

We will grow together with our employees by creating an organizational culture that encourages free and vigorous communication imbued with a spirit of respect for humanity in line with our corporate culture of challenge and innovation.

■ Sanden's Concept of Human Resources in effect since the Company's Founding

A Company Is as Good as the People It Keeps

"Teamwork among employees and within the organization is the basis of the company's prosperity" This is the basic concept that lives on in the founding spirit of the company.

"In planning for one year, plant grain. In planning for 10 years, plant trees. In planning for 100 years, nothing compares to nurturing people." (Chinese philosopher Guanzi)

For a company to continue and develop for 50 or 100 years, people are important above all other considerations. Sanden understands the need to consistently develop superior human resources. Sanden's founders made these words their guiding management philosophy.

■ Respect for Human Rights

Respect for Humanity

Sanden is committed to creating an environment where every employee can and does fully realize his or her potential.

A Corporate Culture of Challenge and Innovation

Sanden's culture embraces the desire to actively confront challenges without regard for conventions. This is something that will persist regardless of the work location or the passage of time and is a stance that serves as Sanden's basis and an ongoing commitment to be practiced on a daily basis as a matter of habit.

Equal Opportunity

Sanden is committed to creating an environment where every employee can contribute fully, without discrimination. To this end, we are proactively working to enhance our child and family care leave system and employ people with disabilities.

Self-Actualization

Sanden is a place where opportunities are provided for each employee to establish challenging goals and experience the joy of achieving these goals as well as professional growth.

- Policy and goal management is based on communication between managers and subordinates based on the use of "Challenge Sheets," which integrate the development of Company policies and Division policies with the voluntary establishment of individual goals.
- Sanden has in place a program to reward employees for undertaking challenges and promoting innovation appropriate to their respective roles in the Company.
- Sanden places the greatest emphasis on the desires of individual employees and has instituted the "FA System" that allows employees to challenge new work areas and themes. Sanden has also introduced an "open, in-company recruitment system" that allows employees to further their career development and seek new opportunities for individual growth and development.

■ Human Resource Development

The Sanden Training System

Sanden's basic concepts regarding its people are fully integrated into its educational and training programs. By recognizing that recruiting and raising talents (people), that is, raising them to true "Human Resources" is the basics of creating corporate value, we provide with opportunities and places for (personal) growth systematically and continuously. Classes are held at the Sanden Communication Plaza, which is Sanden's training facility, where employees can learn not only necessary work skills but can also hear presentations by senior Sanden executives, share values with one another, listen and participate in debates among participants, and participate in other activities that promote learning through interaction. Through these various activities, participants can sharpen each others skills and deepen mutual communication.

Training by Job Classification

When employees move from one job classification to another—from the time they enter the Company, through middle- and upper-level employee classifications, then to managerial and senior management positions—Sanden conducts training for employees for the job classifications they are about to enter. These training programs offer opportunities for motivating and renewing the awareness of staff members. Last fiscal year, we substantially revised these programs, implementing a shift from emphasis on management skills to a stronger focus on promoting a better shared awareness of our corporate philosophy and vision. Especially meaningful for participants was the chance to hear Company directors express their thinking directly about Sanden's corporate philosophy, engaged in discussion, and then to conclude this part of the training formulate their own visions for their workplaces. These activities contributed to creating a better understanding and common awareness of the corporate philosophy and contribute to its implementation in the workplace. These training programs include employees from subsidiaries and affiliates. We will next address issues and plans for conducting these training programs on a global basis.

Life Plan Seminars

Life Plan Seminars are held for employees who have reached the age of 40. The seminars are part of our career development program to help people achieve their goals. Individuals examine their jobs (skills and career goals) and lives (personal accomplishments).

This provides an opportunity for employees to create a plan for the next phase of their lives.



Company directors give talks at training sessions for differing job classifications



Seminar in progress