



# 2011

Company Profile / CSR Report



**Go Green**  
for the People and the Planet



# About This Report

This report contains Makita's "Long Term Objectives and Corporate Attitude," its "Main CSR Activities," and an "Overview of Makita."

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Period Fiscal Year 2011 (FY2011, from April, 2010 to March, 2011)

Scope Makita Corporation (the Company) and its consolidated subsidiaries.

Personnel data refers to the Company. Environmental data refers to the Company and manufacturing subsidiaries.

**Makita publishes annual reports containing its corporate activities.**

### Company Profile / CSR Report



- Corporate Attitude
- CSR Activities
- Overview of the Company

### Annual Report



- Business Report
- Operating Results
- Financial Conditions
- Major Financial Data
- Consolidated Financial Statements

### Environmental Report



- Environmental Policy
- Environmental Performance
- Environmental Activities

# Corporate Slogan / Corporate Attitude

## Long term Target

## Strong Company

Makita has set itself the goal of consolidating a strong position in the global power tool industry as a global supplier of a comprehensive range of power tools that assist people in creating homes and living environments.

### Management Policy/Quality Policy

1. Makita strives to exist in harmony with society (a company that observes laws and regulations, acts ethically and never allows intervention of the anti-social organizations).
2. Makita values its customers (a market-driven company).
3. Makita is managed in a consistent and proactive manner (a company that strives to exist in perpetuity by adhering to a sound profit structure).
4. Valuing a stalwart corporate culture, Makita encourages each individual to perform to his highest level (a happy company).

### Fundamental Policy Regarding Product Safety

Makita has established a system for providing safe products to our customers (users and consumers), and our whole company is dedicated to ensuring that customers can enjoy peace-of-mind when using our products.

In the unlikely event of a major unforeseen product accident, we will work to speedily and accurately gather information regarding the accident, and to disclose that to customers and all related parties, both inside and outside the Company.

\* Makita has established a Product Safety Voluntary Action Plan based on the "Fundamental Policy Regarding Product Safety" above.

### Code of Ethics

1. Honest and ethical conduct; no conflict of interest
2. Compliance with applicable laws and regulations
3. Full, fair, timely and understandable disclosure
4. Accountability for adhering to this Code
5. Enforcement mechanism
6. Approval for waiver of this Code

### Code of Conduct

1. Am I acting in accordance with ethical guidelines? (Would I be unashamed in front of anyone?)
2. Am I looking at things from the customer's point of view rather than the company's point of view? (Am I leaning more towards the customer than my supervisor or my colleagues?)
3. Am I acting and thinking independently and taking on challenges? (Am I caught up in past experiences and successes?)
4. Am I persistently improving and innovating technology? (Is there a reason we have to do it this way?)
5. When I am on site, do I respect the opinions there? (Do I accurately gather information and communicate adequately?)



Message from the President

Makita's Go Green Ambitions for the Creation of a Better



President,  
Representative Director & Chief Executive Officer

**Masahiko Goto**



To begin, I would like to convey my deepest sympathies to those affected by the Great East Japan Earthquake of March 11, 2011 and offer prayers for a rapid recovery.

Mankind, so far, has achieved growth and prosperity through massive consumption of limited resources. However, these advances have required great sacrifices, both in terms of the global environment and social life. We believe that it is vital that we engage in corporate activities which balance the apparently contradictory standpoints of maintaining the environment and growing together with society.

As a comprehensive international supplier of tools such as professional power tools, pneumatic tools, and gardening equipment in areas around the world, we are dedicated to taking a sincere approach to tackling these societal issues, acting as a responsible global corporation, and becoming the "Strong Company" that is our goal.

We are led by our mission of accelerating the pace of innovation in order to lead the tool market in the next generation. Out of consideration for the conservation, sustainability, and diversity of the global environment, as well as in response to the needs of products themselves, we develop and supply tools which offer superior operability while being environmentally friendly, such as rechargeable tools using lithium-ion batteries, and gardening equipment featuring clean engines. We will contribute, through our corporate activities, to the creation of rich living environments in developing countries undergoing rapid economic growth, such as the BRIC countries.

We are establishing a global manufacturing system, prepared for efficient concentration of manufacturing in China, beginning construction of a plant in Thailand, and expanding our Romanian plants. We are also investing in enhanced gardening equipment research and development capabilities in order to cultivate this market. From a sales perspective, we have bolstered our after-sales service capabilities in the markets of developing countries and respond to the trust vested in us by professional users through the prompt supply of our product and service lineup by enriching our global network.

Engaging in these corporate activities as a comprehensive international tool supplier, we believe that contributing to the global environment and society is a worthy ambition. Our desire to take on these challenges is reflected in the slogan "Go Green," and we will continue to go boldly forward, led by our dream so that we may be a shining beacon across the world for years to come.










# Makita - A Global Brand

As a global supplier of a comprehensive range of power tools that assist people in creating homes and living environments, Makita's goal is the creation of a rich society on a global scale. We have established directly operated business bases in over 40 countries around the world, and have upgraded our sales network and after-sales service capabilities to become one of the leading companies in our industry. In addition, Makita is active in manufacturing outside Japan, producing power tools in plants in the U.S.A., China, U.K., Germany, Brazil, and Romania. Currently, over 80% of our group's manufacturing work is carried out overseas. Makita's worldwide sales and service network and production plants, which manufacture products to consistently high quality standards no matter what the country, provide indispensable support for the Makita brand.

## ISO9001 and ISO14001 Certification

Head office and all of plants are both ISO9001 and ISO14001 certified.

