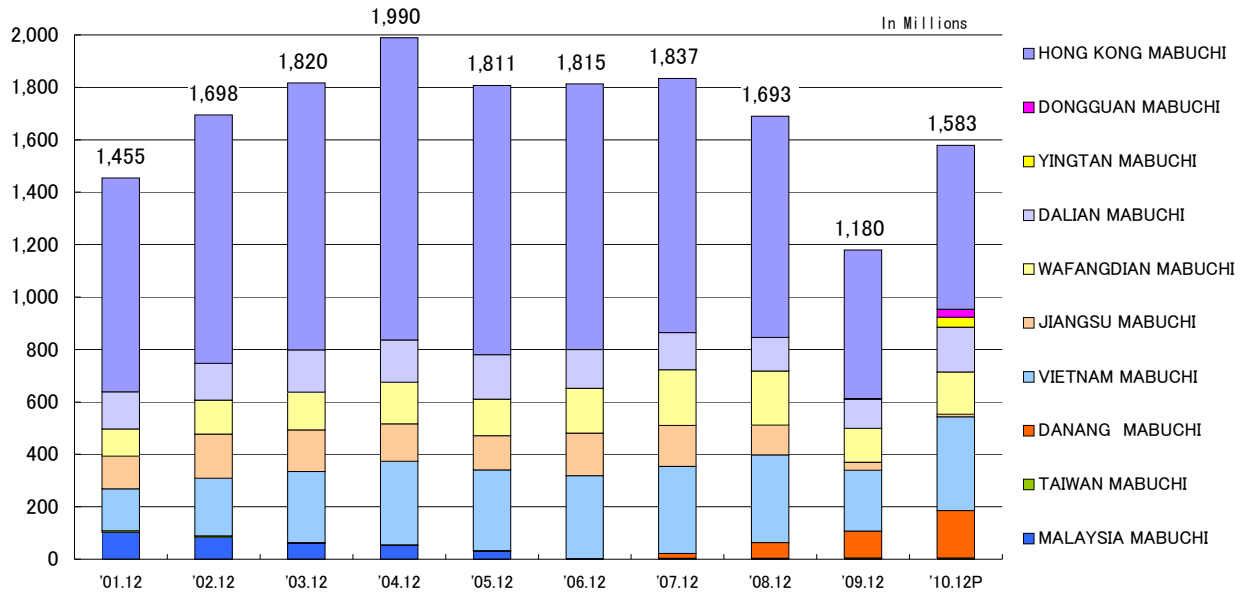
### Motor Sales Quantity

In Millions (Ratio%)/(Change%)

Fiscal Term	1999.12			2000.12			2001.12			2002.12			2003.12			2004.12		
	Quantity	Ratio%	Change%	Quantity	Ratio%	Change%	Quantity	Ratio%	Change%	Quantity	Ratio%	Change%	Quantity	Ratio%	Change%	Quantity	Ratio%	Change%
Japan	197	12.4	-3.8	175	10.2	-11.4	143	9.8	-17.7	141	8.1	-1.6	140	7.7	-1.0	142	7.3	2.0
North & Latin America	135	8.5	14.1	141	8.3	4.5	127	8.7	-9.5	136	7.8	6.9	125	6.9	-7.9	126	6.5	0.4
Europe	191	12.0	9.5	209	12.2	9.5	204	14.0	-2.3	218	12.5	7.2	227	12.5	4.1	231	11.8	1.6
China & Hong Kong	705	44.5	22.2	803	47.0	13.9	660	45.2	-17.7	890	51.0	34.7	946	52.0	6.4	1,085	55.5	14.6
Asia Pacific	356	22.5	17.5	380	22.2	6.5	326	22.3	-14.1	359	20.6	10.2	380	20.9	5.8	368	18.9	-3.0
Total Sales	1,584	100.0	15.0	1,707	100.0	7.8	1,462	100.0	-14.3	1,746	100.0	19.4	1,821	100.0	4.3	1,954	100.0	7.3

Fiscal Term	2005.12			2006.12			2007.12			2008.12			2009.12			2010.12P		
	Quantity	Ratio%	Change%	Quantity	Ratio%	Change%	Quantity	Ratio%	Change%	Quantity	Ratio%	Change%	Quantity	Ratio%	Change%	Quantity	Ratio%	Change%
Japan	141	7.6	-1.0	143	7.9	1.7	144	7.9	0.3	133	8.1	-7.6	103	8.2	-22.0	130	8.5	25.7
North & Latin America	110	6.0	-12.1	126	6.9	13.7	130	7.1	3.2	102	6.2	-21.1	76	6.0	-25.4	87	5.7	14.0
Europe	225	12.1	-2.8	238	13.1	5.9	259	14.2	9.1	230	14.0	-11.2	186	14.7	-19.3	201	13.1	8.0
China & Hong Kong	1,005	54.3	-7.3	917	50.4	-8.8	861	47.2	-6.1	778	47.3	-9.6	624	49.1	-19.8	782	50.9	25.4
Asia Pacific	370	20.0	0.5	394	21.7	6.5	429	23.6	8.9	398	24.3	-7.2	280	22.0	-29.7	337	21.9	20.3
Total Sales	1,853	100.0	-5.2	1,820	100.0	-1.8	1,825	100.0	0.3	1,643	100.0	-9.9	1,271	100.0	-22.7	1,539	100.0	21.1

