



Corporate Social Responsibility
Report 2014

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Top Message



During the fiscal year under review, the U.S. economy moved on a clear recovery trend and European nations began to show signs of finally overcoming prolonged economic stagnation, while economic growth lost steam in the emerging economies. Given the continued weakness of the yen, the Japanese economy moved on a moderate recovery path, led by export-oriented companies.

In this environment, the IBIDEN Group launched its medium-term management plan, the “Challenge IBI-TECHNO 105 Plan,” pushed ahead with business structure reforms and carried out a number of distinctive activities to improve its operations on a worldwide basis and reinforce its revenue base. Within the framework of the medium-term management plan, and as one of the pillars of its “Global CSR Management,” IBIDEN has also contributed to society through innovative technologies while addressing global issues. It has achieved progress in creating a company whose sustainable growth is in step with society.

The Entire Group Is Working to Strengthen Its CSR Management

In accordance with its corporate philosophy, “Contribute to the progression of society through innovative technology,” the IBIDEN Group has long aspired to find creative ways to contribute to social prosperity. The entire Group must work as one to move forward with CSR management, embodying the Group’s corporate philosophy. In today’s world, we face a number of issues including climate change, natural disasters, labor/human rights disputes, and conflicts in various regions. As the IBIDEN Group expands its operation globally, it is becoming crucial for us to gain a firm understanding of the expectations and demands placed on us when addressing such societal issues and to proceed in accordance with international standards.

By Drawing on a Range of Wisdom, We Aim to Achieve a Balance between Business Growth and the Resolution of Social Issues

With the executive officers taking the lead, each and every employee must be aware of the issues as the IBIDEN Group moves forward with its CSR management in the spirit of teamwork. For instance, as the seriousness of global environmental issues becomes increasingly apparent, we are making improvements as a team, such as reducing our energy consumption to cut energy costs and increasing the competitiveness of the entire Group. Such efforts also help society at large. We believe that issues can be resolved by making optimal use of our collective ideas and the wisdom of each employee.

The CSR Activity Management Cycle Makes Possible a Sustainable Contribution

To strengthen the CSR activities that IBIDEN Group has established thus far, we are developing a comprehensive structure, the IBIDEN Management System, which will allow us to integrate all the results achieved and manage all activities systematically. The entire Group will continue to move forward with its CSR management, which addresses societal issues as part of our effort to gain stakeholders’ trust and attain sustainable growth.

We will build a trustworthy relationship with our stakeholders.

We need to initiate and maintain dialogues with our stakeholders and undertake actions by working closely with them. The IBIDEN Group continues its proactive disclosure of information regarding its financial condition, products and CSR and promotes transparent management practices in an attempt to help stakeholders gain an understanding of how the Group is run and decisions are made. We hope you will get to know the Group’s range of undertakings discussed in this report, and we welcome your feedback and opinions.

The IBIDEN Group's CSR Management

IBIDEN WAY

The power that has enabled IBIDEN “to overcome many adversities with all our employees and to continue to exist,” and “the wisdom and vitality that have achieved dramatic growth in recent years” - these have persisted throughout IBIDEN's long history. The systematization that carries this on, transcending borders, is the “IBIDEN WAY.”



MISSION

It is the fundamental perspective of the existence value and purpose of this company.

We contribute to the progression of society through innovative technology, with respect for both individuals and the global environment.

SPIRIT

We share our spirits with all staffs globally. And through accomplishing these, “Corporate Philosophy” will be realized.

- Trust through Integrity
- “Wa” Teamwork and Synergy
- Challenge with Passion
- IBI-TECHNO Innovation

Consolidated medium-term management plan “Challenge IBI-TECHNO 105 Plan”

We reinforce our capacities for total productive management, management of technology, management of business and management capability in order to establish a robust corporate culture resilient to any market changes.

Consolidated medium-term management plan “Challenge IBI-TECHNO 105 Plan”
Period FY2013 to FY2017 【5 year term】
Pillar of the strategy 1. Reconstruct and enhance competitiveness of core operations 2. Work on the creation of new business 3. Develop and promote CSR management globally

Today's business environment surrounding IBIDEN Group is extremely volatile, faced by the fierce competition between companies seeking global survival.

In April 2013, we launched our consolidated medium-term management plan, “Challenge IBI-TECHNO 105 Plan,” envisioning next 100 years ahead of us. By redefining and strengthening our total productive management, management of technology, management of business and management capability, we will solidify and restructure our core business competitiveness. By emphasizing the global implementation of TPM activities, we boost our onsite capabilities, while at the same time engaging in the creation of innovative technologies in the fields of materials, facilities, and production processes.

Also, based on our core technologies nurtured through the company's distinguished history, we will set up specific goals and engage ourselves in the development of new electronic and ceramic products, as well as product development and business implementation in new business areas.

Furthermore, in our effort to successfully run our CSR management, we put our emphasis on “human resource management” to nurture people who can thrive globally.

Through the steady implementation of the consolidated medium-term management plan, we will further reinforce our revenue base, and everyone in the Group will actively take up new challenges to realize a new level of growth.

CSR Policy and Promotional structure

All CSR activities at the IBIDEN Group are based on our MISSION of “We contribute to the progression of society through innovation technology, with respect for both individuals and the global environment.” We pursue activities that enhance the reliability and transparency of management through business so that we will be able to build a relationship based on trust with society, as well as strive to flourish as a going concern and contribute to social advancement.

The direction and the ideal of our CSR activities are shared throughout the entire Group and presented as the IBIDEN Group Charter of Behavior, which takes into account our role as a global corporation and reflects requests and demands from our stakeholders including our major customers around the world.

IBIDEN Group Charter of Behavior (July. 2011)

Article 1: Compliance with laws, regulations, and ethics

We comply with laws, regulations and ethical requirements of the countries and regions where its business operations are based. We work against corruption in all its forms, and carry out open and fair corporate activities with the intention of becoming a company that enjoys the confidence of the international community. We also protect and properly manage personal and customer data and other types of information.

Article 2: Development together with stakeholders

We develop together with our stakeholders, so we enhance the transparency of management and build a trustworthy relationship through communication. We also actively engage in community-based activities that contribute to society as a good corporate citizen.

Article 3: Providing customer delight

We provide customer delight, so we have a good understanding of social trends, future needs and develop. We provide safe and secure products and services to maximize our customer's satisfaction by growing IBI-Techno.

Article 4: Management based on global standards

We manage our group based on global standards. We respect human rights and other international norms of behavior. Also, we respect culture and customs in each country or region concerned when carrying out our corporate activity.

Article 5: Harmony with nature

We harmonize with nature in all areas of our corporate activities. We manage to develop technologies to achieve good balance between the environment and business, and we provide environmentally friendly products and services by promoting energy and resource conservation activities.

Article 6: Attractive and vibrant company

We aim to become an attractive and vibrant company on the basis of fair, equitable and result oriented employee evaluation personnel system. We aim to have a safe and comfortable working environment. We create a rewarding corporate culture that the employee can respect for each diversity, and fully exercise their skills and abilities.

IBIDEN Group Charter of Behavior and Corporate Governance

We recognize that the entire Company including the management must participate in the effort if we are to fully realize the spirit of the IBIDEN Group Charter of Behavior. The management also understands that it should lead by example to ensure that these efforts take place thoroughly throughout the Company as well as among our Group companies, and to encourage our suppliers to participate. Furthermore, we pay continuous attention to the voices of people both inside and outside the Company and have put in place an effective corporate structure. Should an incident occur that violates the Charter, the management will have in place a system to solve problems, which will communicate its position, investigate the cause and implement a prevention of recurrence. Moreover, we will communicate accurately and in a timely manner the information regarding the incident including accountability. Finally, after authority and responsibility are clarified, severe consequences will be imposed.

Framework for CSR Promotion

The Company has set up CSR Promotion Division in April 2006 as the division responsible for the promotion of CSR activities.

We designated a management person in charge of the promotion in each division who performs duties such as promoting CSR activities and compliance, supervising the implementation of compliance, hosting educational sessions and trainings for the members of the division, and reporting of compliance violations within the division as well as the improvement of the violation risks. We convene a conference for management persons responsible for CSR promotion two times in fiscal year 2013. During the conference, the participants confirm the company-wide promotion items and their progress as well as share anecdotal examples of promotional activities at their workplace or within the group companies.

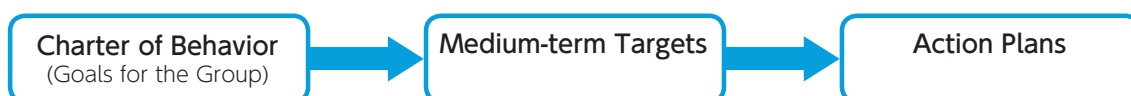
Furthermore, we have designated September as CSR Month and encourage each and every employee to increase his or her awareness of CSR by increasing the number of educational activities related to compliance.

Managing Activities Related to the IBIDEN Group Charter of Behavior

The IBIDEN Group Charter of Behavior was established to reflect the international movement as well as requests of external stakeholders in implementing CSR management, in accordance with the Company's corporate philosophy, the IBIDEN WAY. As an international common understanding, we value and reflect the ISO26000 Guidance, responsibilities required of a company by the UN Global Compact and the code of conduct stipulated by EICC®, the electronics industry association, (though the Company is not a member) in the Charter of Behavior as part of the supply chain. Moreover, we also assess and reflect items emphasized by domestic initiatives such as the Charter of Corporate Code of the Japan Business Federation (Keidanren) the Company is affiliated with in the Charter of Behavior.

In order to develop these ideas into specific activities, we implement activities in three phases (responses as the Company, individual's activities and expansion of activities to suppliers) based on global standards and requests from and assessment items of outside organizations.

We, as a company, determine what we are supposed to be in the medium term, translate what to implement into policies of each Division and promote appropriate activities. By translating what to implement into policies of each Division, we manage the progress of activities related to the IBIDEN Group Charter of Behavior as operations of such Division.



For each employee, we have created the "IBIDEN Standards for Employee Behavior" as a standard for specific activities under the Group Charter of Behavior. The standards were also established by taking global standards into account such as the code of conduct or request items of the industry, and IBIDEN Group Companies also have their unique standards for employee behavior in accordance with the IBIDEN Standards for Employee Behavior (See "Compliance" on page 13).

To suppliers, we have created the "IBIDEN Group Supplier CSR Guidelines" and give guidance through explanation of the standards, investigation of actual conditions and audits (See "CSR Management in the Supply Chain" on page 17).

In fiscal year 2014, we will establish standards we need to work on based on the approach of global standards and request items, as standards for CSR management and integrate the management of such standards into the management system of IBIDEN as a whole. We aim to start trial management in fiscal year 2014 and create a framework to manage activities in the IBIDEN management system in fiscal year 2015 and after.

CSR Policy

The Group strives to contribute to social advancement while achieving continuing existence by implementing CSR management. The vision of the Group's CSR management has been developed along four themes in our mid-term plan based on corporate philosophy and charter of behavior: internal control, human resource management, environment management, and social contribution. We believe that working from these four viewpoints will allow us to build on our relationship based on trust with our stakeholders by further expanding activities in a wide range of areas.

<CSR Policy>

We aim to enhance our corporate value

- By raising awareness of the need for IBIDEN to act responsibly and honestly in the interest of sustainable operations
- By fulfilling our responsibilities in a well-balanced manner from an economic, environmental and social standpoint
- By working in partnership with all of our stakeholders.



<Conceptual diagram of CSR management>

Based on our four themes of internal control (such as corporate governance, compliance and risk management), human resource management, environmental management, and social contribution, we will implement activities in a wide range of areas and build a trustworthy relationship with all stakeholders.

Dialogue and Cooperation with Stakeholders


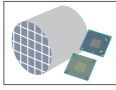



Since its operations began as a hydroelectric power generation business that provided electricity to the community, the IBIDEN Group has won the support of all residents in the community as well as many other people.

We continue to look for opportunities to communicate with our stakeholders to thoroughly understand the expectations and demands that they have concerning the Group.

In fiscal year 2013, we continued to maintain communication with all related parties in order to deepen a shared understanding of global social responsibilities at home and abroad. We have shared issues with employees through education and training while deepening our understanding of what an industry association is required to comply with and what issues we need to work on in communication with customers. We have also shared and worked on what is required of suppliers throughout the entire supply chain through face-to-face meetings, surveys on measures taken and audits.

We believe it is important for building a trustworthy relationship with all stakeholders and sustainable development to continue working on expectations and request items obtained as a result of communication throughout the supply chain led by the Company.

■Example of Communication (As of march 31, 2014)

Stakeholders		Example of Communication	Responsible division
Employees 	Employees at our 39 Group companies (consolidated), both in Japan and abroad, number 14,122. Grounded in the basic principle of respect for individuals, we value the creativity and varied characteristics of each and every employee.	Labor and Management Committee, Training and development, Appraisal interview Health and Safety Committee, Compliance counter	Human Resources Division Environment & Safety Division CSR Promotion Division
Customers 	We contribute to the lives of our customers, grounded in innovation technology, by offering diverse, high quality products, from electronic components to ceramic and building materials	Improvement of customer satisfaction, provision of CSR information Code of conduct audit	Business Administration Division (Each Operation) CSR Promotion Division
Suppliers 	The IBIDEN Group operates businesses in Japan and abroad, and conducts procurement from numerous suppliers	Purchasing policy briefings, Safety training session for suppliers, Implementation of CSR survey and audit, Compliance counter for supplier	Global Purchasing Division Environment & Safety Division CSR Promotion Division
Local communities 	IBIDEN has major facilities in 18 countries around the world, and conducts global corporate citizen activities that suit the culture and climate of each country and region.	Risk communication, Regular exchanges with community associations, Social contribution activities	Each plant General Affairs Division
Shareholders / Investors 	IBIDEN has about 150 million issued shares, with a total of 37,609 shareholders (as of the end of March 2014)	General shareholders' meeting, Investor briefings, Response to research and evaluation organizations	General Affairs Division Office of the President CSR Promotion Division

Risk communication at plant

We hold events to communicate risks annually by inviting representatives of regional residents to our plants. Persons in charge at the plants first explain the purpose of the communication and introduce our business, and then describe activities within our plants mainly from the perspectives of measures to cope with environment pollution and safety management. Through an actual tour of the plants, we have them gain a deeper understanding and stimulate active discussion about the management of wastes and the status of use and management method of chemical substances.

We will continue to deepen mutual understanding and build a better relationship with regional community through having direct communications within plants and disclosing information.

External Corporate Evaluation

In recent years, attention has increasingly focused on socially responsible investment (SRI), referring to corporate investment from a social perspective, taking into account considerations such as the environment and social contribution rather than concentrating exclusively on profitability and other corporate and financial targets.

Having been evaluated by an SRI evaluation organization, we have been selected for inclusion in the Dow Jones Sustainability Indices (DJSI Asia Pacific) and Morningstar's SRI Index (as of June 2014).



Assessment by Third-Party Organizations and Our Actions

Corporate Evaluation by External Organizations

The Company conducts gap analyses between “what it should be” and the results of external corporate evaluations. Our CSR Promotion Division analyzes the data obtained from important survey questions and discusses the course of action with departments involved to identify elements that are lacking at the Company. Furthermore, if it is possible to improve upon these elements during the next fiscal year, each department develops strategies within its action policy.

For fiscal year 2013, our focus was on the improvement of efforts for life cycle assessment in the area of the environment. Engaged in deep discussion about the definition and meaning of measures to the parts where indicators are insufficient, including the status of response to water risk, we promoted the efforts.

CSR-related Audits

We respond to CSR-related audits conducted by third-party organizations based on customer requirement.

The results of audits similarly undergo the process of gap analysis to establish the difference between the global industry-required standards and the Company's current efforts, and to identify issues that need to be addressed. We take to heart the suggested issues put forward during these audits and strive to improve upon them by analyzing the causes and implementing corrective actions as well as preventative measures. Furthermore, we are working toward creating a system that meets the global standards by improving upon these issues.

In fiscal year 2013, we reviewed the framework of workers' human rights and underwent an external CSR audit. Unfortunately, findings similar to past events were reported in terms of health and safety, but there were no significant findings for workers' human rights. We are also swiftly working to improve other observed items, the environment and industrial health and safety.

As for similar findings, we ensure that the system and procedures are thoroughly managed and make checks on a regular basis to prevent recurrence. We are also improving the awareness of managers so that they share issues, take responsibility for working on them and maintain improved situations. Furthermore, sites other than those where any incident occurred also share issues to check problems the entire Group is faced with.

From now on, we will create a system to prevent recurrence by absorbing the know-how of external auditing organizations and enhancing the function where managers and internal auditors check the system's management. We also voluntarily undertake an external CSR audit, sort out problems from the perspective of customers and industry associations and implement activities to resolve such problems to enhance the reliability of our CSR activities.

Internal Control

Our Group defines corporate governance as a critical management issue for increasing corporate value through sustainable growth. The entire Group is actively committed to improving corporate governance.

By strengthening our internal control functions through proactively developing “activities for advancing compliance and risk management” with an involvement of all officers and employees and by augmenting and strengthening the management-oversight functions of our Board of Directors and the audit functions of our auditors, we are creating a transparent corporate control system that can accommodate the reliance of our shareholders and society.

Governance structure in our Group

General description of governance structure

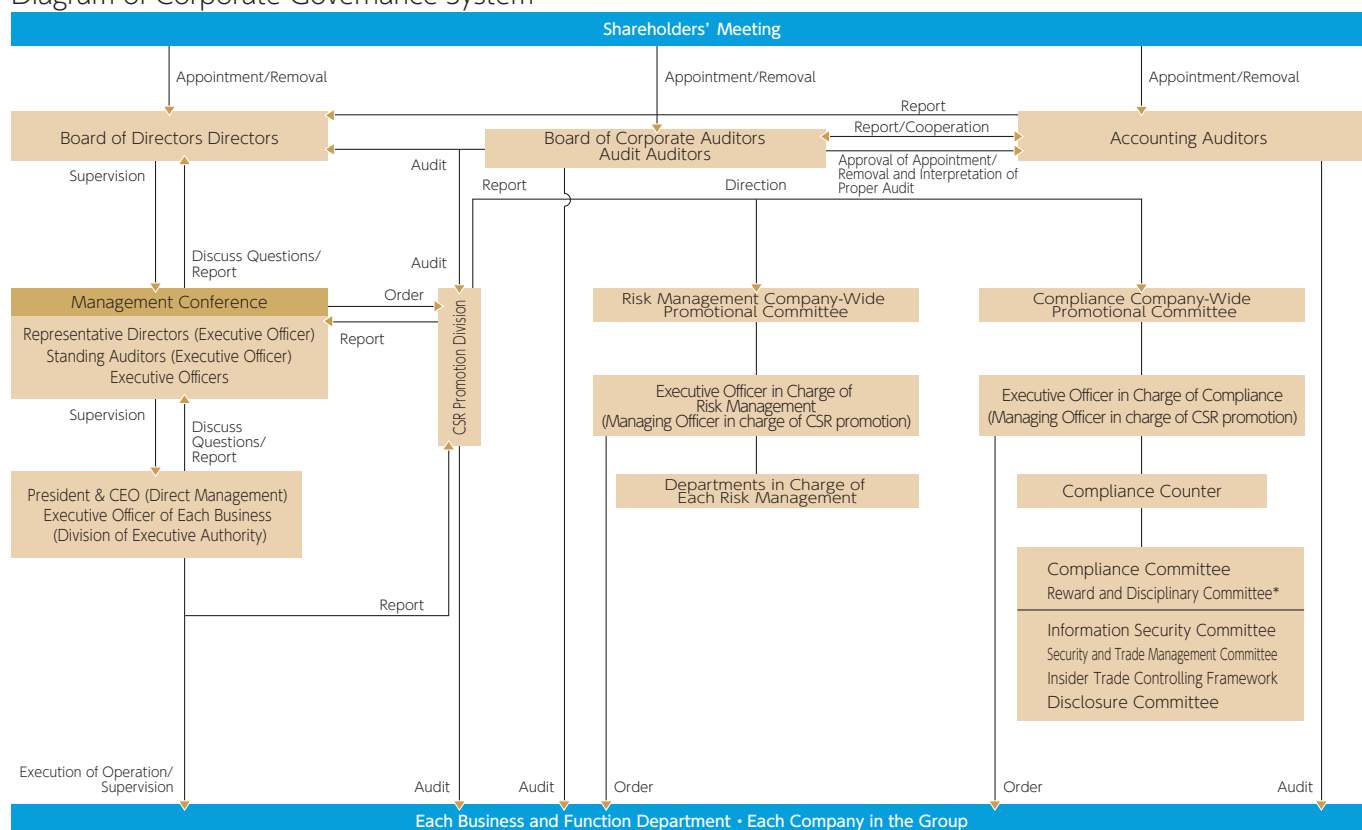
With regard to the operation of the Board of Directors, we have asked two outside directors to join and provide their management advice in an effort to realize fair, highly transparent management. For the designation and determination of remuneration, we also have in place fair, transparent procedures. IBIDEN clarifies the directors' management responsibility and strives to strengthen the management structure. The maximum number of directors is set at 18 (13 as of June 30, 2014), and a director's term of office is set at one year to respond to changes in the business environment and build an optimum, flexible management structure. Furthermore, IBIDEN has introduced an executive officer system to facilitate speedy management decision-making and further acceleration of business operations.

IBIDEN has elected to operate as a company with corporate auditors and a Board of Corporate Auditors. As for the decision-making by the Board of Directors and business operations by the President and CEO, they are audited by the Board of Auditors, and each auditor has the ability to take strict action.

In addition to the corporate governance structure described above, the Company has set up a Management Conference to fortify its structure. Composed of parties responsible for management decisions and business execution such as representative directors, directors, executive officers and managing officers, in addition to full-time corporate auditors, the Management Conference is authorized to conduct advance deliberations on matters to be placed on the agenda of the Board of Directors and is authorized, under the Company's rules on authorizations, to approve such items. It also deliberates and makes decisions on important matters including management of the progress made in yearly and monthly budgets and managerial issues.

To ensure the appropriateness and fairness of business conducted by the IBIDEN Group companies, IBIDEN has suggested to the heads of the Group companies a structure designed to advance compliance and risk management similar to its own. At Group information exchange meetings, it keeps abreast of their actions advocating compliance and risk management, their status of management and progress made to meet the targets mapped out in their plans for profit generation.

Diagram of Corporate Governance System



*Established on an ad hoc basis when related issues arise

Reasons for Establishing the Corporate Governance Structure

The IBIDEN Group's corporate governance is conducted effectively and efficiently under the current corporate auditor system. Given the business size and organizational structure of the Group, the Company believes that the current structure is best suited to the Group in terms of achieving the independence of auditing work and the efficiency of corporate governance.

Current Status of the Internal Control System and Risk Management Structure

Based on the belief that corporate governance is a crucial management issue, the Group's internal control system calls for proactive implementation of measures across the Group aimed at advancing compliance and risk management and further augmentation of monitoring functions.

The status of actions and their development are reported regularly by executive officers in charge of compliance and risk management promotion to the Board of Directors and the Management Conference, and such actions are monitored and reviewed from time to time to make the compliance and risk management structure fairer, stronger and more appropriate.

Status of Internal Audits and Audits by Corporate Auditors

The Company has five corporate auditors, three of whom are outside corporate auditors with no conflict of interests with the Company. Two of the five corporate auditors of the Company are persons who have substantial knowledge of finance and accounting either through long service in the Company's Finance or Accounting Division or through obtaining professional qualifications such as certificates to practice tax accounting.

Corporate auditors participate in major meetings including those of the Board of Directors and the Management Conference to audit the business executed by the directors. In addition, fulltime corporate auditors work in cooperation with the CSR Promotion Division Audit Group, which is the internal auditing organ of the Company, and accounting auditors to perform audits on IBIDEN and its Group companies as required by law and other rules.

Executive officers and others submit reports at the request of the corporate auditors in compliance with the Rules of the Board of Corporate Auditors and the Corporate Auditors' Auditing Rules set forth by the Board of Corporate Auditors. The Company has also created an Audit Group (comprising six members) in CSR Promotion Division, which is responsible for executing internal audits. The CSR Promotion Division also reports the results of the internal audits to the corporate auditors to ensure greater effectiveness of the audit structure of the Group.

Outside Directors and Outside Corporate Auditors

As stated in the preceding section, the Company has a governance structure that includes two outside directors and three outside corporate auditors. The Company anticipates their contribution to proper and fair corporate governance and their valuable advice concerning the Employee's Code of Conduct. Although IBIDEN has no standard or policy of its own with respect to the requirements to ensure the independence of outside directors and outside corporate auditors, when electing any of its outside directors or outside corporate auditors, IBIDEN makes sure that he or she meets the requirements of being independent and of being unlikely to have any conflict of interest with the general shareholders of IBIDEN.

Shozo Saito, who serves as IBIDEN's outside director, is Standing Counsel of Toshiba Corporation. No special relationship exists between the said company and IBIDEN. Chiaki Yamaguchi, who serves as IBIDEN's outside director, is Executive Vice President of Toyota Industries Corporation. No special relationship exists between the said company and IBIDEN.

Tadao Kuribayashi, Honorary Professor at Keio University, serves as outside corporate auditor. No special relationship exists between the said university and IBIDEN. The outside corporate auditor, Yasuhiro Kumagai, is Representative Partner of Kumagai Jimusho & Co. and Outside Auditor of TOC Co., Ltd. No special relationship exists between the said companies and IBIDEN. The outside corporate auditor, Shigenori Shiota, is Partner of Tanabe & Partners. No special relationship exists between the said company and IBIDEN.

At IBIDEN's Board of Directors meetings, outside directors express opinions based on their wealth of managerial experiences and provide important advice to advance the IBIDEN Group's governance. Outside corporate auditors express their opinions based on their academic experiences or professional expertise in taxation and financial matters at the Board of Directors and the Board of Corporate Auditors meetings and provide fair and objective advice to the Company's directors. The Company believes that the aforementioned outside directors and the outside corporate auditors, who have demonstrated their independence, have successfully undertaken their responsibilities expected of them by the Company.

Compensation of Directors and Corporate Auditors (Fiscal Year 2013)

Total remuneration of directors and corporate auditors by classification, total remuneration by type, and number of directors and corporate auditors receiving remuneration are as below.

Classification	All directors		External directors only		All auditors		External auditors only	
	Number of recipients (Persons)	Amount paid (Millions of yen)	Number of recipients (Persons)	Amount paid (Millions of yen)	Number of recipients (Persons)	Amount paid (Millions of yen)	Number of recipients (Persons)	Amount paid (Millions of yen)
Basic remuneration	18	408	3	17	6	85	3	23
Bonuses	11	153	-	-	-	-	-	-
Total		561		17		85		23

1. The resolution setting the upper limit of remuneration for the directors at not more than 45 million yen per month was approved at the 154th general shareholders' meeting held on June 22, 2007. Of the total, the amount for outside director's accounts for 3 million yen or less, with the remaining 42 million yen or less paid to the other directors. Compensation under stock option plans is set separately. Salary for directors as company employees is also excluded from the figures.
2. In addition to the remuneration mentioned above in 1, at the 158th general shareholders' meeting held on June 22, 2011, the resolution was approved stipulating that directors, excluding the outside directors, are to receive as bonus equal to 0.5% of the consolidated net income for the fiscal year as well as 1.6% of the total amount of annual dividends for the applicable fiscal year. However, the maximum limit was also set at not more than ¥500 million by the resolution with amounts less than ¥1 million being rounded down.
3. The above bonuses for directors totaling ¥153 million were approved at the Board of Directors' meeting held on May 16, 2014.
4. In addition to the amount paid mentioned above, ¥0 million has been paid to the one director of the Company who concurrently serve as the liquidator of the Company's subsidiary under liquidation as basic remuneration during the current period.
5. The maximum limit of remuneration for corporate auditors was approved at not more than ¥9 million per month at the 159th general shareholders' meeting held on June 20, 2012.

Timely disclosure, Communication with Shareholders and Investors

Relationships with stakeholders and timely disclosure

Aware of its mission to increase corporate value and meet shareholder expectations, the Group understands that it must fulfill its responsibilities with respect to employees, local residents, local communities, suppliers, investors, and other non-shareholding stakeholders. For this reason, we have instituted the Disclosure Regulations to facilitate proper assessments of our Group. Our aim is to help stakeholders understand the Group and to win their broad consent to reconciling their interests of different stakeholder groups. With the decision of the Disclosure Committee, consisting chiefly of the president and the information disclosure officer, management information is disclosed in a fair, timely, and appropriate manner.

Communication with Shareholders and Investors

The Company issued approximately 150 million shares and had about 37,000 shareholders as of the end of March 2014. We held an ordinary general meeting of shareholders in the multi-purpose hall in the IBIDEN Headquarters Building on June 20, 2014. We have been focusing on establishing a more open environment by adopting the voting rights exercise platform for shareholders who are unable to attend the meeting since fiscal year 2006. We endeavor to enhance information by attaching the details of the business report to the notice of ordinary general meeting of shareholders, starting from fiscal year 2011, and providing them to shareholders via Shareholder Information.

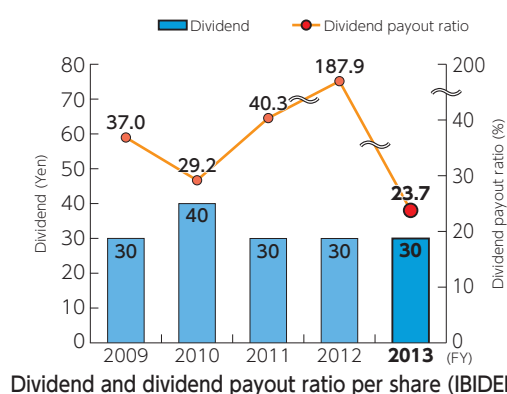
In addition, we hold periodic briefings for analysts and institutional investors after the announcement of business results for the full year and those for an interim term, and release materials for the briefings on our website. Furthermore, we take part in various events as briefings for individual investors, thus providing them with opportunities to invest in shares of the Company. (Please refer to Disclosure of Financial Information on page 56.)

Policy concerning the Decision on the Distribution of Retained Earnings

Our fundamental policy on distribution of profits to shareholders is to continue stable dividend payments by establishing a stable management base in the long term and improving performance, taking into account, in a comprehensive manner, management indicators such as the consolidated financial results, etc., of the Group, in addition to non-consolidated financial results, dividend payout ratio and ROE.

Based on this policy, our target dividend payout ratio for the medium and long term is 30%.

As for retained earnings, we strategically invest in research and development and manufacturing facilities to expand businesses for the medium and long term for the purpose of increasing the corporate value and reinforcing long-term competitiveness. We also acquire treasury stock while considering the financial conditions as part of the distribution of profits to shareholders.