		(Certification Date)	ISO9001	ISO14001
Head Office			November, 1993	July, 2007
Okazaki Plant			November, 1993	July, 2007
Makita Numazu Corporation			February, 1998	December, 2002
U.S.A. Plant			June, 1996	December, 2009
U.K. Plant			September, 1993	July, 2009
Romania Plant			October, 2007	October, 2008
Germany Plant			October, 2002	January, 2010
Brazil Plant			August, 2009	March, 2010
China Plant (MCC)			March, 1997	November, 2008
China Plant (MKC)			March, 1997	November, 2008







Finland, Norway, Sweden, Estonia  
Austria, Poland, Ukraine, Czech Republic  
Slovakia, Hungary, Romania, Bulgaria, Russia

**North America**  
United States  
Canada

**United States**

**Central and South America**

Mexico  
Brazil  
Argentina  
Chile  
Peru  
Colombia

**Brazil**

**Head Office/Okazaki Plant**

**Makita Numazu Corporation**

**Japan**

Branch Offices in Sapporo, Sendai,  
Utsunomiya, Niigata, Saitama, Tokyo,  
Chiba, Yokohama, Shizuoka, Nagoya,  
Gifu, Kanazawa, Kyoto, Osaka, Hyogo,  
Hiroshima, Takamatsu, Fukuoka, Kumamoto,  
and 114 Sales Offices in Japan

**Asia**

Singapore  
China  
Hong Kong  
Taiwan  
Korea  
India  
Vietnam

**Thailand**

(Production will start in July, 2012)

**Oceania**

Australia  
New Zealand

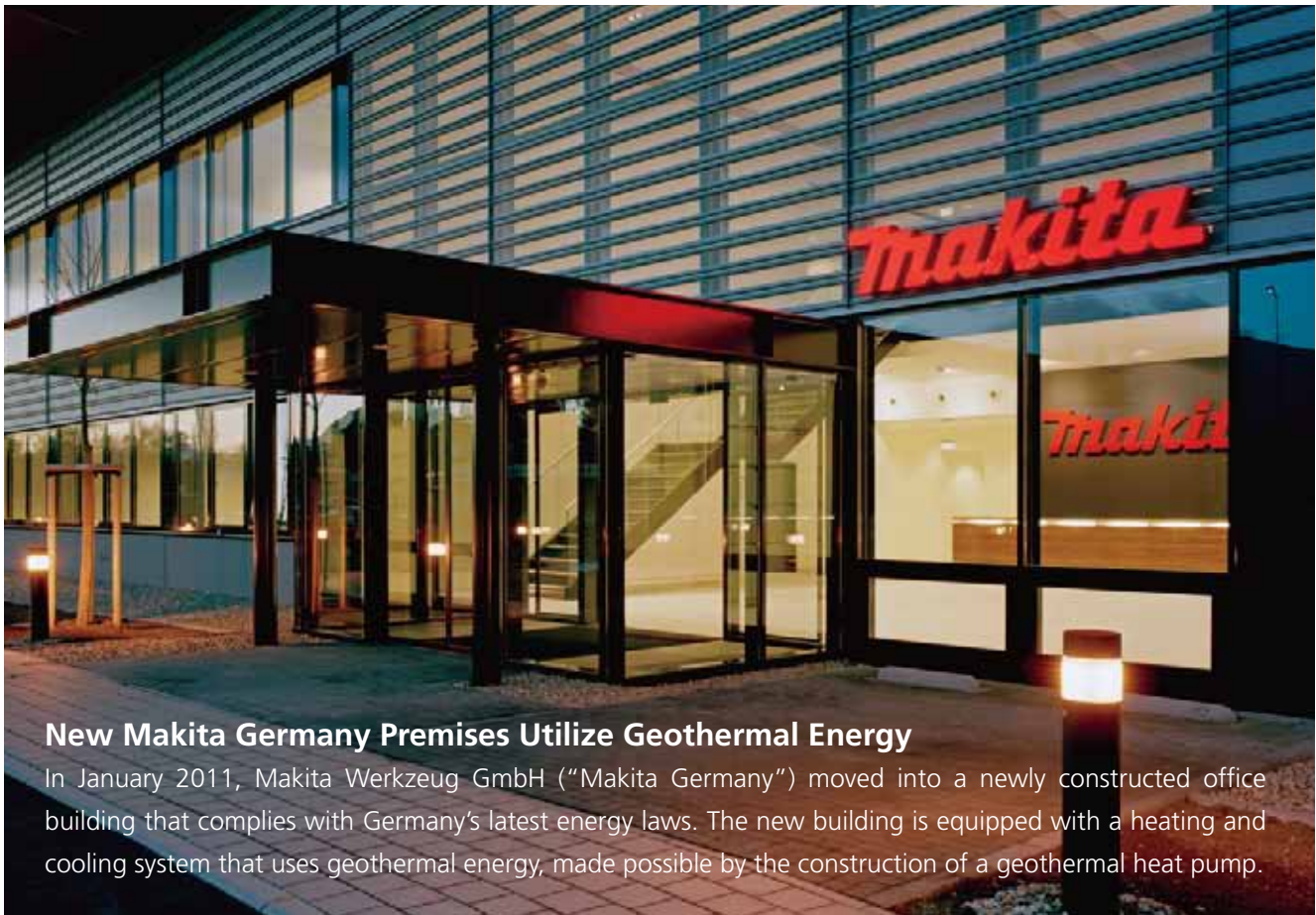


## Contributions to The Global Environment

Makita actively engages in environmentally conscious product development, energy saving measures, waste prevention, and hazardous chemical reduction throughout its group business activities in order to prevent global warming, make effective use of resources, and prevent environmental pollution.

### **Makita Offices Conserve Energy**

Makita employs energy-saving design features when replacing plant buildings or office buildings at sales subsidiaries. Here we introduce two recent examples.



### **New Makita Germany Premises Utilize Geothermal Energy**

In January 2011, Makita Werkzeug GmbH ("Makita Germany") moved into a newly constructed office building that complies with Germany's latest energy laws. The new building is equipped with a heating and cooling system that uses geothermal energy, made possible by the construction of a geothermal heat pump.



### **Makita Brazil Office Building and Plant Utilize Natural Lighting**

Makita do Brasil Ferramentas Elétricas Ltda. ("Makita Brazil") has proactively incorporated natural lighting into both its office and plant buildings, reducing lighting power consumption.





## Environment-Conscious Products

Makita designs and develops environment-conscious products. One notable line of environment-conscious products introduced in FY 2011 is gardening equipment equipped with 36V lithium-ion batteries that combine power on par with engine-driven equipment with zero emission and low noise and vibration.