## Manufacturing Quantity by Factory



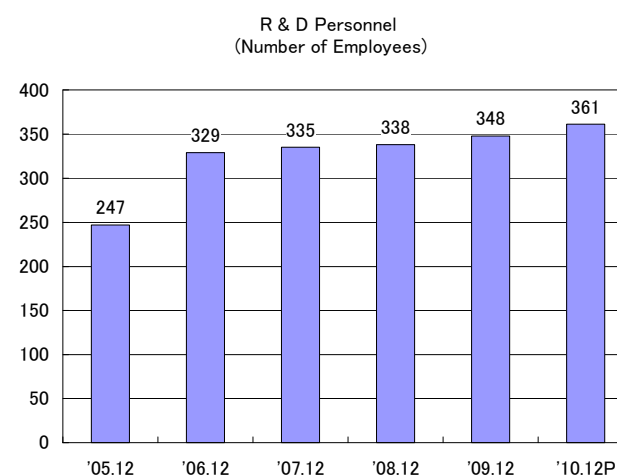
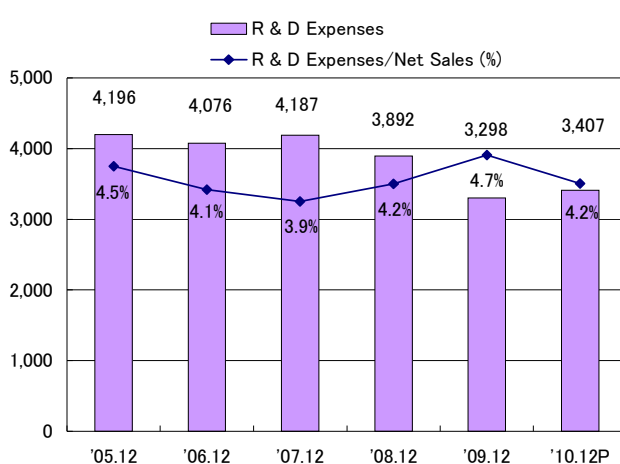
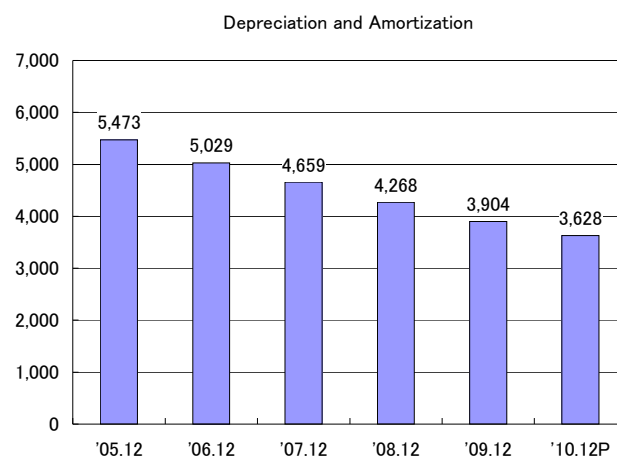
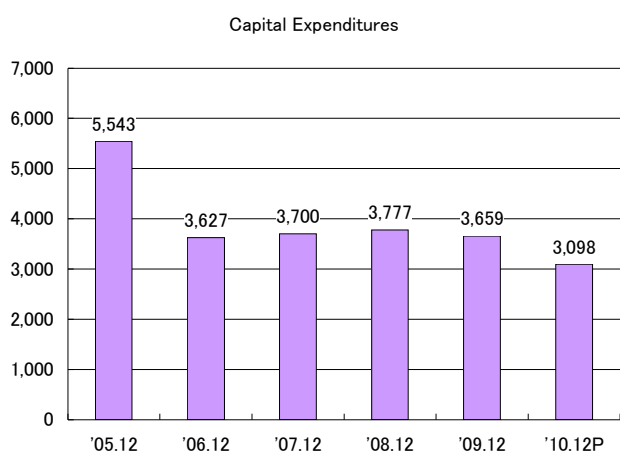
Fiscal Term	1999.12									2000.12			2001.12			2002.12			2003.12			2004.12		
		%	%		%	%		%	%		%	%		%	%		%	%		%	%		%	%
HONG KONG MABUCHI	861	58.4	-0.7	1,030	56.9	19.7	816	56.1	-20.7	948	55.8	16.2	1,018	55.9	7.4	1,153	57.9	13.2						
DONGGUAN MABUCHI	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
YINGTAN MABUCHI	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
DALIAN MABUCHI	152	10.3	-6.7	176	9.7	15.9	141	9.7	-19.8	140	8.3	-0.3	162	8.9	15.8	161	8.1	-0.9						
WAFANGDIAN MABUCHI	128	8.7	13.3	135	7.5	6.1	104	7.2	-22.8	130	7.7	25.0	144	7.9	10.8	158	8.0	9.3						
JIANGSU MABUCHI	127	8.6	0.0	183	10.1	44.6	124	8.5	-32.5	168	9.9	36.7	158	8.7	-6.4	143	7.2	-9.2						
VIETNAM MABUCHI	85	5.8	203.6	148	8.2	73.6	160	11.0	8.3	220	13.0	37.3	271	14.9	23.1	319	16.0	17.7						
DANANG MABUCHI	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
TAIWAN MABUCHI	18	1.2	-30.8	13	0.7	-29.7	7	0.5	-45.0	5	0.3	-22.4	3	0.2	-28.5	3	0.2	-9.0						
MALAYSIA MABUCHI	101	6.9	4.1	124	6.8	22.4	102	7.0	-17.7	84	5.0	-17.2	61	3.4	-26.7	52	2.6	-15.7						
Total	1,473	100.0	2.9	1,809	100.0	22.8	1,455	100.0	-19.6	1,698	100.0	16.8	1,820	100.0	7.2	1,990	100.0	9.4						

