

Maximizing Our Employees' Strengths

Nintendo is committed to creating and maintaining a working environment where all employees can apply and expand their strengths to realize their full potential and benefit the company as a whole.



Benefiting the Company as a Whole

We recognize that the strengths and talents of each employee underlie Nintendo's competitive edge. We strongly believe that promoting the development of each employee to his or her fullest potential is the best way to increase the long-term collective strength of the company and is the best path to individual job satisfaction.

Nintendo's Ideals for Employees

In the entertainment business there is a constant demand for fresh ideas. To continue introducing products that make people happy, Nintendo strives to foster in its employees the ideals of intellectual curiosity, originality and flexibility, open communication, consideration of others and a strong spirit of service. Accordingly, at Nintendo Co., Ltd., we have distributed the *Nintendo Code of Conduct*, to which all employees should conform. These guidelines comprise the Nintendo Standards of Behavior and Nintendo DNA — the spirit and strength of our prized heritage. Our overseas subsidiaries have also implemented their own codes of conduct, adapted to the laws and regulations of their respective countries.

Human Resource Development

Nintendo understands the importance of cultivating its human resources to assist each employee in achieving Nintendo's Ideals. For example, in addition to orientation training for all new employees, active on-the-job training in each department and a full range of in-house development programs, Nintendo Co., Ltd. provides opportunities for employees to attend external seminars for career growth. Periodically, the company also provides opportunities for employees to review their competencies and create development plans to help polish their job skills while focusing on their professional career growth.

One unique aspect of the Nintendo Co., Ltd. in-house development program is that it provides many opportunities for employees to exchange opinions candidly with others outside of their departments. Through such exchanges we hope our employees will make new discoveries that broaden their perspectives, learn new ways to communicate with others and improve their facilitation*1 skills.

Likewise, our overseas subsidiaries also provide appropriate development opportunities for employees. For example, employees with many different native languages work together at our European subsidiaries. To optimally support smooth internal communications, these subsidiaries offer their employees assistance, if needed, for instance in English language instruction as English is the common business language.

Nintendo Ideals for Employees

Open Communication

Gain the understanding and empathy of those around you, and contribute your strengths to the team.

Consideration for Viewpoints of Others

Avoid self-centered ways of thinking and be conscious of the viewpoints of others.

Spirit of Service

Take pride in helping others and bringing happiness to them.

Intellectual Curiosity

Be open to new information and experiences, especially in the face of progress and dramatic change.

Originality and Flexibility

Do not rely on past successes and ideas, but formulate new, innovative proposals.

*1 Facilitation

The process of supporting meeting participants by promoting the exchange of ideas and information, and by summarizing the participants' points of view so that participants can perform creative and intellectual activities effectively and smoothly as a group.

Nintendo of Europe GmbH

Improving Our Understanding of the Code of Conduct Through E-Learning

In October 2010, Nintendo of Europe created an electronic, intranet tool for employees to refresh and test their knowledge about the *Code of Conduct*. Previously, instruction on the *Code of Conduct* was provided through training seminars to all permanent staff at each of the Nintendo offices in Europe. Delivery of these seminars was extremely challenging due to the large number of employees requiring instruction, as well as difficulty timing the seminars so that most employees could attend. Therefore, a multi-language *Code of Conduct* e-learning course was developed, by which employees could review their understanding of the *Code of Conduct*. This had the advantage that employees could work their way through the course at their own pace and at their convenience. The course required employees' active participation for successful completion. Employee feedback to the course has been overwhelmingly positive, and Nintendo of Europe plans to develop similar e-learning programs for its employees in the future.



Learning about the *Code of Conduct* via the intranet

Evaluation System for Personal Development

Nintendo Co., Ltd. uses biannual evaluations to provide employees with opportunities to work on their personal career development plans. Employees are given a proprietary set of evaluation competencies that derive from the Nintendo Ideals to help them craft their own personal development plans. Before employees are evaluated by their managers, they are given the opportunity to conduct self-evaluations of their professional behavior and accomplishments. Comparing this self-evaluation with their managers' feedback provides employees an opportunity to discuss any discrepancies in perception and outline new goals for personal development.

The biannual evaluations also afford employees the opportunity to make proposals to the company. This process encourages employees to show initiative and increases their ability to contribute to the company. We also use this process to actively solicit the opinions of our employees as part of an ongoing policy improvement process.



Promoting a Diverse Work Environment

Equal Opportunity and Respect for Diversity

Nintendo recognizes the importance of employing individuals with a wide array of abilities in augmenting the collective strength of the company. We respect, and aim to make full use of, the multifaceted talents and strengths of each employee. In addition, our employee assessments are based on merit, which is in line with strict laws governing the fair treatment of employees, regardless of gender, age, nationality or disability.

