



**The Mabuchi Group
2014 Social & Environmental Report**

Actuating Your Dreams

Mabuchi Motor was born of, and has grown together with dreams, the dreams of our children, technicians and customers. We have continued to move forward and grow, fulfilling the dreams of many people.

Moving into the 21st century, the age of change, small electric motors as functional components continue to create new dreams in various situations around the world while supporting the lives of people and society.

Thinking of the present and the future, we will continue to generate the power needed to realize each and every one of these dreams by steadily supplying the people around the world with high-quality products at attractive prices.



Corporate Outline

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| <ul style="list-style-type: none"> ■ Trade name : Mabuchi Motor Co., Ltd. ■ Established : January 18, 1954 ■ Field of operations : Manufacture and sales of small electric motors ■ Capital : 20,704.81 million yen ■ President : Hiroo Okoshi ■ Employees : Head Office: 717 Mabuchi Group: 28,132 (as of December 31, 2013) | <ul style="list-style-type: none"> ■ Consolidated Business Results <ul style="list-style-type: none"> Net sales : 108,401 million yen Net income : 10,519 million yen (FY2013 ended Dec. 31) ■ Head Office : 430 Matsuhidai, Matsudo-shi, Chiba-ken, 270-2280 Japan Tel.: +81-47-710-1111 ■ Technology Center : 280 Ryufukuji, Inzai-shi, Chiba-ken, 270-2293 Japan Tel.: +81-47-710-1222 |
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History of Mabuchi's Environmental Activities

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| <ul style="list-style-type: none"> 1993 : The Management Guideline, "Conduct corporate activities which preserve the earth's environment and protect human health," is explicitly stipulated. 1997 : The Environmental Management Committee is established to take specific measures against environmental problems. 1998 : Mabuchi Group's Basic Environmental Policy is established. 1999 : ISO 14001 Certification is acquired. 2000 : Start of green procurement activities (selection and evaluation of alternative materials for the production of cadmium-free motors is completed). 2001 : Preparation of the Environmental Report is started. Development of the commercial application of lead-free soldering is completed. | <ul style="list-style-type: none"> 2002 : Shipment of hexavalent-chromium-free sample motors is started. 2004 : The new Head Office building incorporating advanced energy-efficient technologies is completed. 2006 : The production policy is switched to the production of motors complying with the EU's RoHS and ELV directives, and a green procurement explanatory meeting is held at all production bases. 2008 : The report title, the Environmental Report, is changed to the Social & Environmental Report (a report on social activities is added). 2012 : The Basic Environmental Policy is revised and established as the Mabuchi Group Environmental Policy. |
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Editorial Policy

Mabuchi began to publish its environmental report in fiscal 2001. In 2008, we changed the report title from the Environmental Report to the Social & Environmental Report, and enriched the documentation of our social activities in addition to the environmental activities we conduct to preserve the global environment.

As a corporate citizen, we will continue to be fully accountable for our CSR approach and the results of our activities through the publication of the report. Also, we will continue to improve our performance by further promoting communication with all stakeholders of the Mabuchi Group.

In consideration of the environment, this report is published on our website in PDF format and not available in printed format.

Period : Fiscal 2013 (January 1, 2013 - December 31, 2013)

Activities covered : Details of environmental and social activities related to the design, manufacture, and sales of motors and provision of services

Scope : The Mabuchi Group

[Corporate Headquarters]

Japan • Mabuchi Motor Co., Ltd.

[Production Bases]

China • Mabuchi Industry Co., Ltd. (Hong Kong Mabuchi)
 • Mabuchi Motor Dalian Co., Ltd. (Dalian Mabuchi)
 • Mabuchi Motor (Jiangsu) Co., Ltd. (Jiangsu Mabuchi)
 • Mabuchi Motor (Dongguan) Co., Ltd. (Dongguan Mabuchi)
 • Mabuchi Motor Wafangdian Co., Ltd. (Wafangdian Mabuchi)
 • Mabuchi Motor (Yingtian) Co., Ltd. (Yingtian Mabuchi)
 • Mabuchi Precision (Dongguan) Co., Ltd. (Ludong Mabuchi)
 • Mabuchi Motor Dongguan Daojiao Co., Ltd. (Daojiao Mabuchi)
 • Mabuchi Motor (Jiangxi) Co., Ltd. (Jiangxi Mabuchi)

Taiwan • Mabuchi Taiwan Co., Ltd. (Taiwan Mabuchi)
 • Mabuchi Motor Taiwan Ltd. (Kaohsiung Mabuchi)

Vietnam • Mabuchi Motor Vietnam Ltd. (Vietnam Mabuchi)
 • Mabuchi Motor Danang Ltd. (Danang Mabuchi)

[Sales Offices]

• Mabuchi Motor (Shanghai) Co., Ltd. (Shanghai Mabuchi)
 • Mabuchi Motor (Shanghai) Co., Ltd. Chongqing Branch (Chongqing Mabuchi)
 • Mabuchi Motor Trading (Shenzhen) Co., Ltd. (Shenzhen Mabuchi)
 • Mabuchi Taiwan Co., Ltd. (Taiwan Mabuchi)
 • Mabuchi Motor Korea Co., Ltd. (Korea Mabuchi)
 • Mabuchi Motor (Singapore) Pte. Ltd. (Singapore Mabuchi)
 • Mabuchi Motor (Europe) GmbH (Europe Mabuchi)
 • Mabuchi Motor America Corp. (America Mabuchi)

Publication date: May 2014 (next publication: May 2015)

■ Message from the President

Contribute to international society and give power to the dreams of children through the motor business.



We at Mabuchi Motor set the management principle of “contributing to international society and continuously increasing our contribution” in 1971. This principle has been running through all our activities as our fundamental belief, and its spirit has been passed along throughout the years and across borders.

Various social problems have been occurring in recent years such as the depletion of resources and energies through economic growth, shortage of food and water, disparity of wealth and labor problems, environmental damage, and loss of biodiversity. No company can exist if it is isolated from society. Similarly, no company can exist without a sustainable society. In addition to good governance and compliance, which are obligations of a company, and social contribution activities conducted as corporate citizens, we feel a strong sense of responsibility in actively helping to find solutions to these social problems.

Under such circumstances, CSR and the concept of CSV, which aim to respect successful social and corporate values and solve social problems through corporate and commercial activities, match perfectly with our management principles. The small DC motors we are manufacturing and selling are characterized by their lightness and high efficiency. Mabuchi Motor’s most important mission as a special manufacturer is to contribute to reducing the size and weight of our customers’ final products, and thereby conserve energy and resources society-wide, by utilizing our technology and wisdom. Therefore, we are striving to develop thoroughly the potential uses and benefits of motors and enhance their value.

May 2014
Mabuchi Motor Co., Ltd.
President and Representative Director

大越博雄
Hiroo Okoshi

Furthermore, we are creating employment in our host countries as we develop our business overseas and transfer our technologies to these countries. In doing so, we have been contributing to economic development and the development of human resources in those countries. In addition, we are actively participating in social contribution activities as corporate citizens. Particularly, we are continuously providing support for education through motors to give “power to the dreams” of young people who will become leaders in the future. For children, motors are enjoyable and interesting, and their encounter with motors may give them an opportunity to develop an interest in making things or in technology. Expectations for the future of children increase when we see the bright eyes of children in craft classes and in visiting classes. People are creators of societies, and it is extremely important for international society to foster and train next-generation engineers.

By offering educational opportunities for people to experience various applications for our motors, we can contribute to fostering people who will play leading roles in the future, and we may influence future technologies and products using our motors, which will give us great pleasure.

Mabuchi Motor was able to celebrate its 60th anniversary this January thanks to the support of all stakeholders. We sincerely appreciate all who have supported us. Wishing to create high-quality and reasonably priced motors for toys so that children around the world can safely enjoy them in the same way as at the start of our business, all members of the worldwide Mabuchi Group companies are guiding their daily activities with the awareness that a company exists in order to contribute to society and people’s happiness. Your understanding and support for our activities would be greatly appreciated.

Management Principle

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

Management Guidelines

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 eliminating 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 activities which preserve the earth's environment and protect human health.

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.