Fiscal Term	2005.12			2006.12			2007.12			2008.12			2009.12			2010.12P		
		%	%		%	%		%	%		%	%		%	%		%	%
HONG KONG MABUCHI	1,027	56.7	-10.9	1,013	55.8	-1.4	969	52.8	-4.3	844	49.8	-13.0	566	48.0	-32.9	626	39.6	10.6
DONGGUAN MABUCHI	-	-	-	-	-	-	-	-	-	-	-	-	3	0.3	-	30	1.9	843.8
YINGTAN MABUCHI	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	38	2.5	-
DALIAN MABUCHI	170	9.4	6.1	148	8.2	-13.1	141	7.7	-4.8	128	7.6	-9.1	110	9.3	-14.2	171	10.9	55.7
WAFANGDIAN MABUCHI	139	7.7	-11.7	171	9.4	22.7	212	11.6	23.9	207	12.3	-2.4	129	10.9	-37.8	161	10.2	24.9
JIANGSU MABUCHI	130	7.2	-9.3	162	8.9	24.7	157	8.5	-3.1	113	6.7	-27.9	31	2.6	-72.6	9	0.6	-69.6
VIETNAM MABUCHI	308	17.0	-3.2	316	17.4	2.3	332	18.1	5.2	335	19.8	0.9	231	19.6	-31.0	357	22.6	54.4
DANANG MABUCHI	-	-	-	0	0.0	-	19	1.1	2,237.4	59	3.5	204.2	104	8.9	75.0	181	11.5	73.4
TAIWAN MABUCHI	2	0.2	-18.1	3	0.2	15.7	4	0.2	33.6	4	0.3	-4.6	4	0.4	3.1	5	0.4	27.6
MALAYSIA MABUCHI	31	1.8	-38.8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	1,811	100.0	-9.0	1,815	100.0	0.2	1,837	100.0	1.2	1,693	100.0	-7.9	1,180	100.0	-30.3	1,583	100.0	34.1

HONG KONG MABUCHI (Total amount of Guangdong Factory 1, Guangdong Factory 2, and Guangdong Factory 3)

# Capital Expenditures/ R&D Expenses

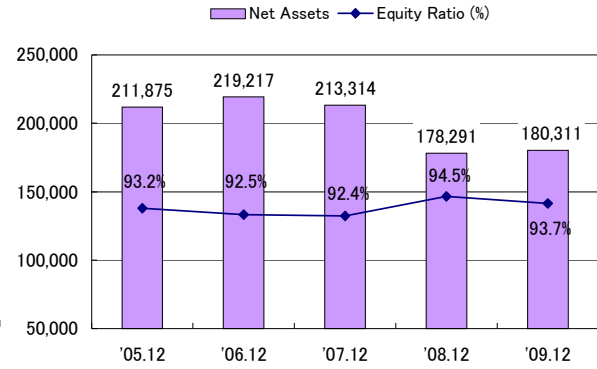
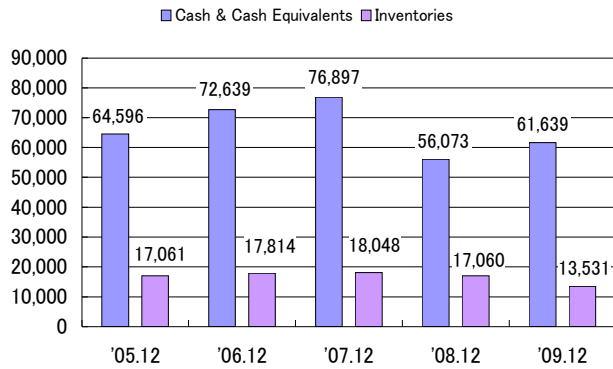
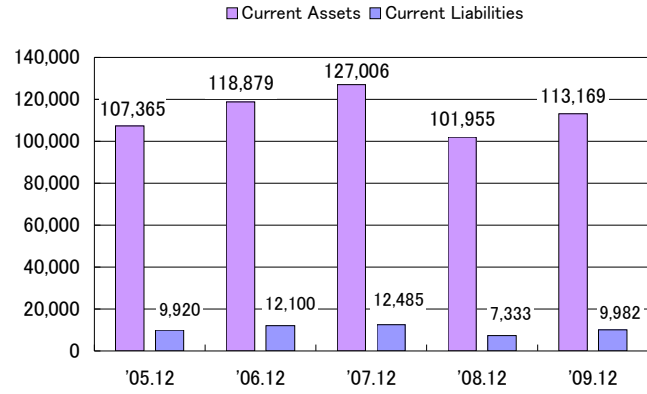
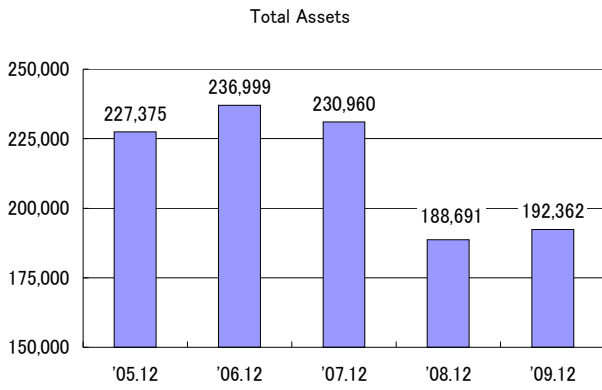
Millions of yen