## Environment-Conscious Design Concepts

Makita's concept for environment-conscious products began with an assessment of the product in 1992, and environment-conscious design began in earnest with the launch of Makita's global environment charter in 1993. Today we improve the energy efficiency of products, reduce weight and extend product life, and use environment-conscious materials to develop, manufacture, and sell products that are recyclable or safe for disposal.

## Publication of Product Environmental Data Sheets

Since 2010, we have published product environmental data sheets on our Japanese website, quantitatively indicating the environmental performance of each of our products, in order to give a better understanding of the environmental impacts of the products Makita supplies.

\* Product environmental data sheets include data such as product weights, noise levels, (reusability + recyclability) rates, recovery rates, and efficiency.

URL: <http://www.makita.co.jp/company/environment.html>

# Global Human Resources

Over 80% of Makita's manufacturing and sales occur overseas, and over 80% of the personnel that help make that happen are hired locally. Makita's corporate culture places high importance on acting and thinking independently and taking on challenges, as reflected in our Code of Conduct. The local employees we hire, led by Japanese managers around the world, are also filled with a desire to take on new challenges, and act and think independently as they carry out their business activities.

## Human Resource Development, Supporting Our Global Production

Centered on the Okazaki Plant, our main plant, we share our manufacturing technology and quality management know-how with our foreign plants, offering a consistent level of quality world-wide. To achieve this, we regularly hold business trips to, and training at, our head office and our overseas plants, dedicating ourselves to the development of our human resources.



Makita (China) Co., Ltd.



Makita (Kunshan) Co., Ltd.

### The China Plant, Responsible for 65% of Our Manufacturing

Makita (China) Co., Ltd. (MCC) and Makita (Kunshan) Co., Ltd. (MKC) are collectively referred to as our "China Plant." On average, over the course of FY 2011, these two plants employed approximately 7,500 people, including temporary workers.

Manufacturing expanded greatly in FY 2011, with the China Plant workforce growing by over 2,000 people, while striving to carry out human resource training in order to prevent any deteriorates in quality.



SC Makita EU SRL



### Romania's SC Makita EU SRL Achieves the Second Highest Manufacturing Volume Overseas

Sales picked back up throughout Europe in FY 2011 and manufacturing volume doubled. Our plant in Romania reached a manufacturing volume second only to the China Plant.

We not only carried out training and education of our own employees, but also contributed to the community by helping cultivate future engineers and technicians, such as through our supervision of the Mechatronics Department of an industrial high school in the plant's town of Branesti.





## Product Exhibitions

Many exhibitions are held worldwide, imprinted with the character and traditions of their respective regions. Our sales managers in each region showcase and demonstrate our new product lines, equipped with cutting edge technologies, in a simple and easy to understand way, establishing communications with pro shops and professional users.



## The Birth of Locally Hired Corporate Officers

On June 28, 2011, Makita appointed its first two locally hired corporate officers. One is the President of Makita Corporation of America, and the other is the Managing Director of Makita Manufacturing Europe. These appointments are representative of our further promoting globalization of human resources and strengthening of our structure as a truly international company.



Corporate Officer

**Tim Donovan**

President of Makita  
Corporation of America



Corporate Officer

**Paul Harris**

Managing Director of  
Makita Manufacturing  
Europe, Ltd.

## Approaches to Customers

Many customers who purchase Makita products are professional users, including carpenters and other craftsmen. Power tool requirements vary according to deviations in the working environment, methods of construction, and other factors that differ from region to region, as well as country to country.

Makita strives to use its sales and service network, both inside Japan and out, to respond to all of these needs, creating products which satisfy every professional user.

Through our use of cutting edge technologies such as 3D analysis during product design, we further polish **our own top-level know-how** that we have accumulated over many years, building confidence in the Makita brand.

Makita does not stop at just creating products that have the necessary features but also emphasizes safety and sophistication of design.

Moreover, Makita fully considers the users' working environment in the design of its products, making every attempt to minimize dust emission, noise, and vibration. Its products also reflect concern for the natural environment by meeting the "3R requirements" (reduce, reuse, recycle), including the reduced use of chemical substances.



# Product Development

## Quality Assurance



Products are checked from the planning stages of their development throughout each process, culminating in their manufacturing.

We take a user-oriented perspective when considering product **safety, functionality, and durability**, performing dozens of tests on each product.

We guarantee a level of quality that will satisfy every customer, in every country. In order to achieve that level of quality, we have established our own strict test standards, as well as investigating how users use our products, using our observations to continually revise and add to our check items.



At the Okazaki Plant, the center of Makita's manufacturing activities situated near its head office, we develop and design our own manufacturing and processing equipment in order to meet constantly evolving and diversifying product needs throughout the motor production and equipment component manufacturing processes, which are the primary component manufacturing processes.

In addition, in our assembly processes, Makita is working to further develop its multiple assembly cell production system and create more flexible processing lines and production systems.

Through these activities challenging the frontiers of manufacturing, Makita is continuing to evolve manufacturing systems with capabilities for flexible adaptation, while maintaining a balance with **QCD (quality, cost, and delivery)**. The new technologies and systems developed at the Okazaki Plant have been introduced at the Company's plants around the world.



## Production

## Sales



In order to ensure that Makita products are always in top-notch shape, and can be used with peace of mind, we offer meticulous after-sales service through our 19 branches and 114 sales offices throughout Japan. The same customer-centric, **speedy, and accurate service** cultivated in Japan is also offered worldwide.

Not only our training centers inside Japan and abroad serve to improve the product knowledge and repair skills of our sales staff, but in addition to these internal educational activities, they also play an important role in familiarizing retailers with the Makita brand and its products.

## Approaches to Employees

**Makita is engaged in cultivating human resources with a diverse range of values.**



“Managers should advise and talk to employees in a persuasive manner (don’t be arrogant).

If employees are constantly angry at each other, work won’t progress smoothly (don’t be angry).

One must not panic in the face of difficult conditions, such as a declining economy or problems with work (don’t panic),

or must not mope in such conditions (don’t mope).

Panicking and engaging in excessive competition is like signing one’s own death sentence.

That doesn’t mean, however, that one should be lax. If you fail, that will be the least productive course of action (don’t give up).”