Risk Management

In expanding businesses globally, risks surrounding business management are complex and diverse, and it is essential for corporate activities that we appropriately deal with such risks. We are required to sort out potential risks such as the occurrence of a large-scale natural disaster, prevent and minimize them and appropriately handle them even when such risks become apparent.

Basic Approach

The IBIDEN Group enables business continuity by analyzing various risks surrounding management, accurately handling losses of business resources that have a great negative impact on the ease of our business operations, ensuring the safety of our shareholders, customers and officers, and reducing and preventing losses of business resources.

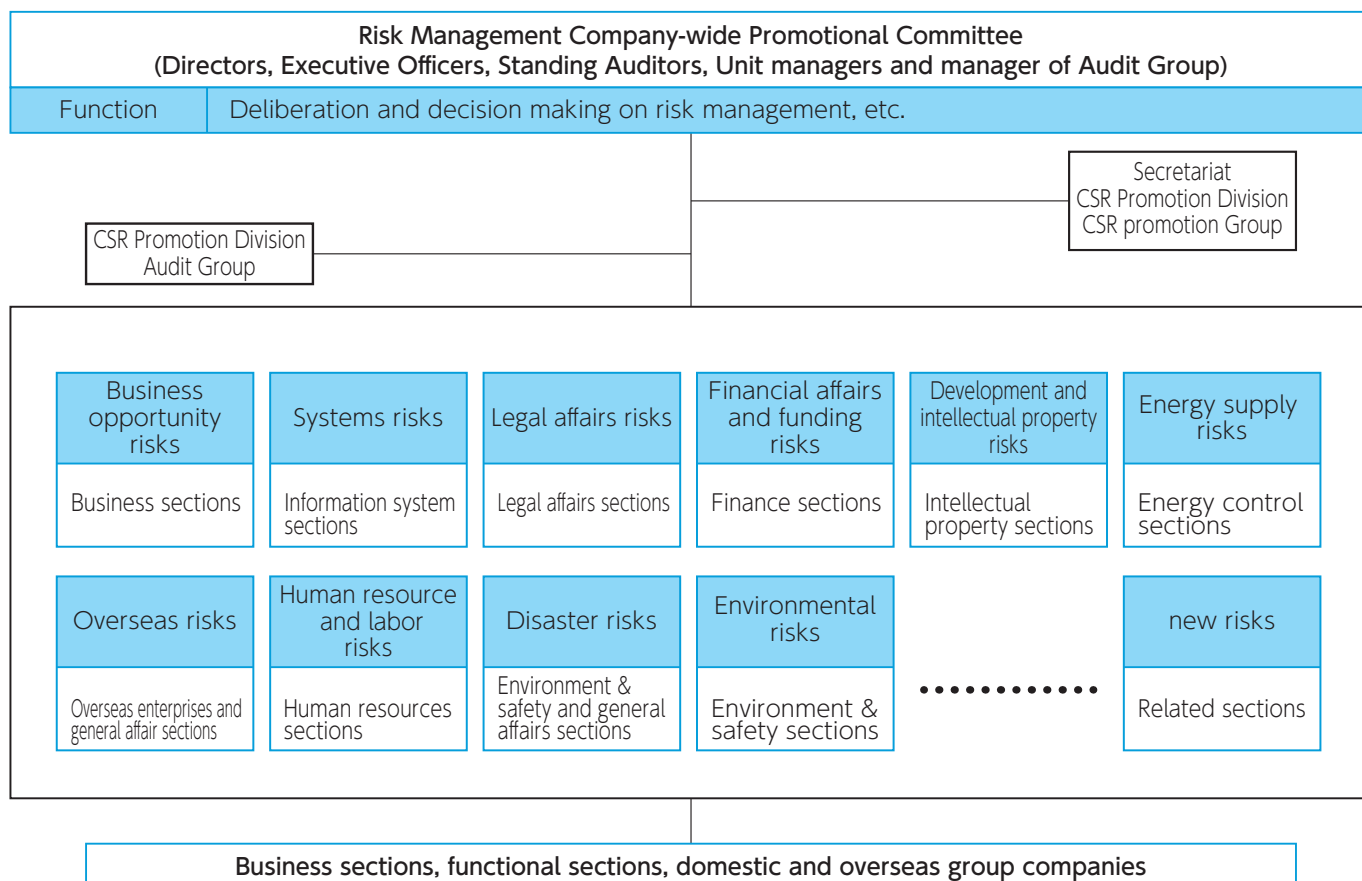
Action Plan

1. We devote efforts to maintaining the health and safety of employees and suppliers and to conserving operating resources.
2. We conduct ourselves so as not to impinge upon the safety, health, or profits of our shareholders, customers, and local and international society.
3. In cases where risk is manifested, we work to achieve prompt response and recovery through responsible action.
4. We reflect social demands related to risk in our risk management.
5. We provide required information in order to avoid or reduce possible damage caused by misunderstanding and a lack of understanding.

Structure for Advancing Risk Management

Based on the resolution of the Board of Directors, the Group has established Risk Management Regulations to create a risk management structure and its management process. We also created the Risk Management Company-wide Promotional Committee, which is tasked with improving risk management. The Risk Management Company-wide Promotional Committee is responsible for considering and deciding on general risk management issues. It also examines and reports the progress of actions to address major risks.

To execute the policy endorsed by this Committee, a risk owner is appointed to carry out activities geared to IBIDEN's circumstances and business model, as well as with those of its Group firms.



*A promotion manager appointed at each section

Advancing Risk Management

Based on its basic policy and Risk Management Regulations, the Group is actively developing risk management promotion activities by, for example, setting up a department responsible for each risk category, strengthening the accountability structure, and offering seminars and workshops geared toward officers and employees. The managing officer of the CSR Promotion Division who also acts as the officer responsible for risk management conducts these risk-management promotion activities and reports to the Risk Management Company-Wide Promotional Committee (Secretariat: CSR Promotion Division; CSR Promotion Group) headed by the president and CEO.



Twice a year holding of the Risk Management Companywide Promotion Committee meeting

Should the internal audit or other mechanisms discover business actions that may create risk of loss, the managing officer of the CSR Promotion Division is immediately tasked to understand the details of the said risk as well as the scope of its potential loss. He then gives instructions on swift and systematic measures and attempts to prevent the loss from occurring. Furthermore, in case of a large-scale accident or a disaster, he immediately sets up the headquarters to thoroughly understand the situation, implement first responses, and prevent further loss to minimize the loss.

Risk Assessment and Addressing Risks

The IBIDEN Group undertakes risk management activities so that we may continue to reliably conduct our business operations. We regularly detect and assess risks to reduce risks in important areas: operational divisions are working on the risks related to strengthening our business competitive edge, while functional divisions are addressing the risks bringing serious repercussions to the Company's business.

These risk management activities are conducted in conjunction with the policy management of each Division.

In fiscal year 2013, of important themes each functional division selected based on risks extracted, we chose risks multiple functional divisions deal with in coordination as a theme to discuss at a meeting of the Risk Management Promotion Committee, which is held monthly, and worked on increasing the level of the entire risk management function.

Fiscal year 2013 Risk Management Promotional Subcommittee Themes (Excerpts)
Risks of law violations
Overseas business risks
Health and safety (disasters) risks
Environment risks
Information leakage risks
Labor risks

Business Continuous Plan

We consider occurrence of a large-scale earthquake in the area where our plants are located as an important risk theme and are currently working on measures we need to take in the event of such earthquake. As for measures to be taken when disasters such as earthquakes occur, we believe that lifesaving comes first, followed by the early supply of products to customers.

As for earthquake countermeasures, we formed a working group, created a framework, such as the standard for setting up a disaster countermeasures office, and specified the roles of each organization and securing the needed personnel/infrastructures/stockpiles. We also review disaster prevention measures and the status of emergency response at each plant and fix any problems. In fiscal year 2013, as a disaster drill assuming seismic damage has occurred, we developed manuals to cope with a large-scale earthquake, ran a simulation of establishing a disaster countermeasures office and conducted an emergency drill assuming that a disaster had occurred at some plants.

The Procurement Division implements activities to reduce procurement risks that might arise due to an earthquake. Specifically, the Division checks the current status of the Company and our suppliers, considers measures to reduce risks in descending order of risk level and promotes activities for business continuity such as the establishment of the standards for notification in the event of a disaster as well as implementing procedures and consideration of a backup plant.

Compliance

To comply with laws and regulations and corporate ethics as a company is the most fundamental and important thing in undertaking business activities. We may lose our trust or business opportunities due to a material scandal or misconduct. Honest behavior is required of each officer and employee so that there is no act in violation of laws and regulations and ethics that has a significant impact on corporate activities.

Basic Policy

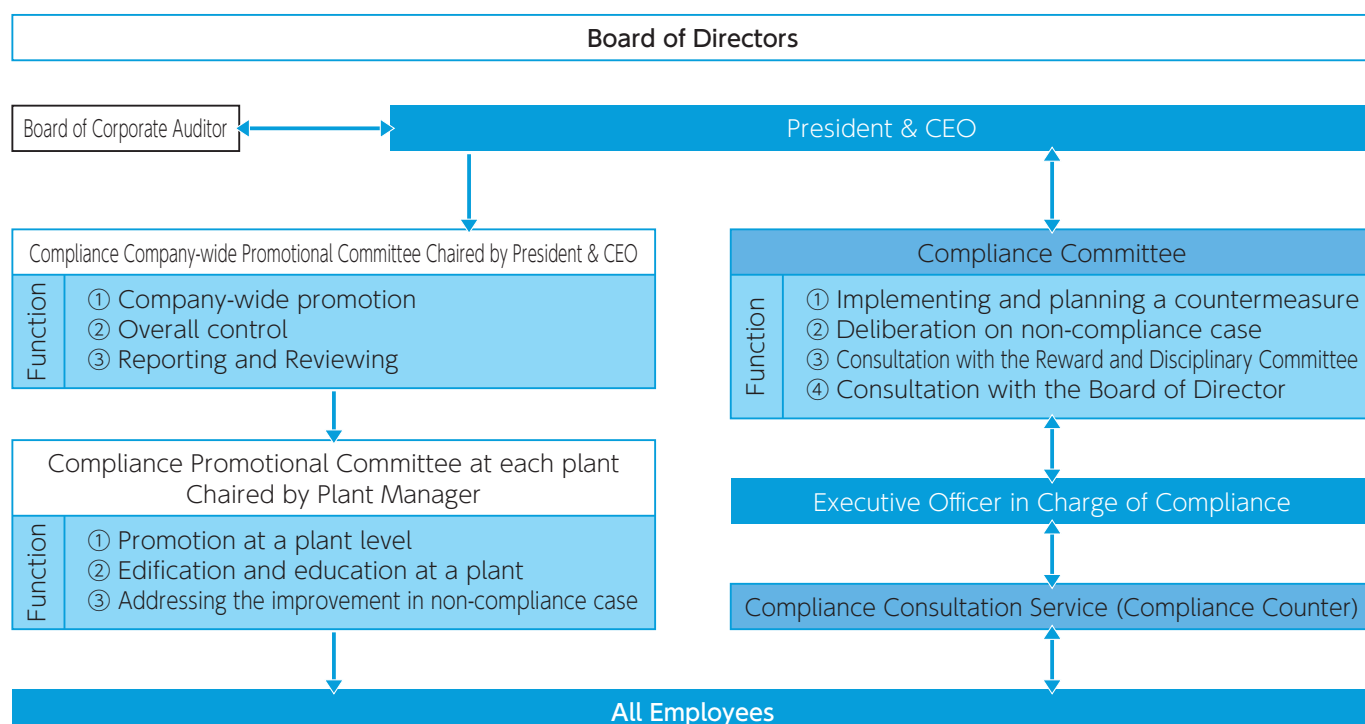
By achieving thoroughgoing commitment to “compliance with domestic and international laws, our articles of incorporation, internal regulations and corporate ethics (hereinafter called Compliance)” and through open and fair corporate activities, we aim to be a company that international society relies on.

The IBIDEN Group adopted the IBIDEN Standards for Employee Behavior in December 1998 and the Compliance Promotion Regulations in August 2003, to facilitate its compliance activities. We continue to increase awareness of compliance, adopting a management approach that seeks to earn the trust and respect of all stakeholders.

Structure for Promoting Compliance Program

The Group vigorously pursues further development of its compliance promotion activities (streamlining of the compliance-related rules and regulations, verifying the status of implementation of compliance activities, promotion activities, workshops and other functions geared toward the officers and employees) based on our basic policy and Compliance Promotion Regulations, the “IBIDEN Standards for Employee Behavior,” which sets the standards for compliance implementation. The executive officer in charge of the CSR Promotion Division as well as compliance implements promotion activities then reports to the Compliance Company-Wide Promotional Committee (Secretariat: CSR Promotion Division) chaired by the President and CEO.

In addition to the formal channel of reporting, the Group has established a compliance consultation service to facilitate reporting when an officer or employee discovers a violation of compliance. Through this service, officers and employees may report violations nominally to employees in charge of the compliance consultation service or anonymously to outside experts. The latter ensures that the rights of the whistleblower are protected by protecting his or her privacy and prohibiting prejudicial treatment. The executive officer in charge of compliance strives to educate officers and employees through training to achieve thorough understanding of the compliance consultation system. Should an incident related to compliance occur, the Compliance Committee chaired by an executive officer is called and discussions take place on appropriate actions to address the situation as well as preventative measures for future incidents. Serious incidents such as those highly relevant to directors are reported to the Board of Directors.



Compliance Company-Wide Promotional Committee

In August 2003, the Compliance Company-Wide Promotional Committee headed by the president was formed in an effort to bolster compliance-related awareness across the Group. The committee carries out group-wide, pro-compliance activities and reviews such undertakings. Compliance-related policies and plans decided by the committee are communicated to each plant, which in turn rolls out individual actions in accordance with them. All group companies both in Japan and abroad have set up their own compliance organizations mandated to formulate and conduct individual actions.

The Compliance Company-Wide Promotional Committee is held twice a year. In fiscal year 2013, the committee was held in May and November. Each plant of IBIDEN confirms the progress in its activity goals and plan, established at the beginning of the fiscal year, at the Compliance Promotional Committee at each plant held periodically every month. Other Group companies also review activity goals periodically.

Standards for Employee Behavior

The IBIDEN Group has established the “Standards for Employee Behavior” based on the IBIDEN Group Charter of Behavior as the standards for officers and employees to ensure compliance. We are revising the Standards for Employee Behavior based on the global rules, expectations as well as request items from stakeholders and in compliance with laws and regulations of countries in which we operate. We are also revising them so that they are easier to understand for and communicate to employees. Revisions include items each officer and employee is required to abide by in terms of workers’ human rights which we need to comply with under global standards.

While we distribute a copy of the Standards for Employee Behavior to all officers and employees, they are also disclosed on our homepage so everyone can access them. The IBIDEN Group Companies, including overseas major manufacturing sites, have also established standards for employee behavior based on the IBIDEN Standards for Employee Behavior and promote education for compliance. In addition, the booklet we distribute to employees has information on the Division in charge and where to consult so that employees feel comfortable making an inquiry when they have questions.

The IBIDEN Group is committed to becoming a corporate group and a good corporate citizen that earns the trust of the international community, while each officer and employee faithfully implements the Standards for Employee Behavior.

Compliance Training

When promoting compliance activities, it is crucial that employee awareness is continuously maintained at a high level.

The Company runs a broad array of education programs including level-specific and workplace-specific training designed to enhance employee awareness of the importance of compliance. These programs include group discussions on causes of violations of the Standards for Employee Behavior and actions taken in response to the violations. They educate every single trainee in consciously deciding on the right action in a given situation.

We also enable new employees to deepen their understanding of CSR and what violation of compliance is through discussions based on familiar cases.

Among regions where the Group operates, the risk of unintentionally participating in an ethical violation or a human rights violation seems especially high in Asia. We have therefore provided training on topics such as human rights and an ethical code of conduct that takes into account the conditions in each country. We do this, for example, by distributing our employee handbook, which includes the Standards for Employee Behavior at the time of hiring at major Asian production companies. As IBIDEN Electronics Malaysia Sdn. Bhd. employs many foreign workers, we also provide training on the Standards for Employee Behavior and other educational topics in their native language so that they can fully grasp the content of the training. All the employees hired during fiscal year 2013 received this training on compliance and CSR.

The entire Group will continue to promote further education and training on this important subject.



The IBIDEN Standards for Employee Behavior
(Sep. 2011, revised version)



Compliance Training

Day-to-Day Compliance Training

Raising awareness through repeated training is important to thoroughly implement compliance. We have developed a system where employees, ranging from officers, managers, temporary workers and seasonal workers, can receive training by job grade on a regular basis and created a program with a clear target and purpose.

In order to deepen the understanding of the details of the Standards for Employee Behavior, we have issued "Case Examples for Enlightenment (Case Book)", which introduces cases of violation of the Standards and points to remember for compliance, to raise employees' awareness of compliance. At our plants, employees, in small groups, read through the Case Book during daily meetings, such as morning assembly. Moreover, we continuously post these case examples on the CSR portal site on our intranet and work on improvement of employees' awareness.

Compliance by Directors

When establishing a compliance system, it is crucial that all officers and managers be at the forefront of the efforts. In fiscal year 2013, we provided training to officers and managers concerning bribery prevention acts in various countries such as Foreign Corrupt Practices Act (FCPA) and UK Bribery Act (UKBA), which we need to comply with in expanding businesses globally to reacknowledge the impact and points to remember when doing business overseas.

Other than the establishment of the Standards for Employee Behavior, the Group has created a strict compliance system where business entertainment is not allowed without approval from a high-level authority such as the President. Although the overall risk of being charged with misconduct is not high according to the results of assessment of corruption risk at each site, we believe it is important to appropriately develop a system to prevent corruption in line with the current conditions of each site. We will further enhance awareness and strengthen our efforts for fair business practice. The Standards for Employee Behavior include items officers need to comply with individually, such as restrictions on competition and transactions with conflicts of interest (directors are required to comply with this), in addition to the prevention of misconduct.

Whistleblowing System

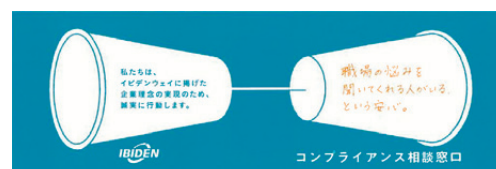
In case of learning of any suspected compliance violation in the Group, employees are generally required to report it, to consult, and to take action using the chain of command between the superior and the subordinate. We have, however, established a compliance consultation service for quickly solving any problem that cannot be reported through the usual channels.

The compliance consultation service is based on protecting the rights of whistleblowers, in ways including securing the anonymity and privacy of persons who seek consultation and guaranteeing to ban giving them any disadvantageous treatment. The service is available not only to employees of IBIDEN Group companies but also to all those working for the Group. We endeavor to make the service known to everyone by distributing cards which describe how to use the service and putting up posters.

By having several windows for consultation, we have an environment in place where employees feel comfortable consulting within the Company, with a law firm and with outside organizations. In addition, we have a consultation desk that suppliers can use. This way, we have created an environment where we can collect valuable opinions concerning compliance not only internally but also from suppliers. While the consultation desk expects those consulting it to indicate their names in reporting to facilitate timely investigation as well as protection, anonymous consultation is also acceptable. To discover and deal with problems as early as possible, we will continue our educational activities to enhance our reliability by offering a consultation service that can be safely used by those who seek consultation.

Response to Compliance Deviations

In fiscal year 2013, 49 consultation cases (47 in the previous year) were reported in Japan as a whole. Of those, five cases (10 in the previous year) had the potential to lead to harassment in the relationship between a superior and a subordinate. Most of them resulted from insufficient communication such as the wording of a superior, text of an email or insufficient follow-up, in addition to the low level of the superior's awareness. Since the previous year, the number of such cases has been decreasing due to enhanced training for superiors



Compliance consultation service card distributed to all employees

on harassment. We work on preventive measures by making superiors aware of their positions within the Company and providing guidance about wording, etc., so that they can have increased proper communication.

Furthermore, in fiscal year 2013, we observed cases of violation of ethical norms such as receiving excessive entertainment and gifts from suppliers. This occurred because relevant rules and systems were not properly administered, creating a business environment where improper behavior was likely to occur with insufficient checks by superiors. We are working on establishment and thorough implementation of rules for receiving gifts, etc., within the Group and are working with suppliers to enhance compliance based on the Company's purchase policy, as these cases are also relevant to suppliers. The entire IBIDEN Group works to prevent recurrence of such malicious violation of ethical norms.

Self-Check of Activities and Opinion Poll

We conduct a self-check on the status of compliance with the Standards for Employee Behavior and a survey on compliance awareness every year, covering all employees including those of domestic Group companies.

In the self-check, employees subject to the self-check, including employees holding managerial posts, diagnose the state of compliance with items of the Standards for Employee Behavior, and compliance-related challenges at each Group company or plant are clarified through summarizing the results of the diagnosis. Any problem identified in this process will be addressed through remedial activities at Group companies and plants in the following fiscal year. We link little understood topics with educational programs. For instance, case studies illustrating compliance-related issues that many test-takers failed to answer correctly are published to increase their understanding.

In the opinion poll, the degree of satisfaction with the workplace and/or superiors and risks of injustice at the workplace are evaluated from various aspects, and features by office organization and those by Group company/plant are analyzed. We monitor changes in employee awareness and reflect the results in the compliance activities and educational programs of the following fiscal year, as is the case with the self-check.

Management of Trade Secrets

Information concerning the operation, technologies and management of the Company is a valuable asset, and for a technology-development-oriented company like us, proper management of such information and prevention of leakage are important issues and responsibilities. Also, leakage of customers' and suppliers' confidential information leads to loss of trust in us from customers and suppliers and can cause damage to the Company. In order to implement information security management, we have established a framework for information security promotion and stipulated fundamental rules to comply with in utilizing and maintaining information assets we own such as trade secrets and personal information under the "Fundamental Rules for Information Security".

As specific measures in terms of physical aspects, we keep a record of entering and leaving from the main entrance and restrict entering and leaving in the control area in order to oversee the entrance and exit of people as well as products. In the field of IT security, we assess IT management in terms of management and tool (system) and take countermeasures for issues each site is faced with. In fiscal year 2013, we conducted an internal audit on IT control over major overseas manufacturing companies and are implementing measures to increase the level of information security efforts. In fiscal year 2013, there was no incident of information leakage that would significantly affect stakeholders.

System and Achievement of Legal Compliance

Compliance with laws and regulations is a fundamental requirement for corporate activities, and the latest information on laws and regulations is required all the time. At the Company, the Legal Division lists laws and regulations that have an impact on the Company and monitors the status of revision or abolition thereof. The Division also notifies divisions in charge of each law and regulation of any revision or promulgation and, when any action is required, checks the results of such action.

In particular, we extract laws and regulations that have a significant impact on the IBIDEN Group as important laws and regulations and designate those with especially considerable impact as the "most important laws and regulations". Important laws and regulations include those concerning finance, tax matters, IT control, labor and employment, political funds, import and export and others concerning compliance. As for the most important laws and regulations, we exercise management and thoroughly implement measures to prevent legal violation by clarification of compliance rules, training to keep everyone informed, regular review of the status of compliance and audits. As a result, in fiscal year 2013, we did not observe any cases of legal violation that would have a significant impact on business activities.

CSR Management in the Supply Chain

To earn the trust of international community while operating business globally, both the Group and the entire supply chain must responsibly take actions that respond to social demands. Although our major businesses are positioned in the midstream of the supply chain that provides parts, we believe that promotion of CSR activities based on the fundamental policy of the IBIDEN Group with suppliers that supply the Group with materials, etc., and temporary help agencies as well as contractors that provide personnel and technological support to us leads to improvement of the corporate value and sustainable growth of the entire supply chain.

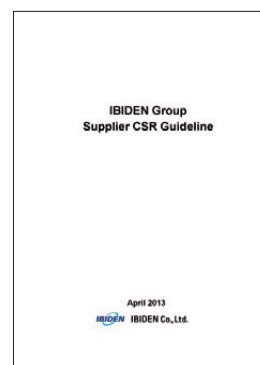
Basic Purchasing Policy

1. We comply with laws, regulations and societal norms, and strive to build relationships of trust and mutual cooperation with suppliers.
2. We provide suppliers opportunity at a fair deal.
3. We continue to fulfill our social responsibilities including human rights and environmental protection through purchasing activities.

IBIDEN Group Supplier CSR Guidelines

IBIDEN began disclosing requests to suppliers, based on its basic purchasing policies, in fiscal year 2008 and held a briefing session for 100 suppliers in fiscal year 2009, confirming the status of their measures. This enabled us to confirm the gap in measures among the suppliers and recognize the necessity of management, which has led to more specific improvements in the supply chain.

In fiscal year 2011, IBIDEN published IBIDEN Group Supplier CSR Guidelines following the changes in the IBIDEN Group Charter of Behavior. These guidelines provide our suppliers with items desired for the entire supply chain by our customers, the industry and the international community as well as the Group. The items are divided into sub-categories according to themes such as labor, health and safety, environment protection, ethics and fair business practices. These guidelines also allow us to thoroughly understand the risks from several viewpoints such as worksite safety, respect for and dignified treatment of employees, and the consideration given to the environment, which in turn allows us to make improvements.



IBIDEN Group
Supplier CSR Guidelines

Communication and cooperation with supplier



Briefing session for CSR guidelines

We also invited our major suppliers after the publication of the guidelines to our briefing session to share with them, in addition to the Group itself, specific challenges ahead as they play an important supporting role in matters such as material supply, subcontracting, and procuring of temporary staff. Starting from fiscal year 2011, we began activities to verify and/or remedy challenges concerning activities at suppliers by ensuring in-house resources, including fostering of auditors, and conducting investigations into suppliers as well as making site visits and audits.

In fiscal year 2013, we carried out an investigation of material suppliers, process contractors, on-site constructors and worker dispatching companies based on the CSR guidelines in terms of labor, health and safety, environmental conservation and ethics and fair trade to confirm the status of efforts at suppliers. Through direct communication such as audits concerning labor, health and safety, environmental conservation and ethics and fair trade, we work to improve suppliers' understanding of our approach. As a result of the investigation we conducted of suppliers in fiscal year 2013, the average rate of compliance of material suppliers was about 95%, up 2% from the previous year. Also, no case of material violation was found through CSR investigations and audit visits. As for other findings, we promote activities to improve them by requesting suppliers to submit an improvement plan.

The IBIDEN Group sites at home and abroad also have similar guidelines, and in the Philippines in particular, they strengthen management of temporary help agencies as well as contractors working on-site and audit the status of management of wages and benefits to promote improvement. In Malaysia, they regularly have a briefing session concerning the guidelines for suppliers and carry out an investigation. As there are regional risks of exploitation of foreign workers by employment agents, they conduct an audit on selection of employment agents in dispatching countries in advance and promote establishment of a healthy employment route.

We will strengthen the competitive edge of CSR activities in the supply chain by promoting activities that respond to regional risks and keep working on various measures at home and abroad.

IBIDEN Suppliers' Compliance Counter

The Company promotes compliance (rules and regulations, ethical compliance) by establishing the IBIDEN Group Charter of Behavior and the IBIDEN Standards for Employee Behavior. As part of our continued efforts, we also set up a compliance counter for our suppliers in fiscal year 2011 to which suppliers can report any compliance problem while dealing with the Company. Similar to the compliance counter for our internal employees, the information will be handled with the utmost care for privacy and the supplier will never suffer prejudicial treatment for contacting the counter. In fiscal year 2013, we continued to make the Compliance Counter for business partners known to everyone, but there was no report or consultation. We will promote the Compliance Counter at a briefing session for business partners and pursue efforts for early detection and resolution of issues.

Responding to the Issue of Conflict Minerals

Illegal mining of resources in conflict areas (the Democratic Republic of the Congo and its surrounding conflict regions) has become a major international issue as it abets human rights violations. The IBIDEN Group is very much concerned about the issue of conflict minerals (tin, tantalum, tungsten and gold) and is addressing the situation with a sense of social responsibility toward the products it offers.

Our "Supplier CSR Guidelines" clearly state that the suppliers should refrain from illegal mining in conflict areas as well as procuring resources that may support human rights violations. The Company tries its best to avoid contributing to illegal operations and human rights violations by not utilizing minerals illegally mined in conflict areas. Furthermore, we will conduct reasonable investigations into the mineral supply routes and disclose the findings in good faith.

Since fiscal year 2011, we have been sharing with our suppliers the issues involving conflict minerals as well as the Company's approach during a briefing session. We also conduct supplier surveys to verify their supply routes including the identification of smelters and refiners. Furthermore, we conduct sequential visits at some of our suppliers' facilities and other related refining companies to explain the extent of the effort as well as verify the supply routes and their traceability (history of materials, parts, and process).

Some of the package substrates and printed-wiring boards that we supply include tin and gold. As a result of an investigation of traceability to suppliers conducted in fiscal year 2013, tin was mainly derived from smelters in Southeast Asia, while gold was derived from ores coming from refineries of mainly Japanese recycling manufacturers. These conflict minerals are verified to be derived from smelters that are certified or in the process of being certified by the Conflict Minerals Free Program of CFSI founded by EICC and GeSI or to be made from recycling. The Company can say that these minerals do not include those derived from smelters that use raw materials from mines that play a part in conflicts in the Democratic Republic of the Congo and its surrounding conflict zones.

From now on, while we check the state of usage of conflict minerals and promote using certified smelters to suppliers that handle materials included in our products on a regular basis, we will conduct an investigation of traceability within the entire Group and facilitate establishment of a system that can aggregate the information of the Group. We will continuously pay attention to avoid being a party to human rights violations within our supply chain by updating information of the supply chain on a regular basis and promoting the use of certified smelters.

Human Resource Management

In line with the IBIDEN WAY, we are committed to respecting the creativity and personality of each and every employee and to value a corporate culture that allows its diverse human resources to fully display their knowledge and capabilities.

Philosophy for Human Resource Management and Promotional Structure

Basic Approach

Employees are the driving force that enables us to run our business and provide the public with valued service. We aim to create vibrant workplaces in which each individual employee derives a sense of satisfaction and achievement from gaining a thorough understanding of the Company's management policies and business strategies, and from having a role to play that enables each employee to contribute to both the Company and society.

As one of the measures to achieve this goal, we have also introduced personnel systems and training programs to enable each employee to display his or her creativity and versatile personality.