Item	Fiscal Term		2005.12		2006.12		2007.12		2008.12		2009.12		2010.12P	
		%		%		%		%		%		%		%
Capital Expenditures	5,543	-52.2	3,627	-34.6	3,700	2.0	3,777	2.1	3,659	-3.1	3,098	-15.3		
Depreciation and Amortization	5,473	10.3	5,029	-8.1	4,659	-7.4	4,268	-8.4	3,904	-8.5	3,628	-7.1		
R & D Expenses	4,196	4.0	4,076	-2.9	4,187	2.7	3,892	-7.0	3,298	-15.3	3,407	3.3		
R & D Expenses/Net Sales (%)	4.5		4.1		3.9		4.2		4.7		4.2			
R & D Personnel (Number of Employees)	247	8.3	329	33.2	335	1.8	338	0.9	348	3.0	361	3.7		

# Assets, Liabilities and Net Assets

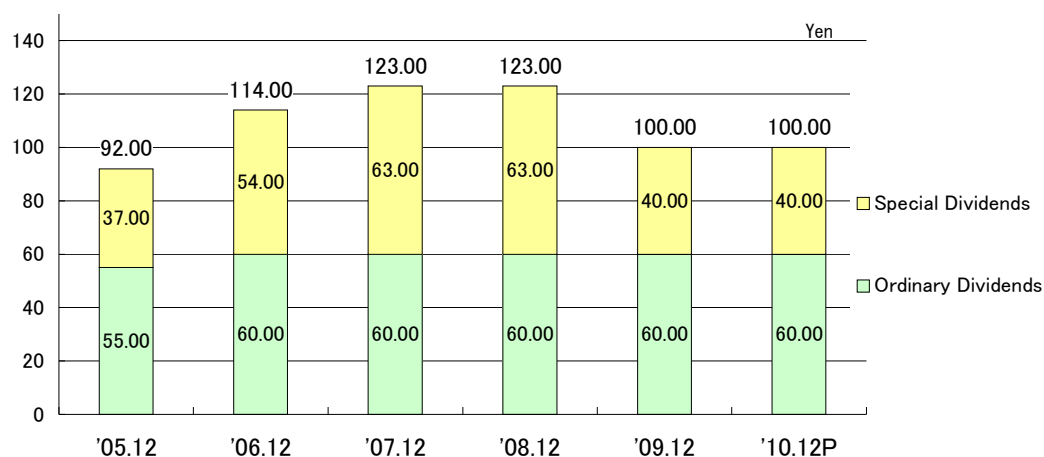
Millions of yen



		Millions of yen (Change%)									
Item	As of	2005.12.31		2006.12.31		2007.12.31		2008.12.31		2009.12.31	
			%		%		%		%		%
Total Assets		227,375	5.0	236,999	4.2	230,960	-2.5	188,691	-18.3	192,362	1.9
Current Assets		107,365	7.7	118,879	10.7	127,006	6.8	101,955	-19.7	113,169	11.0
Current Liabilities		9,920	-10.0	12,100	22.0	12,485	3.2	7,333	-41.3	9,982	36.1
Current Ratio (%)		1,082		982		1,017		1,390		1,134	
Cash & Cash Equivalents		64,596	10.2	72,639	12.5	76,897	5.9	56,073	-27.1	61,639	9.9
Inventories		17,061	3.8	17,814	4.4	18,048	1.3	17,060	-5.5	13,531	-20.7
Net Assets		211,875	5.1	219,217	3.5	213,314	-2.7	178,291	-16.4	180,311	1.1
Equity Ratio (%)		93.2		92.5		92.4		94.5		93.7	