These are the life teachings of Jujiro Goto, who helped build the foundation of Makita Corporation together with its founder, Mosaburo Makita, changing it from “a motor company” to “a power tool corporation.” These teachings are carried on to this day. Based on these admonitions, “Don’t be angry, don’t be arrogant, don’t panic, don’t mope, and don’t give up,” we are striving to create comfortable, diverse workplaces offering work-life balance.





In 2003, Makita was recognized by Aichi Prefecture as a Family Friendly Business. In 2009, it was awarded a Family Friendly Business by the Governor of Aichi Prefecture.

## Diversity Promotion

### Hiring of Foreign Employees

Over 80% of the employees of Makita are hired locally overseas.

We are also dedicated to hiring international students in Japan as part of our efforts to cultivate the global human resources that will support the Makita of tomorrow. As of the end of March, 2011, 12 foreign employees were working for Makita in Japan. We plan to continue proactively hiring foreign employees, increasing this number above 20 in FY 2013 (over 10% of new graduates will be international students).

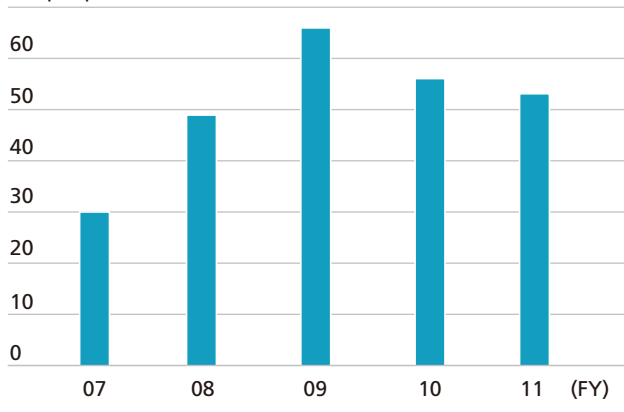
### Hiring of People with Disabilities

We are also dedicated to hiring people with disabilities in order to help support their efforts at societal independence. The hiring rate for people with disabilities in FY 2011 was 1.92% (the government mandated rate is 1.8%).

### Hiring of the Elderly

We offer re-employment until age 64 for employees who have reached the mandatory retirement age of 60, but who wish to continue working. Currently, approximately 70% of our retirement age employees wish to be re-employed, and we offer opportunities for many employees to remain active. In FY 2011, 53 employees were re-employed through this offer.

70 (people)



## Child Raising Support

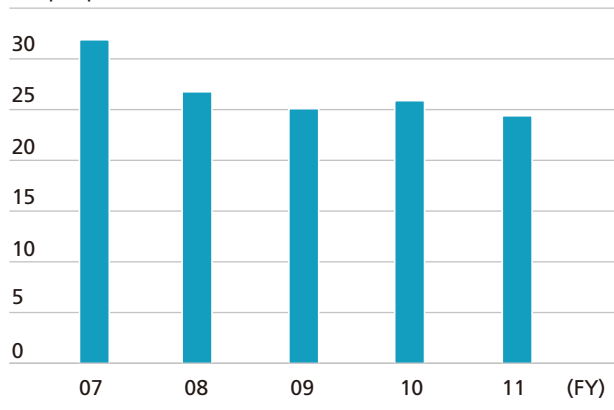
### Childcare Leave System

Launched in 1990, our childcare leave system boasts a steady utilization rate.

Employees often take childcare leave more than once.

In FY 2011, 24 employees utilized the childcare leave system.

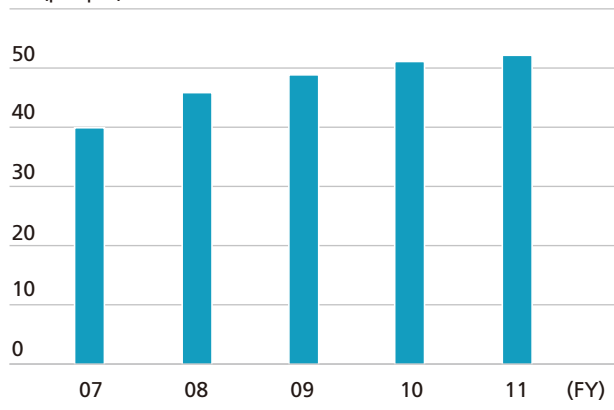
35 (people)



### Childcare Reduced Working Hours System

This system, initiated in 1992, has been effectively utilized in accordance with its objectives ever since its inception, and has become a steady fixture at Makita. In FY 2011, 52 employees utilized this system.

60 (people)



## Approaches to Local Communities

Makita is involved in business on a global scale, and contributes to communities with a wide range of cultures. The Makita brand is in use in countries all over the world and in a variety of fields, from construction sites in industrialized countries and urban development projects of newly emerging economies that have been experiencing rapid growth, to sporting events and community activities.

Developing close ties to regional communities in all parts of the world and becoming an integral part of people's lives - that is Makita's objective.

### Investment Award 2010 (Germany)

Makita Germany was granted the Investment Award 2010 by the Economic Development Agency of the State of North Rhine-Westphalia. This was in recognition of its use of geothermally powered heating and cooling systems on constructing its new building, as part of its efforts in North Rhine-Westphalia in response to Germany's Renewable Energy Promotion Act, as well as its great contributions to local employment through its over 30 years of operation as a foreign company.



(From left)  
Minister of Economy of the State of North Rhine-Westphalia  
Managing Director of Makita Germany  
Chief Executive Officer of the Economic Development Agency of the State of North Rhine-Westphalia

### Cricket International Tournament Sponsorship (India)

In December 2010, we sponsored an international cricket tournament in Bangalore, India.

We established an Indian sales subsidiary in April 2008, and are working to become a part of the Indian community through our sponsorship of cricket, the national popular sport of India.




International cricket tournament (December, 2010)

### Support for the 10th Aichi-Nagoya Conference of the Parties to the Convention on Biological Diversity (COP10)

We contributed as an Aichi-Nagoya Supporter to the 10th Conference of the Parties to the Convention on Biological Diversity (COP10) held in Nagoya City, Aichi Prefecture from October 18 to October 29, 2010. We offered this support because we felt the conference's objectives were in accordance with our own fundamental environmental principle of "conducting a wide range of environmental protection activities, taking into consideration biodiversity."