Corporate Governance

Basic Approach to Corporate Governance

The Mabuchi Group recognizes that the fulfillment of the mission stated in our Management Principle: "Contributing to international society and continuously increasing our contribution" through our small DC motor business forms the very basis of our existence.

- (i) To clearly separate management decision-making and efficient business execution, and to clarify the scope of accountability;
- (ii) To build and operate a sound internal control system, namely, to work effectively with the internal control system and the management supervision system;
- (iii) To appoint a suitable number of independent corporate officers whose interests do not conflict with those of general shareholders to ensure the objectivity and neutrality of management supervision functions;
- (iv) To foster a corporate culture in which all Group employees recognize and share the understanding that the practices of corporate ethics and compliance support the organization's social impartiality and are fundamental to living up to the trust and expectations of all stakeholders; and
- (v) To disclose corporate information to stakeholders such as shareholders in an appropriate, fair, timely and clear manner and to ensure accountability through the Board of Directors, the Audit & Supervisory Board and other bodies.

We will enrich various functions to ensure that these elements are duly implemented.

Establishment of a Structure and a System

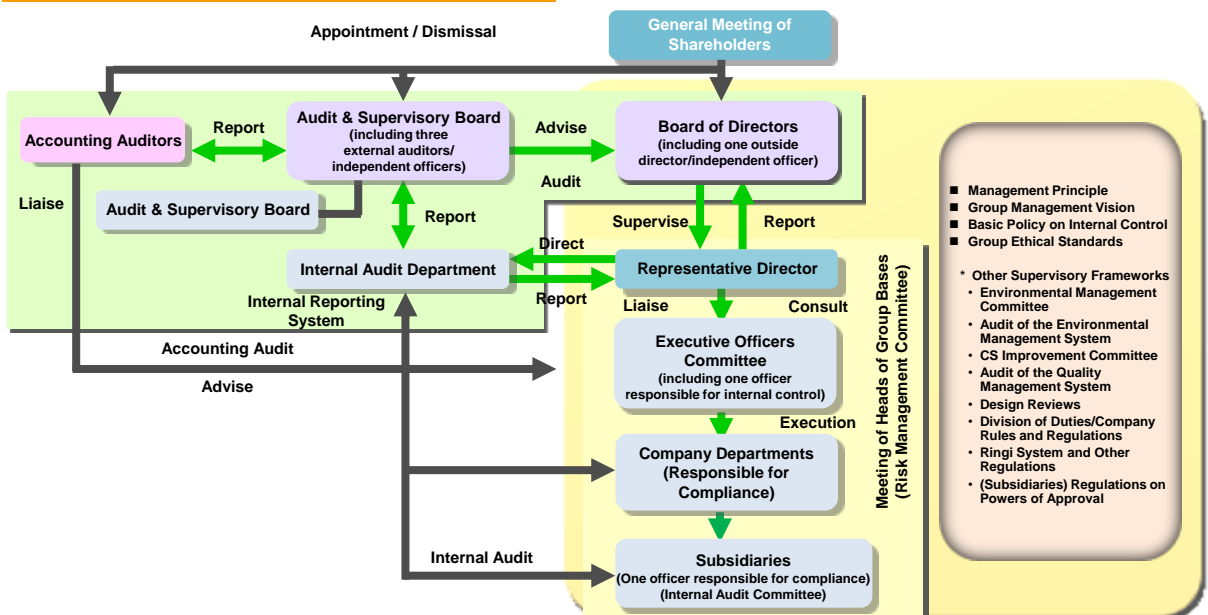
The Mabuchi Group employs a system of corporate auditors in which corporate bodies (including independent corporate officers), accounting auditors, and other organizations stipulated by the Companies Act fulfill their respective legal functions. In addition to these organizations, Mabuchi has independently established the Executive Officers Committee, Internal Audit Department (internal audit division) and other organizations related to business execution and internal control. With the participation of these organizations, we have established and are operating a Group-wide governance structure and system.

At each of our overseas bases, we also conduct internal control through corporate bodies whose existence is required by the laws of the respective countries and through our internal organizations.

Through the Mabuchi Group Management Vision, we also share our corporate culture and values globally, and are striving to improve our internal control functions throughout the Group by holding meetings for the management of overseas bases, holding Group-wide meetings, and having the Internal Audit Department conduct operational audits on overseas bases.

Having established the Basic Policy on Internal Control, we are working to strengthen and enhance our risk management system and compliance system.

Corporate Governance Structure (Chart)





Mabuchi Motor Ethical Standard

To achieve our Management Principle, “Contributing to international society and continuously increasing our contribution,” we consider it essential to observe laws, ordinances, and regulations in each country and region and to conduct business activities in accordance with corporate ethics required by society.

For that purpose, we have published a pamphlet called “Mabuchi Motor Ethical Standard” detailing the criteria for our conduct and judgments and distributed it to all directors and employees of the entire Mabuchi group. We update the ethical standard pamphlet occasionally to adapt to the business environment that changes with the times.

We have developed rules and procedures for the particularly important items in the ethical standard, and have been providing education and training to employees at various stages to familiarize them with those items.

We have also held seminars for persons in relevant positions at all production and sales bases in China and Asia to enhance employees’ awareness about compliance. Particular focus was placed on familiarizing employees with Mabuchi’s management policy of valuing compliance and the “Mabuchi Motor Ethical Standard.”

To further strengthen and improve the compliance system, the position of the director responsible for compliance was established at all Mabuchi Group bases in May 2011 with the approval of the board of directors of the Head Office. The director responsible for compliance at each base supervises compliance activities of that base under the overall control of the director responsible for internal control at the Head Office. They take a leading role in strengthening internal control and promoting continuous and autonomous compliance activities at each base.

In 2012, the legal check system concerning the Mabuchi Motor Ethical Standard was established at all bases in order to make timely responses to the revisions of laws.

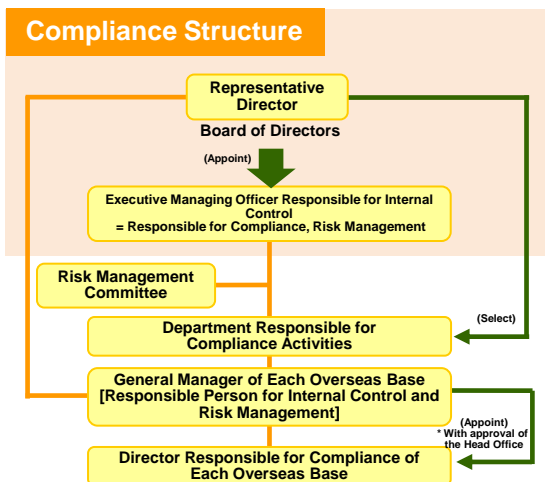
Also, in order to continuously rectify and improve inadequate points related to compliance activities, the internal audit department of the Head Office conducts periodical and non-periodical audits on all Mabuchi Group bases, including overseas bases.

Ethical Standard Hotline

We have set up the Ethical Standard Hotline in the company to allow all employees directly to inform or consult with the internal audit department about compliance-related information under strict anonymity without using ordinary communication routes (senior managers or existing contact points of each division). We have also delivered a top management message to all directors and employees promising that the company will never allow those who have consulted with us to be treated disadvantageously because of their consultation. This holds true regardless of whether or not they used the hotline, and is in accordance with the Whistleblower Protection Act. Our company is always striving to conduct honest and fair business with our suppliers and to build a relationship of trust with them. To address the current social situation in which social misconduct still occurs frequently, we extended the operational range of the Ethical Standard Hotline to some of our suppliers in addition to Mabuchi employees beginning in 2008 with a view to preventing problems in advance and strengthening the misconduct prevention system.



Compliance Structure



Basic Policy of Ethical Standard (Outline)

1. All the directors and employees of the Mabuchi Group will put more priority on observing laws, ordinances and rules in the countries and regions where our companies are located as well as international rules than on the profits and work of our companies.
2. We will strictly refrain from conduct that goes against social ethics by fully recognizing our responsibilities to various stakeholders, including shareholders, investors, and local communities.
3. We will clearly describe particularly important items among laws, regulations and social ethics in such documents as in-house regulations and publicize them widely. All the directors and employees will observe those items sincerely.