## Per Share Data

Cash Dividends per Share(Non-Consolidated)



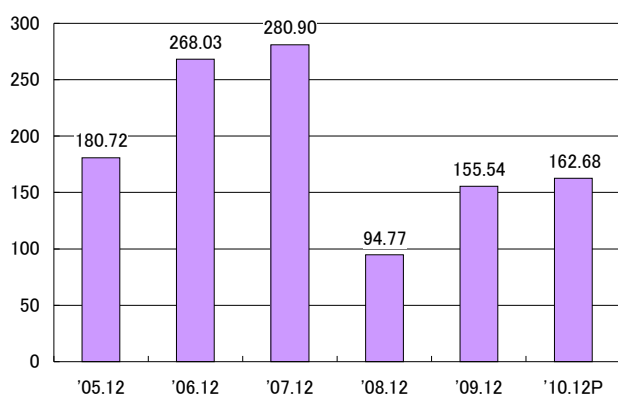
Item	Fiscal Term		2005.12		2006.12		2007.12		2008.12		2009.12		2010.12P	
		%		%		%		%		%		%		
<b>(Non-Consolidated)</b>														
Cash Dividends per Share(Yen)	92.00	-20.0	114.00	23.9	123.00	7.9	123.00	0.0	100.00	-18.7	100.00	0.0		
(Special Dividends)	37.00		54.00		63.00		63.00		40.00		40.00			
<b>(Consolidated)</b>														
Payout Ratio(%)	50.9		42.5		43.8		129.8		64.3		61.5			

### < Dividend Policy >

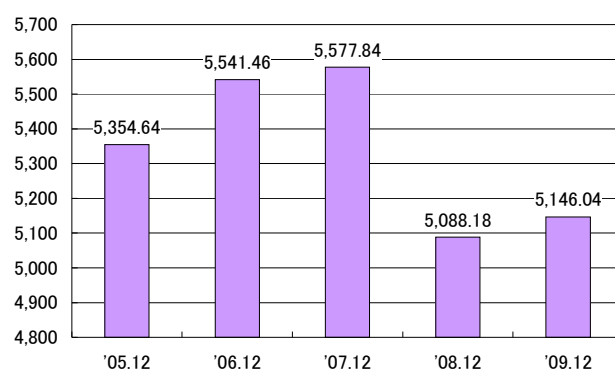
The annual dividend consist of ordinary dividend of 60 yen per share as a long-lasting stable dividend and special dividend as the amount calculated by dividing the 20% of the consolidated net profits by shares.

Based on this calculation standard, the actual dividend for the whole financial year does not fall below the expected dividend, which is issued within the period, unless the earnings estimates are significantly downgraded.

Net Income per Share (Consolidated)

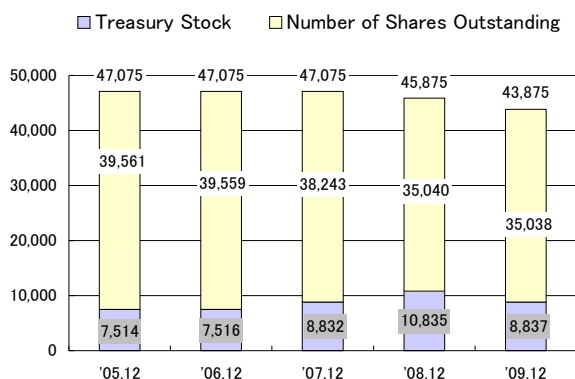


Book Value per Share (Consolidated)

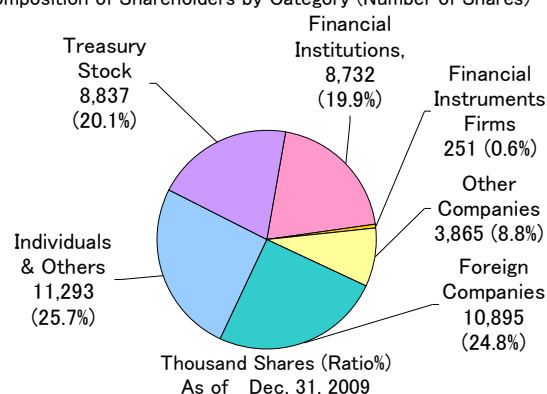


Item	Fiscal Term		2005.12		2006.12		2007.12		2008.12		2009.12		2010.12P	
		Change(%)		%		%		%		%		%		
Net Income per Share(Yen)	180.72	-42.8	268.03	48.3	280.90	4.8	94.77	-66.3	155.54	64.1	162.68	4.6		
Book Value per Share(Yen)	5,354.64	7.8	5,541.46	3.5	5,577.84	0.7	5,088.18	-8.8	5,146.04	1.1				

## Stock Information



Composition of Shareholders by Category (Number of Shares)