## Donating Funds to Support the Recovery of the Areas Affected by the Great East Japan Earthquake via the Chunichi Shimbun Social Service Association

In order to help support those affected by the Great East Japan Earthquake, and assist with the recovery of disaster regions, in March 2011 we donated 50 million yen via the Chunichi Shimbun Social Service Association. We also donated 100 engine chain saws (Model MDE430 – 50 units and Model MDE435 – 50 units) as reconstruction backup supplies to 7 cities and towns in Miyagi Prefecture through the Aichi Prefecture Disaster Region Support Measure Headquarters. Volunteers from employees of our subsidiaries also donated to Red Cross organizations around the world.



Yoji Aoki, Director, Corporate Officer, and General Manager of Administration Headquarters (Left)

## Makita Woodcraft Club Holds Local DIY Workshop

On November 14, 2010, Okazaki City held its “Fureai Tokimeki Nishimikawa Festival in Okazaki” at Okazaki Johsei High School. Eight Makita Woodcraft Club members participated, holding a DIY workshop. Elementary school students and younger children got to create wooden puzzles and pencil holders.



Instructing elementary school students on how to use a Scroll Saw

## Cleaning Activities

Each year, as part of the “Keep Our City Clean” campaigns held in Anjo city in May and October, we gather volunteers to perform cleaning around our head office. Each month, we also clean the walking trail along the east side of the Okazaki Plant. In the future, we will continue to take an active role in environmental conservation activities, maintaining positive exchange with the community.



Cleaning the walking trail along the east side of the Okazaki Plant (May, 2010)

Volunteers that cleaned area around head office (October, 2010)



## Approaches to Environment



The **"Go Green"** slogan symbolizes Makita's commitment to continually providing new value as a comprehensive international supplier of tools. We hope to always remain a company that maintains a steady eye on society, challenging ourselves to create a "sustainable recycling-oriented society" that combines the environment with the economy.

### Environmental Policy

#### Basic Principles

As a global supplier of power tools used in building homes and in everyday life, Makita is aiming to conduct a wide range of environmental protection activities, taking into consideration biodiversity, to build an affluent society for future generations.

#### Policies

##### 1. Enforcement of environmental administrative structure

To conduct our business in an environmentally and friendly way, we will organize our environmental administrative structure on a global scale.

##### 2. Continuous improvement and pollution prevention

Makita will endeavor to continuously improve the quality of environmental protection activities and prevent from pollution.

##### 3. Compliance with applicable laws and regulations

Makita will comply with applicable laws, regulations and standards concerning the environment. Moreover, Makita will take preventive action against environmental pollution, based on our environmental principle.

##### 4. Establishment and review of objectives and aims

Makita will endeavor to fully understand environmental impacts we may cause and periodically review the environmental objectives and goals within the technically and economically possible range.

##### 5. Reduction of environmental burden

Makita endeavors to promote the following activities to reduce its environmental burden.

- Reduction of green house gas (CO<sub>2</sub>) emissions by conservation of resources and energy.
- Reduction of industrial waste and promotion of waste reuse.
- Replacement from substance of environmental concern and emission control.
- Implementation of product assessment and development of environment-conscious products at the stage of tool design and development.

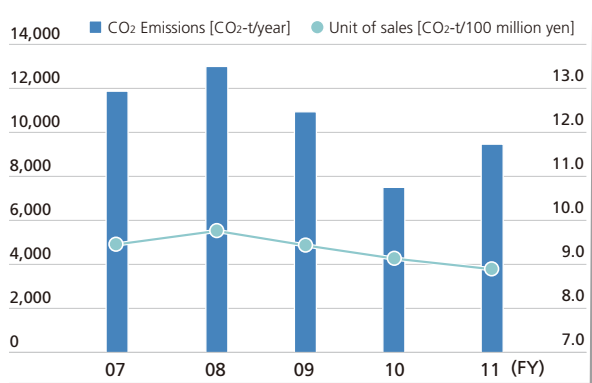
##### 6. Disclosure

Makita will make this environmental policy known to all of our employees through internal communication and will positively announce it to the public.



## Makita's Contributions to the Prevention of Global Warming

Makita's efforts at resolving environmental issues began in earnest with the launch of Makita's global environment charter in 1993. Recently, we have dedicated special efforts to reducing our CO<sub>2</sub> emissions in order to help prevent global warming. We achieved our CO<sub>2</sub> emissions reductions target in advance of the Voluntary Action Plan (\*1) promoted by four electronics and electrical manufacturers' associations, so in 2006, we established our own in-house long-term objective, reducing CO<sub>2</sub> emissions per unit of sales by 21% or more compared to FY 2001 levels by FY 2011, and achieved our goal. In the future, we will set the achievement of the next period's Voluntary Action Plan (\*2) of the four associations as our new target, dedicating our undivided effort to helping prevent global warming by reducing CO<sub>2</sub> emissions.



CO<sub>2</sub> Emissions Trends (Head Office, Okazaki Plant)

### \*1 Voluntary Action Plan of four electronics and electrical manufacturers' associations

The Voluntary Action Plan, established in 1996 by the Japan Electrical Manufacturers' Association, is currently being advanced by four electronics and electrical manufacturers' associations. Their shared target is a "35% improvement in CO<sub>2</sub> emissions per adjusted production unit by FY 2011 compared to FY 1991.

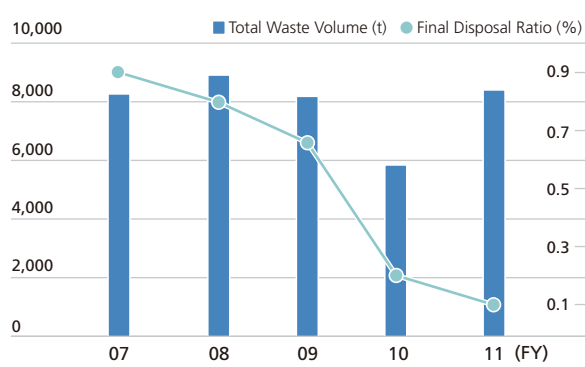
### \*2 Next Voluntary Action Plan of four electronics and electrical manufacturers' associations (planned)

The target of the Voluntary Action Plan for FY 2013 and beyond, established by the Japan Electrical Manufacturers' Association in FY 2011, is an annual average improvement of 1% in energy consumption per unit until FY 2021 compared to FY 2013.