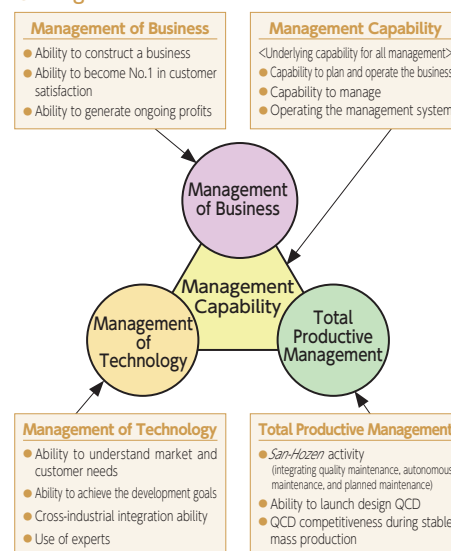
Human Resource Management through IPM Activities

IPM stands for IBIDEN Profit Management, and IPM activities advance and integrate the four IBI-TECHNO capabilities: Management of Business, Management of Technology, Total Productive Management, and Management Capability. Through these activities, we will create our own unique management techniques and grow sales and profits as well as personnel.

In fiscal year 2013, we have promoted thorough implementation of 5S, TPM and MTS* as a method for IPM activities. In fiscal year 2014, we will aim to improve the skills of each employee by further promoting the method "on-site, in kind and on its own".

*MTS (Module Target Spec): Target value for design of each process in order to manufacture good products

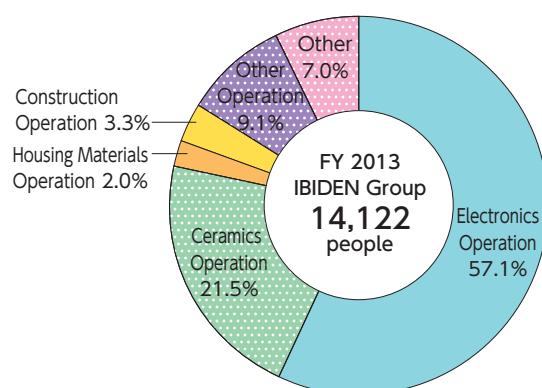
○Diagram of IPM Activities



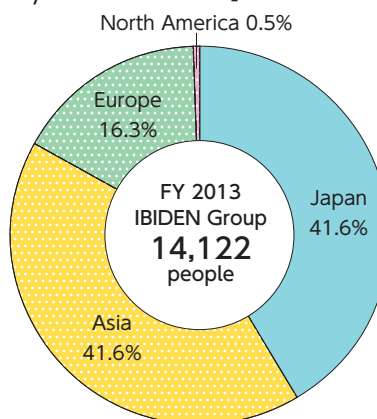
Constitution of Employees[IBIDEN]

		FY 2012	FY 2013
Number of employees	Persons	3,549	3,554
Managerial positions	Persons	313	312
Officers	Persons	17	18
Average age	Years	35.5	36.3
Length of service	Years	12.4	13.4
Number of workers who left the Company	Persons	79	81

Number of Employee by business segment [IBIDEN Group]



Number of Employee by business area [IBIDEN Group]



*As of 31 March, 2014

*Note: Not included are temporary employees (4,559 on average).

*Note: Number of employees by area is calculated based on the regions where bases of Group companies are located. About 60% of temporary employees are hired in Asia.

Respect for Human Rights

In expanding businesses globally, we sometimes encounter differences in awareness of human rights and in support based on laws and regulations for human rights protection. Even in such cases, a role to avoid being a party to human rights violations and promote/respect human rights is required of us as one of our important corporate social responsibilities.

Respect for Worker Rights

The IBIDEN Group clearly defines its basic policy to support and respect the protection of human rights, as well as to avoid involvement in any violation of human rights. The IBIDEN Standards for Employee Behavior spells out such policy, stipulating that officers and employees respect the basic principles and rights of labor and take actions that follow the common sense and rules of society while complying with the employment-related laws of each country such as the Labor Standards Law and labor regulations.

Human Rights Education

To ensure respect for human rights, the Group offers education on fair employment and human rights, particularly to labor relations managers as well as managers and staff members in charge of recruitment interviews, calling their attention to the prevention of human-rights violations. IBIDEN also distributes the IBIDEN Standards for Employee Behavior and example booklets, a collection of violation examples, to all employees at the time of hiring. In our new employee training or education programs offered at the time of hiring, we educate our employees to promote the understanding of the IBIDEN Standards for Employee Behavior, including dealing with human rights issues, as well as to ensure that the standards are reflected in their actions.

We also strive to make our policies, including labor regulations and the Standards for Employee Behavior, known to everyone at Group companies. In particular, approach to human rights varies in the Asian region, and we focus on educational activities in major manufacturing companies, driving our policies home to all employees at the time of hiring and implementing annual programs.

Assessment

Being a party to human rights violations is an issue not just for the IBIDEN Group. We believe it is important to work on the issue of human rights with the entire supply chain and thus cooperate with our direct suppliers in dealing with such issues. In IBIDEN Group Supplier CSR guidelines, we specifically request that labor-related human rights be observed, including bans of child labor and forced labor. Activities for compliance with the CSR guidelines are being promoted within the Group, and we confirm the state of compliance by suppliers by sending out periodic questionnaires.

In fiscal year 2013, we continued to conduct an investigation on major suppliers and as a result, conducted an audit on some suppliers and provided guidance to contractors and temporary staffing agencies. This investigation covers approximately 80% of our suppliers. We stipulate minimum items we require our suppliers to comply with, and as a result of the investigation and audit in fiscal year 2013, no serious violation was found that might lead to violation of workers' human rights. The rate of compliance with the guidelines for material supplies was about 98% (average conformance rate for compliance items designated by the Company). For cases that may violate the guidelines, we require them to submit a plan for improvement, working to revise the practice as well as a text representation that might lead to discrimination of workers. We also conducted an investigation into the Group Companies in Japan and overseas based on the CSR guidelines to confirm there was no significant problem concerning human rights and provided guidance toward further improvement of understanding.

In Malaysia, one of the major manufacturing sites of electronic parts, charging excessive hiring costs for workers in countries that dispatch such workers has become a human rights issue. Although we have performed interviews and prior training to prevent such practice, we started carrying out stricter checks of hiring practices from fiscal year 2013 and conducted an audit on prior selection of employment agents as well as an internal audit based on the industry standard. According to the results of the employee interviews, there were no workers in forced labor conditions due to excessive charging. We will continue to maintain compliance by regularly conducting an audit on employment agents and an internal audit.

Equitable Evaluation and Treatment

Policies on Equitable Evaluation and Treatment

The Company evaluates individual results equitably and handles personnel affairs fairly and equitably. Under a personnel system featuring fair and equitable evaluation, we will create a corporate culture in which each employee mutually respects diversity, can demonstrate his or her ability to the maximum and finds his or her job rewarding.

The Company adopts a job-based grade system, which helps revitalize all employees, under which work is evaluated into grades based on the volume and importance of job results and job grades are set accordingly. Furthermore, the relationship between positions available according to qualifications and job grades is clarified. Employees in the same evaluation rank in the same job grade are equitably treated, regardless of attributes such as their sex, age and race and nationality. We distribute a labor management guidebook that describes these job grades and their evaluation system to all employees.

Fair and Equitable Employee Evaluation

The Company has in place a results-oriented target management assessment system. Challenge goals closely related to the Company's business results are first established, and the results as well as the process for reaching those results are then evaluated fairly and equitably. Finally, individual results are directly reflected in their remunerations. Furthermore, our aim is that better "communication between the superior and the subordinate" will be encouraged through the process of goal-setting, interim interviews and evaluation interviews. The target management system also provides ample opportunities for "professional development" for the subordinate.

Based on a job-based grade system based on work and jobs, we realize optimum personnel arrangement and create a workplace that satisfies employees. We do so through establishing challenging goals under the target management assessment system and implementing fair and equitable evaluation, as well as a remuneration system that reflects results in remunerations, a human resource development system and various other systems.

For Equitable Evaluation and Treatment

The human resource and labor section formulates various personnel systems, including the target management assessment system and remuneration system. Based on these systems, the Company pushes forward with proper treatment according to fair and equitable evaluation. To carry out fair and equitable evaluation, we periodically implement evaluator training for managers and the other evaluators, and provide training in establishing targets to all persons who are given goals. In addition, we strive to make known to all employees the target management assessment system and the remuneration system, by distributing a labor management guidebook that includes detailed explanations of these systems. For evaluators of employees transferred or seconded overseas who cannot participate in the evaluator training, we distribute a DVD for training and explain points to remember in a web conference to ensure fair evaluation. The Company also implements interviews by the Human Resource Division for those who are transferred or seconded and others as one of the mechanisms for listening to the opinions of employees. We directly investigate into and remedy issues concerning measures of the company, awareness and evaluation about the workplace and superiors, work and evaluation/treatment of the employees themselves.

Development of Human Resources

Development of Global Human Resources

Operating for more than 100 years, the IBIDEN Group aims to put in place a human resource development system that strengthens its corporate structure and enables it to achieve consistent progress and growth. To this end, we nurture employees who can contribute to strengthening competitiveness and those who are capable of cross-cultural management.

Especially for employees who are seconded to overseas locations and those who are visiting or are assigned to overseas locations, we provide cross-cultural programs to improve communication skills with overseas staff and strengthen their local response while make efforts to upgrade their practical language skills. In addition to English, we began offering language training in Korean and other foreign languages. We also focus on nurturing the core staff of our overseas entities by inviting them to participate in training programs in Japan.

Human Resource Development System of IBIDEN

To build a human resource development system that leads to the strengthening of its structure to become a company that moves forward consistently and grows, IBIDEN clarifies the desired candidate profile by qualification. It then roughly classifies the education it implements into: company-wide education; selective education; environmental/occupational health and safety education; and professional education. In company-wide education, we nurture employees who can define medium- and long-term visions by understanding the original way of doing business of the Company as well as CSR management and exploiting management tools, in addition to global human resources. Environmental/occupational and health and safety education is aimed at fostering employees who can help to create a pleasant and safe working environment. Professional education is designed to nurture specialists by occupation who have both improvement skills and motivation by clarifying the desired candidate profile, abilities and skills corresponding to qualifications and occupation.

Training records for fiscal year 2013 (IBIDEN)

- Total training hours: 49,959 hours/year; training hours per person: 13.4 hours/year/person

Encouraging Career Development

We adopt a system that encourages personalized career development. We support career development through discussions in an interview with a superior concerning skills an employee wants to improve now and in the future and a superior's expectations and a support policy.

Respecting Diverse Work Styles

Along with the progress in globalization and diversification of values, IBIDEN strives to realize a working environment and culture that allow a wide variety of employees to demonstrate their unique abilities and find their life and work meaningful.

Supporting Work Life Balance

The Company considers it part of its social responsibility to create an environment in which children, our future leaders, can grow up healthy and safe. To this end, we actively encourage work-life balance (harmony between work and private life) by, for example, helping our employees to achieve a balance between work and child rearing.

In fiscal year 2013, we were awarded the Chief of Labor Bureau of Gifu Prefecture Award in the Equal Employment Promotion section as well as the Family-Friendly section. In the Equal Employment Promotion section, we were recognized for increasing the number of recruited female college graduates (technical positions) as well as the rate of female employees (sales positions) as a result of our efforts for positive action. In the Family-Friendly section, the childcare leave system, which is more generous than that designated by law, and the interview system for returners were recognized.

In fiscal year 2013, 27 employees, of which three were men, used the childcare leave system. The average number of leave days of male employees was 93. Various ways of working are spreading such as being transferred overseas after returning to work.

In the same year, we started the re-employment system of those accompanying overseas transferees, and four female employees registered with the system and then resigned from the company to accompany their partners overseas. After a few years, employees who gain valuable experience of living overseas are expected to bring new values to the Company. To create a working environment that allows employees to work positively and vigorously, we will review and consider a discretionary labor system and other working arrangements, and further encourage employees to take annual paid leave.

Promotion of Female Advancement

We started working on promotion of female advancement in fiscal year 2010. We promoted activities with the period until fiscal year 2012 as Phase I (awareness-raising and introduction), implemented various measures to support work-life balance and provided training for improvement.

As the female employees' awareness as well as the corporate culture has changed due to training, and we have actively hired female employees, the ratio of females on a managerial track has been increasing, up about 30% in fiscal year 2013 compared to fiscal year 2007.

For Phase II, which starts from fiscal year 2013, we will focus on reviewing and establishing measures. We will establish our initiatives by developing them into effective activities through a review of measures. In fiscal year 2013, we will develop a corporate culture that is sympathetic to the proactive actions of women not only by having messages sent from the company but also by listening to firsthand views, including those given in interviews with women who are currently playing active parts, and promote activities to make in-house awareness come to stay. We will continue to support the proactive actions of female employees through "Growing corporate culture," "Career development and appointments" and "Supporting work-life balance," so that women with abilities and motivation can be active at all stages of their lives.

◆Three Core Activity Areas

【Growing corporate culture】

We hold various events and training sessions to raise awareness throughout the Company and communicate these activities through our company bulletin.

【Career development and appointments】

We introduce educational programs to further enhance the ability of ambitious women and develop and introduce ideal role models for our female employees.

【Supporting work-life balance】

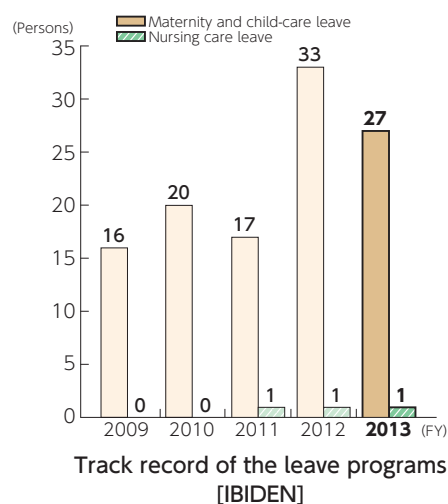
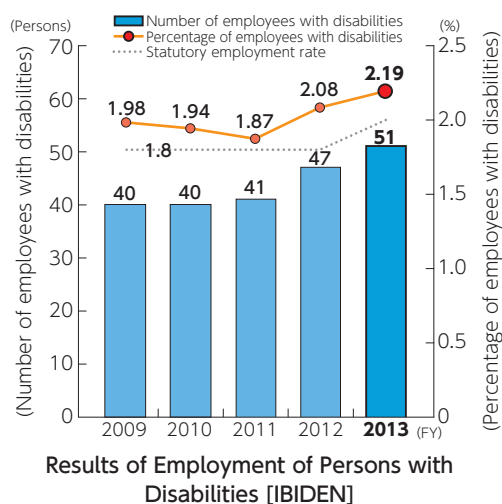
We implement childcare leave, short-term working hours and other programs to support a work-life balance so that both men and women can continue to work while they raise children. We introduce these programs by issuing a childrearing handbook.

Employment of Persons with Disabilities

In order to realize a society where persons with disabilities can live together as members of local communities, it is important to encourage their independence through work, and employees with disabilities are playing an active role in the Company. In Japan, the Employment Rate of Persons with Disabilities sets forth employment obligations, and from April 2013, the mandatory employment rate for private companies was raised from 1.8% to 2.0%. The employment rate of persons with disabilities in the Company in fiscal year 2013 was 2.19% (51 employees) (See the graph “Results of Employment of Persons with Disabilities”). We will continue to respect the philosophy of normalization and maintain a working environment in which employees with disabilities can fully demonstrate their abilities.

Post-retirement Reemployment System

We instituted a post-retirement reemployment system in fiscal 2004 to enable our most experienced employees to display their capabilities as part of our valued workforce.



Labor and Management Cooperation to Create a Worker-Friendly Workplace

Through a relationship of mutual trust, both the management and workers of IBIDEN work together to create a workplace that is friendly for all employees.

In fiscal year 2013, in the meeting between the management and employees, we listed specific themes to work on together such as thorough and accurate time management, reduction of overwork, promotion of taking leave, facilitation of communication, facilitation and consideration of mental and physical health in the areas of time management, creation of a workplace that is easy to work in and expansion of the personnel system. The Central Labor Council, the Labor and Management Gathering and the Labor and Management Committee are held every month to review the status of progress in discussion themes and deliberate on ways to improve the working environment so that employees can safely work toward the goals of their workplace.

Working Hour Management

An increase in workload due to extremely long hours of working is one of the causes of work-related health hazards. In an effort to raise employees' awareness of working-hour management, we have them use the attendance system to check their data, which is designed to ensure accurate working hours, and promote the reduction of overtime work. Our goal is to cut the amount of overtime work by boosting operational efficiency, which can be achieved by making employees aware of the accurate working hours and through better communication between superiors and subordinates, allowing them to review and rethink the work process and system.

The Company focuses on efforts for working-hour management, including initiatives for promoting the acquisition of annual paid leave and activities aimed at reducing overtime work. This includes sending a warning to workers who are found to possibly violate rules on overtime work by monitoring through the system or to their managers. Also in fiscal year 2013, mainly our overseas manufacturing sites started working hour management of employees transferred overseas. By entering working hours in the working hour management system similar to the one in Japan, we understand and check working hours in real time and promote activities so that employees can work more effectively.

Creating a Worker-Friendly Workplace

We conducted educational activities such as thorough implementation of the greeting campaign by the management and workers to facilitate communication and organization of ideas (establishment of guidelines) concerning instructions to subordinates including behavior considered as power harassment for smooth communication between a superior and a subordinate. To promote mental and physical health, we assessed and analyzed the diagnosis of mental health by an industry physician and made recommendations. We also conducted training and educational activities for managers using case examples of mental health and a follow-up interview with transferees. We will aim to provide more in-depth individual training.

Expansion of Personnel System

As global business deployment is accelerating, opportunities to play an active role as specialist personnel rather than managers are increasing in the Japanese business environment. Accordingly, we newly created a job grade that handles mid-level employees with a high degree of professionalism to develop an environment where such employees can work effectively.

Communication between Labor and Management

In the Company, management policies, items related to production plans and items concerning hiring policies are explained to labor unions, and items that seriously affect employees are deliberated through the Central Labor Council, mentioned above. In addition, the Company provides opportunities for dialogue at various levels between the management and workers, including the Labor and Management Committee, which is held at each plant, with a view to facilitating a good labor-management relationship and corporate business activities.

Thoroughgoing Compliance with Labor-Related Laws

The IBIDEN Group takes actions in line with common sense and the rules of society while complying with the employment-related laws of each country such as the Labor Standards Law and labor regulations. The Group monitors the state of revision or abolition of laws and regulations that should be observed, and promotes compliance with labor-related laws and regulations at its affiliated companies in each country and region. Also, the human resource and labor sections periodically monitor domestic Group companies to verify the status of compliance.

In fiscal year 2013, problems concerning working-hour management at the time of clocking out at domestic Group companies were verified based on investigations by the Labor Bureau and other authorities, and we quickly took corrective actions. We had no record of legal violations related to labor laws, such as those pertaining to minimum wage.

Measures for Occupational Health and Safety

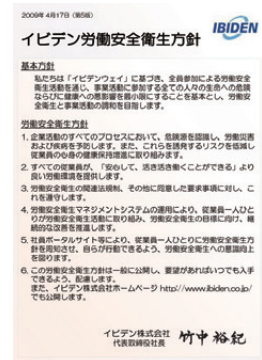
We established the Occupational Health and Safety Basic Policy under the IBIDEN WAY, formulated "Occupational Health and Safety Goals (2013-2017)," and focused on occupational health and safety, specifically, by following the Activity Guidelines for Fiscal Year 2013.

Occupational Health and Safety - Basic Policy

We conduct the health and safety activity done with all concerned people under IBIDEN WAY, and aim to harmonize "health and safety" and "operation" with the fundamental rule to minimize the risk that may affect the life and health of person participating to IBIDEN's operations.

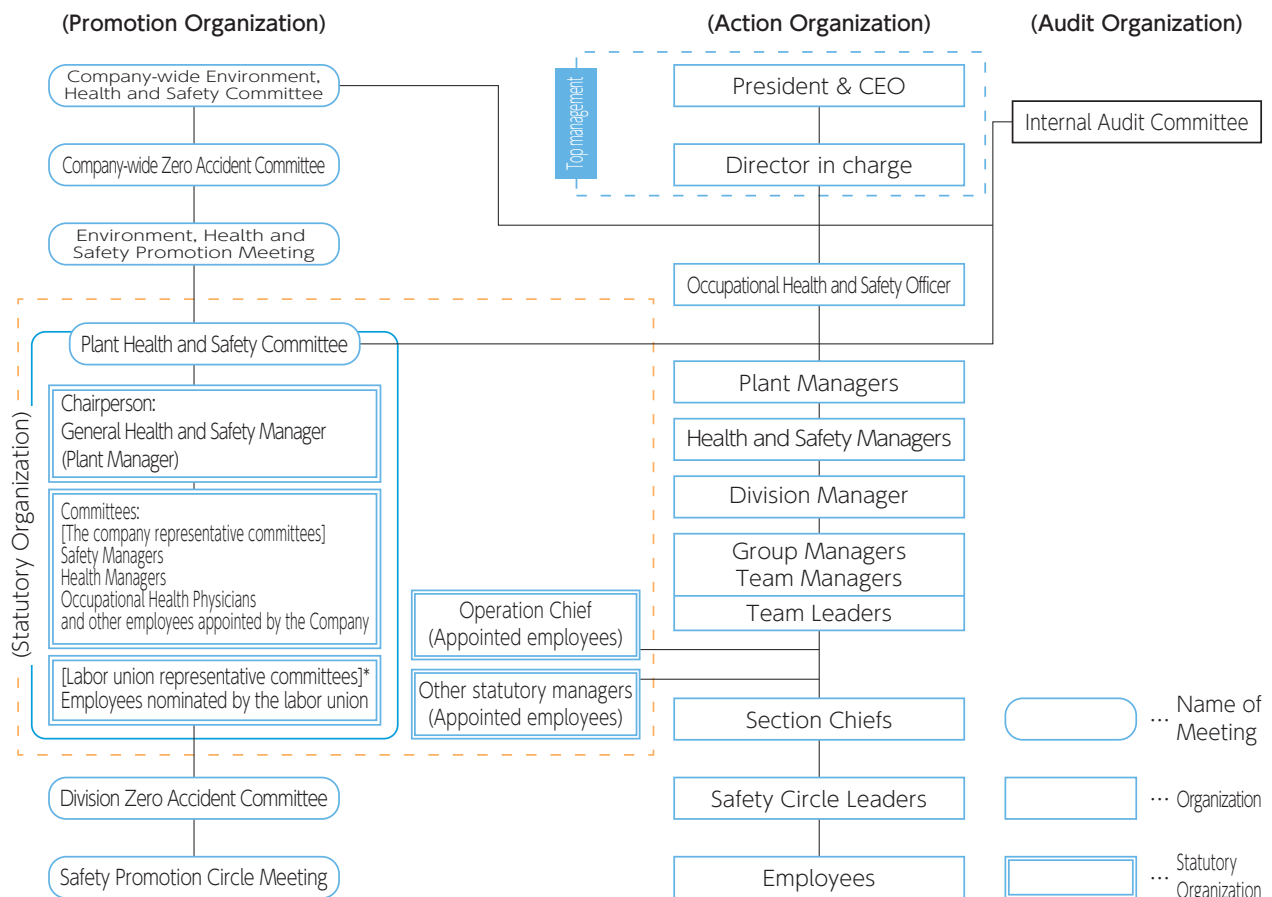
Occupational Health and Safety Policy

1. We will identify the sources of risks associated with each process in our corporate activities and take steps to prevent labor accidents and illnesses. We will strive to reduce the risks and to maintain and enhance the physical and mental health of our employees.
2. We will provide a good working environment that allows all employees to work vigorously without anxiety.
3. We will comply with laws and regulations relating to occupational health and safety and with other recognized requirements.
4. We will operate an occupational health and safety management system to ensure that every employee engages in occupational health and safety activities and to make continued improvements to attain our occupational health and safety goal.
5. We will ensure that every employee is aware of our occupational health and safety policy, using occupational health and safety cards and other means to raise their awareness of occupational health and safety and encourage proactive behavior.
6. We make this policy public and we make it available any time when requested. We also make this policy available on our website: <http://www.ibiden.com/>



Employee Carrying Occupational Health and Safety Card

Organization chart of Occupational Health and Safety Management



* The number of labor union representative committee is composed of the same or more number of the Company Representative committees.

Reviews and Sharing Information

President, officers, directors and the presidents of affiliated companies as well as the chairperson of the labor union participate in the Company-wide Environmental/Health and Safety Committee to be held twice a year, aimed at sharing the status of activities in accordance with the environmental/occupational health and safety policies and understanding challenges.

The Company-wide Zero Accident Committee is attended by each Plant Manager and management persons responsible for promotion at affiliated companies, and it functions as a place for common understanding in order to implement the Plan-Do-Check-Act (PDCA) cycle of activities of the entire IBIDEN Group. Moreover, activities are expanded from the monthly committees of plants to health and safety circles (small group activities) in the workplace, in which all employees participate and carry out communication related to health and safety and activities to improve the working environment. Thus, labor and management promote activities in a body, verifying the status of progress in goals concerning health and safety.

Activity Guidelines for Occupational Health and Safety and Results

Activity Guidelines for Occupational Health and Safety

With “reduction of occupational accidents and potential incidents and improvement to the working environment,” “legal compliance” and “reduction in mental illness and life-style related diseases” as the pillars of our activities, we implemented occupational health and safety programs for the entire IBIDEN Group, with all members participating in the activities. In fiscal year 2014, we will implement measures with a focus on the followings,

1. To improve the effectiveness of risk assessment and reduce all types of accidents/incidents to zero.
2. To incorporate findings of safety patrol/potential accidents and hazards (Hiyari-hatto)/hazard information of KY (risk prediction) into risk assessment to enable systematic risk control.
3. To implement fire-protection control assuming all potential causes to prevent fires, including small fires.
4. To enhance the level of disaster prevention management to save lives in the time of a large-scale disaster.
5. To aim for zero accidents by continuing a health and safety workshop for on-site contractors.
6. To carry out activities in which all members participate based on the “Next Health 105 Plan.”

Measures to Implement Intensively

1. Basic activities

(1) Workplace safety group activities (potential accidents and hazards (Hiyari-hatto), etc.)

We implement on-site workplace safety group activities by workplace. Every year, we upgrade the guidelines and assessment standards for group activities and promote enhancing the level of safety activities. In fiscal year 2013, we carried out activities where superiors in such groups (managers) responsibly corrected and improved 100% of the risks and hazards that became apparent by actual potential accidents and hazards (Hiyari-hatto) and KY (results: 98.6%).

(2) Safety patrol (office organization, Safety Management Section and plant) *Communication on-site and in kind is a basic.

We regularly conduct self-inspection of office organizations by workplace safety group and safety patrols such as plant health and safety patrols by plant supervisors, managers and labor union members more than once a month. In fiscal year 2013, since occupational accidents were increasing (10 cases) in the first half, the director in charge of safety conducted a safety patrol. We provided instructions and guidance on-site and in kind concerning how to work on health and safety to plant supervisors and heads of the Divisions (directors in charge). As a result, we successfully reduced the number of occupational accidents to four in the second half.

2. Specialized activities

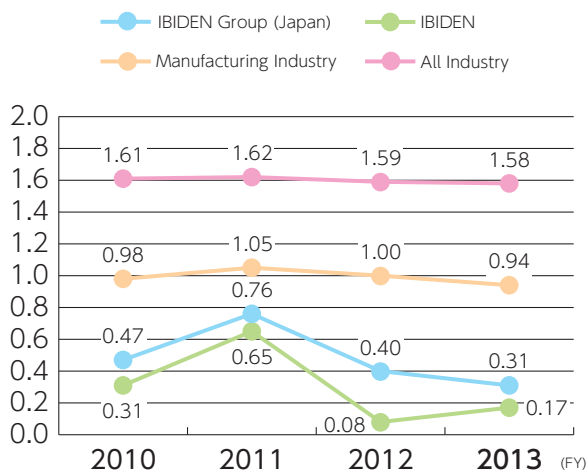
(1) Thorough implementation of operational safety and environment assessment (safety design and test)

We thoroughly enforce the system of safety design, construction safety management and completion test by certified inspectors in accordance with ISS (Ibiden Safety Standard) and submission of notifications in accordance with relevant laws and regulations. In fiscal year 2013, to increase the level of construction safety management, we issued the “IBIDEN Standards for Health and safety Management for Contract Work (15th edition)” and held a workshop for 90 contractors that have business with us through the “IBIDEN Safety & Health Promotion Meeting for Contractors” (held three times a year).

(2) Health and safety risk assessment (in terms of facilities and operations)

We conduct health and safety risk assessment (RA) of all sites in February every year. Before conducting RA, we provided “RA implementation training” to leaders and superiors (managers) of safety groups for the purpose of improving their skills to “recognize risks and hazards”. As a result, the number of risks recognized increased by about 20% compared to fiscal year 2012.

As for the “materiality of RA results” for risks that may lead to death or disabilities, the Division in charge of health and safety confirmed the adequacy of assessment on-site and in kind as well as the effectiveness of measures to mitigate risks. As a result, all the measures to mitigate risks were completed.



Occupational accident frequency rate*
[IBIDEN and Domestic Group companies]

* Number of occupational injuries (be equal or more than accidents requiring leave) for every million cumulative actual working hour

Number of Occupational Accidents
[IBIDEN and Domestic Group companies]

	IBIDEN	Domestic Group Companies
Fatalities	0 (0)	0 (1)
Accidents requiring leave	2 (1)	3 (5)
Accidents not requiring leave	6 (5)	5 (1)
Minor injuries	6 (9)	3 (5)

* The figures in parentheses represent the numbers of occupational accidents in fiscal year 2012

Management Indicators

1. Status of occurrence of occupational accidents

(1) Domestic plants (IBIDEN)

At seven plants, the number of occupational accidents in fiscal year 2013 was 14 (down 6%), while it was 15 in fiscal year 2012.

Most of the accidents (10) occurred in the first half. As managers reacknowledged the importance of working under the awareness of safety first, and we implemented safety patrols and basic small-group activities and provided training, the number of accidents decreased to four in the second half. Meanwhile, since occupational accidents in non-routine operations are not decreasing, we will promote measures to decrease accidents by risk assessment.

(2) Domestic affiliated companies

Although the number of occupational accidents decreased from 12 in fiscal year 2012 to 11 in fiscal year 2013 (down 8%), the number of accidents not accompanied by lost work time and accidents accompanied by lost work time increased from seven in fiscal year 2012 to eight. We will take measures focusing on activities that are largely affected to make a steady improvement.

(3) Overseas major manufacturing companies

The number of occupational accidents accompanied by lost work time (four days or longer) was 33 in fiscal year 2013 compared to 42 in fiscal year 2012.

We hold a global EHS meeting every month between the headquarters and each major manufacturing company to follow the PDCA cycle of "pointing out problems", "proposal of solutions for issues", "support and guidance" and "audit for effectiveness", and promote enhancing the activity level of the entire IBIDEN Group.