(Thousand shares) (Ratio%)

As of	2005.12.31		2006.12.31		2007.12.31		2008.12.31		2009.12.31	
		%		%		%		%		%
Number of Shares Issued	47,075	100.0	47,075	100.0	47,075	100.0	45,875	100.0	43,875	100.0
Number of Shares Outstanding	39,561	84.0	39,559	84.0	38,243	81.2	35,040	76.4	35,038	79.9
Treasury Stock	7,514	16.0	7,516	16.0	8,832	18.8	10,835	23.6	8,837	20.1

Composition of Shareholders by Category (Number of Shares)

(Thousand shares) (Ratio%)

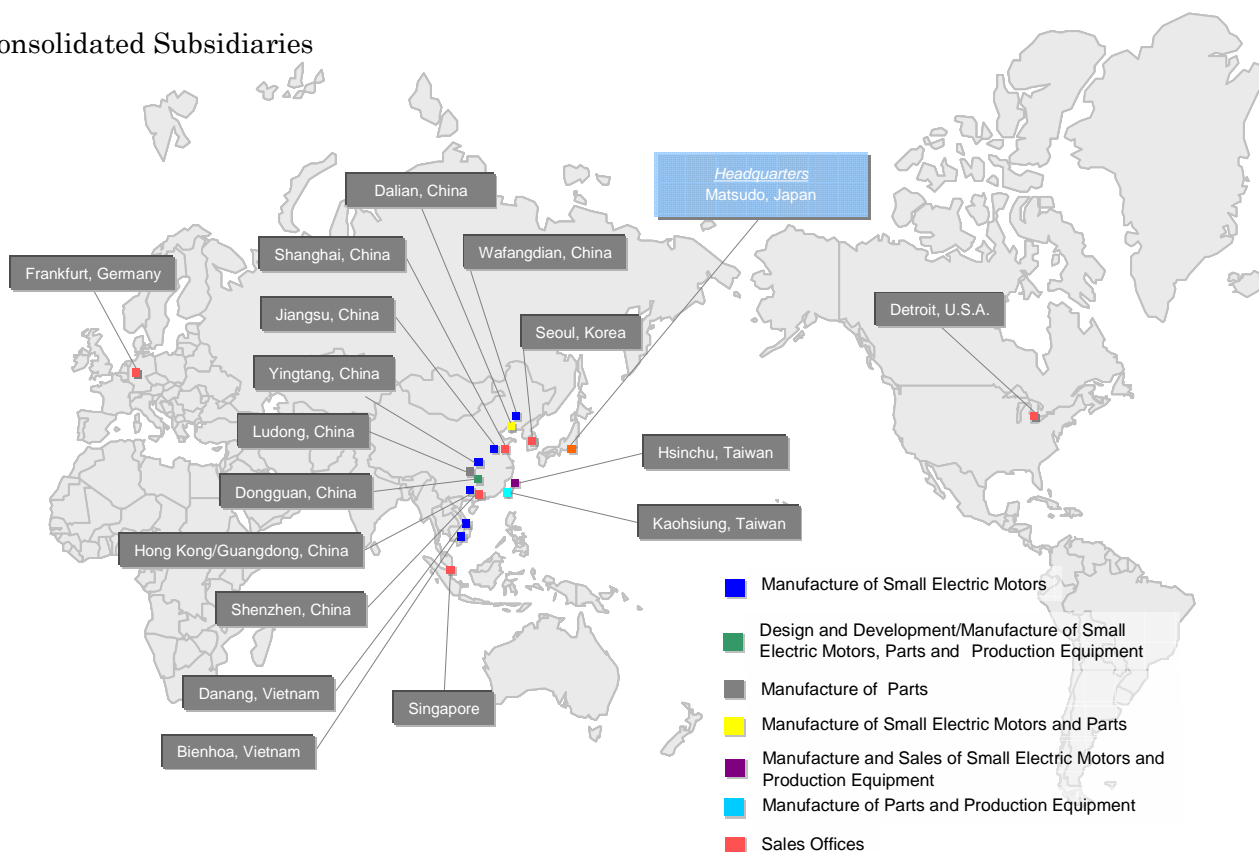
As of	2005.12.31		2006.12.31		2007.12.31		2008.12.31		2009.12.31	
		%		%		%		%		%
Financial Institutions	7,975	16.9	8,591	18.3	9,659	20.5	8,059	17.6	8,732	19.9
Financial Instruments Firms	206	0.4	298	0.6	268	0.6	259	0.6	251	0.6
Other Companies	3,015	6.4	3,274	7.0	3,247	6.9	3,446	7.5	3,865	8.8
Foreign Companies	13,866	29.5	14,354	30.5	13,907	29.5	11,473	25.0	10,895	24.8
Individuals & Others	14,497	30.8	13,042	27.7	11,161	23.7	11,800	25.7	11,293	25.7
Treasury Stock	7,514	16.0	7,516	16.0	8,832	18.8	10,835	23.6	8,837	20.1
Total	47,075	100.0	47,075	100.0	47,075	100.0	45,875	100.0	43,875	100.0