## Makita Zero Emissions

In response to the global social concerns such as the future depletion of energy resources, and insufficient waste disposal space, Makita has dedicated itself to environmental protection throughout its business activities. Since FY 2007, we have set as our objective maintaining a constant "zero emissions" status, maintaining a 1% or lower ratio of final waste disposal volume to total waste volume, and have achieved it continuously. In FY 2011, we lowered this objective even further, to 0.2% or less, and have achieved an actual final waste disposal ratio of 0.11%.

We believe that these efforts are essential for environmental protection, and we will continue to take a number of approaches throughout our business activities to continue to carry out our societal mission.



Waste / Valuable Resource Volume and Final Disposal Ratio (Head Office, Okazaki, Nisshin)

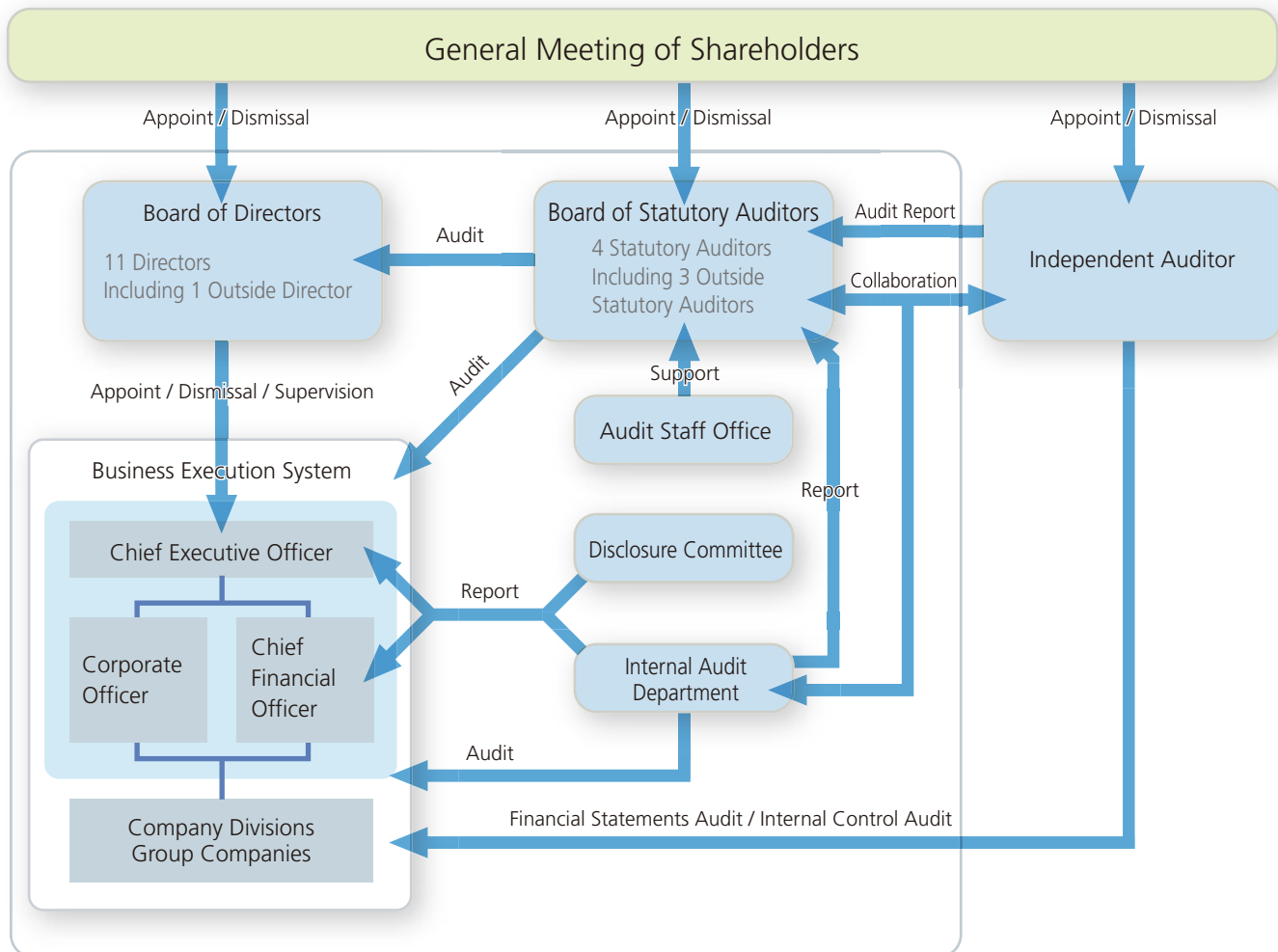
## Reduced Use of Chemical Substances

New legislation regarding hazardous chemicals contained in products, such as the EU's REACH (Registration, Evaluation, Authorization and Restriction of Chemical substances) entering into force in June 2007, grows ever stricter. In response to REACH, since FY 2010, we have investigated, managed, and supplied information regarding substances of very high concern (SVHC) contained in our products. The number of authorization candidate substances continues to grow, and content information collection must be continually performed. We promote component procurement that ensures that none of this required information is missed.

We also continually engage in component procurement in compliance with the RoHS Directive (directive on the restriction of the use of certain hazardous substances in electrical and electronic equipment) adopted by EU member states.

# Corporate Governance

As its shares are listed on NASDAQ, in accordance with U.S. Public Company Accounting Reform and Investor Protection Act (Sarbanes-Oxley Act), the Company is taking the active initiatives to improve its corporate governance. In order to bolster the functionality of our Board of Directors and Board of Statutory Auditors, we are proactive in our enlisting of Independent Directors / Corporate Auditors. Furthermore, we strive to implement operational reforms, such as establishing a structure for swift decision-making, and enriching discussions regarding critical management issues by increasing the effectiveness of the Board of Directors through the implementation of a corporate officer system and the creation of an Internal Audit Department.