(4) Contract work

The number of occupational accidents was 2 in fiscal year 2013 against 2 in fiscal year 2012 (a year-on-year increase/decrease of 0%)

We continue to hold the "IBIDEN Safety & Health Promotion Meeting for Contractors" (held three times a year) to promote enhancement of the level of health and safety management by, for example, compliance with relevant laws and regulations and the Company's rules, facilitation of active participation in our disaster-prevention activities and exchange of opinions in group exercises.

2. Overwork and persons suffering from mental health problems

The total number of overworked employees decreased from last year as we continued to strengthen working hour management and provide training for promotion of mental health. However, the number of overworked employees to whom health and welfare measures were applied and the number of employees who suffered from mental health problems has been increasing (overworked employees to whom health and welfare measures were applied: increased from 24 to 45, employees who suffered from mental health problems: increased from 0.9% to 1.4%).

We will promote training and preventive management so that superiors can manage on their own continuously.

Managing Employee Health

Next Health 105 Plan

While the “The second term of the National Health Promotion Movement in the 21st Century (Health Japan 21 (the second term))” is being promoted by the Ministry of Health, Labour and Welfare, the Company as well as its domestic Group Companies have been working on health promotion of employees by implementing the “Next Health 105 Plan”, the five-year plan from fiscal year 2013 to fiscal year 2017.

★Health105 Plan

«Principles of activities»

- (1) It is fundamental that each employee “protects his/her health by him/herself”, and the Company supports it.
- (2) The “level of health of employees” and the “health performance of the Company” are a barometer of the Company’s expansivity and contribution to society.
- (3) To extend healthy life expectancy.
- (4) To overcome lifestyle-related diseases.

«Target»

- (1) To maintain and improve physical and mental health of employees.
- (2) To improve labor productivity.
- (3) To reduce medical expenses.

In fiscal year 2013, with employees, families and global as keywords, the Health Subcommittees, in cooperation with each plant, implemented activities to achieve the abovementioned targets. In the company cafeteria, we held an event for health food and worked on improvement of employees’ health consciousness.

In order to prevent any employee from having to take leave of absence due to mental health problems, we promote the utilization of the “e-Health Check System” that allows each employee to check his/her level of physical and mental stress (self-care). We also created a collection of cases for early detection and response and implemented educational activities for managers and supervisors by having a workshop by an occupational health physician and providing training by job grade (line care). Based on the results of the “e-Health Check System”, an occupational health physician analyzes the organization, recognizes issues and makes proposals. Besides that, we have a system in place that provides psychological support to transferees at the time of organizational change (care by occupational health and safety staff).

Health105 Plan (FY2013 to 2017) Activity Plan and Management Indicators (IBIDEN)

items	Indicators	Performance in FY 2013	Target in FY2014
Increase in the number of persons who maintain a proper weight	BMI 18.5-24.9	74.70%	76%
Increase in the number of persons who have developed exercise habits	30 minutes or more/day, twice or more/week	14.10%	17%
Decline in the ratio of smokers	ratio of smokers	35.20%	30.60%
Improvement of ability to cope with stress	Mental disorders Leave rate of more than one month		0.50%

Environmental Management

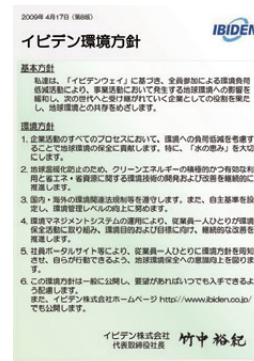
Keeping environmental preservation in business in mind, we will thoroughly eliminate the loss of resources and energy in order to contribute to social development efficiently. We will dedicate ourselves to environmental protection by offering technologies and products designed to reduce the environmental burden.

Environmental Management - Basic Policy

We conduct the environmental load reduction activity with all concerned people under IBIDEN way, aim "Harmony with nature" by reducing the bad effect on global environment generated in our business operation, and fulfill the role as enduring company.

Environmental Policy

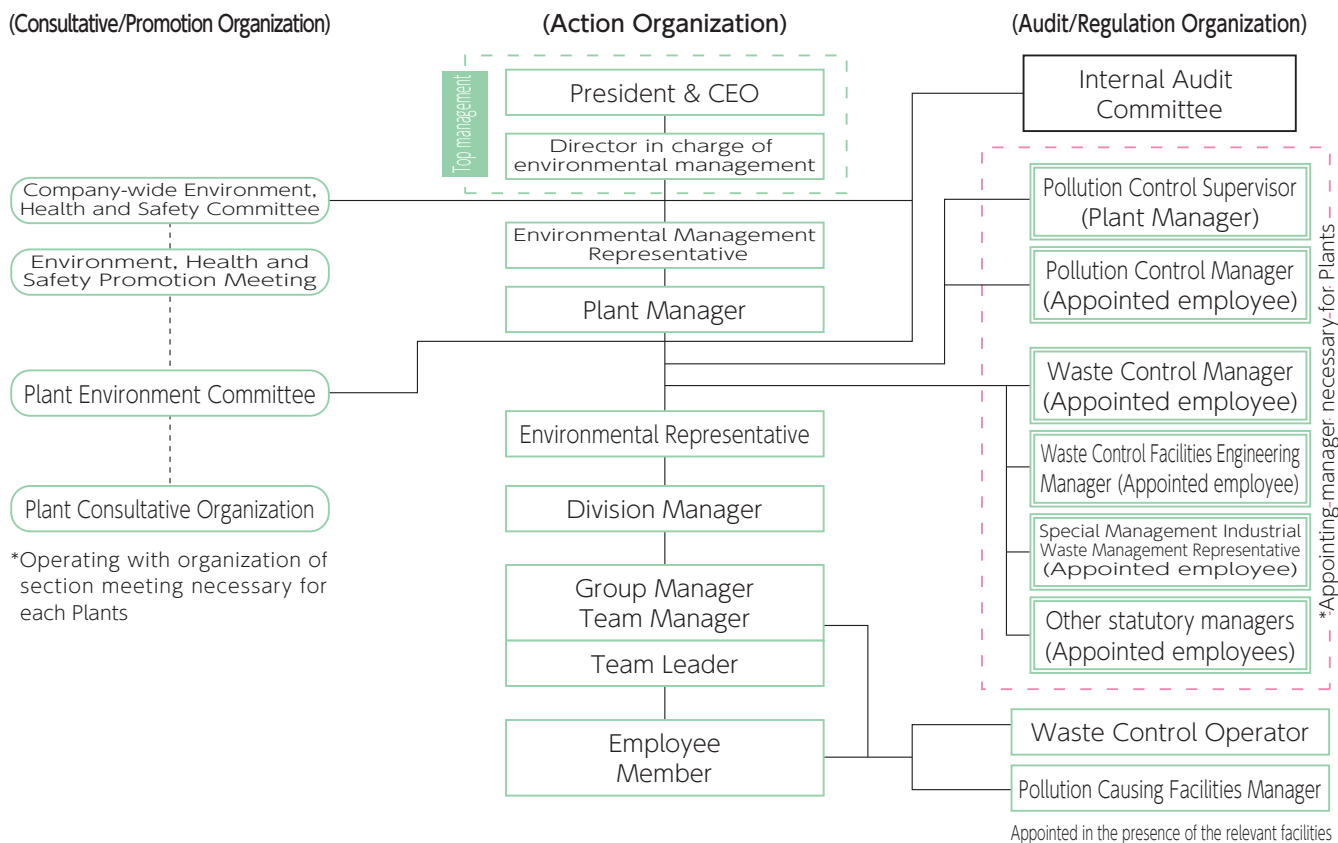
1. We contribute to protecting the global environmental by minimizing the environmental burden in every process of our company's activities. We especially value water and its benefits to the Earth.
2. We continuously promote positive and effective use of clean energy by developing and improving eco-technology that saves energy and resources.
3. We comply with environmental rules and regulations of domestic and international countries. We set our own standards and advance our environmental management capabilities.
4. We encourage all employees to share the purpose and goals of environmental protection and devote themselves to environmental protection activities. We accomplish this by utilizing an Environmental Management System.
5. We publicize this environmental policy by distributing a Policy Carrying Card to promote awareness of environmental protection and to inspire each employee to act voluntarily.
6. We make this policy public and we make it available any time when requested. We also make this policy available on our website. <http://www.ibiden.com/>



Employee Carrying Environmental Policy Card

Organization chart of Environmental Management

Grounded in values that emphasize harmony with nature, we are working group-wide to promote environmental management. With the president as the head of the companywide environmental management system, we have established the workplace-based Environment Committee led by the head of each workplace to facilitate environmental management.



Apart from the activities mentioned above, we host a monthly training camp to promote improvement activities that enhance our business competitiveness while remaining environmentally responsible in areas such as energy, wastewater, and effluent. Moreover, we hold meetings organized by environmental protection promoters who are designated by each operational division, while the entire Group shares information on environmental protection in the global conference on the environment.

Management System Certification Status

Domestic group companies certified with ISO 14001 and OHSAS 18001*1

We are pursuing ISO14001 and OHSAS18001*1 certification with an in-house management system as the means to continuously improve the environmental footprint caused by the Group's activities, products and services.

Together with IBIDEN Electronics Industries Co., Ltd., IBIDEN Graphite Co., Ltd., and IBIDEN Engineering Co., Ltd. (Water Treatment Section), which are directly linked to our business activities, we obtained ISO14001 certification in January 2000 and OHSAS18001 certification in March 2003. Since fiscal year 2011, we have been operating a management system that integrates both ISO 14001 and OHSAS 18001 certifications. In fiscal year 2013, domestic group companies, IBIDEN Bussan Co., Ltd. and IBIDEN Engineering Co., Ltd. acquired OHSAS18001 certification in May and October 2013, respectively.

Each workplace has an assigned full-time head (Plant manager), and the Environmental Committee and the Health and Safety Committee are led by the head of each workplace based on the Plan-Do-Check-Act (PDCA) cycle of activities. A meeting consisting of heads of workplaces is held monthly where information is exchanged on inter-workplace activities, with a goal to increase the level of all IBIDEN workplaces.

*1 OHSAS18001: A standard for occupational health and safety management systems. OHSAS stands for Occupational Health and Safety Assessment Series.

Acquisition Status of the ISO14001 and OHSAS18001 Certifications for Domestic Group Companies						
Name of the Group Company	IBIDEN*2	IBIDEN Engineering (Head Office)	IBIDEN Greentec	IBIDEN Bussan	IBIDEN Industries	IBIDEN Jushi
ISO14001Cert.	Jan. 2000	Oct. 2002	Mar. 2004	May. 2005	Sep. 2005	Jun. 2009
OHSAS18001Cert.	Mar. 2003	Oct. 2013	Jan. 2013	May. 2013	Aug. 2012	Mar. 2013

*2 The above certifications were acquired in Ogaki, Ogaki Central, Aoyanagi, Gama, Ogaki-kita, Kinuura, Godo, Head Office, and Energy Control Division as well as some domestic group companies including IBIDEN Electronics Industries Co., Ltd., IBIDEN Engineering Co., Ltd. (Water Treatment Section), IBIDEN Graphite Co., Ltd., and IBIDEN KENSO Co., Ltd.

Overseas group companies certified with ISO 14001 and OHSAS 18001

In our Group, not only Domestic group companies but also Overseas group companies are working to obtain ISO 14001 and OHSAS 18001 certification. In August 2013, IBIDEN Philippines, Inc. acquired the OHSAS 18001 certificate. Our manufacturing bases in Europe, IBIDEN Hungary Kft. and IBIDEN DPF FRANCE S.A.S., are working to acquire the OHSAS 18001 certificate. In the future, we will continue with efforts to obtain this certification for overseas group companies as well as domestic group companies.

Acquisition Status of the ISO14001 and OHSAS18001 Certifications for Overseas Group Companies						
Name of the Group Company	IBIDEN Philip-pines	IBIDEN Electron-ics (Malaysia)	IBIDEN Electron-ics (Beijing)	IBIDEN Electron-ics (Shanghai)	IBIDEN Hungary	IBIDEN DPF France
ISO14001Cert.	Jun. 2003	Mar. 2013	Jul 2003	Feb. 2005	Feb. 2007	Planning
OHSAS18001Cert.	Aug. 2013	Mar. 2013	Mar. 2007	—	Planning	

Environment and Occupational Health and Safety-Related Laws and Regulations

The IBIDEN Group deals with chemicals at many of its plants, some of which are adjacent to residential areas. Issues such as air pollution, wastewater, and noise pollution therefore require our special attention.

The Group sets its own standards above and beyond what is required by national, regional, or municipal regulations for activities and operations that may have a significant environmental impact, and regularly measures and monitors compliance. Furthermore, to reassure the residents of surrounding areas, the Group communicates with regional representatives about its business activities at its plants, regularly conducts a risk communication activity (see page 6), and publishes the monitoring results for each plant in "Environmental Measurement Data by Work Site" (see pages 42 to 46). An accidental leak of diluted chemicals occurred during fiscal year 2013 due to an operational error made by an operator at a plant of our group company in the Ogaki region. Although no significant damage was caused, we are renewing our effort to thoroughly train and educate our employees to prevent a recurrence of this type of incident.

Furthermore, we believe that respecting laws and regulations related to the environment as well as occupational health and safety is one of our most basic responsibilities as a corporation. Although we promoted zero violations as our target throughout fiscal year 2013, one health and safety correction in reporting practices was issued by the authority in Japan. We addressed the issue immediately, including the implementation of a measure to prevent future errors. No penalties or sanctions related to violations of environmental and occupational health and safety laws and regulations were issued against IBIDEN. We at IBIDEN will continue to promote compliance with laws and regulations. Specifically during fiscal year 2014, we will strive to strengthen and improve our environmental/health and safety management system by auditing and patrolling while promoting activities to enhance compliance with laws and regulations to achieve zero violations and zero resident complaints.

Guidelines for Environmental Activities

In fiscal year 2013, we made "improvement of energy consumption per unit," "effective use of resources," and "reduction of environment risks" the pillars of our activities, working on a group-wide basis to achieve environmental protection. In fiscal year 2014, we will promote the following activities with the aim of strengthening competitiveness in environmental protection.

1. We will cut energy costs and resource losses (water/chemicals/wastewater) by reducing our environmental costs through organizational activities such as training camps.
2. We will reduce energy loss through energy management in conjunction with load curtailment.
3. Working with the quality management system, we will conduct a design review to manage our environmental costs and risks accurately and efficiently.
4. We will enhance the level of disaster prevention management to prevent irreparable environmental damage from occurring during a large-scale disaster.
5. We will achieve zero violations with global management system in compliance with chemical substance-related laws and regulations.
6. We will secure a stable supply of electricity/steam/cold water through risk management.

As energy consumption has a significant impact on business, improving it will strengthen the IBIDEN Group's competitive edge. To establish complete control over our energy from supply to consumption, we are setting up working groups on energy within the framework of our training camp to enhance competitiveness.

Coping with Climate Change Issues

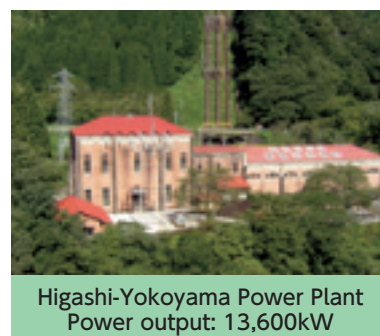
Issues related to climate change are receiving increasing attention worldwide, and tighter laws and regulations on emissions are expected in the near future. These issues have the potential to become risk factors, such as increased energy/resource costs affecting the Group's business activities. However, if we develop products that are compatible with regulations worldwide, these same issues can also serve as an opportunity for us to become part of the solution while expanding our business at the same time.

We have already set in motion our plan to comply and adapt to laws and regulations such as Japan's Act for Countermeasures against Global Warming and laws related to rationalization of energy usage (the Energy Conservation Act). Through private power generation initiatives to supply clean energy as well as energy conservation efforts in our manufacturing activities, we are working to cut direct greenhouse gas emissions.

Measures to Supply Clean Energy

The IBIDEN Group can trace its history back to a scheme aimed at building a hydroelectric power plant upstream on the Ibigawa River to supply power and attract industry and thereby help revitalize the nearby city of Ogaki. The Group was established under the name Ibigawa Electric Company in 1912, but over time began to utilize electricity to evolve into an electrochemical company. We have continued to expand our business since then, including areas such as carbides, carbon, building materials, ceramic products and electronic products, as we have grown and developed hand in hand with local communities.

IBIDEN owns three hydroelectric power plants in the upstream section of Ibigawa River in Gifu Prefecture. Hydraulic power generation uses the potential energy of water to create clean energy without greenhouse gas emissions.



Repair Work on Hydroelectric Facilities and Electric Power Supply for Demanders

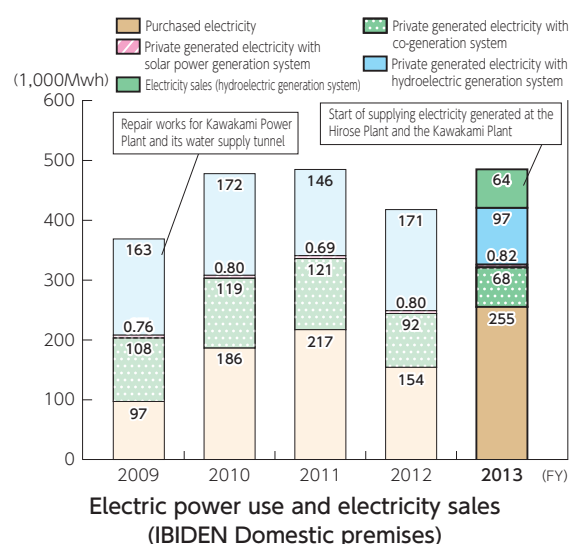
To maintain its power output, IBIDEN has systematically completed repair work, which included repair work on the water supply tunnels and a generator upgrade to the latest model, at its three hydroelectric power plants (Higashi Yokoyama, Hirose, and Kawakami). While the repair work at the Higashi Yokoyama Plant and the upgrade at the Hirose Plant had already been completed, the Kawakami Plant was updated during fiscal year 2013, which boosted its power generation capacity by 300 kw from 4,100 kw.

The Hirose and Kawakami hydroelectric power plants, which have undergone a facility upgrade, satisfy the standard for the "Renewable Energy Buyback Program." In March 2013, we also established a facility within the Ogaki-Kita Plant to connect our power grid to that of electric companies, to supply them with surplus power.

Beginning in 2013, electricity generated at first the Hirose Plant and then the Kawakami Plant was earmarked specifically for sale to be provided to our regional electric demanders, improving CO₂ emission factor. Based on the amount of power generated by the two hydroelectric power plants, their CO₂ emission contribution in fiscal year 2013 was 23,900 tons.

We introduced a co-generation system in 1992 to use clean energy instead of purchased electric power, increasing our clean energy supply. While generating power from turbines that operate by fuel combustion, this system also uses waste heat to produce steam, which is then employed in factories. As a consequence, the system excels in energy efficiency. In addition, we recently introduced large-scale solar power systems on the rooftop of our head office building in November 2005 and at the Ogaki Central Plant in March 2008.

To upgrade our private power generation systems, we are increasing hydroelectric power generation capacity and improving thermal power generation efficiency. Although we have expanded our use of natural energy and continued to improve the efficiency of environmentally sound co-generation systems, our electricity self-sufficiency rate approximated 40% in fiscal year 2013, as we began supplying power to regional electric demanders during the same year.



Hydroelectric power
Three hydroelectric power plants are working in the upstream section of the Ibigawa River.



A co-generation system
Co-generation systems operate at our plants.



Solar power generation
Solar cell panels with a total rated generating capacity of 647 kWh have been introduced on rooftop of our Head Office building and at the Ogaki Central Plant.

Energy Conservation

As the Group consumes a large amount of energy through its production activities—whether it is the temperature control during the manufacturing process of electronics or the electric furnaces used for ceramics—energy conservation is an important issue for us. All manufacturing divisions are therefore managing the energy unit load as well as the energy consumption and setting specific targets for each division to improve the energy conservation practices throughout the entire Group.

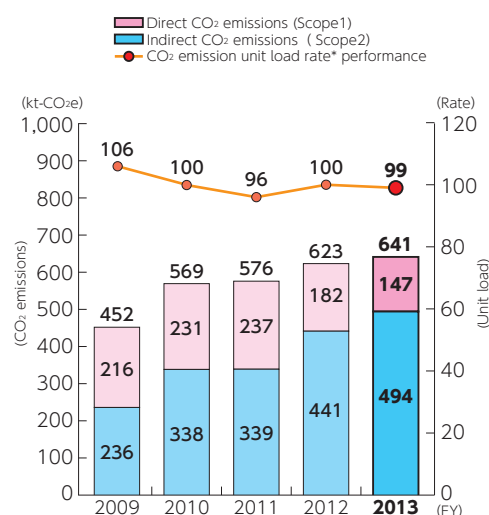
Based on the PDCA cycle for improving our energy conservation practices, and as one of the themes at the training camp to enhance competitiveness, our manufacturing divisions as well as relevant functional divisions will work together to establish an action plan, report on progress, deliver presentations on actual practices to share information on improvements, and consider the advice given by management. We will also monitor a number of risk factors, such as an increase in energy costs, to further improve our practices, as we believe that increasing our energy efficiency is directly related to the Company's competitiveness.

For fiscal year 2013, we selected five themes including reducing energy consumption at production facilities, standardizing energy conservation design at new plants, and monitoring our energy consumption. For fiscal year 2014, we will move forward with activities planned around themes such as reducing the amount of coolant used and reducing energy consumption by grouping productions spaces and processes together.

The results of our energy conservation activities will be measured using two indexes: the amount of energy consumption and the energy unit load (per production volume). Another index to be used is energy consumption converted into CO₂ emissions. Our target is to improve it annually by 2% globally during the period between fiscal year 2013 and fiscal year 2017.

Our CO₂ emissions rose during fiscal year 2013 as our overseas production volume increased. However, our CO₂ emission unit load rate, based on the results analysis of fiscal year 2012, decreased due to factors such as our energy conservation activities and improved production efficiency. Although we did not reach the target due to an increase in the CO₂ emission factor of an electric power company, our target is considered as reached when calculating based on the CO₂ emission factor at the time when the target was established.

(Please refer to the Graph "CO₂ emission and CO₂ emission unit load rate".)



CO₂ emission and CO₂ emission unit load rate (per production volume) [IBIDEN Group]

*1: The above rate is calculated at the rate of 100 percent of the result of fiscal year 2012.

*2: CO₂ emissions show figures covering production-related locations in Japan and overseas. With regard to the CO₂ emission factor at the time of calculation, we used the factor provided by the "List of Calculation Methods/Emission Factors in the Calculation, Report and Publication System" of the Ministry of the Environment and the Ministry of Economy, Trade and Industry in Japan as well as by gas distribution companies.

Details of Energy Conservation Improvements in Fiscal 2013

Priority Themes (Excerpts)	
Reduction in energy consumption at production facilities	
Standardization and energy-saving design of a new plant	
Promotion of energy monitoring	
CO ₂ reduction through energy conservation activities	26,600t-CO ₂ *

* The above is an estimated amount obtained by converting the contents of improvement activities to CO₂ reductions.

Resource Circulation

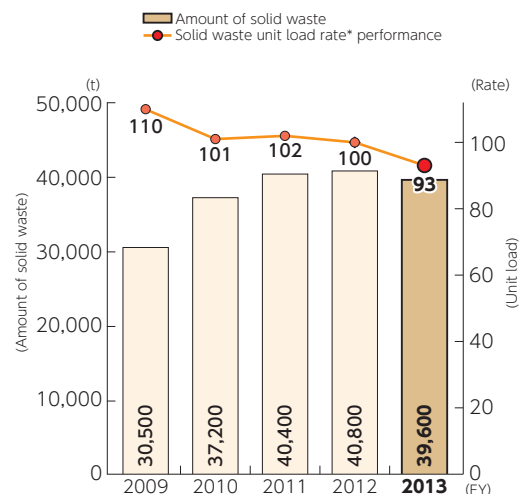
Resource Circulating Activities

IBIDEN believes that it is an important responsibility of businesses to make effective use of the world's scarce resources and to take part in a global effort to conserve resources. We promote the so-called 3R activity, which consists of initiatives to Reduce, Reuse and Recycle the resources we consume. In doing so, we aim to improve the resources efficiency. Since 2004, IBIDEN has been maintaining a zero-emission* status in terms of solid waste.

The IBIDEN Group sets an index to control solid waste per production volume and has been taking action to implement such control.

Our target is to improve it annually by 2% globally during the period between fiscal year 2013 and fiscal year 2017. In fiscal year 2013, we improved the sortability of packaging materials and reviewed our subcontractors. As a result, we succeeded in turning what would have been waste into valuable resources. Our material use efficiency also continues to improve. The overall volume of waste is declining, and the volume of waste per production volume decreased compared with the previous year by 7%, which met the planned target. (Please refer to the Graph "Amount of solid waste and Solid waste unit load rate".)

* IBIDEN defines zero emission as a state in which no solid waste emitted from the production process is dumped directly in landfills.



Amount of solid waste and Solid waste unit load rate
[IBIDEN Group]

*The above rate is calculated at the rate of 100 percent of the result of fiscal year 2012

Effective Utilization and Reduction of Water Resources (Water Conservation Efforts)

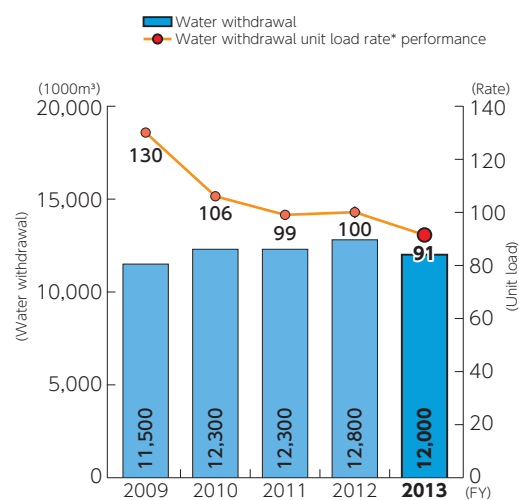
A large amount of water resources is used in the manufacturing process of electronic products, particularly for cleansing. Ogaki City in Gifu Prefecture, where our domestic production bases are concentrated, is rich in underground water thanks to the Ibigawa River system. However, water shortages are a serious problem in the world today. Based on the principle of so-called 3R activity—initiatives to reduce, reuse, and recycle resources—the Group carries out business activities by integrating environmental technologies into manufacturing technologies, which has reduced the amount of industrial water use. To ensure the optimum control of wastewater and effluent and the facilitation of 3R activity for water resources, since fiscal year 2008 all concerned divisions have been meeting every month for a full day of discussion to confirm and report on the progress.

The IBIDEN Group sets a benchmark for managing the water withdrawal per production volume. Our target is to improve it annually by 2% globally during the period between fiscal year 2013 and fiscal year 2017.

IBIDEN Electronics (Beijing) Co., Ltd. could become a high-risk site for water resources. The scope of the use of recycled water has therefore been expanded within the industrial park starting in fiscal year 2012. (The result for fiscal year 2013 was more than 90%.)

The water withdrawal per production volume for fiscal year 2013 achieved a 9% decrease compared to fiscal year 2012. We will continue our commitment to reducing the water withdrawal unit load rate at all plants by means of water conservation and recycling activities.

(Please refer to the Graph entitled "Water withdrawal and Water withdrawal unit load rate.")



Water withdrawal and Water withdrawal unit load rate
[IBIDEN Group]

*The above rate is calculated at the rate of 100 percent of the result of fiscal year 2012

Appropriate Chemical Control

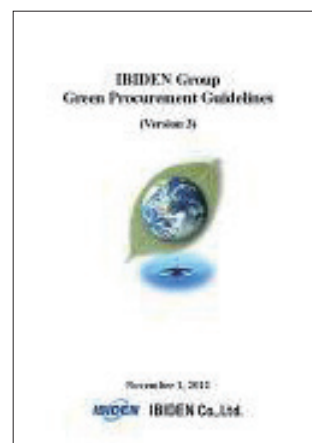
Responding to the Regulations regarding Chemical Substances in Products and Manufacturing Processes

IBIDEN uses various chemical substances in the plating process. Since chemical substances may cause pollution and human health hazards, we practice rigorous control to prevent chemicals from causing harm. We are reducing the use of or even eliminating certain chemicals. We operate the Chemical Control Committee as an internal organization, establishing a system to swiftly identify and respond to community demands related to chemical substances as shown in the REACH system in Europe. We have also operated the systems for chemical control at overseas manufacturing bases. The Company takes part in the industry-wide discussion and information-sharing on issues such as regulations regarding chemical substances by serving as a trustee for the Japan Electronics Packaging and Circuits Association and participating in its Environmental Safety Committee.

Approach to the Supply Chain

Cooperation throughout the entire supply chain is essential to address environmental issues including chemical control as well as to push forward with CSR. We issue green procurement guidelines to our major suppliers in an effort to check the status of our business partners' measures for environmental management and chemical control and conduct surveys on the status of chemical substances that may cause a significant environmental burden. The Company conducts content examinations not only on substances already designated as examination items by regulation, but also those that are likely to receive such a designation in the near future. We are also organizing a structure that will allow us to work collaboratively with suppliers to address nations' environmental regulations in a timely manner.

Our intention for fiscal year 2013 was to continue to deepen our understanding of information gathered and carefully and meticulously select examination items without fail, while working closely within the purchasing system. We are also establishing rules and guidelines for our overseas bases to enable them to conduct their own examinations. Some overseas bases, including those in Malaysia and China, have already conducted their own content examinations and have become familiar with the procedure. Moreover, the information gathered by the Company regarding chemical substance contents is managed by an IT system that has been designed to respond quickly to inquiries. We also systematically conduct on-site audits of priority suppliers (see pages 17 to 18).



IBIDEN Group Green Procurement Guidelines

Released and Transferred Amounts of PRTR*-Listed Chemical Substances

With respect to domestic laws, to respond to the PRTR Law and the Law Concerning the Examination and Regulation of Manufacture, etc. of Chemical Substances, we are enhancing in-house chemical control systems to build a management structure that prevents any omissions and errors.