Respect for Human Rights

- We respect the rights of all people. We are also committed to ensuring a proper understanding of human rights issues.
- We do not discriminate or incite discrimination, through our words or actions, on the basis of such factors as race, ethnicity, nationality, ideas, religion, beliefs, origin, social standing or status, profession, gender, age or disability.
- We do not condone sexual harassment or any other form of harassment, including ostracism and verbal abuse.
- We appreciate the different cultures and practices of the countries in which we operate, and we do not act in any way that would be deemed discriminatory or inappropriate in those contexts.

From Nintendo Co., Ltd.'s Code of Conduct

Secure Employment of Older Employees

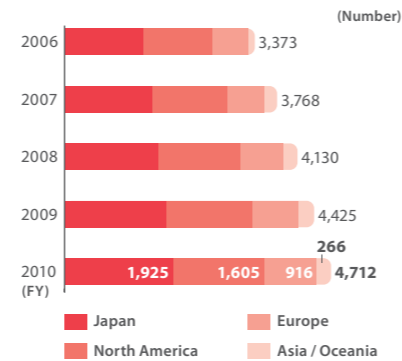
Although many Japanese companies set the retirement age at 60, Nintendo Co., Ltd. strives to guarantee secure employment until the age of 65. To help employees with their retirement planning, the company periodically invites expert instructors for life-planning sessions.

Laws and customs differ from country to country, so our overseas subsidiaries do not implement a mandatory retirement age.

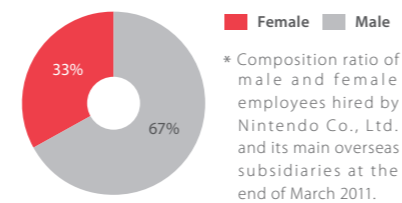
Preventing Harassment

Nintendo Co., Ltd. clearly prohibits sexual harassment and other acts of harassment in its *Code of Conduct*, which is distributed to every employee, and in its *Compliance Manual*. These documents contain concrete examples of instances of harassment and precautions for every workplace. We take complaints regarding harassment seriously, and respond promptly and appropriately. The overseas subsidiaries also explicitly prohibit acts of harassment in their versions of the *Code of Conduct*.

Trends in the Number of Employees (consolidated)



Ratio of Male & Female Employees for FY2010



Employee Status (Nintendo Co., Ltd. only)

		FY 2008	FY 2009	FY 2010
Average years of continuous employment	Overall	12.7	12.6	12.4
	Male	12.9	12.7	12.6
	Female	11.7	12.1	11.9
Turnover rate		2.05%	0.84%	1.37%
Percentage of female managerial staff		4.35%	4.76%	4.00%
Percentage of employees with disabilities*		2.08%	2.01%	2.13%

* Legal requirement: 1.8%

Balancing Work and Family

Nintendo strives to provide an environment that enables employees to fully exercise their talents while maintaining a healthy work-life balance. For example, Nintendo of Europe and Nintendo Benelux held "Bring Your Child to Work" days to promote communication between employees and their families. In fiscal year 2010, Nintendo of Canada was once again selected by the Great Place to Work® Institute as one of the 100 Best Workplaces*1 in Canada. They were also selected for this list in fiscal year 2009.

Actively Supporting Childcare

To help our employees balance work and childcare, Nintendo Co., Ltd. has developed a system to support employees with childcare issues, as well as employees with a wide range of other working conditions, including employees who do not raise children. In recognition of these efforts, Nintendo Co., Ltd. was certified to display the Kurumin Mark*2 in fiscal year 2010. We are currently working to raise employee awareness of the company's childcare leave policy and to create a workplace environment that facilitates childcare leave.

How Our System Goes Beyond the Law and Supports Employees' Work-Life Balance (Nintendo Co., Ltd. only)

Childcare leave

Up to two years after childbirth

Family and medical care leave

Up to six months per dependent

Reduced work hours/childcare option

Work-hour reduction of up to two hours per day until the employee's children finish the third grade in elementary school (approximately age nine)

Reduced work hours/family care option

Work-hour reduction of up to two hours per day for a limit of six months per dependent

Reemployment system

Reemployment of individuals who previously had chosen to resign from their positions for the purpose of providing extended child or family care

Refresh leave system

Offers special holidays to employees who have worked for a certain number of years

Annual paid holiday extension system

Gives employees the option to extend their periods of accumulated paid holidays for certain purposes

Half-day paid vacation program

Employees can take half-day paid vacations, with no limitations on the numbers of days or other conditions

🇬🇧 Nintendo of Europe GmbH, UK Branch

Childcare Vouchers

A big issue for working parents is finding reliable and relatively inexpensive day care for their children. In the UK, there is a program supported by the government through which employers can provide employees with a portion of their salary in the form of a "childcare voucher" (for example, to use for childcare facilities). Because this voucher is tax-exempt, employees do not have to pay tax on this portion of their salaries. Nintendo of Europe's UK branch has participated in this program since fiscal year 2008. By taking advantage of this program, employees are able to find good day care facilities for their children, and they can concentrate on their work.

