

We would like to express our deepest sympathies to all those affected by the Great East Japan Earthquake. We sincerely hope for a swift recovery in the quake-hit areas.



**We do what we should,  
now and in the future.**

President and  
Representative Director

亀井 慎二

Shinji Kamei

**We have now completed making the Mabuchi Group's "Social & Environmental Report 2011," highlighting our social contribution and environmental activities in fiscal 2010. Please take a moment to discover what we achieved during the year.**

The earthquake that hit the Tohoku region in March 2011 has left a big scar. But it also reaffirmed the courage, solidarity, and warmth of the Japanese people—things which had tended to be overlooked. It may take years before the affected areas completely recover, but I am confident that Japan can do it as long as its people have this spirit, even though the first few years will be hard. At the same time, I cannot help but feel that this great ordeal is demanding Japan to not just recover from the disaster but also undergo a more fundamental change. With this in mind, we must figure out what we should do now, then steadily and consistently push forward with it.

### CSR Activities

Mabuchi is striving to become a company that offers greater customer satisfaction in order to realize our management principle: "Contributing to international society and continuously increasing our contribution." To this end, we should improve the quality of our products and services which are the source of our competitiveness. In addition, we should conduct our business activities based on our profound creed that values corporate social responsibilities (CSR), environmental protection, and transparent business transactions. We should do this by embracing the awareness that "Corporate value expands continuously when we conduct sincere corporate activities."

In my view, "corporate social responsibility" is the responsibility to create a company that can produce profits consistently, while respecting ethics and sincerity as the most important value. In that sense, I do not agree with the approach of seeking only immediate gains while the global economy is flagging and the whole of Japan is full of anxiety due to the impact of the earthquake. I believe, in principle, that a company exists to ensure happiness of the people working there. Real CSR is, therefore, to create an environment where that principle can be keenly felt and protect people's employment by maintaining that principle for a long time. This will ultimately contribute to society.

We will further strengthen our business structure and fulfill our CSR responsibilities so that we can live up to our customers' expectations.

## Improving the Global Environment

The supply of electricity has been unstable due to accidents at a nuclear power plant in the quake-hit area. This year, companies have been asked to cut their electricity by 15% from the previous year's maximum usage. This is a very tough requirement, because we had already been working hard to reduce our electricity consumption.

Despite these circumstances, we will embark on new themes which have not been taken up because of technical or quality control problems. To be specific, under the directions of the Technology Center we will refine production processes from the very basics, including making improvements to our productivity and yield rate. Also, we will further reduce the burden that our production processes place on the environment, utilizing our rich experience in this field.

We at Mabuchi are determined to be a company that stakeholders can always trust and value. We will do this by continuing to conduct sincere corporate activities and fulfilling CSR responsibilities, while strengthening our sound corporate culture to care for society and the environment. All employees will continue to act with an awareness that a company exists to contribute to society, and that making such a contribution can be done by making people happy.

We hope that you will peruse this report describing our social and environmental activities and send us your frank opinions and comments concerning it.

Your understanding and continuous support would be greatly appreciated.

## Management Principle

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**“Contributing to international society and continuously increasing our contribution.”**

### Management Guidelines

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1. By bringing better and more reasonably priced goods to the market, we contribute to the creation of a more affluent society and more comfortable lives for everyone.
  2. Contribute to the leveling of international economic disparities and to economic development in other countries through the creation of employment opportunities and technology transfers.
  3. People are the most important managerial resource. Realize human potential through work and teach people to become productive members of society.
  4. Conduct corporate activity which preserves the earth's environment and protects human health.
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### Management Policies

1. Develop products that have flexibility in their application and consolidate the most appropriate production conditions.
2. Strive to improve product development based on value analysis and seek to originate interchangeable parts and materials.
3. Realize cost reduction by using advanced processing technologies and by minimizing waste.
4. Uncover new markets and secure fair market share.
5. Maximize each employee's potential and conduct employee education through appropriate job placement.
6. Promote business activities that have minimal negative impact on the environment and that strictly abide by safety standards.
7. To promote management policies and strategies that promise long and stable growth.