* PRTR : Pollutant Release and Transfer Register

● Released and Transferred Amounts of PRTR-listed Chemical Substances in FY 2013

■ 13 chemical substances subject to mandatory reporting to Gifu and Aichi Prefecture

■ Specified Class I Designated Chemical Substance: 2

■ Class I Designated Chemical Substance: 11 ■ Total amounts released or transferred: approx. 398t/ year

ID No.	Regulated Substance	Amount discharged (to air, public waterway, soil, or in-house landfill)				Amount transferred		Total amount discharged and transferred (kg/year)
		Discharged to air (kg/year)	Discharged to public waterway or river (kg/year)	Discharged to soil on facility grounds (kg/year)	Buried in landfill off-site facility grounds (kg/year)	Transferred to sewerage (kg/year)	Transferred off-site as waste material (kg/year)	
20	2-Aminoethanol	1,519	0	0	0	0	150,359	151,878
59	Ethylenediamine	0	0	0	0	0	0	0
76	ε-Caprolactam	0	0	0	0	0	66	66
237	Mercury and its compounds	0	0	0	0	0	929	929
272	Copper salts(water-soluble, except complex salts)	0	610	0	0	113	70,464	71,187
309	Nickel compounds	0	0	0	0	0	6,634	6,634
349	Phenol	28	0	0	0	0	0	28
368	4-tert-Butylphenol	0	0	0	0	0	21	21
395	Water-soluble salts of peroxodisulfuric acid	0	0	0	0	0	33,988	33,988
405	Boron compounds	0	0	0	0	0	4,678	4,678
408	Poly(oxyethylene)octylphenyl ether	0	0	0	0	0	0	0
411	Formaldehyde	1,504	0	0	0	0	110,979	112,483
412	Manganese and its compounds	0	0	0	0	0	16,083	16,083

[Surveyed] IBIDEN and IBIDEN Group companies covered by IBIDEN's environmental-management system

[Survey period] April 2013 through March 2014

Understanding the Influence on Biodiversity

Initiated from the power of water, the Group's business activities are blessed with the benefit of biodiversity such as maintaining a stable water supply. And our activities also have some impact in the area of biodiversity. Just as we need to cope with the issues of global warming due to climate change, biodiversity conservation is one of the most important tasks to tackle.

Aiming to contribute to constant social advancement, in line with the values stressing "Harmony with Nature," IBIDEN will act responsibly as a global enterprise by working together with society.

Forest Preservation Activity Areas

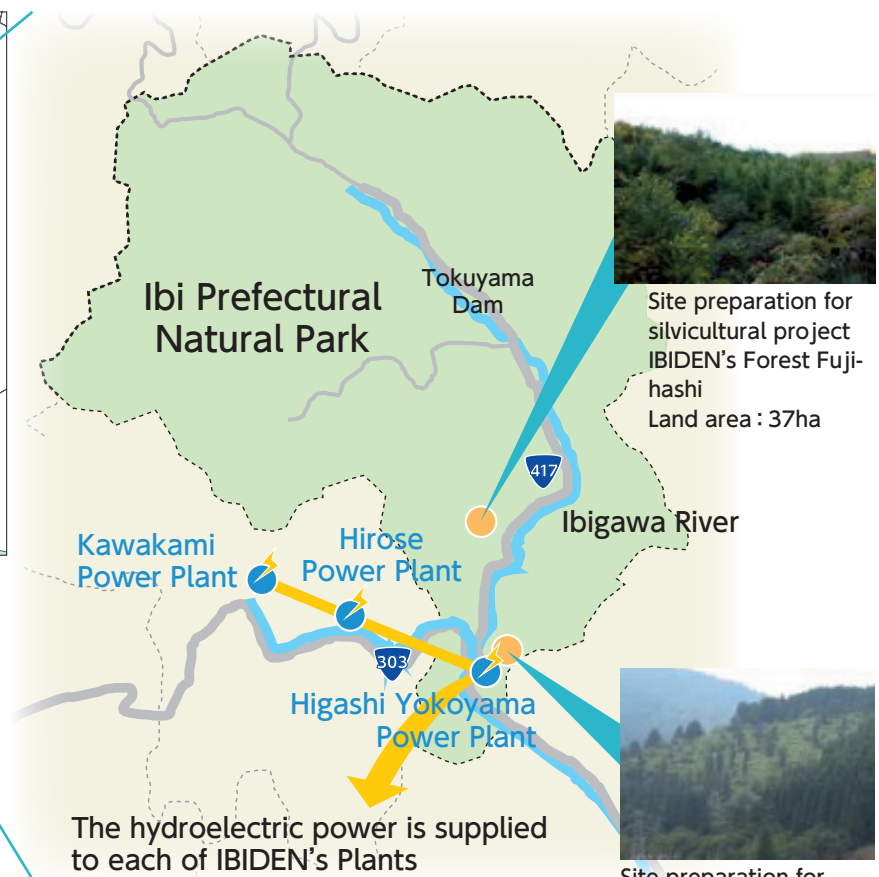
In August 2008, IBIDEN signed an Agreement on Lively Forest Creation with the Gifu Prefectural Government, the Ibigawa Town Government and the Ibi Shizen Kankyo Rangers (a nonprofit organization). According to this agreement, we will plant trees, thin the forests and conduct improvement cutting in IBIDEN's Forest Higashi Yokoyama Forest in the Higashi Yokoyama district and IBIDEN's Forest Fujihashi Forest in the Tsurumi district over the next 10 years, in an effort to support sustainable reforestation activities in the future.

→ For details on forest preservation activities, please refer to "Social Contribution" on page 47.

<Target Areas of Forest Preservation Activities>



In collaboration with the local community, we held the nature study class in autumn



Environmental Contribution through Business and Products

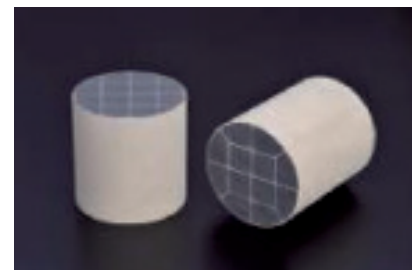
Product Life Cycle Assessment

IBIDEN is promoting a design that takes into consideration safety/environmental rules and regulations, energy conservation and resource conservation from the initial stage of product development. In design reviews to examine product development/design, we have added environmentally conscious design guidelines for product and process safety, environmental regulations/safety of materials used and energy conservation consciousness reflected in the production process as examination items. We are building a system to confirm whether products developed and produced by IBIDEN are environmentally friendly.

In fiscal year 2013, IBIDEN ratified the design guidelines for environmental considerations and began conducting information examinations of chemical substances in novel materials during the technical development phase. If any regulated chemical substances are found by the examination, then potential replacements will be explored.

Diesel Particulate Filter (DPF)

As environmental regulations are tightened, the market for automotive exhaust system components is likely to expand in the future. IBIDEN is working to reduce the environmental burden by launching next-generation, high-performance products such as diesel particulate filters (DPFs), installed into fuel-efficient, clean diesel vehicles.



SiC-DPF (Diesel Particulate Filter)

Projects to Promote Renewable Energy

IBIDEN Engineering Co., Ltd., a member of the IBIDEN Group, has initiated projects in the field of energy solution by making optimal use of the Company's technologies to maintain hydroelectric power plants as well as manage co-generation systems. It has established a system in which design proposal, construction, and maintenance can be handled consistently and has seen many successes ever since, particularly in hydroelectric facilities as well as in other power generation projects such as substations. It also handles projects involving facilities and equipment that contribute to the environment and energy conservation, such as co-generation systems, emergency generators, and solar power generators.

As environmental issues have grown increasingly serious and the demand for renewable energy is on the rise, IBIDEN Engineering Co., LTD. has built a large-scale solar power plant and began supplying electricity in fiscal year 2013. Our goal is to promote business activities that contribute to solutions to energy-related issues not limited to within the Group.

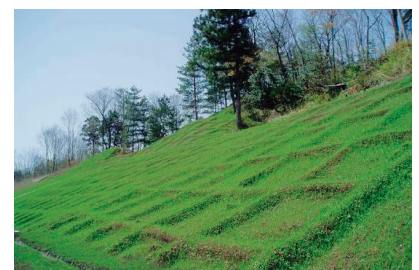


Solar power generation equipment
(rendering)
(IBIDEN Ogaki Central Plant)

Projects That Contribute to Both Disaster Prevention and Environmental Protection

Japan's mountainous terrain has seen numerous incidents of destruction, such as the collapse of slopes due to natural disasters and the spread of development. There is thus a frequent need to create artificial slopes. To boost protection of the slope and ultimately prevent loss of life from landslides, practices for securing artificial slopes in difficult weather and soil conditions have undergone many changes over the years through trial-and-error experimentation with methods and technologies. Traditionally, the most common construction method has been concrete-based centered on the ability to prevent disasters. Today, however, in addition to disaster prevention, consideration of the environment needs to be incorporated to establish a "greener" construction method.

IBIDEN Greentec Co., Ltd., a member of IBIDEN Group, has succeeded in developing technologies that respond to the needs of the time and help create a better society. We will continue to develop new construction methods such as our "Totally Green" method to achieve both disaster prevention and environmental protection, which will lead to an environment where everyone can live safely and peacefully.



Slope constructed using the GT frame®

Environmental Accounting

1. Environmental Accounting in Support of Environmental Management

In promoting environmental management, IBIDEN performs calculations and analyses to develop a quantitative understanding of investment and costs, seeking to understand the management resources spent on reducing the environmental burden and the results. We use environmental accounting to reflect the effects of investment and cost in the decision-making process at the management level.

2. Basis for Calculation

Accounting period	Fiscal year 2013 (April 1, 2013 to March 31, 2014)
Accounting scope	IBIDEN Co., Ltd. and major domestic manufacturing group companies (IBIDEN Engineering Co., Ltd., IBIDEN Graphite Co., Ltd., IBIDEN KENSO Co., Ltd., IBIDEN Jushi Co., Ltd., IBIDEN Electronics Industries Co., Ltd., IBIDEN Bussan Co., Ltd.)
Calculation method	Calculations conform to the Environmental Accounting Guidelines (2005 edition) published by the Ministry of the Environment.

3. Main Environmental Protection Costs

The investment in fiscal year 2013 decreased about ¥2.8 billion, down 67% compared to the previous fiscal year. A major factor behind this decline in overall investment was the completion of power plant repair work that had begun in fiscal year 2012—"(2) Global environmental protection costs"—which signaled the end of our large-scale environmental investment. However, investment in "(6) Research & development costs" increased 92% compared with fiscal year 2012, as we focused on R&D with the goal of reducing the environmental burden.

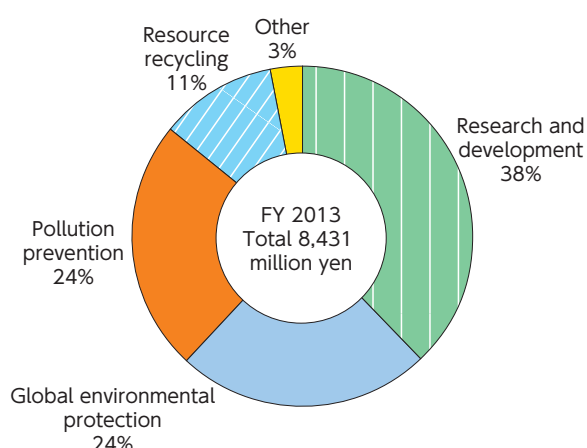
The costs in fiscal year 2013 were comparable to those of the previous fiscal year. "(6) Research & development costs" increased 11% during the year compared with fiscal year 2012, as we focused on R&D with the goal of reducing the environmental burden. Furthermore, "(1) Pollution prevention costs" decreased 15% compared with fiscal year 2012, as the production volume declined and improvements were achieved in the water treatment process.

(Unit: Million yen/year)

Category		Investments (Note 1)			Costs (Note 1)		
		FY 2012	FY 2013	Year to Year	FY 2012	FY 2013	Year to Year
Business area cost	(1) Pollution prevention costs	268	100	−63%	2,362	2,007	−15%
	(2) Global environmental conservation costs	3,628	797	−78%	1,980	2,069	+4%
	(3) Resources circulation costs	1	0	−100%	851	895	+5%
(4) Upstream and downstream costs		0	0	—	16	14	−13%
(5) Administration costs		26	5	−81%	217	192	−12%
(6) Research & Development costs		253	486	+92%	2,898	3,228	+11%
(7) Social activity costs		0	0	—	42	27	−36%
(8) Environmental remediation costs		0	0	—	0	0	—
Total		4,176	1,388	−67%	8,365	8,431	+1%

Note 1: In cases when the total amount of investments and costs cannot be deemed to constitute environmental protection costs, we have calculated the difference or the proportional share.

4. Distribution Ratio of Total Cost of Environmental Protection



- Research and development costs include the cost of researching and developing next-generation DPFs and other environmentally responsible products, aimed at controlling the environmental burden.
- Global environmental protection costs include maintenance and administration costs of hydroelectric power generation and cogeneration facilities.
- The environment is the main objective of costs associated with hydroelectric power generation and research and development of environmentally responsible products. The total cost is aggregated, as there is no appropriate pro rata basis.

5. Economic Results and Real Effects of Environmental Protection Measures (Note 2)

The economic effects of energy conservation for fiscal year 2013 increased about ¥0.3 billion, a rise of 18%, compared to fiscal year 2012. This result was due mainly to efforts to reduce the loss of energy, including through the introduction of high-efficiency air-conditioning equipment, as well as thorough maintenance and operational efficiency at production facilities.

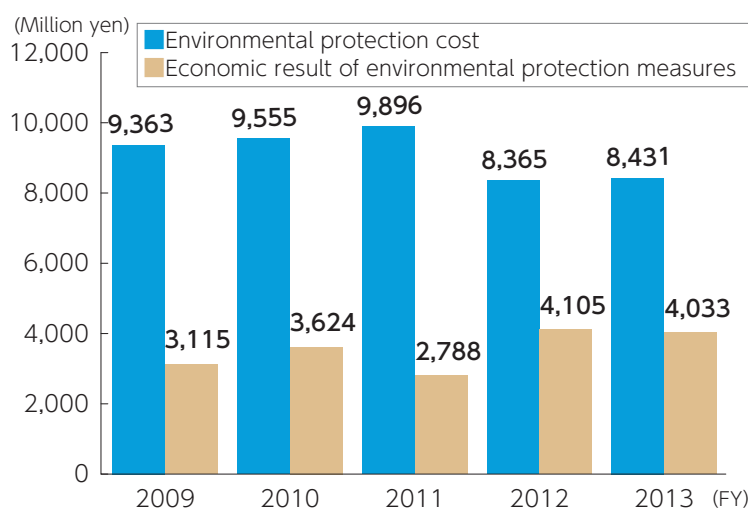
The economic effects of resource recycling for fiscal year 2013 fell approximately ¥0.4 billion, a decrease of 19%, compared to fiscal year 2012. The decline mainly reflected a drop in the gain on sale of valuable materials such as printed wiring boards with precious metals, liquid waste containing precious metals, sludge containing copper and waste plastics accompanying a decrease in manufacturing output.

(Unit: Million yen/year)

Description of effects		Amount		Year to Year
		FY 2012	FY 2013	
Real effects	1. Energy conservation effect and electric power marginal profit effect Results of effective hydroelectric power generation, improved power generation efficiency, reduced idle operation loss, improved productivity, improved air conditioning, improved steam energy, and thorough maintenance and control	1,866	2,209	+18%
	2. Economic effects of resource recycling (1) Reduced waste • Effects of reduced liquid waste treatment costs, improved yield rates, and reduced waste as a result of loss improvement (2) Recycling of waste • Effects of effective use of waste • Effects of disposal by sale of substrates containing precious metals, liquid waste containing precious metals, sludge containing copper and waste plastics	2,239	1,824	-19%
Total		4,105	4,033	-2%




Note 2: These figures are not including estimated measure (assumed effect).


6. Fluctuations in Environmental Protection Costs and Economic Results






The IBIDEN Group's Material Balance (Input and Output)

The IBIDEN Group procures a variety of raw materials and is engaged in manufacturing activities by utilizing a considerable amount of natural resources on the earth such as water and energy. To provide earth-friendly products to our customers, we seek to grasp the environmental burden caused by our business activities on a global basis. We will continue to provide high-value-added products while setting medium- and long-term targets and reducing our environmental burden.

Energy use			
Category		IBIDEN ^{*1}	Group ^{*2}
 electricity (Mwh) ^{*3}	Purchased electricity	254,803	887,002
	Renewable energy	97,379	97,379
	Natural gas (1,000m ³)	33,346	53,051
	LPG (t)	1,278	1,550
	Kerosene (1,000 l)	439	439
	Diesel Oil (1,000 l)	59	5,787
	Heavy oil (1,000 l)	0	2,046

Water resources			
Category		IBIDEN	Group ^{*4}
	Groundwater (1,000m ³)	5,543	7,075
	Water works (1,000m ³)	17	4,969

Raw Materials			
Category		IBIDEN	Group
	Metals (t)	10,350	15,644
	Plastics and resins (t)	6,407	11,944
	Glass (t)	3	90
	Ceramic material, etc. (t)	15,828	37,544
	Wood (t)	178	255
	Paper (t)	8,399	8,800
	Agricultural product (t)	0	3,573
	Chemicals (t)	62,758	149,144

*1 IBIDEN: IBIDEN Domestic 7 Premises

*2 Group: IBIDEN Domestic Premises and, five Japanese Group companies (Jushi, Bussan and IEC (H.O.), Sangyo and IGT) and eight overseas Group companies (IPI, IEB, IHU, IDFS, IPF, IEM, MMI and ISH)

*3 Electric power: Privately generated electricity by the Group's thermal power other than above (89,209 Mwh)

*4 Water works include 959,000 m³ of recycled water at industrial parks.


INPUT




IBIDEN Group



OUTPUT

Atmosphere			
Category		IBIDEN ^{*1}	Group ^{*2}
	CO ₂ (1,000 t)		
	Scope 1 ^{*3}	80	147
	Scope 2 ^{*4}	95	494
	Logistics ^{*5}	1.3	1.3
	SOx emissions (1,000 t)	0	0.34
	NOx emissions (1,000 t)	0.1	2.0

Water system			
	Category	IBIDEN	Group
	Discharge to public sewer (1,000m ³)	500	3,375
	Discharge to river (1,000m ³)	3,073	5,267
	COD contamination (t)	5	53
	Nitrogen contamination (t)	5	5
	Phosphorous contamination (t)	0.1	0.1
	Industrial wastewater (1,000 t)	18	33

Waste			
Category		IBIDEN	Group
	Material recycling (t)	9,991	28,977
	Thermal recycling (t)	1,119	2,990
	Reuse (t)	626	2,346
	Amount of landfill waste after intermediate treatment (t) ^{*6}	1,133	4,179
	Landfilled industrial waste (t)	0	1,108
	Total generated waste (t)	12,869	39,600

*1 IBIDEN: IBIDEN Domestic 7 Premises

*2 Group: IBIDEN Domestic Premises and, five Japanese Group companies (Jushi, Bussan and IEC (H.O.), Sangyo and IGT) and eight overseas Group companies (IPI, IEB, IHU, IDFS, IPF, IEM, MMI and ISH)

*3 Scope 1: Direct CO₂ emissions (emissions from fuel used in business establishments)

*4 Scope 2: Indirect CO₂ emissions (emissions from purchased electricity generation)

*5 Logistics: Transport by the IBIDEN Group companies in Japan

*6 This does not mean amount of final landfill disposal. Amount of waste which is finally disposed in a landfill (amount before volume reduction treatment by incineration and such.)

Environmental Data for Individual Plants and Group Companies - Compliance Management

Ogaki Plant

< No.1 Wastewater Measurement >

Item	Unit	National standard	City standard	Voluntary standard	Average	Maximum
PH		5.8~8.6	5.8~8.6	6.0~8.3	7.2	8.0

< No.2 Wastewater Measurement >

Item	Unit	National standard	City standard	Voluntary standard	Average	Maximum
PH		5.8~8.6	5.8~8.6	6.0~8.3	7.3	7.9
BOD	mg/L	160	15	5	2.7	6.5
COD	mg/L	160	Regulation of total emission	Regulation of total emission	3.6	6.5
SS	mg/L	200	30	30	4.4	9
Copper	mg/L	3	2	1	0.3	0.7
Lead	mg/L	0.1	0.1	0.03	<0.01	<0.01
Total chromium	mg/L	2	1	1	<0.02	<0.02
Hexavalent chromium	mg/L	0.5	0.25	0.25	<0.02	<0.02
Fluorine	mg/L	8	8	5	<0.1	0.1
Cyanide	mg/L	1	0.1	0.1	<0.01	<0.01
n-H mineral oils	mg/L	5	5	5	<1	<1
Nitrogen	mg/L	120	60	60	2.0	4.9
Phosphorus	mg/L	16	8	8	0.1	0.2
Boron and boron compounds	mg/L	10	10	10	0.2	0.2
Ammonia and ammonium compounds, nitrite and nitrate compounds	mg/L	100	100	100	1.7	4.4

< Air Measurement >

Item	Equipment	Unit	National standard	City standard	Voluntary standard	Average	Maximum
Soot	Boiler No.11	g/m ³ N	0.3	0.27	0.27	0.003	0.003
	Boiler No.12	g/m ³ N	0.3	0.27	0.27	0.001	0.001
	Boiler No.13	g/m ³ N	0.3	0.27	0.27	0.001	0.001
	Boiler No.14	g/m ³ N	0.3	0.27	0.27	0.003	0.003
	Boiler No.15	g/m ³ N	0.3	0.27	0.27	0.002	0.002
	Boiler No.16	g/m ³ N	0.3	0.27	0.27	0.003	0.003
	Boiler No.17	g/m ³ N	0.3	0.27	0.27	0.002	0.002
	Boiler No.18	g/m ³ N	0.3	0.27	0.27	0.003	0.003
	Boiler No.19	g/m ³ N	0.3	0.27	0.27	0.001	0.001
	Boiler No.20	g/m ³ N	0.3	0.27	0.27	0.002	0.002
	Boiler No.21	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.22	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.23	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.24	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.25	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.26	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	Gas Turbine No.1	g/m ³ N	0.05	0.05	0.05	<0.001	<0.001
	Gas Turbine No.2	g/m ³ N	0.05	0.05	0.05	<0.001	<0.001
NOx	Boiler No.11	ppm	260	260	260	82	82
	Boiler No.12	ppm	260	260	260	72	72
	Boiler No.13	ppm	260	260	260	80	80
	Boiler No.14	ppm	260	260	260	70	70
	Boiler No.15	ppm	260	260	260	85	85
	Boiler No.16	ppm	260	260	260	81	81
	Boiler No.17	ppm	260	260	260	81	81
	Boiler No.18	ppm	260	260	260	76	76
	Boiler No.19	ppm	260	260	260	81	81
	Boiler No.20	ppm	260	260	260	83	83
	Boiler No.21	ppm	150	150	150	34	34
	Boiler No.22	ppm	150	150	150	38	38
	Boiler No.23	ppm	150	150	150	36	36
	Boiler No.24	ppm	150	150	150	38	38
	Boiler No.25	ppm	150	150	150	38	38
	Boiler No.26	ppm	150	150	150	36	36

< Noise Measurement >

Place	Unit	National standard	City standard	Voluntary standard	Average	Maximum
North (morning-evening)	dB	65	65	65	53	54
East (morning-evening)	dB	65	65	65	45	48
South (morning-evening)	dB	65	65	65	46	50
West (morning-evening)	dB	65	65	65	56	61
North (night)	dB	60	60	60	53	56
East (night)	dB	60	60	60	45	53
South (night)	dB	60	60	60	45	49
West (night)	dB	60	60	60	56	61 ^{*1}

*1 The data excess by the noise of flume.

Aoyanagi Plant

< No.5 Wastewater Measurement >

Item	Unit	National standard	City standard	Voluntary standard	Average	Maximum
PH		5.8~8.6	5.8~8.6	6.0~8.3	7.2	7.5
BOD	mg/L	160	15	5	7.1	14
COD	mg/L	160	Regulation of total emission	Regulation of total emission	3.0	9.8
SS	mg/L	200	30	30	10.0	16
Copper	mg/L	3	2	1	0.33	0.68
Lead	mg/L	0.1	0.1	0.03	<0.01	<0.01
Fluorine	mg/L	8	8	5	0.10	0.11
Cyanide	mg/L	1	0.1	0.1	<0.01	<0.01
Ni	mg/L	—	—	—	<0.01	<0.01
n-H mineral oils	mg/L	5	5	5	<1	<1
Nitrogen	mg/L	120	60	60	2.1	2.8
Phosphorus	mg/L	16	8	8	0.1	0.2
Boron and boron compounds	mg/L	10	10	10	0.4	1.7
Ammonia and ammonium compounds, nitrite and nitrate compounds	mg/L	100	100	100	1.7	2.2

< No.6 Wastewater Measurement >

Item	Unit	National standard	City standard	Voluntary standard	Average	Maximum
PH		5.8~8.6	5.8~8.6	6.0~8.3	7.7	7.9
BOD	mg/L	160	15	10	0.5	1.6
COD	mg/L	160	Regulation of total emission	Regulation of total emission	0.6	1.9
SS	mg/L	200	30	30	<1	<1
Cyanide	mg/L	1	0.1	0.1	<0.01	<0.01
Phenol	mg/L	5	0.4	0.4	<0.1	<0.1
n-H mineral oils	mg/L	5	5	5	<1	<1
Nitrogen	mg/L	120	60	60	1.0	1.4
Phosphorus	mg/L	16	8	8	0.05	0.06

< Air Measurement >

Item	Equipment	Unit	National standard	City standard	Voluntary standard	Average	Maximum
Soot	Boiler No.2	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	Gas Turbine No.1	g/m ³ N	0.05	0.05	0.05	<0.001	<0.001
	Gas Turbine No.2	g/m ³ N	0.05	0.05	0.05	<0.001	<0.001
NOx	Boiler No.2	ppm	150	150	150	88	88
	Gas Turbine No.1	ppm	70	70	70	19	25
	Gas Turbine No.2	ppm	70	70	70	17	21

< Noise Measurement >

Place	Unit	National standard	City standard	Voluntary standard	Average	Maximum
East (morning-evening)	dB	65	65	65	52	55
West (morning-evening)	dB	65	65	65	47	56
South (morning-evening)	dB	65	65	65	50	52
North (morning-evening)	dB	65	65	65	52	62
East (night)	dB	60	60	60	52	53
West (night)	dB	60	60	60	47	52
South (night)	dB	60	60	60	48	50
North (night)	dB	60	60	60	51	52

Gama Plant

< No.1 Wastewater Measurement >

Item	Unit	National standard	City standard	Voluntary standard	Average	Maximum
PH		5.8~8.6	5.8~8.6	6.0~8.3	7.2	7.6
BOD	mg/L	160	15	5	3.8	9.7
COD	mg/L	160	Regulation of total emission	10	2.7	8.3
SS	mg/L	200	30	10	4.1	12
Copper	mg/L	3	2	1	0.24	0.83
Lead	mg/L	0.1	0.1	0.03	<0.01	<0.01
Fluorine	mg/L	8	8	5	0.12	0.3
Cyanide	mg/L	1	0.1	0.03	<0.01	<0.01
n-H mineral oils	mg/L	5	5	1.7	<1	<1
Nitrogen	mg/L	120	60	20	4.2	5.7
Phosphorus	mg/L	16	8	2.7	0.06	0.13
Boron and boron compounds	mg/L	10	10	10	0.11	0.17
Ammonia and ammonium compounds, nitrite and nitrate compounds	mg/L	100	100	100	3.3	5.0

< No.2 Wastewater Measurement >

Item	Unit	National standard	City standard	Voluntary standard	Average	Maximum
PH		5.8~8.6	5.8~8.6	6.0~8.3	7.8	8
BOD	mg/L	160	15	10	0.6	1.7
COD	mg/L	160	Regulation of total emission	10	1.0	2.4
SS	mg/L	200	30	10	<1	<1
n-H mineral oils	mg/L	5	5	1.7	<1	<1
Nitrogen	mg/L	120	60	20	1.0	1.3
Phosphorus	mg/L	16	8	2.7	<0.05	<0.05

< Air Measurement >

Item	Equipment	Unit	National standard	City standard	Voluntary standard	Average	Maximum
Soot (Oxygen equivalent)	Boiler No.9 Gas	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.10 Gas	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.11 Gas	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.12 Gas	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.13 Gas	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.14 Gas	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.15 Gas	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.16 Gas	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	Gas Turbine	g/m ³ N	0.05	0.05	0.05	0.004	0.007
NOx (Oxygen equivalent)	Boiler No.9 Gas	ppm	150	150	150	49	49
	Boiler No.10 Gas	ppm	150	150	150	51	51
	Boiler No.11 Gas	ppm	150	150	150	51	51
	Boiler No.12 Gas	ppm	150	150	150	48	48
	Boiler No.13 Gas	ppm	150	150	150	25	25
	Boiler No.14 Gas	ppm	150	150	150	32	32
	Boiler No.15 Gas	ppm	150	150	150	35	35
	Boiler No.16 Gas	ppm	150	150	150	35	35
	Gas Turbine	ppm	70	70	70	36	41

< Noise Measurement >

Place	Unit	National standard	City standard	Voluntary standard	Average	Maximum
East (morning·evening)	dB	65	65	65	46	49
South (morning·evening)	dB	65	65	65	49	53
West (morning·evening)	dB	65	65	65	57	59
East (night)	dB	60	60	60	45	48
South (night)	dB	60	60	60	48	51
West (night)	dB	60	60	60	57	58

Ogaki Central Plant

< Wastewater Measurement >

Item	Unit	National standard	City standard	Voluntary standard	Average	Maximum
PH		5.8~8.6	5.8~8.6	6.0~8.3	6.9	7.7
BOD	mg/L	160	15	5	5.1	10
COD	mg/L	160	Regulation of total emission	Regulation of total emission	3.2	7.6
SS	mg/L	200	30	30	2.7	8
Copper	mg/L	3	2	1	0.25	0.56
Lead	mg/L	0.1	0.1	0.03	<0.01	<0.01
Cyanide	mg/L	1	0.1	0.1	<0.01	<0.01
n-H mineral oils	mg/L	5	5	5	<1	<1
Nitrogen	mg/L	120	60	60	2.7	4.7
Phosphorus	mg/L	16	8	8	0.05	0.05
Boron and boron compounds	mg/L	10	10	10	0.11	0.23
Ammonia and ammonium compounds, nitrite and nitrate compounds	mg/L	100	100	100	1.8	3.4

< Air Measurement >

Item	Equipment	Unit	National standard	City standard	Voluntary standard	Average	Maximum
Soot	B-1-1 Boiler	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	B-1-2 Boiler	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	B-1-3 Boiler	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	B-1-4 Boiler	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	B-1-5 Boiler	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	B-1-6 Boiler	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	B-1-7 Boiler	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	B-1-8 Boiler	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	B-1-9 Boiler	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
	B-1-10 Boiler	g/m ³ N	0.1	0.09	0.09	<0.001	<0.001
NOx	B-1-1 Boiler	ppm	150	150	150	34	34
	B-1-2 Boiler	ppm	150	150	150	29	29
	B-1-3 Boiler	ppm	150	150	150	34	34
	B-1-4 Boiler	ppm	150	150	150	40	40
	B-1-5 Boiler	ppm	150	150	150	36	36
	B-1-6 Boiler	ppm	150	150	150	31	31
	B-1-7 Boiler	ppm	150	150	150	37	37
	B-1-8 Boiler	ppm	150	150	150	29	29
	B-1-9 Boiler	ppm	150	150	150	33	33
	B-1-10 Boiler	ppm	150	150	150	29	29

< Noise Measurement >

Place	Unit	National standard	City standard	Voluntary standard	Average	Maximum
West (morning·evening)	dB	50	50	50	40	46
North (morning·evening)	dB	50	50	50	43	46
East No.1 (morning·evening)	dB	50	50	50	44	46
East No.2 (morning·evening)	dB	60	60	60	45	47
South (morning·evening)	dB	60	60	60	39	43
West (night)	dB	45	45	45	36	38
North (night)	dB	45	45	45	41	44
East No.1 (night)	dB	45	45	45	43	44
East No.2 (night)	dB	50	50	50	43	45
South (night)	dB	50	50	50	37	43

Ogaki-Kita Plant

< Total Wastewater Measurement >

Item	Unit	National standard	Town standard	Voluntary standard	Average	Maximum
PH		5.8~8.6	5.8~8.6	6.0~8.3	7.3	7.9
BOD	mg/L	160	30	20	4.4	9.8
COD	mg/L	160	Regulation of total emission	Regulation of total emission	11.3	24
SS	mg/L	200	30	25	2.9	7
Copper	mg/L	3	2	1	0.18	0.04
Fluorine	mg/L	8	8	8	<0.1	<0.1
Phenol	mg/L	5	0.4	0.4	<0.1	<0.1
n-H mineral oils	mg/L	5	5	4	<1	<1
Nitrogen	mg/L	120	60	50	15	56
Phosphorus	mg/L	16	8	7	2.2	7.4
Boron and boron compounds	mg/L	10	10	10	0.1	0.1
Ammonia and ammonium compounds, nitrite and nitrate compounds	mg/L	100	100	100	12	45

< Air Measurement >

Item	Equipment	Unit	National standard	Town standard	Voluntary standard	Average	Maximum
Hydrogen sulfide	Vacuum incinerator	ppm	0.02	0.02	0.02	<0.0005	<0.0005

< Noise Measurement >

Place	Unit	National standard	Town standard	Voluntary standard	Average	Maximum
North (morning-evening)	dB	60	60	60	47	64 ^{*1}
East (morning-evening)	dB	60	60	60	47	65 ^{*1}
South (morning-evening)	dB	60	60	60	48	60
Western angle of Building D (morning-evening)	dB	60	60	60	48	64 ^{*1}
West (morning-evening)	dB	60	60	60	50	61 ^{*1}
Graveyard (morning-evening)	dB	60	60	60	44	60
Graveyard West (morning-evening)	dB	50	50	50	44	63 ^{*1}
North (night)	dB	50	50	50	45	53 ^{*1}
East (night)	dB	50	50	50	43	53 ^{*1}
South (night)	dB	50	50	50	45	51 ^{*1}
Western angle of Building D (morning-evening)	dB	50	50	50	46	53 ^{*1}
West (night)	dB	50	50	50	49	54 ^{*1}
Graveyard (night)	dB	50	50	50	42	47
Graveyard West (night)	dB	45	45	45	42	47

*1 The data excess by the sound of insects and frogs.