*1 100 Best Workplaces

A ranking of the best workplaces, selected by the Great Place to Work® Institute under common global standards.

*2 Kurumin Mark

This is a symbol granted by Japan's Ministry of Health, Labor and Welfare to enterprises and organizations that actively support raising children in accordance with the Japanese Act for Measures to Support the Development of the Next Generation.



Usage Status (Nintendo Co., Ltd. only)

	FY 2008	FY 2009	FY 2010
Number of employees taking maternity leave	19	23	11
Number of employees taking child care leave	Male	1	2
	Female	30	37
Number of employees taking family and medical care leave	0	1	0
Rate of paid vacation taken	69.6%	68.9%	69.6%




Creating a Safe and Healthy Workplace

Because physical and mental well-being is essential to employee work satisfaction and skill development, Nintendo has implemented measures aimed at promoting employee well-being.

Ensuring Health and Safety in the Workplace

At Nintendo Co., Ltd., representatives of the Health Committee, who serve at our headquarters and branch offices, and representatives of our Health and Safety Committee, who serve at our plants, actively engage in efforts to promote health and safety. In addition to routine inspection tours, the committee members set goals for improving medical checkup results and increase employee awareness through the creation of health and safety posters. Committee members also work to raise company awareness through various means such as attending workshops on lifesaving and disaster-prevention training.

The Importance of the Health Committee

 Nintendo Co., Ltd.
Hiroataka Uemura
Network Operation Group, Network Business Department




Through active discussions of the Health Committee, lectures on health from an occupational health physician and emergency drills at a disaster-prevention center, I realized that our company is seriously working on "building a safe and healthy working environment." In particular, at the disaster-prevention center, we learned how to use disaster-prevention tools which cannot be used properly without experience, as well as lifesaving techniques (cardiac massage is more effective than artificial respiration, etc.). It was a great experience for me.

Physical and Mental Well-Being

Nintendo Co., Ltd. supports the physical and mental health of its employees. For example, the company supports proactive employee health maintenance plans and has established a health consultation room. This room is staffed by an occupational health physician, for consultations on physical and mental problems. In July 2009, the company further strengthened its support system by ensuring that a full-time health nurse is always available.

In addition to facilitating in-person visits with an occupational health physician for help with mental health issues, Nintendo Co., Ltd. has introduced a system of mental health support designed for the prevention and early detection of mental health problems. This system supports self-care as well as training and education for managers. Each overseas subsidiary has also developed support systems aimed at improving the well-being of its employees. For example, Nintendo of America actively works to create opportunities for employees to become aware of health in their daily lives by offering healthy meals in its cafeteria, designed by the company's Health Promotion Committee. They also provide full support for mental and physical health.

 Nintendo of America Inc.

Promoting Employees' Health and Safety Awareness

Nintendo of America ran a six-week Healthy Challenge campaign starting in July 2010 to raise health awareness among its employees. Employees formed four-person teams and competed to see which team could complete the most exercise and other healthy activities during this period. This campaign helped employees have fun and improve their health while learning healthy habits. As a safety initiative, Nintendo of America has broadened the learning of healthy habits by offering First Aid and CPR classes, using a new online training service, through its employee safety intranet site, allowing all employees the opportunity to learn these valuable lifesaving skills. The company remains committed to raising its employees' awareness of health and safety.



Members of the winning team of the Healthy Challenge campaign

 Nintendo of Europe GmbH (Germany)

J.P. Morgan Chase Corporate Challenge Run

On June 9, 2010, 270 members of Nintendo of Europe participated in a world-famous corporate run. This run is held to raise money for charity. Nintendo of Europe has taken part in this event every year since 2005, not only to contribute to society, but also to enhance employee health consciousness. Also, because employees from several departments participate in this event, it is a good chance to strengthen communication and build bonds between the employees.



Employees who participated in the run

Overview of Fiscal Year 2010 and Future Issues

Nintendo employees have various characteristics and abilities. In order to achieve our CSR goal as a group, it is important that each employee reaches his or her full potential, while we maintain an organizational culture in which employees admire and value each other. The common understanding at Nintendo, that the most important thing is to make our consumers smile, comes from the "Nintendo DNA": "the spirit of valuing originality and flexibility" and "honesty and earnestness," and we fully recognize that it is our responsibility to uphold these values. Also, in fiscal year 2010, Nintendo Co., Ltd. was certified by the Health, Labor and Welfare Ministry of Japan as a company that proactively supports childcare. We would like to continue our efforts at building a working environment where employees can strike a healthy work-life balance, and keep working in a healthy and lively way.



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