Social Report

Risk Management

To realize our management principle and secure a steady growth path as a socially important company, we need to adequately manage various risks associated with our business activities.

Risk Management System

We established the Risk Management Committee to prevent risks from occurring and minimize damage in the event that a risk has occurred. It is a system that enables us to take the most appropriate response as the entire Mabuchi Group. We have also prepared a response system, a response policy, and various manuals for times of emergency on the basis of the risk management system.

The Risk Management Committee identifies serious risks that need an organization-wide response and groups them into four categories: 1) saving lives (safety), 2) compliance, 3) information security, and 4) disruption of production and supply. A responsible department is assigned to each category. Those departments carry out risk management activities of the entire Mabuchi Group continuously in cooperation with top management and related senior employees.

Risks specific to the work of each department are managed by the Mabuchi Group's objectives management system and responses to those risks are taken in each department under rigorous control and with approval of top management.

Basic Policy of Earthquake Risk Management

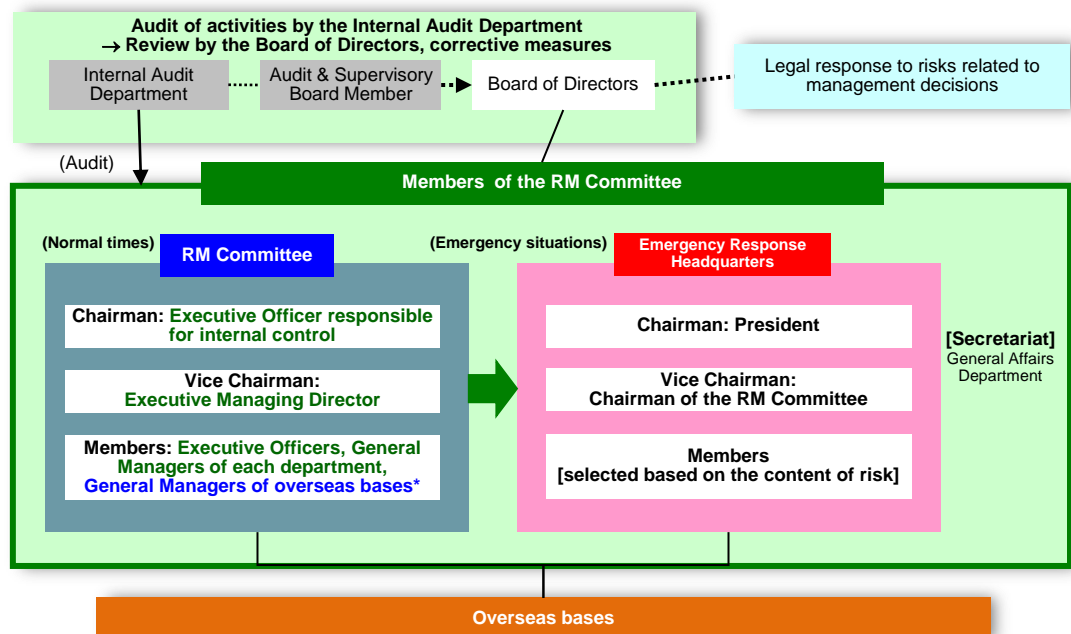
(Extract)

- Place the highest priority on the safety of people.
- Protect company assets and prevent the expansion of damage.
- Provide relief and support to local communities.
- Ensure an uninterrupted supply of products by continuing business and production activities at overseas bases. Recover the supply within one week if it is disrupted.



Drill to report to the Emergency Response Headquarters (Head Office)

Structure of the Risk Management (RM) Committee



* General Managers of overseas bases are part-time members (Information necessary for RM is shared on an as-needed basis.)



Disaster Response Manuals and Disaster Supplies

We prepared and distributed the “Emergency Response Manual for Employees in Case of a Disaster” and “Emergency Response Cards for Large-scale Disasters,” in addition to the “Initial Response and Instructions Manual for Managers.” We also introduced the “SECOM Centralized Safety Confirmation System (for all employees).” Furthermore, a response manual was prepared for each department that plays an important role in the event of a disaster, such as the Human Resources Department, General Affairs Department (including the entrusted provider of building maintenance service), and Information Systems Department, in addition to the response manual for the directors (establishment and operation of the Emergency Response Headquarters).

We also educate our personnel about disaster prevention and carry out various disaster drills (drills for evacuation, reporting, fire extinguishing, disaster relief, safety confirmation, and safe return to home) at least once a year so that employees can calmly take the appropriate action in the event of a disaster.

In addition, we keep in stock disaster supplies such as protective items, equipment, food and drinks, and daily necessities to ensure safety, and accept employees in the company who are unable to return home. The Head Office can secure a large amount of drinking water even when the water supply is disrupted because we use groundwater as our regular drinking water. We are now preparing to conclude a water supply agreement with the Matsudo municipal government so that we can provide drinking water to the affected people in the community in the event of a disaster.



Emergency Response Manual for Employees



Emergency Response Cards for Large-scale Disasters

Stockpile of Disaster Supplies and Management (extract)

- Stockpile food and drinks and water for toilets sufficient for three days in case employees are unable to return home.
- Keep an emergency power generator and fuel (sufficient for 24 hours) necessary for the operation of the Emergency Response Headquarters and the protection of the computer system as a way to be prepared for a power outage.
- Set up two priority telephone lines in the Head Office building.
- Take measures to prevent the falling of equipment, apparatus, and furniture in cooperation with the Safety and Hygiene Committee.
- Keep in stock equipment and tools that can be used to recover and urgently repair facilities, apparatus, and furniture and to support the affected employees and local communities.
- Confirm the location of a nearby designated evacuation area just in case it becomes impossible to stay in the company building due to unexpected damage or other reasons.



Evacuation, firefighting, and rescue drills with instructions from the fire station (Head Office)



Emergency Evacuation Drill (Dalian Mabuchi)



Disaster Victim Rescue Drill at Bases (Taiwan Mabuchi)



Implemented a drill of the self-defense fire-fighting team under the instruction of a local fire department (Jiangxi Mabuchi)



Information Security Policy

We at Mabuchi are striving to create a corporate structure with greater trust in every phase of our activities by closely examining what effect our activities have on the stakeholders.

We consider that one of our corporate social responsibilities is to manage our information assets and information security adequately and to prevent the leak, falsification, loss, and theft of information. Based on this concept, we have established an information security policy with a view to ensuring the safety of information and deepening the understanding of all employees, including directors, about the need for information security and related responsibilities.

(System)

1. We will set up the Risk Management Committee and institute a system or mechanism that enables continuous management, evaluation, and improvement of information security through the activities of the committee.

(Maintenance and management of information assets)

2. We will categorize and organize information assets appropriately and take information security measures in accordance with their importance levels. We will manage information assets strictly by taking particular care when handling information.

(Compliance)

3. Mabuchi's directors, employees, and other workers ("**Mabuchi's personnel**") will observe laws, regulations, company rules, and contractual obligations with customers concerning information security.

(Education)

4. The necessary education and training will be provided to Mabuchi's personnel continuously to ensure that they understand the importance of information security and behave accordingly.

(Review of this policy and the like)

5. This policy and other related company rules will be reviewed occasionally in response to changes to laws, systems and social conditions, and the results of internal and external audits.

Privacy Policy

Recognizing that it is our important obligation to handle and protect information containing individuals' identity ("**personal information**") adequately, we will strive to protect personal information based on the following policies.

1. Internal system for protection of personal information

We will establish an internal system to realize adequate handling of personal information that is used for our business.

2. Adequate acquisition and use of personal information

Recognizing that it is our important obligation to handle and protect information containing individuals' identity adequately, we will strive to protect personal information based on the following policies.

3. Non-disclosure of personal information to third parties

We will not disclose the obtained personal information to any third party except for in the following cases.

- (i) When the information-provider gives prior consent to disclosure.
- (ii) When we provide or disclose personal information to our subsidiaries, agents, and companies that have a confidentiality agreement with us within the range necessary for achieving the purpose of use which was notified or disclosed to the information-provider when we acquired personal information.
- (iii) When disclosure is allowed by law or regulation.
- (iv) When we judge disclosure to be necessary in terms of laws and regulations.