Composition of Shareholders by Category (Number of Shareholders)

(Ratio%)

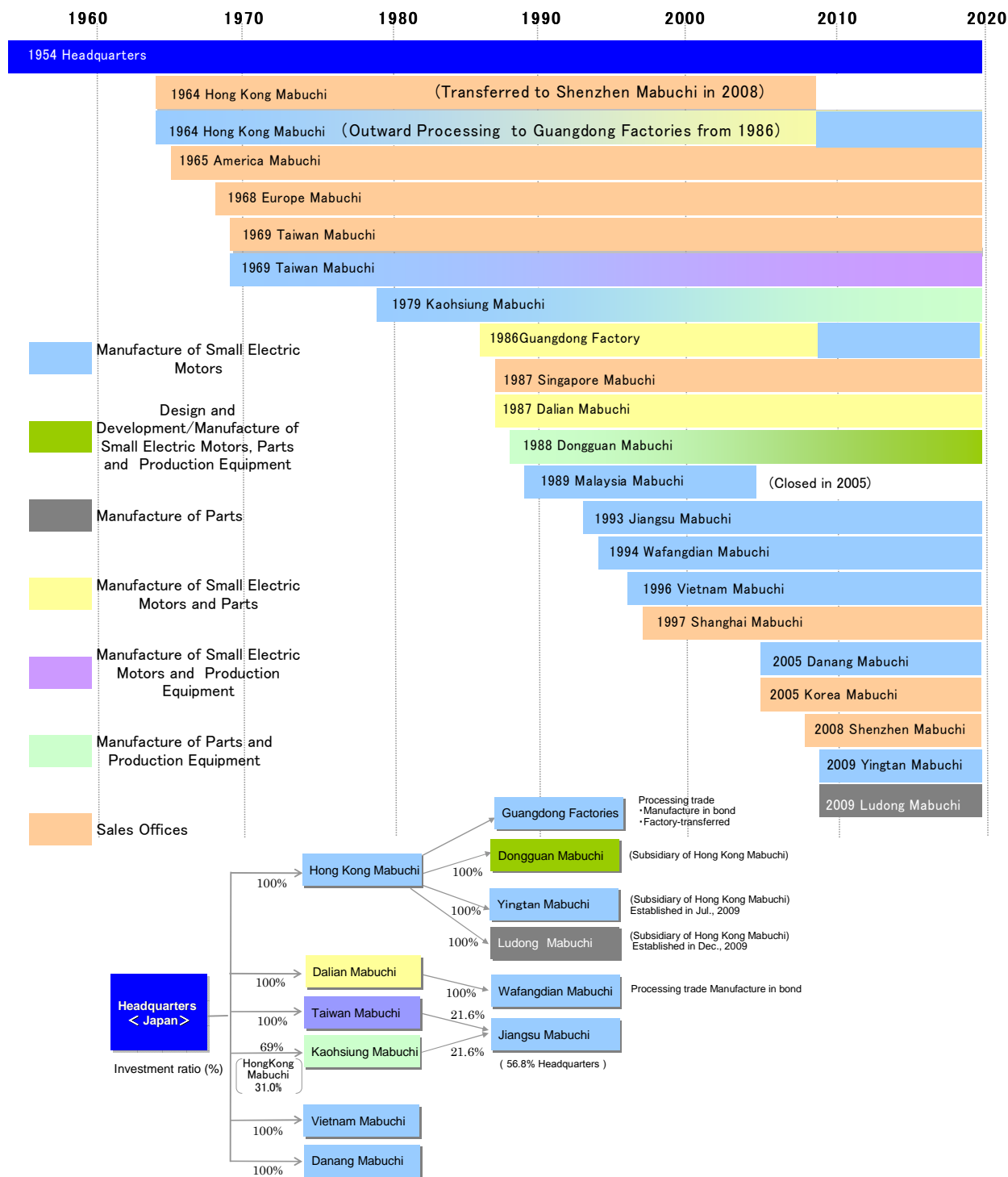
As of	2005.12.31		2006.12.31		2007.12.31		2008.12.31		2009.12.31	
		%		%		%		%		%
Financial Institutions	87	0.5	90	0.7	75	0.7	68	0.6	77	0.6
Financial Instruments Firms	41	0.2	35	0.3	42	0.4	31	0.3	45	0.4
Other Companies	253	1.5	201	1.6	186	1.8	194	1.7	201	1.7
Foreign Companies	307	1.8	303	2.4	296	2.8	286	2.5	315	2.7
Individuals & Others	16,060	95.9	12,245	95.1	10,028	94.4	11,014	95.0	11,242	94.6
Treasury Stock	1	0.0	1	0.0	1	0.0	1	0.0	1	0.0
Total	16,749	100.0	12,875	100.0	10,628	100.0	11,594	100.0	11,881	100.0