Kinuura Plant

< Wastewater Measurement >

Item	Unit	National standard	City standard	Voluntary standard	Average	Maximum
PH		5.8~8.6		6.0~8.4	7.2	7.8
BOD	mg/L	160		20	11	28
COD	mg/L	160		30	11	21
SS	mg/L	200		50	12	40
Copper	mg/L	3		0.2	0.02	0.02
Total chromium	mg/L	2		1	0.02	0.02
Fluorine	mg/L	8		3.0	0.1	0.1
Phenol	mg/L	5		0.2	0.1	0.1
n-H mineral oils	mg/L	5		1	1	1
Nitrogen	mg/L	120		30	11	11
Phosphorus	mg/L	16		3	0.52	0.52
Soluble manganese	mg/L	10		3	0.6	0.6
Zinc	mg/L	2		1	0.04	0.04
Solubility iron	mg/L	10		3	1.2	1.2
Coliform bacilli	piece/cm ³	3,000		1,000	82	82
Boron and boron compounds	mg/L	10		3	0.1	0.1
Ammonia and ammonium compounds, nitrite and nitrate compounds	mg/L	100		50	12	12

< Air Measurement >

Item	Equipment	Unit	National standard	City standard	Voluntary standard	Average	Maximum
Soot	Once-through boiler No.1	g/m ³ N	0.3		0.3	0.001	0.001
	Once-through boiler No.3	g/m ³ N	0.3		0.3	0.002	0.002
	Once-through boiler No.4 Gas	g/m ³ N	0.1		0.1	0.001	0.001
	Once-through boiler No.5 Gas	g/m ³ N	0.1		0.1	0.001	0.001
NOx	Once-through boiler No.1	ppm	260		100	64	84
	Once-through boiler No.3	ppm	260		100	74	76
	Once-through boiler No.4 Gas	ppm	150		100	29	29
	Once-through boiler No.5 Gas	ppm	150		100	22	22
SOx	Once-through boiler No.1	m ³ N/h	0.13		0.13	0.02	0.03
	Once-through boiler No.3	m ³ N/h	0.13		0.13	0.02	0.02

< Noise Measurement >

Place	Unit	National standard	City standard	Voluntary standard	Average	Maximum
East (morning-evening)	dB	65		65	57	60

Godo Plant

< Wastewater Measurement - West >

Item	Unit	National standard	Town standard	Voluntary standard	Average	Maximum
PH		5.8~8.6	5.8~8.6	5.8~8.6	7.9	8.6
BOD	mg/L	160	15	15	0.8	1.6
COD	mg/L	160	Regulation of total emission	Regulation of total emission	3.5	5.8
SS	mg/L	200	30	30	1.8	5
n-H mineral oils	mg/L	5	5	5	<1	<1
Nitrogen	mg/L	120	Regulation of total emission	Regulation of total emission	60	1.1
Phosphorus	mg/L	16	Regulation of total emission	8	<0.05	0.06

< Wastewater Measurement - East >

Item	Unit	National standard	Town standard	Voluntary standard	Average	Maximum
PH		5.8~8.6	5.8~8.6	5.8~8.6	7.4	7.7
BOD	mg/L	160	15	15	8.8	15.0
COD	mg/L	160	Regulation of total emission	Regulation of total emission	12.9	19
SS	mg/L	200	30	30	5.5	14
n-H mineral oils	mg/L	5	5	5	<1	<1
Nitrogen	mg/L	120	Regulation of total emission	60	20.8	37
Phosphorus	mg/L	16	Regulation of total emission	8	1.9	2.8

< Noise Measurement >

Place	Unit	National standard	Town standard	Voluntary standard	Average	Maximum
East (morning-evening)	dB	65	65	65	41	48
South (morning-evening)	dB	65	65	65	44	55
West (morning-evening)	dB	65	65	65	45	51
North (morning-evening)	dB	65	65	65	42	47
East (night)	dB	60	60	60	43	53
South (night)	dB	60	60	60	42	50
West (night)	dB	60	60	60	45	52
North (night)	dB	60	60	60	44	54

IBIDEN Engineering Co., Ltd

< Wastewater Measurement >

Item	Unit	National standard	City standard	Voluntary standard	Average	Maximum
PH		5.0 ~ 9.0	5.0 ~ 9.0	5.0 ~ 9.0	7.1	7.5
BOD	mg/L	600	600	600	15.1	45
COD	mg/L	-	-	-	8.1	43
SS	mg/L	600	600	600	6	10
Copper	mg/L	3	3	3	0.02	0.05
Lead	mg/L	0.1	0.1	0.1	<0.01	<0.01
Chromium	mg/L	2	2	2	<0.02	<0.02
Hexavalent chromium	mg/L	0.5	0.5	0.5	<0.02	<0.02
Fluorine	mg/L	8	8	8	<0.1	0.4
Cyanide	mg/L	1	1	1	<0.01	<0.01
1·1·1 Trichloroethane	mg/L	3	3	3	<0.0005	<0.0005
1·1·2 Trichloroethane	mg/L	0.06	0.06	0.06	<0.0006	<0.0006
1·3 Dichloropropanes	mg/L	0.02	0.02	0.02	<0.0002	<0.0002
1·2 Dichloroethane	mg/L	0.04	0.04	0.04	<0.0004	<0.0004
1·1 Dichloroethylene	mg/L	1	1	1	<0.002	<0.002
Cis- 1·2 Dichloroethylene	mg/L	0.4	0.4	0.4	<0.004	<0.004
Trichloroethylene	mg/L	0.3	0.3	0.3	<0.002	<0.002
Tetrachloroethylene	mg/L	0.1	0.1	0.1	<0.0005	<0.0005
Dichloromethane	mg/L	0.2	0.2	0.2	<0.002	0.042
Carbon tetrachloride	mg/L	0.02	0.02	0.02	<0.0002	<0.0002
Cadmium	mg/L	0.1	0.1	0.1	<0.01	<0.01
Phenol	mg/L	5	5	5	<0.1	0.2
n-H mineral oils	mg/L	5	5	5	<1	<1
Arsenic	mg/L	0.1	0.1	0.1	<0.01	<0.01
Alkyl mercury	mg/L	ND	ND	ND	ND	ND
Organic phosphorus	mg/L	1	1	1	<0.01	<0.01
Polyhalogenated biphenyl	mg/L	0.003	0.003	0.003	<0.0005	<0.0005
Zinc	mg/L	2	2	2	0.06	0.24
Manganese	mg/L	10	10	10	0.13	0.76
Benzene	mg/L	0.1	0.1	0.1	<0.001	<0.001
Boron and boron compounds	mg/L	10	10	10	<0.1	<0.1
1,4-dioxane	mg/L	0.5	0.5	0.5	<0.05	<0.05

IBIDEN Jushi Co., Ltd

< Air Measurement >

Item	Equipment	Unit	National standard	City standard	Voluntary standard	Average	Maximum
Soot	Boiler No.1	g/mN	0.3	0.3	0.24	0.009	0.011
	Boiler No.3		0.3	0.3	0.24	0.005	0.005
NOx	Gas Turbine	ppm	70	70	60	45	50
	Boiler No.1		180	180	144	55	61
	Boiler No.3		180	180	144	41	51
SOx	Boiler No.1	mN/h	7.07	7.07	5.65	0.41	0.63
	Boiler No.3		3.68	3.68	2.95	0.05	0.09

IBIDEN Bussan Co., Ltd

< Wastewater Measurement >

Item	Unit	National standard	City standard	Voluntary standard	Average	Maximum
PH		5.8 ~ 8.6	5.8 ~ 8.6	6.1 ~ 8.3	7.3	7.6
BOD	mg/L	160	100	80	3.0	7.3
COD	mg/L	160	160	128	5.2	11
SS	mg/L	200	90	72	3.0	7
n-H mineral oils	mg/L	10	10	8	<1	<1
Nitrogen	mg/L	120	120	96	2.1	8.8
Phosphorus	mg/L	16	16	12.8	0.06	0.05

< Air Measurement >

Item	Equipment	Unit	National standard	City standard	Voluntary standard	Average	Maximum
Soot	Boiler No.1	g/mN	0.3	0.3	0.24	0.007	0.007
	Boiler No.2		0.3	0.3	0.24	0.007	0.008
	Boiler No.3		0.3	0.3	0.24	0.005	0.005
	Boiler No.4		0.3	0.3	0.24	0.011	0.011
	Boiler No.5		0.3	0.3	0.24	0.008	0.008
	Boiler No.1		180	180	114	48	70
NOx	Boiler No.2	ppm	180	180	114	25	36
	Boiler No.3		180	180	114	62	77
	Boiler No.4		180	180	114	35	55
	Boiler No.5		180	180	114	29	47

IBIDEN Electronics (Beijing) Co., Ltd.

< Wastewater Measurement >

Item	Unit	City standard	Voluntary standard	Average	Maximum
PH		6 ~ 9	6.2 ~ 8.5	7.5	7.6
BOD	mg/L	300	270	33	34
COD	mg/L	500	450	162	176
SS	mg/L	400	360	34	49
Copper	mg/L	1	0.5	0.33	0.38
Cyanide	mg/L	1	0.5	0.03	0.06
Ni	mg/L	0.5	0.45	ND	ND
n-H mineral oils	mg/L	10	9	ND	0.1
animal oil and vegetable oil	mg/L	100	50	1.8	2.6

< Air Measurement >

Item	Unit	City standard	Voluntary standard	Average	Maximum
H ₂ SO ₄	mg/m ³	5	4.5	0.49	1.89
HCl	mg/m ³	30	25	1.91	2.76
HCN	mg/m ³	0.5	0.45	0.06	0.09
Ammonia	mg/m ³	30	25	0.32	0.33
Hydrogen sulfide	mg/m ³	5	4.5	0.02	0.02
Soot	mg/m ³	30	25	2.50	5.50
Toluene	mg/m ³	25	20	0.06	0.08
NMHC	mg/m ³	80	70	1.75	2.09

< Noise Measurement >

Time	Unit	City standard	Voluntary standard	Average	Maximum
Daytime	dB (A)	65	64.5	55	64.8
Nighttime	dB (A)	55	54.5	51	54.7

IBIDEN Philippines, Inc.

< Wastewater Measurement >

Item	Unit	Industrial park standard	Voluntary standard	Average	Maximum
PH		6.5-9.0	6.7-8.8	7.6	8.4
BOD	mg/L	500	400	85	409
COD	mg/L	800	700	25	50
Total Suspended Solids, TSS	mg/L	350	280	6	34
SS	mg/L	0.5	0.4	0.06	0.50
Copper	mg/L	1	0.8	0.24	0.67
Lead	mg/L	0.3	0.24	ND	ND
Chromium (Hexavalent)	mg/L	0.1	0.08	ND	ND
Cyanide	mg/L	0.2	0.16	ND	ND
Nickel	mg/L	0.5	0.4	ND	ND
Color	mg/L	150	120	42	89
Oil & Grease	mg/L	5	4	0.1	1.6
Iron (Dissolved)	mg/L	10	8	ND	ND
Manganese (Dissolved)	mg/L	1	0.8	0.07	0.54
Formaldehyde	mg/L	1	0.8	0.095	0.90

< Air Measurement >

Item	Unit	National standard	Voluntary standard	Average	Maximum
NOx	mg/m ³	2,000	1,600	731	1,026
SOx	mg/m ³	1,500	1,200	26	50
Particulate Matter (PM)	mg/m ³	150	120	32	86
Carbon Monoxide (CO)	mg/m ³	500	400	145	224
Copper (Cu)	mg/m ³	100	80	0.4	6.9

< Noise Measurement >

Time	Unit	National standard	Voluntary standard	Average	Maximum
Morning (5am - 9am)	dB	65	56	53	54
Daytime (9am - 6 pm)	dB	70	57	53	55
Evening (6 pm - 10 pm)	dB	65	55	53	54
Nighttime (10 pm - 5 am)	dB	60	56	52	52

IBIDEN Electronics Malaysia Sdn. Bhd.

< Wastewater Measurement >

Item	Unit	National standard	Voluntary standard	Average	Maximum
PH		5.5-9.0	6.2-8.3	7.4	7.9
BOD	mg/L	50	50	6	21
COD	mg/L	200	100	58	136
Total Suspended Solids, TSS	mg/L	100	100	18	55
Copper	mg/L	1	0.5	0.20	0.49
Lead	mg/L	0.5	0.5	0.00	0.02
Chromium (Hexavalent)	mg/L	0.05	0.05	0.01	0.01
Cyanide	mg/L	0.1	0.1	0.03	0.08
Nickel	mg/L	1	1	0.03	0.07
Color	ADMI	200	200	31	61
Oil & Grease	mg/L	10	10	5.0	6.0
Iron (Dissolved)	mg/L	5	5	0.14	0.52
Manganese (Dissolved)	mg/L	1	1	0.09	0.23
Formaldehyde	mg/L	2	2	0.14	0.31

< Noise Measurement >

Time	Unit	National standard	Voluntary standard	Average	Maximum
Daytime (7 am - 10 pm)	dB	70	70	65	
Nighttime (10 pm - 7 am)	dB	60	60	60	

IBIDEN Porzellanfabrik Frauenthal GmbH

< Wastewater Measurement >

Item	Unit	National standard	Voluntary standard	Average	Maximum
PH		6.5-8.5	6.5-8.5	8.1	8.1
Temperature	°C	30	30	21	21
Chemical Oxygen Demand	mg/L	80	80	73	77
Total Suspended Solids, TSS	mg/L	70	70	6	9
Iron (Dissolved)	mg/L	2	2	0.90	1.20
Aluminium	mg/L	2	2	0.74	1.08
Ammonium	mg/L	10	10	3.39	6.78
Fluoride	mg/L	20	20	0.89	1.40

<Air Measurement>*1

Item	Unit	National standard	Voluntary standard	Average	Maximum
Nitrogen Oxides (NOX)	mg/Nm ³	350	120	38	77
Sulfur Dioxide (SOX)	mg/Nm ³	350	50	1	1
Particulate Matter (PM)	mg/Nm ³	20	20	1	2
Carbon Monoxide (CO)	mg/Nm ³	100	100	5	8
Ammonia	mg/Nm ³	30	10	0.8	1.8

*1 The measurement is to be conducted every three years. The figures are the results in fiscal 2012.

< Noise Measurement >

Time	Unit	National standard	Voluntary standard	Average	Maximum
Daytime (6am - 10 pm)	dB		55	52	57
Nighttime (10 pm - 6 am)	dB		45	49	54

IBIDEN Hungary Kft.

< Wastewater Measurement >

Item	Unit	National standard	Industrial park standard	Voluntary standard	Average	Maximum
PH		6.5-10.0	6.5-10.0	6.5-10.0	8.7	8.9
Electrical conductivity	μs/cm	2,500	2,500	2,500	1,495	1,685
Volume of sediment	ml/L	-	-	-	< 5	< 5
Available chlorine	mg/L	30	30	30	2.6	4.9
Chemical Oxygen Demand	mg/L	1,000	1,000	1,000	198	366
Biochemical Oxygen Demand	mg/L	500	500	500	114	222
Total inorganic nitrogen	mg/L	120	120	120	30	53
Total nitrogen	mg/L	150	150	150	54	55
Ammonium	mg/L	100	100	100	38	68
Total phosphorus	mg/L	20	20	20	3.4	6.1
Sulphate	mg/L	400	400	400	32	39
Organic solvent extract (grav.)	mg/L	50	50	50	24	45
Phenols	mg/L	10	10	10	0.03	0.05
Fe	mg/L	20	20	20	0.5	0.6
Mn	mg/L	5	5	5	0.03	0.05
Sulphide	mg/L	1	1	1	0.03	0.03
Total dissolved solid	mg/L	2,500	2,500	2,500	1,029	1,106
Total solids	mg/L	2,500	2,500	2,500	1,116	1,268
Fluoride	mg/L	50	50	50	0.3	0.4
Total hydrocarbons (TPH, C5-C40)	μg/L	-	-	-	14	26
Tars	mg/L	5	5	5	1.6	2.0

< Noise Measurement >

Time	Unit	National standard	Industrial park standard	Voluntary standard	Average	Maximum
Daytime (6am - 22 pm)	dB	50	50	50	41	45
Nighttime (22 pm - 6 am)	dB	40	40	40	41	45 ^{*1}

*1 Noise prevention measure has been completed.

IBIDEN DPF FRANCE S.A.S.

< Air Measurement >

Item	Unit	National standard	Voluntary standard	Average	Maximum
Nitrogen Oxides (NOX)	mg/m ³	100	100	<12	
Sulfur Dioxide (SOX)	mg/m ³	20	20	<3	
COV NM	mg/m ³	20	20	13	
Formaldehyde .CHO	mg/m ³	5	5	<0.01	
acetaldehyde	mg/m ³	5	5	<0.01	
Methanol	mg/m ³	10	10	<0.06	
CH3OH	mg/m ³	10	10	<0.06	
Methylethylketone	mg/m ³	10	10	<0.02	
	mg/m ³	10	10	<0.09	

< Noise Measurement > *1

Time	Unit	National standard	Voluntary standard	Average	Maximum
Daytime (9am - 5 pm) Point 1	dB (A)	50	50	49	
Daytime (9am - 5 pm) Point 2	dB (A)	52	52	52	
Daytime (9am - 5 pm) Point 3	dB (A)	52	52	49	
Nighttime (5 pm - 9 am) Point 1	dB (A)	42	42	42	
Nighttime (5 pm - 9 am) Point 2	dB (A)	46	46	48 ^{*2}	
Nighttime (5 pm - 9 am) Point 3	dB (A)	49	49	47	
Emergence Area - Ambient - Point n° 4 (in neighbour)	dB (A)	5	5	1.0	
Emergence Area - Residual - Point n° 4 (in neighbour)	dB (A)	4	4	1.0	

*1 The measurement is to be conducted every three years. The figures are the results in fiscal 2012.

*2 Noise control was completed.

Social Contribution

We are pressing ahead with a global field of view to implement activities to contribute to the regions where we are deploying centers of business operations

Philosophy for social contribution and promotional structure

Basic Policy

We aim to contribute to local communities by taking advantage of our unique corporate characteristics, including our capacity to improve living environments and to offer opportunities for personal development. We take part in and support groups involved in activities of this nature. We also undertake our own community projects across the globe, tailoring them to local cultures and customs, and earning the trust of the international community.

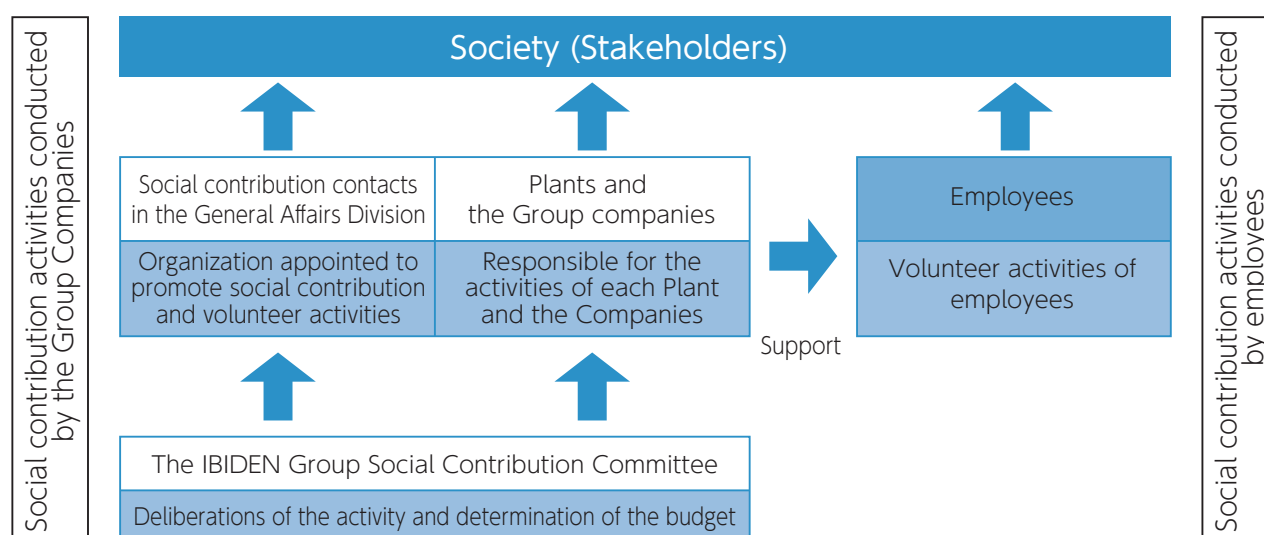
Focusing on our priority areas, which are “Protecting the global environment,” “Fostering the next generation,” “Contributing to social welfare and local communities,” and “Disaster relief activities,” we promote the social contribution activities of the IBIDEN Group, and at the same time, we encourage our employees to voluntarily participate in non-profit social contribution activities.

Promotional Structure of Social Contribution Activities

We set up social contribution contacts in the General Affairs Division as a specialized organization in fiscal year 2008 and have been drafting policies and plans and organizing and operating activities. In fiscal year 2011, we established “social contribution rules.” They stipulate which activities are of priority and are to be conducted by the domestic IBIDEN Group, the formation of the Social Contribution Committee to facilitate smooth social contribution efforts, and the establishment of the Social Contribution Fund to support the Company’s social contribution activities and social contribution activity groups in which our employees participate.

The Social Contribution Committee, which consists of representatives of group companies in Japan, approves annual activities for social contribution and operates and manages the Social Contribution Fund. The Committee also examines the details related to the recognition and rewarding of collaborative activities with other groups promoting social contribution, such as NPOs and NGOs, and employees’ volunteer activities.

Diagram of Social Contribution Promotion System



Record of Social Contribution Activities

The IBIDEN Group's social contribution activities are based on the four priority pillars.

Principal activities	Original program		Social contribution system	
Global environmental protection activities	Forest preservation activities Forest preservation activities implemented through the "IBIDEN's Forest"		Community cleanup activities Cleanup activities regularly conducted in communities around workplaces	
Activities for fostering the next generation	Product-making experience Hydroelectric power plant visit and product-making experience through the IBIDEN Tour promoting learning from water		Plant tour Inviting local students to a plant tour at IBIDEN Hungary	
Activities contributing to social welfare and local communities	In-house blood donation Cooperation through accepting blood donation buses at plants		Sports event Holding the IBIDEN Cup Soccer Tournament etc.	
Disaster relief activities	Support for disaster victims Fund-raising campaigns			
				Social Contribution Fund operation system
				Social Contribution Fund volunteer recognition program

Protecting the Global Environment

Grounded in the values of harmony with nature, we are conducting activities that lead to environmental protection globally.

Forest Building Activities: "IBIDEN's Forest"

In fiscal year 2008, we embarked on a forest building initiative as part of our global environmental protection activities. This activity takes place chiefly in Higashi-Yokoyama, the place where IBIDEN was founded, and where the Company operates its initial hydroelectric power generation business. Over the next 10 years, we will be planting trees, thinning the forests and conducting improvement cutting in the district, with an approximate total area of 40 hectares in the town of Ibigawa. Together with the local public, employees and their family members, we will continue to carry out sustainability activities aimed at maintaining harmony with nature.

In collaboration with the local authorities, its residents, and nonprofit organizations (NPOs), we undertake projects ranging from nature walks to community exchange using the forests and local cultures.

We held activities 25 times over a six-year period until fiscal year 2013, with the participation of a total of 2,100 people (excluding staff members), and planted approximately 1,000 trees. We will continue to make efforts to build forests loved by communities while widening the circle of participants.



IBIDEN not only engages in reforestation projects to stop global warming but also provides a place where employees, their families and local residents can experience forest building.



In collaboration with local residents, we hold hands-on classes to experience tree thinning and mountain village life as part of tree-planting and autumn forest activities.

[Planting activities worldwide]

<IBIDEN Electronics (Beijing) Co., Ltd.: "Tree-planting">

In fiscal year 2013, we conducted tree-planting activities at the eastern site of the first plant for the fourth consecutive year, including in the Beijing suburbs. Some 100 employees planted 40 willow stakes. We will continue to implement these activities in the years ahead.



Tree-planting

<IBIDEN Hungary Kft.: Tree-planting and Environmental Protection Learning>

In cooperation with employees and students at the local elementary school that have enjoyed deepened exchanges for many years, we planted three maple trees. Subsequently, we held environmental protection workshops on the importance of trees and their role in the ecological cycle.

[Actions for a cleaner community]

Since 1992, the IBIDEN Group's domestic companies have actively conducted community cleanup and beautification activities in the areas where they operate. In fiscal year 2013, more than 7,000 of our employees took part in the Group's actions. In addition, a number of the Group's alumni and employees serve as volunteer crew for cleanup activities organized by municipal governments (such as the city of Ogaki) and local NPOs.



Clean-River Action



Group alumni's environmental beautification action

[Participation in the CO₂ Reduction / Light-Down Japan 2013]

We take part in the CO₂ Reduction / Light-Down (i.e. lights-off) Campaign being run by the Ministry of the Environment as a means to stop global warming. During the campaign period, the lights for the rooftop signboard at our Aoyanagi Plant were switched off at certain times.

Fostering the Next Generation

We are promoting activities for the development of young people to foster the next generation for the future.

[IBIDEN Tour – Learning from "Water"]

Since 2010, we have been conducting two-day and one-night tours to support education about the power of nature and electricity through a visit to the Higashi-Yokoyama Power Plant, which has been operating since our establishment, and product-making experience.

In fiscal year 2013, 10 participating school students and their parents, comprising 24 people, enjoyed experiences to create newspaper while asking our employees what they were interested in to better understand the power of nature (water) and hydroelectric power.



IBIDEN Tour

[IBIDEN Electronics (Beijing) Co., Ltd. "School Support Activities"]

Since fiscal year 2013, we have donated educational equipment to improve the educational environment of the local school. In fiscal year 2013, we donated writing materials, basketball baskets, as well as desks and chairs for the cafeteria.

[IBIDEN Hungary Kft.: Plant Visits]

IBIDEN Hungary Kft. has given plant tours to students including at a local high school and university as part of ongoing activities, and these were held three times in fiscal year 2013. Student visitors enjoyed opportunities to view production lines in operation and to develop a better understanding of our production and products.



Plant visits
in IBIDEN Hungary Kft.

Contributing to Social Welfare and Local Communities

We are contributing to social welfare and local communities to cooperate with local communities as well as to facilitate local development.

[Company Blood Donation Drives in Japan and Overseas]



IBIDEN Electronics Malaysia



IBIDEN DPF France

The domestic Group companies has registered as a Japan Red Cross Blood Donation Supporter, running blood donation drives to provide a steady supply of donated blood. For fiscal year 2013, we set up eight sites within the Group in Japan in addition to the four sites organized by our overseas group companies (for a total of 12), and ran a total of 17 events with 847 participants overall.

[Participation in the Mikoshi Parade in the Jumangoku Festival in Ogaki]

The IBIDEN Group is a regular participant in the Kigyo Mikoshi (portable shrine) Parade section of the Jumangoku Festival hosted by the city of Ogaki every October.

More than 100 employees have participated in the festival each year. We strongly advocate local revitalization efforts, and support the “festival spirit” together with local residents. Moreover, IBIDEN's scope of involvement expanded in fiscal year 2009, when its employees initiated cleanup activities after the festival around the thoroughfare leading to the main train station.



The Jumangoku Festival



Clean up Campaign

[IBIDEN Cup youth soccer tournament]



The oldest boys' A-class tournament

We hold a youth soccer tournament four times a year to support local revitalization and development of young people through sports. In the fiscal year 2013, the oldest boys' A-class tournament was held for the 22nd time, with participants comprising 24 teams from Gifu Prefecture as well as Aichi, Mie, and Shiga prefectures. Participants exceeded more than 2,000 at all tournaments.