4. Inquiries about personal information

We will accept inquiries about personal information at the designated contact point.

5. Safe management of personal information

We will take the necessary measures to prevent the loss, falsification, and leak of the personal information we possess.

6. Education for directors and employees

We will provide education and enlightenment activities to directors, employees and workers (including contracted employees, part-time workers, temporary workers, and dispatched employees) so that they understand the importance of personal information and handle it with care.

7. Observance of laws and regulations on personal information

We will observe laws, regulations, and rules concerning the protection of personal information when we handle such information.

8. Continuous improvement of activities for protection of personal information

We will continue to improve its activities for the protection of personal information.



Social Report

Creating Lively Workplaces

One of Mabuchi's management guidelines is "People are the most important managerial resource. Realize human potential through work and teach people to become productive members of society," and we have been implementing it conscientiously. We are also striving to create a stimulating work environment at every workplace, including overseas bases, by respecting the basic rights of employees and encouraging them to pursue self-development and self-fulfillment individually.

Personnel Performance Evaluation System and Self-assessment System

Mabuchi's personnel evaluation system is aimed at ensuring the mutual growth of the company and employees by correctly identifying the contributions of each employee who plays a wide variety of roles in the company. We use the system not only as a management tool but also as a tool for human resources development.

In addition, we consider that the right person in the right place and the creation of a positive work atmosphere are very important in bringing out the best in each of our employees and making the best use of them. With this in mind, we have employees periodically carry out self-assessment to grasp their awareness of work and use the results to achieve these two elements.

Short-term Personnel Exchange System

We have been promoting the exchange of personnel since 2009 to improve Mabuchi's overall capability through the increased opportunities to share thoughts and raise awareness about cooperative work. Specifically, staff members of overseas bases are provided with more opportunities to go on business trips to the Head Office. We will continue to enhance the system while implementing it on an ongoing basis.



Business interaction meeting between Directors of Presidents' Offices from bases and Planning Department of the Head Office (Head Office)

Training System for Ability Development

Mabuchi has established an education (training) system to provide employees with an opportunity to continue learning with a self-regulating mindset. We provide various training sessions and programs according to the levels of employees, such as training for new employees, young mid-level employees, mid-level employees, and supervisory employees, and a strategic management program.



Work-life Balance

We are striving to create an environment in which employees can lead a flexible life at various stages of their lives, such as child-raising and middle or older-aged stages, both at home and in the community while continuing to work with a sense of fulfillment at the company.

Adopting the Family-friendly Measures promoted by the Ministry of Health, Labour and Welfare, we have put in place the following measures to enable employees to balance their work with child-raising or nursing care.

- Parental leave (three years)
- Support for self-improvement during parental leave
- Leave for childbirth by spouse: Acquisition rate 100%
- Low-interest loans for fertility treatment
- Discount coupons for babysitting services
- Nursing leave (one year)
- Support for self-improvement during nursing leave
- Short working hours and exemption from overtime work for parental and nursing leave

Promoting Employment of Persons with Disabilities

We are promoting the employment of persons with disabilities aimed at realizing a society in which they can work based on their ability and aptitude and lead an independent life in the community in the same way as persons without disabilities.

At present, at Dalian Mabuchi persons with disabilities account for 1.7% of all employees (as of Dec. 2013), exceeding the target rate designated by China's employment ordinance. We will continue to improve the work environment to enable each of them to work comfortably by providing measures that address their needs during work and at other times.]



Creating a congenial work environment for persons with disabilities (Dalian Mabuchi)



Keeping a Health Body and Mind

We believe that employees' healthy bodies and minds are the base of their good social life and the source of Mabuchi's vitality. Therefore, we started a mental health program at the Head Office more than 20 years ago that includes mental health checks, care given by in-house counselors, and mental health seminars.

Also, the company pays a portion of the expense when employees who are 35 years or older undergo a complete medical check. It also provides health counseling by industrial doctors and the Health Class for Employees to help them avoid lifestyle-related diseases.

In addition, bicycle safety education was implemented under the instruction of local police department to increase the safety awareness of employees in 2013.



Head Office Bicycle Safety Education (Head Office)

Overseas bases also strive to keep employees' bodies and minds healthy by implementing measures suitable for the conditions of each country or region.



Health Education for Employees (Daojiao Mabuchi)

Human resources development at overseas bases

Dalian Mabuchi has a system for awarding a scholarship to employees who graduated from a junior college or a college through a home study program as a way to improve the human resources development.

Work skill competitions are also held at individual work sites. Employees who did well in the work skill competitions receive awards from the president.



Wire Winding Competition

Educational Support System and Qualification Incentive System

◇ Support System for English Learning

We are working to create an English learning culture throughout the company by providing a variety of learning opportunities to employees (Group application for the TOEIC test, TOEIC test preparation class, short-term overseas study program, and trainee program) with a view to promoting their contributions to international society.



TOEIC Test (Head Office)

◇ 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.

Also, the Mabuchi Business School (home study system) is held twice a year, and the cost of the education is reimbursed to those who complete the program so as to create an environment where more employees can actively learn on one's own.

◇ Self-Access Learning (SAL) Room

The SAL room was opened in the company as a place for activities such as having a group discussion or studying according to the employees' levels and targets to take language or other qualification tests. As various educational tools are in place, including personal computers, wireless Internet systems, educational software, and books and magazines, employees who wish to continue self-development can do so in this room before and after work and during their lunch break.



Self-Access Learning (SAL) Room (Head Office)



The winner of the Wire Winding Competition



Various Events for Employees and Families

We hold a variety of events every year to enhance communication and build a sense of unity and company loyalty among all employees.

Each overseas base also hold many events regularly, including sports festivals, company trips, and cultural festivals.



Bowling tournament (Head Office)



Decorated a fir tree in the courtyard of the premises in the Christmas season. (Head Office)

Employee participation event at overseas bases



All employees participated in a summer party. (Dalian Mabuchi)



Cultural presentation at a multi-purpose hall (Wafangdian Mabuchi)



Sports festival (Dalian Mabuchi)



Employee sports festival (Yingtan Mabuchi)



Company trip (Wafangdian Mabuchi)



Social Report

Support for Manufacturing / Education

Mabuchi aims to contribute to the development of society by extending various types of support to local communities and international society. This is an effort in line with our management principle "Contributing to international society and continuously increasing our contribution." As one such activity, we provide educational support to the young people who will lead the next generation to help them grow up surrounded by the joy of science and manufacturing.

Co-sponsoring Robot Contests

Mabuchi has been co-sponsoring the National Technical College Robot Contest and the ABU Robot Contest since 2002 and the College Robot Contest since 2004 by providing motors and funds for them.

We support these events in the hope that we can help to foster future engineers and develop science and technology.

Providing Motors

Support for National Technical College Robot Contest - approx. 18,000 motors in total



RS-555VC with gear head (upper)
RS-385PH with gear head (lower)



JC/LC-578VA ,
etc.



ABU Robot Contest 2013



College Robot Contest
2013



National Technical College Robot
Contest 2013

Sponsoring local junior high schools competing in the RoboCup World Championship

We supported the Science Club of Matsudo City's Kogane Junior High School which participated in the RoboCup 2013 in the Netherlands by assisting the school with part of the travel expenses and providing motors free of charge. The team won the World Champion Award in the Super Team Division.



Activity Report Session

We are teaching fun aspects of science to children.

Dispatch of Science Instructors

We have been sending our employees to elementary schools in the Head Office area (Matsudo City) as science instructors every year since 2008.

Jiangsu Mabuchi has also been sending employees to the Japanese elementary school in Suzhou, China as science instructors since 2011.

Exhibition and Support for Events at the Science Museum

Mabuchi has been presenting a permanent exhibition at the Science Museum (Chiyoda-ku, Tokyo) since 1983 to support scientific education for young people. Displays include an explanation on the mechanism of motors, various motors used in our daily lives, and handicrafts powered by a motor. Also, we have been holding science experiment classes on such topics as the principle of a motor's rotation in cooperation with the museum since 2009.