## Consolidated Subsidiaries



Corporate Name	Location	Field of Operations
Hong Kong Mabuchi		
MABUCHI INDUSTRY CO., LTD.	HONG KONG	Manufacture of Small Electric Motors and Parts (Outward Processing to Guangdong factories)
Dalian Mabuchi		
MABUCHI MOTOR DALIAN CO., LTD.	CHINA	Manufacture of Small Electric Motors and Parts
Wafangdian Mabuchi		
MABUCHI MOTOR WAFANGDIAN CO., LTD.	CHINA	Manufacture of Small Electric Motors
Jiangsu Mabuchi		
MABUCHI MOTOR (JIANGSU) CO., LTD.	CHINA	Manufacture of Small Electric Motors
Vietnam Mabuchi		
MABUCHI MOTOR VIETNAM LTD.	VIETNAM	Manufacture of Small Electric Motors
Danang Mabuchi		
MABUCHI MOTOR DANANG LTD.	VIETNAM	Manufacture of Small Electric Motors
Yingtang Mabuchi		
MABUCHI MOTOR (YINGTAN) CO.,LTD.	CHINA	Manufacture of Small Electric Motors
Taiwan Mabuchi		
MABUCHI TAIWAN CO., LTD.	TAIWAN	Manufacture and Sales of Small Electric Motors and Production Equipment
Dongguan Mabuchi		
MABUCHI MOTOR (DONGGUAN) CO., LTD.	CHINA	Design and Development/Manufacture of Small Electric Motors, Parts and Production Equipment
Kaohsiung Mabuchi		
MABUCHI MOTOR TAIWAN LTD.	TAIWAN	Manufacture of Parts and Production Equipment
Ludong Mabuchi		
MABUCHI PRECISION (DONGGUAN) CO., LTD.	CHINA	Manufacture of Parts
America Mabuchi		
MABUCHI MOTOR AMERICA CORP.	U.S.A.	Sales of Small Electric Motors
Europe Mabuchi		
MABUCHI MOTOR (EUROPE) GmbH	GERMANY	Sales of Small Electric Motors
Singapore Mabuchi		
MABUCHI MOTOR (SINGAPORE) PTE. LTD.	SINGAPORE	Sales of Small Electric Motors
Shanghai Mabuchi		
MABUCHI MOTOR (SHANGHAI) CO., LTD.	CHINA	Sales of Small Electric Motors
Korea Mabuchi		
MABUCHI MOTOR KOREA CO., LTD.	KOREA	Sales of Small Electric Motors
Shenzhen Mabuchi		
MABUCHI MOTOR TRADING (SHENZHEN) CO., LTD.	CHINA	Sales of Small Electric Motors

# International Specialization History



## Number of Employees

Consolidated	As of	Number of Employees (Ratio%)/(Change%)														
		2005.12.31			2006.12.31			2007.12.31			2008.12.31			2009.12.31		
		%	%	%	%	%	%	%	%	%	%	%	%	%		
Production Division	44,961	96.9	-7.0	43,523	96.7	-3.2	44,080	96.7	1.3	39,748	96.2	-9.8	36,762	96.1	-7.5	
(Contract manufacturing labor at plants in China)	(25,660)			(26,853)			(21,724)			(16,967)			(14,871)			
Sales Division	224	0.5	4.7	219	0.5	-2.2	215	0.5	-1.8	213	0.5	-0.9	193	0.5	-9.4	
R & D Division	452	1.0	15.6	478	1.1	5.8	522	1.1	9.2	506	1.2	-3.1	480	1.3	-5.1	
Administrative Division	775	1.7	0.4	795	1.8	2.6	784	1.7	-1.4	861	2.1	9.8	816	2.1	-5.2	
<b>Total</b>	<b>46,412</b>	<b>100</b>	<b>-6.7</b>	<b>45,015</b>	<b>100</b>	<b>-3.0</b>	<b>45,601</b>	<b>100</b>	<b>1.3</b>	<b>41,328</b>	<b>100</b>	<b>-9.4</b>	<b>38,251</b>	<b>100</b>	<b>-7.4</b>	
<b>Non-Consolidated</b>																
	As of	2005.12.31			2006.12.31			2007.12.31			2008.12.31			2009.12.31		
		%	%	%	%	%	%	%	%	%	%	%	%	%	%	
<b>Total</b>		763		-2.7	760		-0.4	761		0.1	763		0.3	751		-1.6

## Corporate Profile

Trade name **MABUCHI MOTOR CO., LTD.**

Established January 18, 1954

Field of Operations Manufacture and Sales of Small Electric Motors

Capital ¥ 20,704 million

Address Headquarters

430 Matsuhidai Matsudo City, Chiba, 270-2280 Japan

Tel: 81-47-710-1111

Technology Center

280 Ryufukuji Motono-son Inba-gun, Chiba, 270-2393 Japan

Tel: 81-47-710-1222

Settlement Day December 31

Number of Share Issued 43,875,881

Stock Listings Tokyo Stock Exchange, First Section

Stock Exchange Code Number 6592



URL <http://www.mabuchi-motor.co.jp>