## Board of Directors

Our Board of Directors, composed of 11 Directors (including 1 Outside Director) meets monthly, deciding on critical issues and the management direction of the Company, while strictly managing and monitoring the operations of the Representative Directors and all working beneath them. The Outside Director, making use of deep insight and rich experience, offers unique opinions and advice on issues under consideration at the Board of Directors meetings, contributing to the transparency and healthiness of corporate management.

## Board of Statutory Auditors

The Board of Statutory Auditors, made up of 4 Statutory Auditors (including 3 Outside Statutory Auditors), decides on issues such as auditing policy and the division of roles between Statutory Auditors. Each Statutory Auditor attends the Board of Directors meetings and other important meetings, auditing the operations of Directors, while holding monthly Board of Statutory Auditors meetings and performing appropriate auditing.

\* For details regarding corporate governance, please see the "Corporate Governance Report".

URL: <http://www.makita.co.jp/company/>



# Data File

## Directors and Statutory Auditors (as of June 28, 2011)

### Directors

#### \* President

**Masahiko Goto**

Director, Managing Corporate Officer

**Yasuhiko Kanzaki**

In charge of International Sales and General Manager of International Sales Headquarters: Europe, the Middle East and Africa Region

**Tadayoshi Torii**

In charge of Production and General Manager of Production Headquarters

**Shiro Hori**

In charge of International Sales and General Manager of International Sales Headquarters: America, Asia, and Oceania Region

Director, Corporate Officer

**Tomoyasu Kato**

General Manager of Research and Development Headquarters

**Tadashi Asanuma**

In charge of Domestic Sales and General Manager of Domestic Sales Marketing Headquarters

**Hisayoshi Niwa**

General Manager of Quality Headquarters

**Shinichiro Tomita**

General Manager of Purchasing Headquarters

**Tetsuhisa Kaneko**

General Manager of Production Headquarters (in charge of China Plant)

**Yoji Aoki**

General Manager of Administration Headquarters

Outside Director

**Motohiko Yokoyama**

Representative Director of JTEKT Corporation

\* denotes Representative Director.

### Statutory Auditors

Standing Statutory Auditor

**Toshihito Yamazoe**

**Haruhito Hisatsune**

Statutory Auditor

**Masafumi Nakamura**

(Certified Public Accountant)

**Michiyuki Kondo**

(Attorney at Law)

Messrs. Haruhito Hisatsune, Masafumi Nakamura, and Michiyuki Kondo are Outside Statutory Auditors.

## Corporate Officer (as of June 28, 2011)

**Zenji Mashiko**

General Manager of Domestic Sales Marketing Headquarters: Tokyo Area

**Toshio Hyuga**

General Manager of Domestic Sales Marketing Headquarters: Osaka Area

**Hiroshi Okamoto**

President of Makita U.S.A. Inc.

**Tamiro Kishima**

Senior Managing Director of Dolmar GmbH

**Tim Donovan**

President of Makita Corporation of America and in charge of Brazil Plant

**Paul Harris**

Managing Director of Makita Manufacturing Europe, Ltd. and in charge of Romania Plant

## Corporate Data (as of March 31, 2011)

### Company Name

**Makita Corporation**

### Head Office

3-11-8, Sumiyoshi-cho, Anjo, Aichi 446-8502, Japan

Phone : +81-566-98-1711

URL : <http://www.makita.biz/>

### Date of Founding

March 21, 1915

### Date of Incorporation

December 10, 1938

### Record Date

March 31

### Common Stock Listings

Domestic : Tokyo and Nagoya Stock Exchanges

Overseas : NASDAQ

### Paid-in Capital

¥24,205,610 thousand

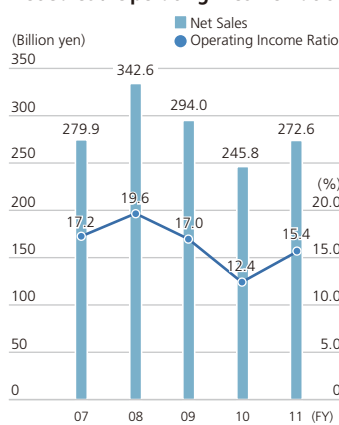
### Number of Employees

12,054 (Consolidated) 2,835 (Parent)

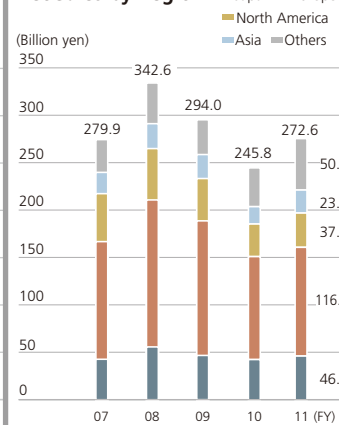
### Description of Business

Production and sales of electric power tools, woodworking machines, pneumatic tools, household and gardening equipment

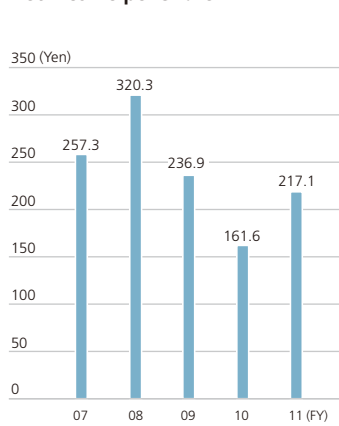
### Net Sales / Operating Income Ratio



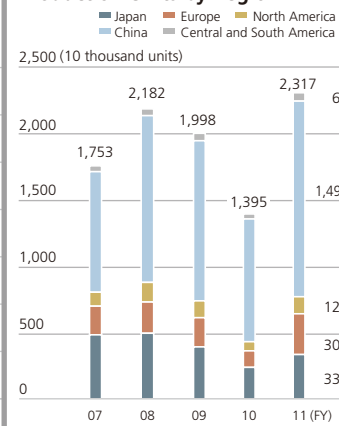
### Net Sales by Region



### Net Income per Share



### Production Units by Region



# History of Makita

In 1958, Makita Corporation, which was founded in 1915 as an electric motor sales and repair company, became the first company in Japan to manufacture and sell portable electric planers. Over the half century since, Makita has worked to build a steady position as a manufacturer of power tools. Today, Makita continues to provide products and services that are beneficial to all types of customers engaged in housing construction. Makita's history is one of close interaction with customers and parallels the evolution of power tools.