Pupils intently listening to a science instructor



Science experiment class given by Mabuchi's employees



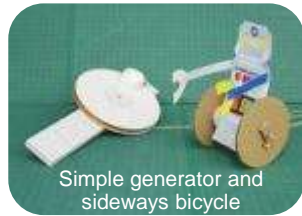
Enjoying manufacturing with children!

Summer Vacation Handicraft Class

We hold the “summer vacation handicraft class for parents and children” every year for children (fourth through sixth graders) living in the area around the Head Office (Matsudo City). Children make movable handicraft items using a motor and other familiar waste materials together with their parents, with assistance from instructors who are our employees. Children play with crafts they make and show great smiles.



One assistant instructor is assigned to each group



Simple generator and sideways bicycle



Craft event at the Tokyo Motor Show

We held a craft event in 2013.

Many children participated in the Kid's Workshop at the Smart Mobility City 2013 held simultaneously with the 43rd Tokyo Motor Show. They did so with their parents, who enjoyed making crafts and playing with them after finishing at the event.



Workplace Experience for Pupils

The Head Office regularly accepts pupils from elementary schools in the community to cooperate in their career education at school.

Also, Dalian Mabuchi invites students of the Hope Junior High School, to which it is providing support, to show them the workplace.



Workplace observation and experience (Dalian Mabuchi)

Internship Program

We hold an internship program for college students to provide them with an opportunity to deepen their understanding of Mabuchi's policy through actual work.

We accepted technical college students and college students from the U.S. in 2013.



English conversation class held by American internship students

Internship of technical college students (Head Office)

Scholarships and Support for School Construction

Dalian Mabuchi and Daojiao Mabuchi is providing educational support such as constructing school buildings and providing scholarships. This contribution has been commended by the local government more than once.



Donation to the Dalian Young People's Education Fund (Dalian Mabuchi)



Grant for students in poverty in Hope Junior High School (Dalian Mabuchi)



Support for constructing computer rooms in junior high schools (Daojiao Mabuchi)



Social Report

Supporting Local Communities

Mabuchi has actively been conducting various activities in each community, including an activity to protect the environment, an activity to support recovery from natural disasters, and social and welfare activities.



The building of the Head Office won the Matsudo Landscape Prize in the 3rd City of Matsudo Landscape Award (2013).

When the Head Office building was being constructed, the gentle waterscape and field called the “Bio Garden” was build in the spacious front yard of the premises to convey one of the concepts of “co-existence with the local community.” We recognize that the award won nine years after the completion of the building is the outcome of our continuous efforts in planting and managing trees to have them harmonize with the surrounding vegetation. The award evaluated the whole aspect including the building as well as the reproduction of the region’s unique vegetation which was created by protecting biodiversity that we have been putting special efforts into for years and elimination of alien species.

Reason for the award

- The building of the Head Office of Mabuchi Motor finished with high-quality bricks and glass is in harmony with the lush garden and conveys the sophistication and dignity of a global company.
- The company contributed to improve the local environment by improving the surrounding road environment and made them blend in with the surrounding lush environment. The company thereby created a cheerful and advanced atmosphere in Matsuhidai.
- The garden management with special attention to biodiversity and the unique vegetation of the region is especially noteworthy as a high level of achievement in understanding continuity which is an important aspect of landscape building.



We are actively engaging in tree-planting, nature beautification, and cleanup activities.



Town cleanup (Yingtian Mabuchi)



We won the award as a company with outstanding water source protection. (Dalian Mabuchi)



Cleanup and tree planting around the plant (Dongguan Mabuchi)



Tree planting activities (Dalian Mabuchi)



Supporting Local Communities

Employee volunteers of Dongguan Mabuchi are continuously donating clothes gathered from the employees to people in poor regions.



Taiwan Mabuchi donated 50,000 Taiwan yuan to a regional development event in 2013 to express appreciation toward the generous support received over many years from the local community. The city government gave an award certificate in return.

Award for Producing Employment

The Danang government (Vietnam) awarded Danang Mabuchi with the 2013 Danang Economic and Social Development Contribution Award for its high export value and its creation of many employment opportunities for local residents.



Award ceremony

Blood Donation

Mabuchi employees, including those in the Head Office are actively cooperating in donating blood as a Group-wide activity.



Dongguan Mabuchi



Head Office



Taiwan Mabuchi

Social welfare activity We cherish communication with elderlies and children.

Mabuchi employees regularly visit children's homes and institutions for the elderly to extend a helping hand as a Group-wide activity.



Visiting nursing homes (Dongguan Mabuchi)



Visiting elderly care home (Wafangdian Mabuchi)



Visiting foster homes (Yingtian Mabuchi)



Environmental Report

Environmental Management

We at Mabuchi began to introduce the “Environmental Management System ISO 14001” in 1999 and all our bases including the Head Office have already acquired this certification. In addition, we carry out environmental management actively by setting an individual environmental target for the entire Mabuchi Group, the Head Office, each overseas base, and each department, and managing them rigorously through the plan-do-check-act (PDCA) cycle. We will continue to implement a high level of environmental conservation activities while improving the environmental management system on an ongoing basis.

Environmental Management System

The environmental management system of the entire Mabuchi Group is supervised by the director who holds the position of the Environmental Management Representative. The Environmental Management Committee is established at the Head Office. This committee is comprised of the chairman, who is the Environmental Management Representative, and general managers of each department. They discuss and determine the Mabuchi Group’s environmental policy, objectives, and measures to be taken. Also, we have set up the Chemicals Task Force and the Energy Saving Task Force under the Environmental Management Committee. Those task forces propose measures in each specialized area and promote environmental preservation activities.

Environmental Audits

Conformance of our environmental management system to the ISO requirements and the current effective management status of the system are audited by an external certification body (third party) and the internal Audit Department every year.

Through these audits, we maintain and improve the level of our environmental management continuously.

Mabuchi Group Environmental Policy

We carry out our corporate activities without sacrificing the environment or human health. We also strive for continuous improvement through our environmental management system, and aim at achieving a sustainable society.

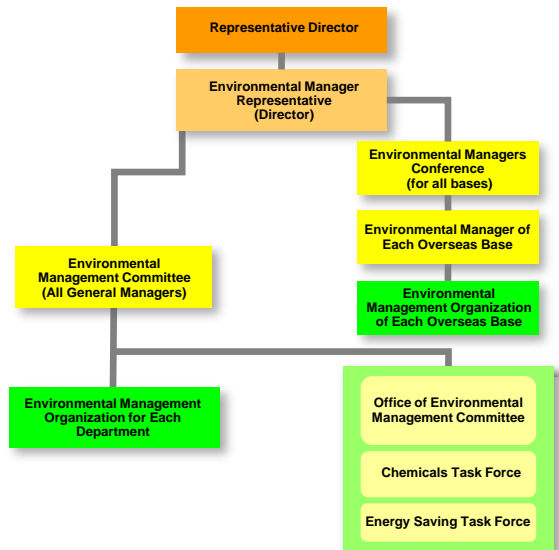
1. We observe environment-related laws and regulations, and make diligent efforts to prevent pollution. We are always aware of the impact of our business activities on the environment, and manage the impact by establishing our own standards.
2. In order to reduce environmental impacts associated with our business activities, we focus on the following:
 - 2.1 In order to reduce CO₂ emissions and to effectively utilize limited resources, we actively work on energy saving, resource saving, recycling, and waste reduction.
 - 2.2 In our products and production processes, we thoroughly manage any substances of concern and seek to switch to equivalent alternative substances as much as possible.
 - 2.3 We perform “green procurement” activities using environmentally friendly parts and materials.
 - 2.4 Being aware that the protection of biodiversity is a significant corporate objective, we promote eco-friendly approaches.
3. In order to raise the environmental awareness of all our employees, we actively conduct environment-related educational activities.
4. We familiarize all of our employees with this environmental policy, and announce the policy to outside parties.

Mabuchi Motor Co., Ltd.
Representative Director

大越博雄
Hiroo Okoshi

Established: September 27, 1998 Revised: March 28, 2013

Environmental Management Organization





Environmental Report

Green Procurement

By setting our own special evaluation criteria in addition to laws, regulations, and customer requests, we at Mabuchi strictly control environmentally prohibited substances designated in those standards so that they will not be included in materials and parts of products that we procure from our suppliers. We also prioritize the use of materials and members with a lower environmental impact. We are also prioritizing purchases from suppliers certified with ISO14001, the environmental management standard.