[Support for the Ibigawa Marathon]

The IBIDEN Group serves as an official sponsor of the Ibigawa Marathon, a sporting event that takes place in the town of Ibigawa-cho each November. To support the event, we make parking spots available at our plant in Ibigawa-cho, and recruit volunteers from within for positions including staff for traffic control or water station.

[Supporting the IBIDEN Cup Moms' Volleyball Tournament]

The Group's Social Contribution Committee works with the Seinou Regional Moms' Volleyball Association to host annual the IBIDEN Cup Moms' Volleyball Tournament. Approximately 400 members from 28 teams took part in the eighth annual tournament in fiscal year 2013.

The Company's women's volleyball team also hosts social events and skills workshops with mothers as well as children from local elementary, middle, and high schools to promote regional community revitalization through volleyball.



Moms' Volleyball Tournament

[IBIDEN Hungary Kft.: Donating personal computers to local elementary school and support organization to physically challenged people]

Employees rebuilt four personal computers using outmoded ones from the office and donated two of each to local elementary school and support organizations to physically challenged people. This effort helped to computerize paper documents for the elementary school and support the independence of physically challenged people.



IBIDEN Hungary Kft.
Donating personal computers

Disaster Relief Activities

We implement disaster relief activities to contribute to the recovery and reconstruction of people's lives and social infrastructure in the communities.

Examples of Disaster Relief Activities

[IBIDEN Philippines Inc. Supported Victims of the Central Bohol Island Earthquake]

To support victims of the large-scale earthquake that occurred on Bohol Island in the Philippines and to assist with the recovery effort, our employees volunteered to collect donations and goods for delivery to local support organizations.

- Donations totaled 55,800 Philippine pesos.
- Goods collected, such as clothing and medicine, totaled 30 boxes.



Aid supplies donated by IBIDEN Philippines Inc

[IBIDEN Philippines Inc. Supported the Victims of Typhoon Yolanda]

The path of Typhoon Yolanda cut directly through the central Philippines, causing a level of devastation never seen before. To support victims and assist with the recovery effort, all of our employees were encouraged to make a donation in kind such as clothing, non-perishable food, and medicine or host fund-raising events. All proceeds were delivered to local support organizations. The IBIDEN Group also contributed financially to the cause.

- Donations totaled 856,889 Philippine pesos.
- The IBIDEN Group's contribution totaled ¥1.5 million.
- Supplies collected, such as clothing, non-perishable food, water, and medicine, totaled 135 boxes.



Aid supplies donated by IBIDEN Philippines Inc



[IBIDEN Electronics (Beijing) Co., Ltd. Supported Earthquake Victims in Ya'an City, Sichuan, China]

Employees collected donations and goods for delivery to local organizations to support the victims of the Ya'an Earthquake, which occurred in China's Sichuan Province, and to help with the recovery effort.

- Donations totaled 40,300 yuan.

Encouraging Volunteerism

We are promoting social contribution and volunteer activities to encourage our employees' voluntary, self-motivated participation in volunteer activities.

[Volunteer Encouragement Program]

IBIDEN and its domestic group companies provide special leave for volunteers (a special paid leave of up to 7 days a year) as a volunteering encouragement program. In addition, the Social Contribution Committee grants awards to employees according to our internal rules.

["Chovola Activities": Simple Actions to Start Volunteering]

We began hosting small, casual volunteer activities ("Chovola" activities) as part of our effort to foster an atmosphere where employees can volunteer without making a very large commitment of time. The Company as well as its domestic group companies organized collection events for used stamps and postcards in fiscal year 2008 as well as bottle cap drives in fiscal year 2009, and the proceeds were given to local charity organizations and nonprofit organizations. Thus far, we have collected more than 20 kg of used stamps and 800 used postcards/unused stamps. The total for the bottle cap drive exceeded 2,100 kg.

[Synchronized Action between Overseas Bases and Japan]

In fiscal year 2009, the Company began hosting fund-raising activities during the year-end/New Year period, targeting former and current employees in Japan, collecting unwanted books and CDs for donation of the proceeds. In fiscal year 2013, IBIDEN worked with both IBIDEN Electronics Malaysia Sdn. Bhd. and IBIDEN Philippines, Inc. to donate to local children's help organizations as well as environmental protection agencies. IBIDEN Electronics Malaysia sent its employees to present the Group with the donations collected from within the company and in Japan, together with essential goods that children need. Eleven employee volunteers then spent time to meet and socialize with the children while working on arts and crafts projects.



IBIDEN Electronics Malaysia, Donation event

Quality Management that Supports Customers-First Values

Basic approach

By consistently developing cutting-edge technologies, IBIDEN contributes to the creation of a comfortable IT society as well as a society where cars and nature coexist through the proposal and supply of high-value-added products. Based on its “customer first” policy, the Group meets the needs of customers through unique technologies and designs that take into account the global environment. We understand that our greatest mission is to consistently supply safe and reliable products. We seek to achieve a high level of customer satisfaction by putting customer needs at the forefront of our product development process, accepting only the highest quality at the design stage, incorporating mechanisms that ensure quality into the product-making stage, and creating a management system that provides the necessary support.

The Group's basic policy for the quality of electronics operation: Based on the concept of quality first, we will achieve customer satisfaction by clearly grasping customer needs and producing and providing reliable products through our unique technological capabilities.

The Group's basic policy for the quality of ceramics operation: through IBI-TECHNO, we will incorporate customers' real and potential needs and add values to such needs while striving to provide moving experiences to customers through our product-making, which continually gives top priority to quality.

Quality Assurance System

The IBIDEN Group has a quality assurance organization at each Operation, with the executive officer as a main officer in charge of company-wide quality assurance.

To benefit our customers and the community with quality products, we conduct design reviews and hold quality assurance meetings to study the design and specifications at each stage of the manufacturing process, from the development of cutting-edge technologies, through product planning and design, to mass production. Furthermore, to improve quality, we offer guidance and audits, including assessment by the top management, at workplaces in Japan and overseas, and also provide business partners with guidance for quality improvement. Moreover, we promote ongoing quality improvement activities under the initiative of the Quality Assurance Division for the purpose of increasing customer satisfaction with an emphasis on quality. A global quality assurance meeting is called every three months to ensure that the entire Group is on board. In fiscal year 2013, all employees at all plants worked towards a common goal of a 98% yield ratio with zero failure.



Performance evaluation of SiC-DPFs with engine bench test
We are updating the engine and evaluation system to meet the latest exhaust emission regulations.

Quality Management System

In our electronics-related operation, since the acquisition of ISO 9001 certification in March 1995, we have been actively upgrading our quality management systems on an ongoing basis. We are striving to offer products that exceed the expectations and needs of our customers. In our ceramics-related operation, we obtained ISO/TS16949 certification, an international standard for quality management in the automobile industry, in Japan in October 2003. This certification was also obtained at global manufacturing locations in fiscal year 2006. We are building a system to offer high-quality products at a global level, upgrading the level of quality. From fiscal year 2013, we began to build a management system that integrates quality (ISO9001), environment (ISO14001), occupational health and safety (OHSAS18001), and business operations in order to improve quality in all business operations.

Measures for Enhancement of Customer Satisfaction

The Sales Division in charge of customer relations gathers various types of information on technologies and complaints and informs each division about them. Each Operation reviews the level of customer satisfaction, which they check on a regular basis in training camps. Measures to enhance customer satisfaction are taken under the leadership of the management. For the customer support that we provide primarily through the Sales Division and our state-of-the-art products, we have gained a high reputation from our customers including manufacturers of electrical equipment, semiconductors and automobiles.

Development of human resources that sustain quality

So that we can benefit from the experience of our workers and develop human resources capable of creating new value, we offer systematic education to all employees.

Going forward, the focus will be on four IBI-TECHNO capabilities in Management of Business, Management of Technology, Total Productive Management, Management Capability, in accordance with the TPM approach for developing human resources that practice the customers-first principle. Determining the degree of progress at each step, we aim to boost skills and motivation. Accurately reviewing the ever-evolving value of our business activities from the customers' perspective based on the level of customer satisfaction, we aspire to be an enterprise that continues to grow.

IPM Activities (Ibiden Profit Management)

TPM activities, conceived in fiscal year 2012 and mainly centered on reinforcing our manufacturing division, have evolved into IPM activities in which all employees from all divisions take part in improving customer satisfaction and strengthening our competitiveness. The underlining philosophy is that our IPM activities are designed first and foremost for our customers. Improving the four IBI-TECHNO ("Management of Business", "Management of Technology", "Total Productive Management" and "Management Capability") will boost IBIDEN's corporate value and ensure a stable profit supported by strong competitiveness in the market. We also strive to give back to our stakeholders.

Activities to strengthen "Management of Business" : Set a target that is a testament to our high level of competitiveness and offers customer delight.

Activities to strengthen "Management of Technology" : Realize our own unique process/equipment and plant development with a high level of competitiveness.

Activities to strengthen "Total Productive Management" : Implement further improvements and manage maintenance.

We will reach all our business targets by promoting and realizing these three IBI-TECHNO capabilities through our activities to strengthen "Management Capability".

The competitiveness in the market stems directly from human resources. We continue to challenge ourselves to meet our own high expectations, achieve results through teamwork that goes beyond hierarchy and organizational hurdles, and promote the spirit of teamwork, skills, and the sense of satisfaction derived from a job well done. As we challenge ourselves to achieve higher goals, the success of "spiral up" will follow.



Customer Satisfaction and Quality Improvement Initiatives Chart



Corporate Responsibility Goal Summary

Upon the revision of the IBIDEN Group Charter of Behavior, from fiscal year 2011, we have deployed the revised CSR activities. The implemented activities aimed at addressing medium-term goals and issues based on the revised Charter of Behavior are as follows.

IBIDEN Group Charter of Behavior		Medium-term targets	Item implemented in fiscal year 2013 and management indices for outcomes	Item for implementation plan and targets in fiscal year 2014
Article 1: Compliance with laws, regulations, and ethics	We comply with laws, regulations and ethical requirements of the countries and regions where its business operations are based. We work against corruption in all its forms, and carry out open and fair corporate activities with the intention of becoming a company that enjoys the confidence of the international community. We also protect and properly manage personal and customer data and other types of information.	Understanding laws and regulations of each country or region and monitoring the compliance.	Operated a compliance system through the management system for administrative divisions. Implemented legal education for the Competition laws including anti-fraud laws and regulations of foreign countries. Formulating a system to prevent and detect early violations and misconducts. Enhancing compliance education and strengthening the check function through internal audit.	Formulating a system to prevent and detect early violations and misconducts. Enhancing compliance education and strengthening the check function through internal audit.
		Making a clarifying statement about corporate rules and ethics to educate employees, and monitoring the compliance.	Started to build a company-wide integrated management system and completed document integration. Developed a new document system for the new management system. Implemented corrective actions through monitoring compliance with standards for employee behavior and implementation of the relevant system and education.	Establishing a company-wide management system that integrates existing systems. Promoting compliance activities at each plant and the Group companies, following the issues that have been determined by monitoring of standards for employee behavior.
		Eliminating anti-social forces (such as organized crime and corporate democrat) from the Group's business fields, and operating a system to prevent faults.	Audited high-risk matters for corruption or violation and identified the issues. Collected information to eliminate anti-social forces.	Conducting major audits including for corruption, fixed assets, information security and compliance.
		Making a clarifying statement and sharing how to protect and manage information of the Group, and monitoring the compliance.	Implemented an information security diagnosis. Began to organize rules related to information security.	Improving the items identified by the IT diagnosis. Implementing a review of IT risk concerning the Group's business continuity. Strengthening thoroughly our classified information management through review of information security activities.
Article 2: Development together with stakeholders	We develop together with our stakeholders, so we enhance the transparency of management and build a trustworthy relationship through communication. We also actively engage in community-based activities that contribute to society as a good corporate citizen.	Disclosing corporate information comprehensibly and fairly with the accurate control. In addition, building up a system to provide clear explanation rapidly to the society in case of problem occurrence.	Started a revision of the information management system under the new management system.	Establishing measures to be taken in cases involving misconduct and the occurrence of an emergency situation.
		Regularly arranging meetings to exchange opinions with employees and local communities, and sharing the proposition and taking the measures.	Implemented communication between labor and management. Conducted information exchange with community associations.	Maintaining communication between labor and management. Continuously conducting information exchange with community associations.
		Conveying our policy to suppliers and building up a system to implement CSR management with them.	Started revision of internal procedures including a supplier evaluation. Implemented audit and enforcement to upgrade the level of supply chain CSR management. Conducted monitoring of compliance with the CSR guidelines and the improvements.	Establishing CSR guidelines for suppliers. Conducting monitoring of compliance with CSR guidelines through assessments and audits, and implementing actions (zero material breach).
		Establishing philosophy, system and domain of social contribution activities, and encouraging cooperation with local communities and voluntary social participation of employees.	Implemented programs to communicate the positive aspects of product-making mainly for elementary school students as a form of youth development.	Continuously implementing a youth development program.
		From the perspective of risk management, preparing a system to report the management layer promptly and to minimize damages including to take preventive measures in case of an emergency occurrence.	Developed a revised plan of measures regarding damage estimation. Conducted risk management related to the environment as well as health and safety.	Developing procedures for a response to emergency disasters, and conducting training. Visualizing a BCP plan for electronic materials suppliers.
Article 3: Providing customer delight	We provide customer delight, so we have a good understanding of social trends, future needs and develop. We provide safe and secure products and services to maximize our customer's satisfaction by growing IBI-Techno.	Properly monitoring customer satisfaction and operating a system to implement the PDCA cycle.	Monitored customer satisfaction, and highlighted various issues.	Monitoring customer satisfaction, and highlighting various issues.
		* Additionally we are addressing with the following targets: monitor of market demands, challenges to new fields, and reform and improvement of existing fields.		

IBIDEN Group Charter of Behavior		Medium-term targets	Item implemented in fiscal year 2013 and management indices for outcomes	Item for implementation plan and targets in fiscal year 2014
Article 4: Management based on global standards	We manage our group based on global standards. We respect human rights and other international norms of behavior. Also, we respect culture and customs in each country or region concerned when carrying out our corporate activity.	Reflecting the Group Charter of Behavior and the guidelines to the implementation items of the Group companies, and localizing it to reflect the characteristics of local management with deepening mutual understanding of norms, culture and customs of each country or region.	Audited high-risk matters for corruption or violation and identified the issues. Collected information to eliminate anti-social forces.	Horizontally expanding the CSR diagnosis that meets global standards, sharing good practices, and improving the level of affiliated companies.
		Respecting basic labor rights as international norms, and improving the working condition and environment properly according to the circumstances such as rules and regulations of each country and region.	Strengthened legal cooperation with overseas manufacturing bases. Identified issues for overseas personnel and the personnel system, and prepared a global human resource policy.	
		Familiarizing employees with top management's basic posture on corporate philosophy, the charter of behavior and the standards for employee behavior.	Conducting education to spread the IBIDEN WAY.	Implementing activities to spread the IBIDEN WAY throughout the Group.
		Establishing internal and external information gathering counter that is secured anonymity, protection and non prejudice of whistleblowers, and formalizing it.	Expanded educational activities to deal with issues through operation of the compliance counter.	Conducting appropriate operation of the compliance counter. Expanding educational activities based on issues and other important matters, and preventing a recurrence of serious problems.
		Conducting and documenting the following process: audit of the status of effects, extraction of issues, indication of measures, and implementation of improvement activities.	Improved the issues of internal controls identified in the audit report and risk management report.	Implementing efficient and effective audits in cooperation with the internal control audit, operational audit, and other audits. Enhancing risk assessments to the Group companies by revising the proper tools.
Article 5: Harmony with nature	We harmonize with nature in all areas of our corporate activities. We manage to develop technologies to achieve good balance between the environment and business, and we provide environmentally friendly products and services by promoting energy and resource conservation activities.	Operating a eco-friendly system in product lifecycle (procurement, design, production, use and disposal).	Prepared check sheets based on important themes requiring an eco-friendly design.	Reflecting energy-saving items at the design stage.
		Continuously reducing environmental burdens and costs by striving to develop innovative technologies and products for a low-carbon society as well as to make energy-saving improvements in production activities.	Systematically maintained and updated facilities for a stable energy supply. Identified problems through the energy-saving diagnosis, and conducted improvements. Implemented an energy-saving assessment. * A reduction of 1% in CO ₂ emission per basic unit of production compared to fiscal year 2012. * Started full-scale sales of electric power generated by hydroelectric power.	Improving energy consumption per unit linked directly to cost. Continuously implementing systematic maintenance of facilities for a stable energy supply. Standardizing cases of improvement in energy saving and efficiency accompanying the change in production.
		Continuously implementing cyclical use of resources and cost reduction by promoting development and improvement of 3R (Reduce, Reuse, Recycle) technology.	Identified losses through mass balance monitoring, and conducted improvements. Converted waste plastics into recyclable materials (100%). * A reduction of 9% in the water withdrawal unit load rate compared to fiscal year 2012. * A reduction of 7% in the waste unit load rate compared to fiscal year 2012.	Reducing input/output by promoting visualization of industrial waste. Maintaining compliance by promoting electronic manifests in compliance management for waste materials. Implementing management of industrial waste costs by establishing and promoting a system of separated refuse and recycling.
		Establishing management systems such as chemical management, pollution prevention management and disaster prevention management, and enforcing risk mitigation activities continuously.	Shared information through the global EHS conference and patrol of the Environment Operation. Identified the proliferation risk of specific toxic substances in a natural disaster, and formulated response standards. Held meetings of the chemical substance management committee (continued zero violations for chemical substance-related laws and regulations.) Updated green procurement guidelines.	Promoting an upgrade of the level of suppliers' chemical management. Identified risks in chemicals management and implemented corrections. Strengthening risk management concerning soil and pipe ends (water and air). Promoting management and compliance with legal action matters for the changes in the business environment.
		Determining the specific activities of biodiversity, and contributing actively to nature conservation.	Continuously implemented activities for "IBIDEN's Forest." (1) Execution of development and maintenance activities for planting. (2) Continuation of logging and development activities in the forest.	Continuously implementing activities for "IBIDEN's Forest."
Article 6: Attractive and vibrant company	We aim to become an attractive and vibrant company on the basis of fair, equitable and result oriented employee evaluation personnel system. We aim to have a safe and comfortable working environment. We create a rewarding corporate culture that the employee can respect for each diversity, and fully exercise their skills and abilities.	Preparing work environment to improve productivity and diversification of employment formats, and improving work environment and institution for employees to work on with ease.	Continued implementation of parental leave interviews. Dispatched information on career development for women. Enhanced the personnel system.	Continuing dispatch of information, and enhancement of the personnel system and support for women.
		Clarifying what type of human resources and skills should be needed by occupation or grade, and enhancing the career development activities.	Improved skills in maintenance and improvement by enhancing product-making education. Enhanced support for employees who were seconded overseas and then returned to Japan.	Enhancing the training system for executives of the overseas Group companies. Revising the personnel system due to changes in the age structure.
		Establishing and maintaining an evaluation and compensation system for fair appraisal and fair treatment.	Discussed a review of the management-by-objectives system.	Introduced fair personnel evaluation criteria, and reviewed the management-by-objectives system.
		Operating an occupational safety and health system to prevent work-related accidents in all stages from planning to maintenance of facility.	Upgraded the safety management level of each base focusing on occupational accidents involving at least four days of lost work-time to achieve zero serious accidents (the number of occupational accidents involving at least four days of lost worktime: zero). Achieved safety-first construction (the number of construction occupational accidents: zero) (the number of occupational accidents: 38 → 27 cases).	Reducing occupational accidents due to unsafe behavior by implementing thorough safety rules. Identifying potential risks, and preventing accidents through greater awareness. Improving the management level for hazardous working environments. Promoting compliance with laws, regulations, and administrative guidance related to protective equipment and the work environment management.
		Working to improve health of mind and body of employees.	Started health management during five-year plan periods (the Health 105 Plan). Enhanced implementation of the e-Health Check System, and conducted education related to power harassment.	Promoting health management (the Health 105 Plan). Reducing mental health disorders. Strengthening preventive measures against power harassment.

Corporate Information (As of march 31, 2014)

Company Outline

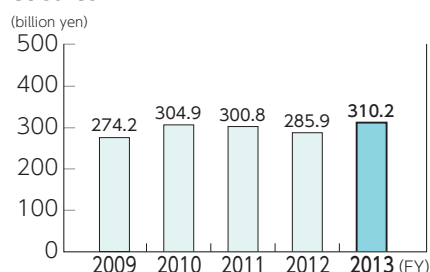
Trade name: IBIDEN CO., LTD.
 Established: November 25, 1912
 Capital: ¥64,152 million
 Representative: Hiroki Takenaka, President & CEO
 Number of employees: Consolidated 14,122 Non-consolidated 3,554
 Office and Plants
 Head office: 2-1, Kanda-cho, Ogaki City, Gifu 503-8604, Japan Tel: 0584-81-3111
 Branches: Tokyo, Osaka
 Plants: Gifu Prefecture (Ogaki, Ogaki Central, Aoyanagi, Gama, Ogaki-Kita, Godo);
 Aichi Prefecture (Kinuura); Tokyo Research Laboratory
 Number of Subsidiaries: Consolidated subsidiaries: 39 (16 in Japan, 23 overseas)

Main Business Lines

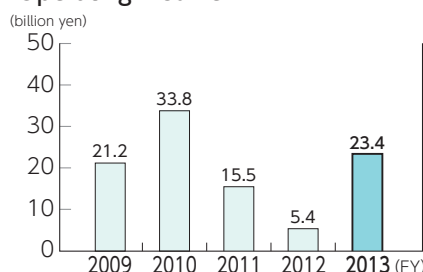
Business Segments	Main Products/Business Areas
Electronics Operation	Printed wiring boards and package substrates
Ceramics Operation	Environment-related ceramics products, graphite specialty products, fine ceramics products, ceramics fiber
Housing Materials Operation	Housing equipment, melamine decorative laminates and decorative laminates related products
Construction Operation	Design and construction of civil engineering works including slop protection construction and landscape gardening, as well as of environmental facilities
Other Operations	Synthetic resin processing, agriculture, livestock, and fishery processing, oil products sales, provision of information and other services

Change in Business Results

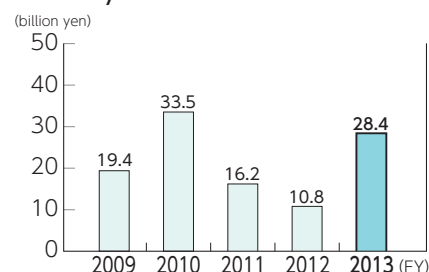
Net sales



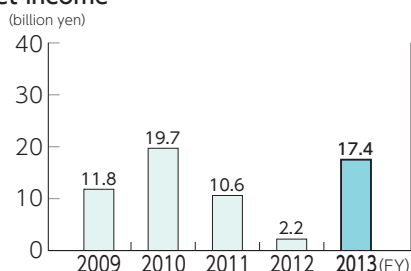
Operating income



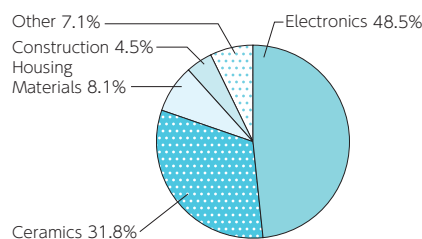
Ordinary income



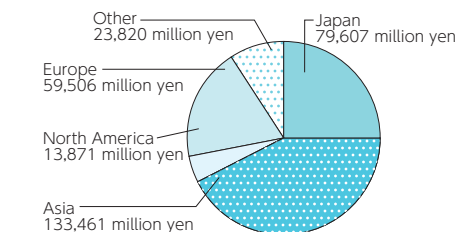
Net income



Net sales composition by business segments



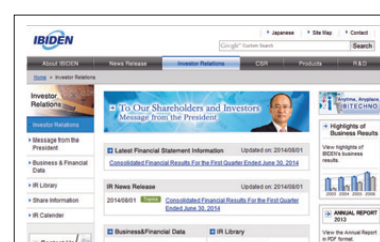
Net sales by geographical segments



Net sales are classified by country or region based on the location of customers.

Disclosure of Financial Information

IBIDEN takes steps to disclose information at appropriate times to shareholders and investors in a fair, accurate, and easy-to-understand manner. Pursuant to the Timely Disclosure Rule of the Tokyo Stock Exchange, our information disclosure standards require the disclosure of information relevant to our operations, scope of business, and assets that could significantly affect investment judgments, as well as any changes or suspension of important corporate information that has already been published. Our policy is to disclose such information proactively and fairly. We will also disclose corporate information that could significantly influence investment judgments even if the Timely Disclosure Rule does not apply, as accurately, promptly and appropriately as possible.



Website for shareholders and investors
<http://www.ibiden.com/ir/index.html>

Main Subsidiaries and Affiliates

Company- Japan	Location	Main Business
IBIDEN Electronics Industries Co., Ltd.	Ogaki, Gifu	Manufacture of electronic substrates
IBIDEN Greentec Co., Ltd.	Ogaki, Gifu	Design and construction of special works
IBIDEN Chemicals Co., Ltd.	Ogaki, Gifu	Manufacture and sales of chemical products
IBIKEN Co., Ltd.	Ogaki, Gifu	Sale of housing materials
IBIDEN Graphite Co., Ltd.	Ogaki, Gifu	Manufacture of graphite products
IBIDEN Industries Co., Ltd.	Ogaki, Gifu	Sale of products and equipments
TAK Co., Ltd.	Ogaki, Gifu	Information services
IBIDEN Jushi Co., Ltd.	Ibi-gun, Gifu	Manufacture of foamed-resin products
IBIDEN Bussan Co., Ltd.	Motosu, Gifu	Processing of agricultural and marine products
IBIDEN Engineering Co., Ltd.	Ogaki, Gifu	Design and construction of mechanical facilities
IBIDEN Career Techno Corp.	Ogaki, Gifu	Temporary staffing services
IBIDEN KENSO Co., Ltd.	Ogaki, Gifu	Sale of housing materials

Company- Overseas	Location	Main Business
IBIDEN U.S.A. Corp.	U.S.A.	Investment and finance in U.S.A., and sales of products
Micro Mech, Inc.	U.S.A.	Manufacture of graphite products
IBIDEN México, S.A. de C.V.	Mexico	Manufacture of ceramic products
IBIDEN Europe B.V.	Netherlands	Investment and finance in Europe, and sales of the products
IBIDEN Hungary Kft.	Hungary	Manufacture of ceramic products
IBIDEN DPF FRANCE S.A.S.	France	Manufacture of ceramic products
IBIDEN Porzellanfabrik Frauenthal GmbH	Austria	Manufacture of ceramic products
IBIDEN Philippines, Inc.	Philippines	Manufacture of electronics substrates
IBIDEN Electronics (Beijing) Co., Ltd.	P.R.C.	Manufacture of electronics substrates
IBIDEN Electronics (Shanghai) Co., Ltd.	P.R.C.	Sales of products
IBIDEN Asia Holdings Pte., Ltd.	Singapore	Investment and finance in Asia
IBIDEN Singapore Pte. Ltd.	Singapore	Sales of products
IBIDEN Electronics Malaysia Sdn. Bhd.	Malaysia	Manufacture of electronics substrates
IBIDEN Graphite Korea Co., Ltd.	Korea	Manufacture of graphite products
IBIDEN Korea Co., Ltd.	Korea	Sales of products
IBIDEN Taiwan Co., Ltd.	Taiwan	Sales of products

The Company had 39 consolidated subsidiaries including the above companies as of March 31, 2014.

Board of Directors/Organization

Directors

Representative Directors:

Hiroki Takenaka
Hironobu Kodaka

Directors:

Shigeyasu Kurita
Keiichi Sakashita
Yoichi Kuwayama
Katsumi Sagisaka
Tsuyoshi Nishida
Takeshi Aoki
Yoshiyuki Iwata
Kazushige Ohno
Masahiko Ikuta
Shozo Saito*
Chiaki Yamaguchi*

* Outside director

Auditors

Standing Auditors:

Yoshio Hirabayashi
Katsumi Mabuchi

Outside Corporate Auditors:

Tadao Kuribayashi
Yasuhiro Kumagai
Shigenori Shioda

Executive Officers

President & CEO:

Hiroki Takenaka

Executive Vice President:

Hironobu Kodaka

Executive Managing Officers:

Shigeyasu Kurita
Keiichi Sakashita
Yoichi Kuwayama
Takayuki Takagi

Senior Managing Officers:

Katsumi Sagisaka
Tsuyoshi Nishida
Takeshi Aoki
Yoshiyuki Iwata

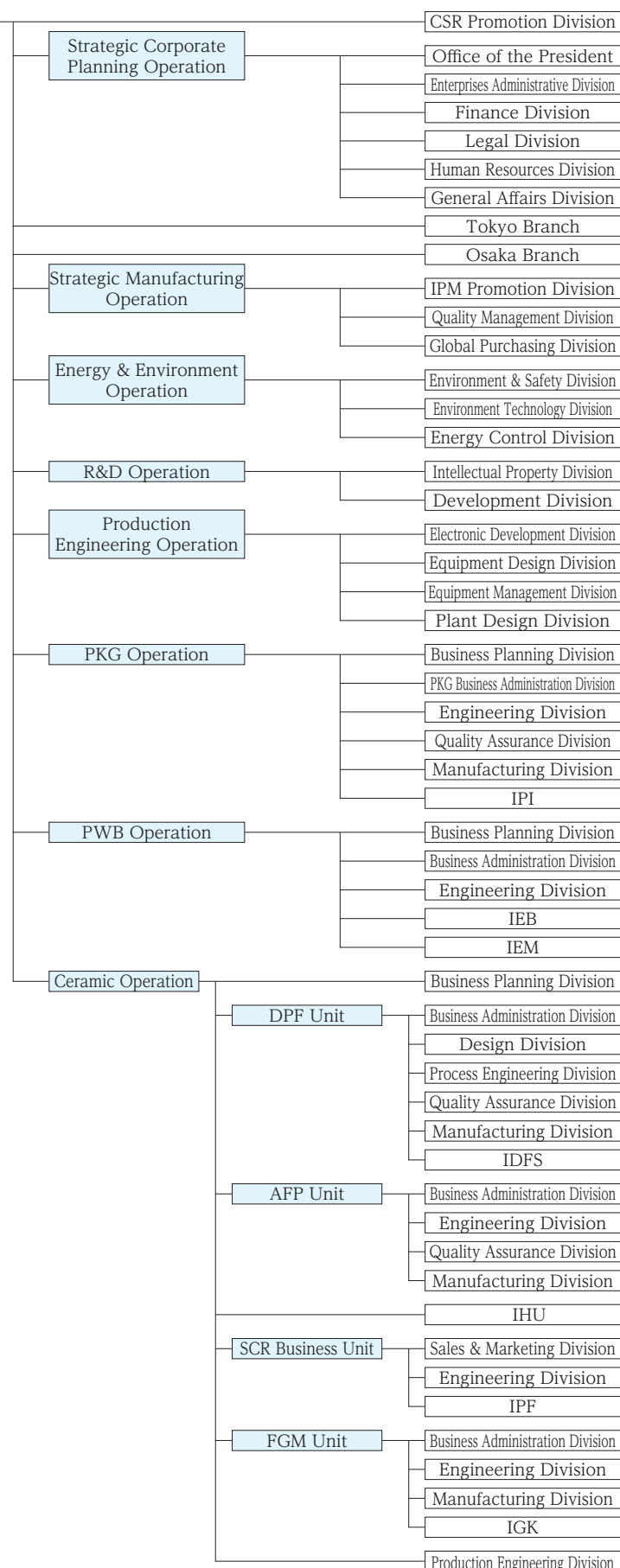
Managing Officers:

Kazushige Ohno
Masahiko Ikuta
Sotaro Ito
Koji Kawashima
Kozo Kodama
Koji Shimato
Masashi Maruyama

(As of June 20, 2014)

Board of Directors

Board of Corporate Auditors



Editorial Policy

The IBIDEN 2014 Corporate Social Responsibility Report, covering mainly the environmental and social aspects of the IBIDEN Group's policy and performance, is published to inform stakeholders about the IBIDEN Group's CSR activities in an easy-to-understand format. In recognition of the fact that CSR is closely linked to our corporate management, this report focuses on the key themes based on matters of interest to our stakeholders and our four themes—internal control, human resource management, environmental management, and social contribution—including in “Develop and promote CSR management globally” which is one of the pillars of our medium-term management plan. This report contains detailed information for our stakeholders on the Group's policies and measures with regard to each theme and task.