1910 ~



1915 Founded Makita Electric Works (proprietorship) in Nagoya, Aichi. Began selling and repairing lighting equipment, motors, and transformers.

1930 ~



1935 First exported electric generators and motors to the Soviet Union.

1938 Incorporated the proprietorship's business form and established Makita Electric Works, Inc.

1945 Moved the plant, in an attempt to avoid air raids, to the current head office in Sumiyoshi-Cho, Anjo, Aichi.

1950 ~



1958  
Model 1000 Electric Hand Planer 120 mm  
(the first product in Japan)

1959 Transformed into an electric power tool manufacturer.

Initiated exports of electric power tools with shipment of Model 1300 Electric Hand Planers to Australia.

1962 Changed the trade name to Makita Electric Works, Ltd.

Went public and listed the company in the 2nd Section of Nagoya Stock Exchange.

1963 Became an entirely debt-free company.

1968 Listed the company in the 2nd Section of Tokyo Stock Exchanges.

1969 Model 6500D Battery-powered Drill (first rechargeable power tool).

1970 ~



1978  
Model 6010D Rechargeable Drill 10 mm  
(first Ni-Cd battery tool)

1970 Designated to the 1st Section of Tokyo and Nagoya Stock Exchanges.

Established Makita U.S.A. Inc. (first overseas subsidiary)

1971 Established Makita France S.A. (first European overseas subsidiary, changed the name to Makita France SAS in 2004)

1972 Established Makita Electric (U.K.) Ltd. (in the United Kingdom) (changed the name to Makita (U.K.) Ltd. in 1992)

1973 Established Makita (Australia) Pty. Ltd.

Established Makita Power Tools Canada Ltd. (changed the name to Makita Canada Inc. in 1991)

1974 Established Makita Benelux B.V. (in the Netherlands) (changed the name to Makita Nederland B.V. in 2010)

Established Makita S.p.A. (in Italy)

1977 Started trading of American Depository Receipt on NASDAQ (National Association of Securities Dealers Automated Quotations)

Established S.A. Makita N.V. (in Belgium)

Established Makita Werkzeug GmbH (in Germany)





## 1980 ~



1981  
Model AN5000 Air Nailer  
(first pneumatic tool)

Model AC6001 Air Compressor

## 1990 ~



1996  
Model 6213D Rechargeable Driver-drill  
(first Ni-MH battery tool)

## 2000 ~



2005  
Model HR4011C Rotary Hammer 40 mm  
(with Anti Vibration Technology)

## 2006 ~



2010  
Model TD133D Cordless Impact Driver  
(with brushless motor)

- 1981 Established Makita Brasil Ferramentas Elétricas Ltda.  
(started production of power tools in South America)
- Established Makita Werkzeug Gesellschaft mbH. (in Austria)
- 1983 Established Makita Power Tools Singapore Pte. Ltd.  
(changed the name to Makita Singapore Ltd. in 1991)
- 1984 Established Makita Corporation of America
- 1985 Started production of power tools in the United States.
- 1988 Established Makita (Taiwan) Ltd.
- 1989 Established Makita Espana S.A. (in Spain)  
(changed the name to Makita, S.A. in 1991)
- Established Makita Manufacturing Europe Ltd. (in the United Kingdom)

- 1991 Acquired Sachs Dolmar GmbH, chain saw manufacturer. (in Germany)  
(changed the name to Dolmar GmbH)
- Introduced corporate identity (CI) program.  
Changed the name to Makita Corporation.
- Started production of power tools in Europe (in the United Kingdom)
- 1992 Established Makita Power Tools (HK) Ltd. (in Hong Kong)
- 1993 Established Makita (New Zealand) Ltd.
- Established Makita (China) Co., Ltd.
- 1994 Established Makita Sp.zo.o. (in Poland)
- Established Makita México, S.A. de C.V.
- 1995 Established Makita International Europe Ltd. (in the United Kingdom)
- Established Makita, spol.sr.o (in Czech Republic)
- Started production of power tools in China.
- 1996 Established Makita Elektromos Kisgépértékesítő Kft. (in Hungary)
- 1997 Established Makita Gulf FZE. (in the United Arab Emirates)
- 1998 Established Makita Herramientas Eléctricas de Argentina S.A.
- 1999 Established Makita Chile Comercial Ltda.
- Established Makita Hellas S.A. (in Greece)

- 2000 Established Makita Romania S.R.L.
- Established Makita SA (in Switzerland)
- Established Makita (Kunshan) Co., Ltd. (in China)
- 2001 Established Makita Latin America Inc.
- Established Makita Oy (in Finland)
- 2002 Launched the 2nd brand MAKTEC specifically for the Asian market.
- 2003 Established Makita LLC. (in Russia)
- 2004 Established Makita s.r.o. (in Slovakia)
- 2005 Model TD130D, Cordless Impact Driver (first Li-ion battery tool)
- Established SC Makita EU S.R.L. (in Romania)
- Established Makita Ukraine LLC.

- 2006 Acquired nailer business from Kanematsu-NNK Corp.
- 2007 Established Makita Peru S.A.
- Started production of power tools in Romania.
- Made Fuji Robin Industries Ltd. a consolidated subsidiary.  
(changed the name to Makita Numazu Corporation)
- 2008 Established Makita Bulgaria EOOD
- Established Makita Power Tools India Private Ltd.
- Established Makita Colombia, S.A.
- Established Makita Africa s.a.r.l.a.u. (in Morocco)
- 2009 Established Makita Vietnam Co., Ltd.
- 2011 Established Makita Manufacturing (Thailand) Co., Ltd.



<http://www.makita.biz/>

## Makita Corporation

3-11-8 Sumiyoshi-cho, Anjo, Aichi 446-8502, Japan Phone: +81-566-98-1711 Fax: +81-566-98-5580

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