Promotion of Green Procurement

Our own environmental conservation efforts are not enough for developing products with a low environmental impact throughout the life cycle of products, starting from the extraction of material resources, production and processing, distribution and sales, consumption and uses, and to disposal and recycling. Thus, we also evaluate the environmental efforts of our suppliers to reduce environmental impact and avoid environmental risks as a team.

We make it a rule that suppliers must follow the green procurement procedure shown in the flowchart below and submit documents certifying that environmentally prohibited substances are not contained in their parts and materials, in addition to an environmental activity survey sheet.

A green procurement explanatory meeting was held in Dalian Mabuchi in 2013. We explained our management requirements on environmentally prohibited substances and asked participants to strictly observe our green procurement procedure to minimize risks. The participants further deepened their understanding on our green procurement system.

We are closely communicating with our suppliers on a daily basis and actively auditing uses and storage conditions of environmentally hazardous products.

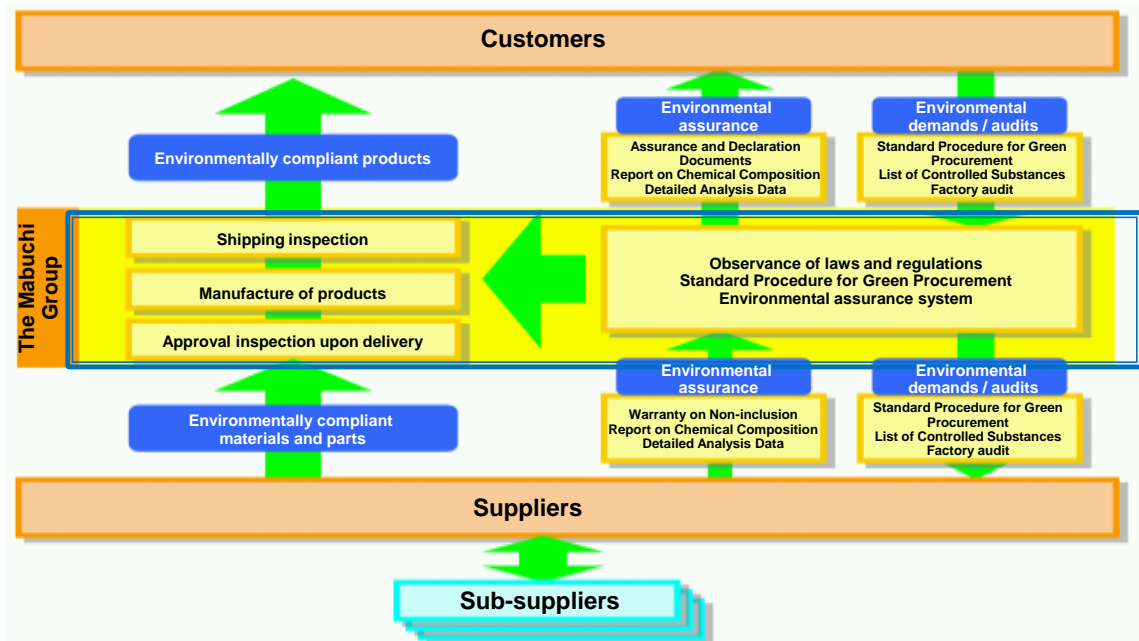
Thanks to these efforts, we have received no environmental complaints from our customers since the enactment of the 2006 RoHS Directive in Europe up to now.

We will continue to promote green procurement activities with our customers and suppliers.



Explanatory meeting on green procurement (Dalian Mabuchi)

Green Procurement Flowchart





Environmental Report

Manufacturing Eco-Friendly Products

As a manufacturer specialized in small DC motors, Mabuchi has developed and supplied novel motors for a variety of markets and applications by exploring their new possibilities to meet the needs of customers. Maintaining our policy of not including hazardous substances in the motor products, we will continue to protect the global environment by focusing on the entire life cycle of motors with a particular emphasis on size and weight reduction, power saving, and higher output.

The high-precision and office devices market

“RS-645VA” that we started selling in 2013 has a volume and weight that are about 12% lower owing to the use of ferrite magnets and an optimized magnetic circuit. This product is the low-cost solution to needs for smaller size, lighter weight, and lower energy consumption in the laser printer market.



RS-645VA

Size: 35.8 mm in diameter and 50.0 mm in length (The length has been shortened by 7 mm compared to conventional products (*1).)
Weight: About 220 g (30 g lighter than conventional products (*1))

◆ Features of RS-645VA

1. Smaller size and lighter weight with the same output
Compared to our conventional products (*1) with the same performance, the volume and weight of this product are about 12% smaller and lighter in its volume and weight.
2. No use of neodymium magnet
The same level of output is maintained while realizing a smaller size and lighter weight by utilizing a commonly used ferrite magnet instead of a neodymium magnet which is an effective tool for reducing the size and increasing the output of a motor.
3. Improved controllability
The reduced cogging torque(*2) improved the controllability. It also allows applications in laser printers as well as ink-jet printers and others which require high controllability.
4. Encoder (*3) system can be mounted
Optical encoder can also be mounted as an option.

*1 Mabuchi's conventional product: RS-555VC

*2 The variation in the periodic torque generated while the motor makes one turn

*3 A device used to detect the rotation speed and position of a motor

Expanded lineup of encoder motors

We included the encoder-mounted models which are in high demand mainly for applications in high-precision devices and office devices in our standard lineup. By doing so, we respond to various needs and help to reduce energy consumption with the products of our customers.

Features of the product

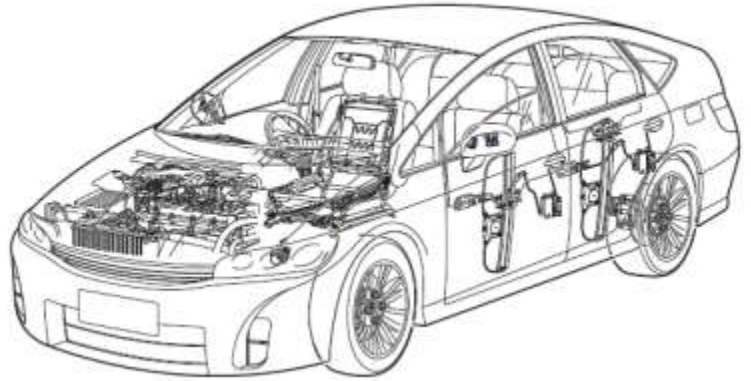
1. Use of optical digital encoder.
2. Two types of encoders with different resolutions are available.
3. Standard encoder-mounted models are available in our lineup of motors for high-precision devices and office devices.

Lineup of encoder motors



Mabuchi plays a part in the production of eco-friendly products by developing smaller and lighter motors that can help to reduce resource consumption and energy uses of high-precision devices and office devices.





The market for electrical equipment of automobiles

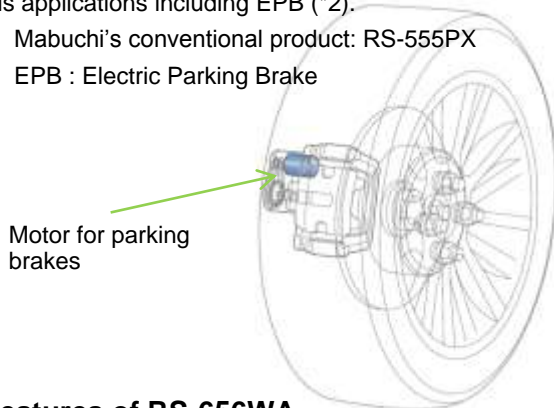
We developed RS-656WA, a motor with the high reliability required for electrical equipment of automobiles and started its sales in 2013.

A main feature of this motor is the higher torque, lower vibration, and longer service life than our conventional products (*1). We help our customers improve the value of their products.

Our customers are now considering using this product for various applications including EPB (*2).