Period covered

This report focuses primarily on activities during fiscal year 2013 (April 1, 2013 to March 31, 2014), but also includes details of selected ongoing initiatives and more recent activities.

Date of publication

September 2014 (previous report: September 2013, next report: September 2015)

Guidelines used as reference

ISO26000:2010 Guidance on social responsibility
G4 Sustainability Reporting Guidelines, Global Reporting Initiative (GRI)
Environmental Reporting Guidelines (fiscal year 2012 version), Ministry of the Environment
Environmental Accounting Guidelines (fiscal year 2005 version), Ministry of the Environment
Note: GRI guideline comparison table can be found at the end of the report.

Supplementary information regarding the contents

In the fiscal year under review, the following companies were excluded from the scope of this report. Although newly established IBIDEN México, S.A. de C.V. was included in the scope of consolidation from fiscal year 2013, it was excluded due to the pre-operation phase. IBIDEN Electronics (Shanghai) Co., Ltd. and IBI-TECH Co., Ltd. were dissolved and settlement of their operations has been completed. IBIDEN France S.A.S. was dissolved without liquidation, and all rights and obligations have passed to IBIDEN Europe B.V. In case any revision was made to the data, reasons for such revision have been stated individually.

Disclosure of CSR Information

The IBIDEN Group's CSR report is published on our website. We will update social and environmental information in an appropriate manner.

Furthermore, our website serves as a venue to disclose in a timely manner a wide range of information such as financial information including the Group's business report and its consolidated financial statements as well as nonfinancial information such as various policies and management indicators concerning CSR.

Website

IBIDEN Group's web site

<http://www.ibiden.com/>

IBIDEN Group's CSR web site

<http://www.ibiden.com/csr/>



Process of Determining Reporting Items

(1) List of Reporting Themes

Based on the IBIDEN Group Charter of Behavior, the main divisions evaluate and identify the issues that the IBIDEN Group should tackle (see page 5). Furthermore, themes in which our stakeholders might be interested are identified including industry-wide items such as the EICC Code of Conduct, requests received from customers, evaluations and feedback received from external agencies such as social responsibility investment (SRI), feedback on our CSR report, themes involving labor/management relationship, and direct communication with other stakeholders such as the member of the local community. A reference table listing these themes alongside the GRI Sustainability Reporting Guideline 4th Edition (hereafter the “G4 Guideline”) was then prepared. Themes that do not fall under any G4 Guideline categories are added to the list as new items.

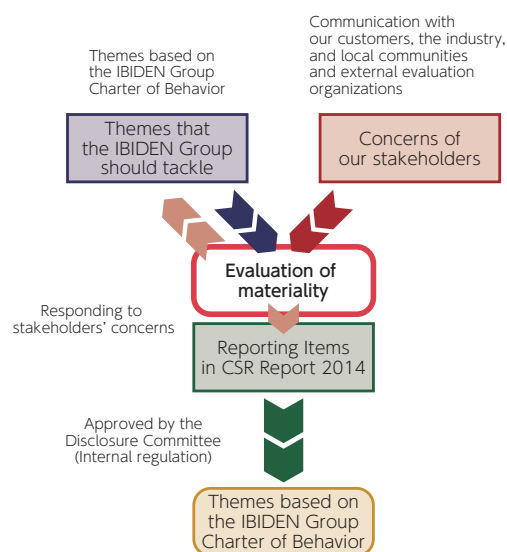
(2) Evaluation of Materiality

A degree of materiality of each issue is then calculated based on its effect on the IBIDEN Group and the materiality of the issue for our stakeholders. Items at the top of the list are then identified as priorities.

As a result, we have selected 23 reporting themes with a high level of materiality out of a possible 55 found on the list in (1). Materiality reporting themes are identified clearly at the end of this document in the G4 Guideline reference table.

(3) Reporting Items in the Report

Centered on these issues with a high level of materiality, the report explains why the items are material to the IBIDEN Group and describes the management structure as well as the indexes. Each reporting theme is divided into groups



Flow chart of Determining Reporting Items

based on four viewpoints (internal control, human resource management, environmental management, and social contribution) of our “Implementation of CSR Management,” which is one of the pillars of our Consolidated Medium-Term Management Plan.

This report is intended for the stakeholders who are highly interested in CSR. The report includes not only the reporting themes of high materiality but also items in which many of our stakeholders expressed a strong interest and wanted us to tackle. We also include the issues that the Company has been working hard to address, so that our stakeholders can gain a deeper understanding of our plan of action as well as our point of view.

(4) Disclosure of Reporting Content

This CSR report is published after undergoing the above-mentioned process to select reporting items and is based on the Company’s disclosure rules. It was also approved by the Disclosure Committee.

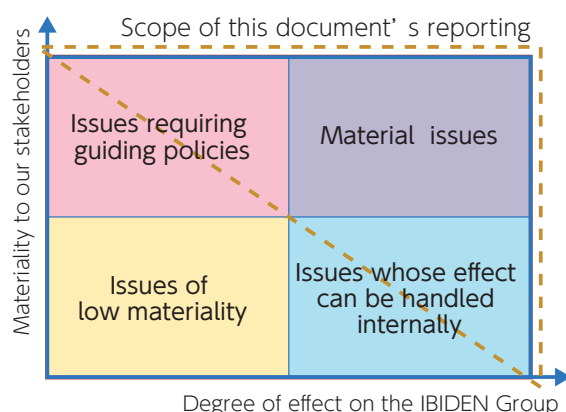


Figure: Issue Placement and Scope of Reporting

Coverage

As a rule, the contents of this report relate to IBIDEN Co., Ltd. (“we” / “IBIDEN” / “the Company”) and domestic and overseas companies belonging to the IBIDEN Group. Parts of this report that do not relate to the IBIDEN Group (“the Group”) are specified on an individual basis. Selected environment data are only applicable to IBIDEN’s domestic premises. Such data are marked as “IBIDEN domestic premises” and include IBIDEN Co., Ltd. and selected domestic Group companies.

The details of the scope (significant subsidiaries) of this report are as follows:

Domestic	Internal Control	Human Resource Management	Environmental Management	Environmental Data	Social Contribution	Remark
IBIDEN Electronics Industries Co., Ltd.	○	○	●	◎	○	
IBIDEN Greentec Co., Ltd.	○	○	○	◎	○	
IBIDEN Chemicals Co., Ltd.	○	○	○	◎	○	
IBIKEN Co., Ltd.	○	○	○	○	○	Except for manufacturing
IBIDEN Graphite Co., Ltd.	○	○	●	◎	○	
IBIDEN Industries Co., Ltd.	○	○	○	◎	○	
TAK Co., Ltd.	○	○	○	○	○	Except for manufacturing
IBIDEN Jushi Co., Ltd.	○	○	○	◎	○	
IBIDEN Bussan Co., Ltd.	○	○	○	◎	○	
IBIDEN Engineering Co., Ltd.	○	○	●*	◎	○	
IBIDEN CAREER TECHNO Corp	○	○	○	○	○	Except for manufacturing
IBIDEN KENSO Co., Ltd.	○	○	○	○	○	Except for manufacturing

● denotes “included in IBIDEN domestic premises.”

* denotes “excluding the IBIDEN Engineering Headquarters.”

Global	Internal Control	Human Resource Management	Environmental Management	Environmental Data	Social Contribution	Remark
IBIDEN U.S.A. Corp.	○	○	○	-	○	Except for manufacturing
Micro Mech, Inc.	○	○	○	○	○	
IBIDEN México, S.A. de C.V.	○	-	-	-	-	Prior to operation
IBIDEN Europe B.V.	○	○	○	-	○	Except for manufacturing
IBIDEN Hungary Kft.	○	○	○	◎	○	
IBIDEN DPF France S.A.S.	○	○	○	◎	○	
IBIDEN Porzellanfabrik Frauenthal GmbH.	○	○	○	◎	○	
IBIDEN Asia Holdings Pte., Ltd.	○	○	○	-	○	Except for manufacturing
IBIDEN Electronics Malaysia Sdn. Bhd.	○	○	○	◎	○	
IBIDEN Electronics (Beijing) Co., Ltd.	○	○	○	◎	○	
IBIDEN Graphite Korea Co., Ltd.	○	○	○	○	○	
IBIDEN Philippines, Inc.	○	○	○	◎	○	
IBIDEN Electronics (Shanghai) Co., Ltd.	○	○	○	○	○	
IBIDEN Singapore Pte. Ltd.	○	○	○	-	○	Except for manufacturing
IBIDEN Korea Co., Ltd.	○	○	○	-	○	Except for manufacturing
IBIDEN Taiwan Co., Ltd.	○	○	○	-	○	Except for manufacturing

◎ denotes “bases as shown in the graphs including a basic unit ratio”

Please note that each report is completed by specifying the scope in the graphs and the text in the report. Furthermore, the effects on entities outside the Company such as its supply chain are described individually within the report.

GRI Index Table

In making the IBIDEN CSR Report 2014, we referred to the GRI's* latest G4 Sustainability Reporting Guidelines. This report is based on the Core option used as an objective measure of the extent to which the guidelines have been applied.

*GRI (Global Reporting Initiative): An independent institution whose mission is to develop and disseminate globally applicable Sustainability Reporting Guidelines.

Items on General Standard Disclosures that are required for the Core option are in blue.

Items that are not required are posted on the index table below to enable better understanding of the Company's efforts.

General Standard Disclosures		Ibiden Co., Ltd. CSR Report 2014		
		Pages	Assurance	Corresponding topics
Strategy and Analysis				
G4-1	Statement from the most senior decisionmaker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	P2 P3 P4	-	Top Message IBIDEN WAY/Challenge IBI TECHNO 105 Plan IBIDEN Group Charter of Behavior
G4-2	Description of key impacts, risks, and opportunities.	P2 P4-5 P11-12 P54-55	-	Top Message CSR Policy and Promotional structure Risk Management Corporate Responsibility Goal Summary
Organizational Profile				
G4-3	Name of the organization.	P56	-	Corporate Information
G4-4	Primary brands, products, and/or services.	P56	-	Corporate Information
G4-5	Location of organization's headquarters.	P56	-	Corporate Information
G4-6	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	P57	-	Corporate Information
G4-7	Nature of ownership and legal form.	P8 P56	-	Governance structure in our Group Corporate Information
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	P56	-	Corporate Information
G4-9	Scale of the organization, including: • Total number of employees • Total number of operations • Net sales (for private sector organizations) or net revenues (for public sector organizations) • Total capitalization broken down in terms of debt and equity (for private sector organizations) • Quantity of products or services provided	P56	-	Corporate Information
G4-10	a. Total number of employees by employment contract and gender. b. Total number of permanent employees by employment type and gender. c. Total workforce by employees and supervised workers and by gender. d. Total workforce by region and gender. e. Whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. f. Any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	P19	-	Constitution of Employees
G4-11	Percentage of total employees covered by collective bargaining agreements.	Note	-	Note: As partly disclosed on page 10, "Employee Situation," in the 161st Annual Security Report
G4-12	Organization's supply chain	P17	-	CSR Management in the Supply Chain
G4-13	Any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including: • Changes in the location of, or changes in, operations, including facility openings, closings, and expansions • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations) • Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination	P59	-	Supplementary information regarding the contents
Commitment To External Initiatives				
G4-14	Whether and how the precautionary approach or principle is addressed by the organization.	P11-12	-	Risk Management
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	P5	-	Managing Activities Related to the IBIDEN Group Charter of Behavior
G4-16	a. Memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: • Holds a position on the governance body • Participates in projects or committees • Provides substantive funding beyond routine membership dues • Views membership as strategic This refers primarily to memberships maintained at the organizational level.	P5 P36	-	Managing Activities Related to the IBIDEN Group Charter of Behavior Appropriate Chemical Control

General Standard Disclosures		Ibiden Co., Ltd. CSR Report 2014		
		Pages	Assurance	Corresponding topics
Identified Material Aspects and Boundaries				
G4-17	a. All entities included in the organization's consolidated financial statements or equivalent documents. b. Whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	P60	-	Coverage
G4-18	a. Process for defining the report content and the Aspect Boundaries. b. How the organization has implemented the Reporting Principles for Defining Report Content.	P59-60	-	Process of Determining Reporting Items
G4-19	a. All the material Aspects identified in the process for defining report content.	This table (P61-66)	-	GRI Index Table
G4-20	a. The Aspect Boundary within the organization for each material Aspect.	P59-60	-	Process of Determining Reporting Items Coverage
G4-21	a. The Aspect Boundary outside the organization for each material Aspect.	P60	-	Coverage
G4-22	a. Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	P59	-	Supplementary information regarding the contents
G4-23	a. Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	P59	-	Supplementary information regarding the contents
Stakeholder Engagement				
G4-24	a. A list of stakeholder groups engaged by the organization.	P4-5 P6	-	CSR Policy and Promotional structure Dialogue and Cooperation with Stakeholders
G4-25	a. The basis for identification and selection of stakeholders with whom to engage.			
G4-26	a. Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	P6 P7 P59-60	-	Dialogue and Cooperation with Stakeholders Assessment by Third-Party Organizations and Our Actions Process of Determining Reporting Items
G4-27	a. Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	P6 P7 P54-55	-	Dialogue and Cooperation with Stakeholders Assessment by Third-Party Organizations and Our Actions Corporate Responsibility Goal Summary
Report Profile				
G4-28	a. Reporting period (such as fiscal or calendar year) for information provided.	P59	-	Period covered
G4-29	a. Date of most recent previous report (if any).	P59	-	Date of publication
G4-30	a. Reporting cycle (such as annual, biennial).	P59	-	Date of publication
G4-31	a. Contact point for questions regarding the report or its contents.	Cover page	-	Contact point (a website is also available: http://www.ibiden.com/utility/inquiry.html)
GRI Content Index				
G4-32	a. 'In accordance' option the organization has chosen. b. GRI Content Index for the chosen option (see tables below). c. Reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines.	P61-66	-	This table
Assurance				
G4-33	a. Organization's policy and current practice with regard to seeking external assurance for the report. b. If not included in the assurance report accompanying the sustainability report, the scope and basis of any external assurance provided. c. Relationship between the organization and the assurance providers. d. Whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	There is no information about the external assurance.		
Governance				
Governance Structure and Composition				
G4-34	a. Governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	P8	-	Governance structure in our Group
G4-35	a. Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	P8	-	Governance structure in our Group Risk Management
G4-36	a. Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	P11 P13 P25-26 P28	-	Compliance Organization chart of Occupational Health and Safety Management Environmental Management
G4-37	a. Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	P8	-	Governance structure in our Group
G4-38	a. Composition of the highest governance body and its committees.	P8-9 P58	-	Governance structure in our Group Board of Directors/Organization
G4-39	a. Whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).		-	
G4-40	a. Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.	P8	-	Governance structure in our Group

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		Pages	Assurance	Corresponding topics
G4-41	a. Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: • Cross-board membership • Cross-shareholding with suppliers and other stakeholders • Existence of controlling shareholder • Related party disclosures	P8 P9 P13-16 Note	-	Governance structure in our Group Outside Directors and Outside Corporate Auditors Compliance Note: *As partly disclosed on page 33, "Board of Directors," page 36, "Corporate Governance," and page 82, "Related Party Transactions," in the 161st Annual Security Report.
Highest Governance Body's Role in Setting Purpose, Values, and Strategy				
G4-42	a. Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	P4-5	-	CSR Policy and Promotional Structure
Highest Governance Body's Competencies and Performance Evaluation				
G4-43	a. Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	-	-	
G4-44	a. Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment. b. Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice.	-	-	
Highest Governance Body's Role in Risk Management				
G4-45	a. Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. b. Whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.	P4-5 P6 P11-12	-	CSR Policy and Promotional structure Dialogue and Cooperation with Stakeholders Risk Management
G4-46	a. Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	P11-12	-	Risk Management
G4-47	a. Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	P11-12	-	Risk Management
Highest Governance Body's Role in Sustainability Reporting				
G4-48	a. Highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	P59-60	-	Process of Determining Reporting Items
Highest Governance Body's Role in Economic, Environmental, and Social Performance				
G4-49	Process for communicating critical concerns to the highest governance body.	P8 P11-12 P13-16	-	Governance structure in our Group Risk Management Compliance
G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	P8 P13-16	-	Governance structure in our Group Compliance
Remuneration and Incentives				
G4-51	a. Remuneration policies for the highest governance body and senior executives. b. How performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.	P10	-	Compensation of Directors and Corporate Auditors
G4-52	a. Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.	-	-	
G4-53	a. Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	-	-	
G4-54	a. Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	-	-	
G4-55	a. Ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	-	-	
Ethics and Integrity				
G4-56	a. Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	P3 P4 P14	-	IBIDEN WAY CSR Policy and Promotional Structure Compliance(Standards for Employee Behavior)
G4-57	a. Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	P14 P15	-	Compliance (Standards for Employee Behavior) Compliance (Whistleblowing System)
G4-58	a. Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	P15	-	Compliance (Whistleblowing System)

Material aspects (material aspects for the Group: material items) disclosed in Specific Standard Disclosure items are selected based on the Sustainability Reporting Guidelines.

Page numbers in which the material items are described on this report are shown below.

Exceptional material aspects for the Company are in blue. Material aspects that are not required for the guidelines are also described in the index table below.

Aspects	Specific Standard Disclosures		Ibiden Co., Ltd. CSR Report 2014		
			page	Assurance	Corresponding topics
Category : Economic					
Management Approach (Specific DMAs for aspects are described each aspect.)	G4-DMA	a. Report why the Aspect is material. Report the impacts that make this Aspect material. b. Report how the organization manages the material Aspect or its impacts. c. Report the evaluation of the management approach, including: ・ The mechanisms for evaluating the effectiveness of the management approach ・ The results of the evaluation of the management approach ・ Any related adjustments to the management approach	P3 P4-5 P6 P8-18 P11-12 P29-40 P54-55	-	Challenge IBI-TECHNO 105 Plan CSR Policy and Promotional Structure Dialogue and Cooperation with Stakeholders Internal Control Risk Management Environmental Management Corporate Responsibility Goal Summary
Economic Performance	G4-EC1	economic value generated and distributed	P10 P56 Note	-	Timely disclosure, Communication with Shareholders and Investors Corporate Information Note: As described on page 43, "Financial Statements," in the 161st Annual Security Report.
	G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	P11-12 P32-34	-	Risk Management Coping with Climate Change Issues
	G4-EC3	Coverage of the organization's defined benefit plan obligations	Note		Note: As described on page 71, "Retirement Benefits," in the 161st Annual Security Report.
	G4-EC4	Financial assistance received from government			
Market Presence	G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation			
	G4-EC6	Proportion of senior management hired from the local community at significant locations of operation			
Indirect Economic Impacts	G4-EC7	Development and impact of infrastructure investments and services supported			
	G4-EC8	Significant indirect economic impacts, including the extent of impacts			
Procurement Practices	G4-EC9	Proportion of spending on local suppliers at significant locations of operation			
Emergency countermeasures	Preparation for an emergency disaster		P11-12	-	Risk Management
Category : Environmental					
Management Approach (Specific DMAs for aspects are described each aspect.)	G4-DMA	a. Why the Aspect is material. Report the impacts that make this Aspect material. b. How the organization manages the material Aspect or its impacts. c. Evaluation of the management approach, including	P26-40 P54-55	-	Environmental Management Corporate Responsibility Goal Summary
Materials	G4-EN1	Materials used by weight or volume	P41	-	The IBIDEN Group's Material Balance (Input and Output)
	G4-EN2	Percentage of materials used that are recycled input materials			
Energy	G4-DMA		P32-34	-	Coping with Climate Change Issues
	G4-EN3	Energy consumption within the organization	P32-34 P41	-	Coping with Climate Change Issues The IBIDEN Group's Material Balance (Input and Output)
	G4-EN4	Energy consumption outside of the organization			
	G4-EN5	Energy intensity	P32-34	-	Coping with Climate Change Issues
	G4-EN6	Reduction of energy consumption	P32-34	-	Coping with Climate Change Issues
	G4-EN7	Reductions in energy requirements of products and services			
Water	G4-EN8	Total water withdrawal by source	P35 P41	-	Coping with Climate Change Issues The IBIDEN Group's Material Balance (Input and Output)
	G4-EN9	Water sources significantly affected by withdrawal of water	P35 P41	-	Coping with Climate Change Issues The IBIDEN Group's Material Balance (Input and Output)
	G4-EN10	Percentage and total volume of water recycled and reused	P35 P41	-	Coping with Climate Change Issues The IBIDEN Group's Material Balance (Input and Output)
Biodiversity	G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	P37	-	Understanding the Influence on Biodiversity
	G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas			
	G4-EN13	Habitats protected or restored	P37	-	Understanding the Influence on Biodiversity
	G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk			
Emissions	G4-DMA		P32-34	-	Coping with Climate Change Issues
	G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	P32-34 P41	-	Coping with Climate Change Issues The IBIDEN Group's Material Balance (Input and Output)
	G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	P32-34 P41	-	Coping with Climate Change Issues The IBIDEN Group's Material Balance (Input and Output)
	G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	P41	-	The IBIDEN Group's Material Balance (Input and Output)
	G4-EN18	Greenhouse gas (GHG) emissions intensity	P32-34	-	Coping with Climate Change Issues
	G4-EN19	Reduction of greenhouse gas (GHG) emissions	P32-34	-	Coping with Climate Change Issues
	G4-EN20	Emissions of ozone-depleting substances (ODS)			
	G4-EN21	NOx, SOx, and other significant air emissions	P41	-	The IBIDEN Group's Material Balance (Input and Output)
Effluents and Waste	G4-EN22	Total water discharge by quality and destination	P41	-	The IBIDEN Group's Material Balance (Input and Output)
	G4-EN23	Total weight of waste by type and disposal method	P41	-	The IBIDEN Group's Material Balance (Input and Output)
	G4-EN24	Total number and volume of significant spills	P31	-	Environment and Occupational Health and Safety-Related Laws and Regulations
	G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention ² Annex I, II, III, and VIII, and percentage of transported waste shipped internationally			
	G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff			

Aspects		Specific Standard Disclosures	Ibiden Co., Ltd. CSR Report 2014		
			page	Assurance	Corresponding topics
Products and Services	G4-EN27	Extent of impact mitigation of environmental impacts of products and services	P38	-	Environmental Contribution through Business and Products
	G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category			
Compliance	G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	P31	-	Environment and Occupational Health and Safety-Related Laws and Regulations
Transport	G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce			
Overall	G4-EN31	Total environmental protection expenditures and investments by type	P39-40	-	Environmental Accounting
Supplier Environmental Assessment	G4-DMA		P36 P38	-	Appropriate Chemical Control Environmental Contribution through Business and Products
	G4-EN32	Percentage of new suppliers that were screened using environmental criteria	P17-18 P36	-	CSR Management in the Supply Chain Appropriate Chemical Control
	G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	P17-18 P36	-	CSR Management in the Supply Chain Appropriate Chemical Control
Environmental Grievance Mechanisms	G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	P15-18 P31	-	CSR Management in the Supply Chain Environment and Occupational Health and Safety-Related Laws and Regulations

Category : Social Sub-Category : Labor Practices and Decent Work					
Management Approach (Specific DMAs for aspects are described each aspect.)	G4-DMA	a. Why the Aspect is material. Report the impacts that make this Aspect material. b. How the organization manages the material Aspect or its impacts. c. Evaluation of the management approach	P19-28 P54-55	-	Human Resource Management Corporate Responsibility Goal Summary
Employment	G4-DMA		P20	-	Respect for Human Rights
	G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	P19	-	Philosophy for Human Resource Management and Promotional Structure
	G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation			
	G4-LA3	Return to work and retention rates after parental leave, by gender	P22-23	-	Respecting Diverse Work Styles
Labor/Management Relations	G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements			
Occupational Health and Safety	G4-DMA		P25-26 P28	-	Measures for Occupational Health and Safety Organization chart of Occupational Health and Safety Management Managing Employee Health
	G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	P25-26	-	Organization chart of Occupational Health and Safety Management
	G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	P26-27	-	Fiscal Year 2013: Activity Guidelines for Occupational Health and Safety and Results
	G4-LA7	Workers with high incidence or high risk of diseases related to their occupation			
	G4-LA8	Health and safety topics covered in formal agreements with trade union	P26-27	-	Fiscal Year 2013: Activity Guidelines for Occupational Health and Safety and Results
Training and Education	G4-LA9	Average hours of training per year per employee by gender, and by employee category	P21-22	-	Development of Human Resources
	G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	P21-22 P22-23	-	Development of Human Resources Respecting Diverse Work Styles
	G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	P21	-	Equitable Evaluation and Treatment
Diversity and Equal Opportunity	G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity			
Equal Remuneration for Women and Men	G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation			
Supplier Assessment for Labor Practices	G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	P17-18	-	CSR Management in the Supply Chain
	G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	P20	-	Respect for Human Rights
Labor Practices Grievance Mechanisms	G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	P13-16	-	Compliance
Personnel system and personnel evaluation	Personnel evaluation system		P21	-	Equitable Evaluation and Treatment
Working hours	Management of working hours		P24	-	Labor and Management Cooperation to Create a Worker-Friendly Workplace

Category : Social Sub-Category : Human Rights					
Management Approach (Specific DMAs for aspects are described each aspect.)	G4-DMA	a. Why the Aspect is material. Report the impacts that make this Aspect material. b. How the organization manages the material Aspect or its impacts. c. Evaluation of the management approach	P13-16 P17-18 P19-28 P54-55	-	Compliance CSR Management in the Supply Chain Human Resource Management Corporate Responsibility Goal Summary
Investment	G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening			
	G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	P20	-	Respect for Human Rights
Non-discrimination	G4-HR3	Total number of incidents of discrimination and corrective actions taken	P13-16 P20	-	Compliance Respect for Human Rights
Freedom of Association and Collective Bargaining	G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights			
Child Labor	G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	P20	-	Respect for Human Rights
Forced or Compulsory Labor	G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of all forms of forced or compulsory labor	P20	-	Respect for Human Rights
Security Practices	G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations			
Indigenous Rights	G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken			
Assessment	G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments			
Supplier Human Rights Assessment	G4-DMA		P17-18 P20	-	CSR Management in the Supply Chain Respect for Human Rights
	G4-HR10	Percentage of new suppliers that were screened using human rights criteria	P17-18 P20	-	CSR Management in the Supply Chain Respect for Human Rights
	G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	P20	-	Respect for Human Rights
Human Rights Grievance Mechanisms	G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	P13-16	-	Compliance

Aspects	Specific Standard Disclosures		Ibiden Co., Ltd. CSR Report 2014		
			page	Assurance	Corresponding topics
Category : Social Sub-Category : Society					
Management Approach (Specific DMAs for aspects are described each aspect.)	G4-DMA	a. Why the Aspect is material. Report the impacts that make this Aspect material. b. How the organization manages the material Aspect or its impacts. c. Evaluation of the management approach	P13-16 P17-18 P47-51 P54-55	-	Compliance CSR Management in the Supply Chain Social Contribution Corporate Responsibility Goal Summary
Local Communities	G4-DMA		P31 P47-48	-	Environment and Occupational Health and Safety-Related Laws and Regulations Philosophy for social contribution and promotional structure
	G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	P47-51	-	Social Contribution
	G4-SO2	Operations with significant actual or potential negative impacts on local communities	P31	-	Environment and Occupational Health and Safety-Related Laws and Regulations
Anti-corruption	G4-DMA		P13-16	-	Compliance
	G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	P11-12	-	Risk Management
	G4-SO4	Communication and training on anti-corruption policies and procedures	P13-16	-	Compliance
	G4-SO5	Confirmed incidents of corruption and actions taken	P13-16	-	Compliance
Public Policy	G4-SO6	Total value of political contributions by country and recipient/beneficiary			
Anti-competitive Behavior	G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	P13-16	-	Compliance
Compliance	G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	P13-16	-	Compliance
Supplier Assessment for Impacts on Society	G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	P17-18	-	CSR Management in the Supply Chain
	G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	P13-16 P17-18	-	Compliance CSR Management in the Supply Chain
Grievance Mechanisms for Impacts on Society	G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	P13-16	-	Compliance
Category : Social Sub-Category : Society					
Management Approach (Specific DMAs for aspects are described each aspect.)	G4-DMA	a. Why the Aspect is material. Report the impacts that make this Aspect material. b. How the organization manages the material Aspect or its impacts. c. Evaluation of the management approach	P13-16 P17-18 P52-53 P54-55	-	Compliance CSR Management in the Supply Chain Quality Management that Supports Customers-First Values Corporate Responsibility Goal Summary
Customer Health and Safety	G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement			
	G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes			
Product and Service Labeling	G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements			
	G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes			
	G4-PR5	Results of surveys measuring customer satisfaction			
Marketing Communications	G4-PR6	Sale of banned or disputed products			
	G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes			
Customer Privacy	G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	P13-16	-	Compliance
Compliance	G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services			
Conflict Minerals	Responding to conflict minerals		P17-18	-	CSR Management in the Supply Chain



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Please use the survey from always available on our web site to tell us what you think.