

Under the human resources development policy “People are the most important managerial resource. Realize human potential through work and teach people to become productive members of society,” Mabuchi aims to cultivate socially and internationally minded persons that can contribute to not only our company but also society (including international society). We consider that contributing to the progress and development of international society through corporate activities forms the very basis of our existence.

### Human Resources Development Program

Our company has instituted an early specialist-raising system in each division. It has been established to enhance professional education as a concerted effort of all divisions in order to create a learning atmosphere in the company and to improve employees’ knowledge and technical levels.

### Qualification Incentive System

We are promoting employees’ self-development by establishing the Qualification Incentive System with a view to creating a self-learning atmosphere in the company and encouraging employees to acquire a wide range of knowledge useful for business operations.

### Personnel Performance Evaluation System

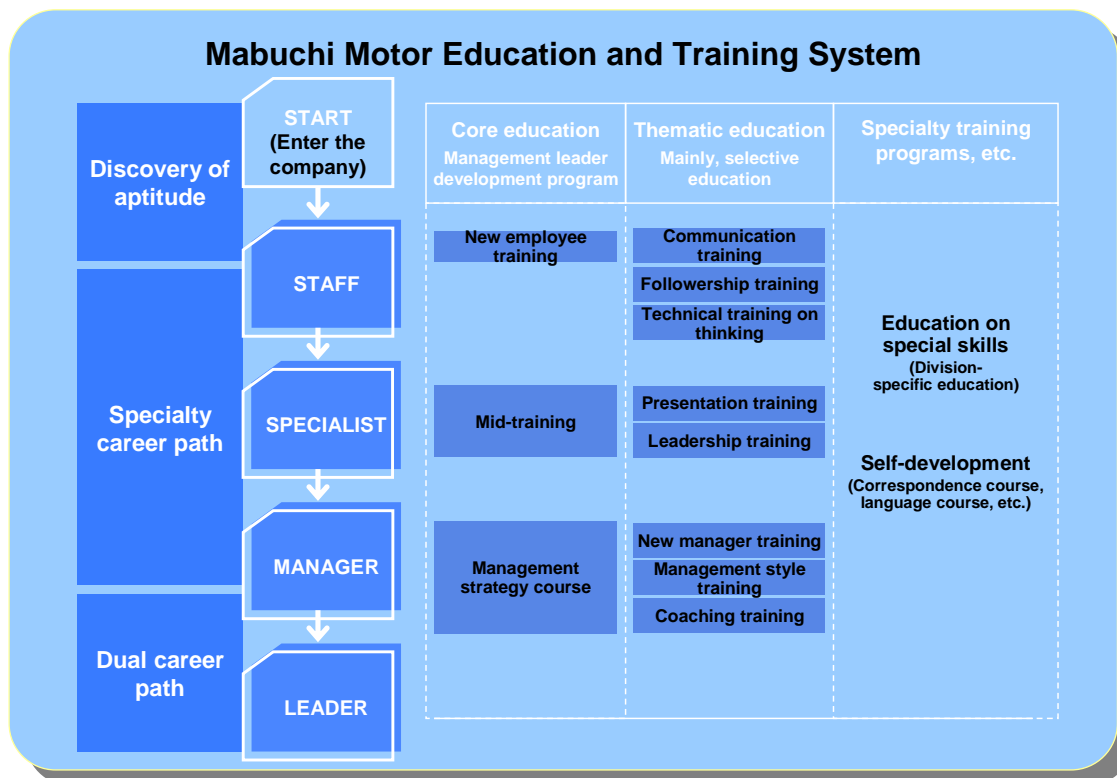
Mabuchi’s personnel performance evaluation system is a management tool aimed at mobilizing employees’ abilities toward the overall business performance of the company, but we are also actively using it as the tool for developing human resources.

Our personnel performance evaluation system is designed to ensure the mutual growth of the company and employees by correctly identifying the contributions made by each employee, as they play a wide variety of roles toward maximizing the company’s overall performance.

Believing that communication between superiors and subordinates is very important to correctly reflect the contributions of employees in their performance evaluation, we have introduced a system of mid-term and term-end in-person evaluation meetings to ensure close communication, in addition to routine communication through work.

### Self-assessment System

Considering that (1) the right person in the right place and (2) the creation of a positive working atmosphere are very important in bringing out the best in each employee and making the best use of them, we have employees periodically carry out self-assessment to grasp their awareness of work and use the results to achieve these two elements.



We are striving to create a work environment that allows employees to maintain a good balance between work and private life.

## Balancing Work and Life

A healthy work-life balance is defined as “A good balance between work and private life.” We have instituted the following systems so that our employees can maintain a good work-life balance.

Adopting the Family-friendly Measures promoted by the Ministry of Health, Labour and Welfare (right), we have created an environment that allows our employees to balance their work with other aspects of their lives such as child-raising or nursing care. Also, in support of the activity *Declaration: We are Exciting Companies with Positive Employees!* that was started by the Chiba Prefectural Government based on a concept similar to the Family-friendly Measures, we were registered as a declared company in 2008.

Another of our efforts is our reemployment system after retirement, which we introduced in 2001 to create a work environment in which retired employees who so wish can work together with younger employees to pass on their accumulated experience and know-how.

## Mabuchi’s Family-friendly Measures (Outline)

1. To support employees who need to balance their work and childcare, programs related to parental leave are set in place such as parental leave until their children become three years old, partial payment of salary, and support for self-improvement during parental leave.
2. As the support for childcare, the following programs are introduced: Low-interest loans for fertility treatment, leave for childbirth by spouse (paid leave of five days), and discount coupons for babysitting services.
3. To help employees who do nursing care while working, several programs are introduced: Allowing nursing leave two times for one care-requiring condition, up to 365 days as a combined maximum, support for self-improvement during nursing leave, cutting of working hours and being exempt from overtime work, and discount coupons for nursing care services.

Using this system, many employees who have reached retirement age have come back to work.

In addition, we hold a garden party in the courtyard of the Head Office every fall, inviting not only employees but also their families and aiming to increase bonds and solidarity among all Mabuchi people.

## Maintaining Mental and Physical Health

Mabuchi sets out the concept of “People are the most important managerial resource. Realize human potential through work and teach people to become productive members of society” as one of the Management Guidelines of the company. To achieve it, every employee should be healthy both physically and mentally.

In addition to regular health checks, we have been conducting mental health checks (with the cooperation of the Mental Health Research Institute of the Japan Productivity Center) since 1989, ahead of other companies, to keep our employees in a healthy mental condition.



The garden party in fiscal 2008 was held in the courtyard of the Head Office



Dalian Mabuchi holds a health management session periodically