*1 Mabuchi's conventional product: RS-555PX

*2 EPB : Electric Parking Brake



Motor for parking brakes



RS-656WA

Size : 35.8 mm in diameter and 57.0 mm in length
Weight : About 255 g

◆ Features of RS-656WA

1. Improved torque with the same size as conventional products
About 32% higher torque is realized with the same level of volume as conventional products by utilizing a commonly used ferrite magnet instead of a neodymium magnet which is an effective tool for reducing the size and increasing the output of a motor.
2. Reduced noise by reducing vibration
The peak value of vibration while the motor is moving is reduced by about 10 dB, and the noise is reduced in the actual operating environment compared to conventional products.
3. Longer service life
Realized a service life which is about two times longer than that of conventional products and doubled the durability cycle
4. Improved rigidity
Improved the rigidity by increasing shaft diameter to 4.0 mm (3.17 mm for conventional products)

We at Mabuchi play a part in the production of eco-friendly automobiles by improving the performances of electric equipment mounted in automobiles, by for example improving the rigidity, output, and service life of our motors.

Opinions of the development team and sales team

We worked on improving performances as much as possible as a motor for electrical equipment in automobiles. This product successfully reduced vibration while achieving a small size and high torque like the recently released new products. Our customers are satisfied with the lower mechanical noise of this product.

Motors of this size are mounted on automobiles in various forms.

We developed this product while aiming for the goal of having at least one of these motors mounted somewhere in every automobile around the world in the future. (Development team)



RS-656WA satisfies the requests of our customers for increased rigidity and service life as well as increased output and reduced noise. While we are introducing this product to various types of customers, those who show especially high interest in it are the ones who are considering using an electronic parking brake (EPB).

We expect that EPB will become a standard piece of equipment like a door lock. Thus, we are putting special efforts into its sales activities. (Sales team)





Environmental Report

Eco-Friendly Business Administration

We have been continuously taking a range of measures, improvements, and preventive measures to protect the global environment as a concerted effort of the entire Mabuchi Group, including overseas production bases and we are also doing so from the perspective of corporate administration.

Head Office

Won the Outstanding Award in the Excellent Energy Management Business Award

We received the 2013 Outstanding Award in the Excellent Energy Management Business from the Efficient Electricity Consumption Committee in Kanto. The award committee praised our range of thorough efforts to conserve energy that we are implementing based on the Mid- to Long-term Energy Conservation Plan established in 2008.

We installed inverter systems in the secondary warm water pump and cooling water pump in the 24-hour system in the Technology Center in Inzai, Chiba. This resulted in a reduction of 31,870 kWh of electricity and about 14.78 tons of CO₂ emissions per year.



Daojiao Mabuchi

Resource conservation activities for wastewater treatment facilities

Daojiao Mabuchi constructed a wastewater purification and treatment facility in its factory in 2013. It is used for treating the sewage released from the factory and employee housing, and the treated water is reused as toilet water in the factory. This system made it possible to reuse about 93,000 tons of wastewater in a year. In addition, the energy consumption has been drastically reduced by improving the treatment facility, and resource conservation activities are being promoted.



Wastewater purification and treatment facility



Fish swimming in the tank containing reused water after it has been treated in the system

Jiangxi Mabuchi

Eco-friendly efforts during the construction of a new factory

Jiangxi Mabuchi, which started its operation at the end of 2012, has been implementing various environmental measures since the initial phase of the factory construction by keeping in mind that eco-friendly construction is to be performed.

- 1) LED lights are used for all illumination sources inside and outside the factory which is located in an area with a size of 100,000 m², with the power supplied from solar cells and wind power generation. This resulted in the reduction of 43,000 kWh of electricity and about 19.95 tons of CO₂ emissions per year.
- 2) A domestic wastewater treatment system was constructed along with the in-factory rainwater collection system. The reclaimed water supplied from these two systems is reused as toilet water in the factory with 1,200 workers. These systems reduced the use of about 7,000 tons of tap water per year.
- 3) Microwave cooking systems are installed in the kitchen instead of a conventional cooking stove for gas or light oil to minimize the emissions and dust released during cooking.



Outdoor LED lights powered by solar cells and wind power generation

The use of the microwave cooking systems also reduces the risk of fire.



Microwave cooking system



wastewater treatment system



Danang Mabuchi Won the National Green Environment Award

Danang Mabuchi was selected as one of the Top 30 Excellent Green Companies in Vietnam in 2013 and won the National Green Environment Award in recognition of the following efforts:

- 1) The company has an environmental policy.
 - 2) The company is strictly controlling the use of environmentally hazardous substances in its factory administration.
 - 3) The company is producing eco-friendly products.
 - 4) The company is not violating environmental and other laws or regulations.
- © The Government of Vietnam created this award in 2013 to encourage companies around the country to practice environmental protection and use cutting-edge technology to protect the environment.



Jiangsu Mabuchi Implementation of measures to protect the environment in a new factory building

A new factory building was constructed in Jiangxi Mabuchi to respond to the demand to increase production in fiscal 2013. Various energy conservation measures were implemented in the construction such as using energy efficient buildings and facilities.

- 1) Outdoor lights are powered by solar cells, and all the indoor lights are fitted with LED lights.
- 2) The use of automatically controlled air conditioning system reduced electricity usage by about 119,000 kWh per year compared to before.
- 3) The use of automatically controlled compressor systems and other devices reduced electricity usage by about 262,000 kW per year compared to before.

These measures successfully reduced electricity usage by about 441,000 kWh in total per year.

In addition, the use of waterless urinals in men's restrooms reduced water usage by about 300 m³ per year compared to before.



LED lighting



Automatic controlled compressor system

Dalian Mabuchi Stopped the use of coal to prevent air pollution

Dalian Mabuchi had been using coal boilers for heating in winter. But since the use of coal is a major source of environmental pollutant, Dalian Mabuchi started exploring the use of a system that utilizes the excess heat of a nearby power station in 2012 and completely stopped the use of coal in 2013.

This system reduced the emissions of slug (residue of burned coal) by 500 tons per year, smoke, soot, and dust by about 64 tons, and sulfur dioxide by about 85 tons. In addition, CO₂ emissions were also reduced by about 14,000 tons per year.



Wastewater treatment system installed in the plant



Environmental Report

Environmental Communication

Mabuchi provides wide-ranging information on its environmental policy and environmental management activities to parties both inside and outside the company through a variety of media. We hope our customers and people at large in addition to our employees will have a deeper understanding of our approach to environmental conservation and related activities through our environmental communication.

Publication of Social & Environmental Report and Environmental Information on Our Website

We have been reporting the results of our social contribution and environmental conservation activities since 2001 by publishing the Environmental Report and putting it on our website (the report title was changed to the Social & Environmental Report in 2008). At overseas bases, Dalian Mabuchi is publishing the Sustainable Development Report.



Environmental Report published by Dalian Mabuchi

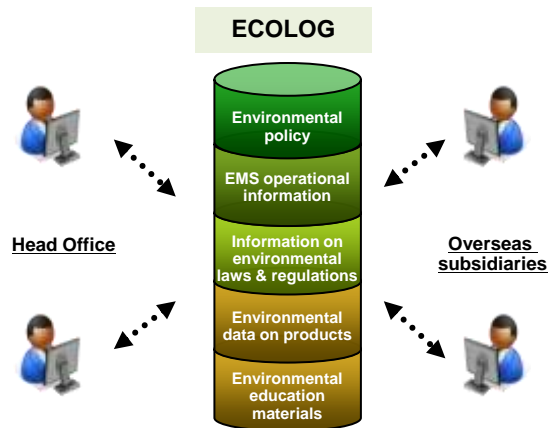
Information on social contribution and environmental activities on our website

Environmental Communication to Communities

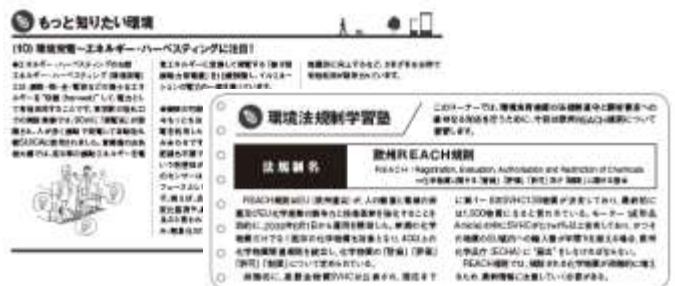
To share environmental information and to efficiently implement environmental conservation in the entire Group, the Environmental Managers Conference has been held every year since 2000 with the participation of environmental managers from the Head Office and overseas bases.

We have created a database called the ECOLOG on our intranet and put it into operation to allow personnel to share environmental information. Mabuchi Group employees around the world including those at the Head Office, are sharing a variety of environmental information through this ECOLOG.

We also publish feature articles on environmental information in our newsletter to introduce the present status of Mabuchi's environmental responses and the latest environmental information, with a view to increasing the environmental awareness of employees.



Environmental Managers Conference (teleconference)



Environmental article in a company newsletter



Environmental Education

Mabuchi's environmental education and training system is organized according to the purposes and levels of employees. We provide education and training to improve their environmental awareness and to increase their speed in responding to emergencies.



Education on the handling of chemical substances for employees who handle them (Dongguan Mabuchi)

Slogan and Poster Contest for Environmental Consideration

To enhance the environmental awareness of employees, the Slogan and Poster Contest Promoting Environmental Consideration has been held annually since 2006 as a Group-wide event.

In 2013, posters and slogans which were selected from 125 pieces submitted from 14 bases including the Head Office and overseas bases were posted in the dining hall of the Head Office. Employees are further increasing their environmental awareness through these events.



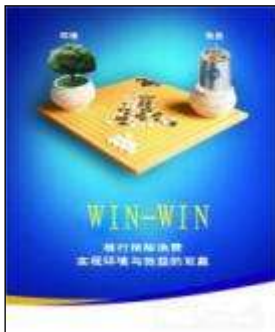
Winning works in 2013 displayed at the Head Office

☆ Winning works in 2013

◇ Slogan Category

- 节约出效益，环保促发展
“Conservation is the profit, and environmental protection is the development.” (Dalian Mabuchi)
- 减少三废排放，保持两肺健康。
“Reduce three wastes, (wastewater, solid waste, and exhaust air) and protect two lungs.” (Dongguan Mabuchi)
- 創造環保舒適的工作環境、是提高工作效率的推進劑，生產環保綠色產品、是走向世界的通行證。
“Environmentally friendly work sites increase work efficiency. Eco-motors are the passport to the world.” (Ludong Mabuchi)

◇ Poster Category



Eliminate wastes and succeed both in protecting the environment and making profits. (Jiangxi Mabuchi)



Protecting the environment means protecting lives. (Daojiao Mabuchi)



Green technology The driving force for a company to keep growing (Dongguan Mabuchi)



Environmental Report

Environmental Risk Management

Mabuchi manages chemical substances stringently and conducts emergency response drills regularly in order to prevent accidents (environmental accidents) that could have a serious impact on the environment.

We also conduct surveys and analyses to find soil and water contamination and take immediate action if we detect residual hazardous chemical substances that were used in the past.

Emergency Response Drills

We conduct emergency response and reporting drills more than once a year by projecting various scenarios appropriate for each location so that the occurrence and spread of environmental pollution can be prevented even in a disaster.



Emergency response drill to prevent the leak of oil from condensers (Head Office)



Drill to prevent leakage of chemical substances (Head Office)



Emergency response drill to deal with leaked chemicals (Wafangdian Mabuchi)



Emergency response drill at the LPG storage area (Dalian Mabuchi)

Effort for Soil Decontamination

In the independent soil contamination research conducted in 2002, contaminated soil was found in a part of the Head Office site. We reported this situation to the relevant authority (Matsudo municipal government) and started decontamination work.

In 2004, we investigated whether there was any soil contamination at the site of our subsidiary upon the closure of the factory and detected soil contamination. We immediately reported this situation to the Gunma prefectural government and started decontamination work.

Decontamination of areas having a high level of contamination at the above two locations has already been completed, but decontamination of areas with a low level of contamination is still continuing.

The decontamination results and future policy are reported to the Matsudo municipal and Gunma prefectural governments every year and we initiate the next year's decontamination work after obtaining their approval.

Meanwhile, pollutants were detected in the groundwater in the premises of Kaohsiung Mabuchi in Kaohsiung, Taiwan. Thus, Kaohsiung Mabuchi has been working on decontaminating the groundwater since the end of 2013. We will also continue our decontamination work steadily by following the instructions and obtaining the approval of the authorities in Taiwan.

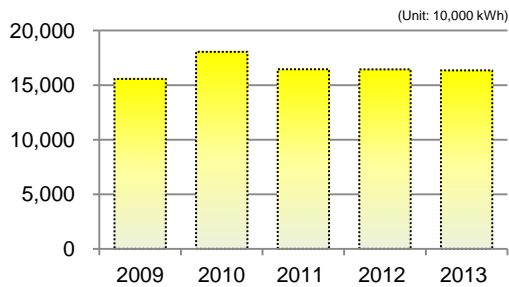


Environmental Report

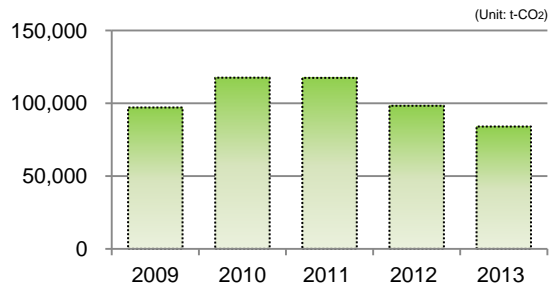
Report of Environmental Data

* This graph shows the results calculated from the data of Mabuchi Motor's Head Office and major overseas production bases.

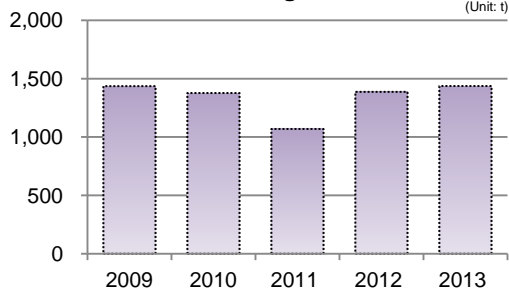
Amount of electricity purchased



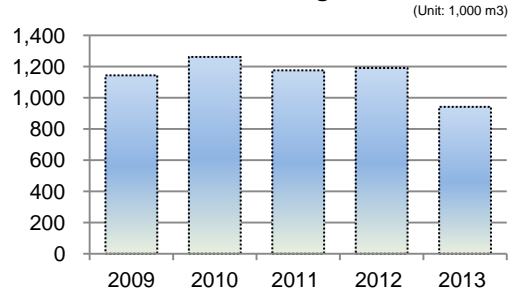
Amount of CO2 Emissions



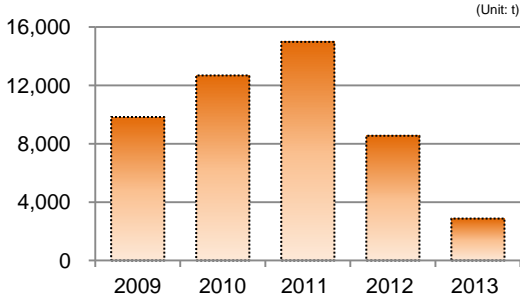
Waste generated



Water usage



Volume of coal used



* We are working to completely eliminate the use of coal. (Wafangdian Mabuchi is the only base that was using coal in fiscal 2013.)

| | Unit | 2009 | 2010 | 2011 | 2012 | 2013 |
|---------------------------------|--------------|--------|---------|---------|--------|--------|
| Amount of electricity purchased | (10,000 kWh) | 15,568 | 18,049 | 16,454 | 16,443 | 16,351 |
| Amount of CO2 emission | (t-CO2) | 97,137 | 117,618 | 117,487 | 98,301 | 84,057 |
| Waste generated | (t) | 1,436 | 1,377 | 1,069 | 1,387 | 1,437 |
| Water usage | (1,000 m3) | 1,144 | 1,262 | 1,176 | 1,191 | 942 |
| Volume of coal used | (t) | 9,836 | 12,685 | 14,986 | 8,551 | 2,876 |



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