



**IBIDEN Co.,Ltd.**  
**Corporate Social Responsibility**  
**Report 2015**

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## Top Message



During the fiscal year under review, although the world economy was on a recovery trend, mainly led by the brisk U.S. economy, uncertainty remained, including rapid declines in crude oil prices and geopolitical risks in addition to concern over deceleration in China and the other emerging economies. The Japanese economy started slowly recovering overall, as capital investment increased, the employment environment improved and consumer spending remained steady.

In this environment, the IBIDEN Group has strived to become a company trusted by society by carrying out “Global CSR Management” and fulfilling its responsibilities in the global community, while pushing ahead with business structure reforms and made efforts to strengthen business competitiveness under its medium-term management plan, the “Challenge IBI-TECHNO 105 Plan.” The IBIDEN Group will contribute to solutions of global issues and push forward with creating a company whose sustainable growth is in step with society by carrying out a number of distinctive activities to reform and improve its operations on a world-wide basis, while setting its eyes on issues relating to the global community that will continue to change.

### The IBIDEN Group is Working to Establish a Strong Management Base and Enhance its Competitiveness

It is important for each and every employee, not to mention the management including directors, to be aware of the quality of operations and act accordingly as the IBIDEN Group moves forward with its CSR management, aimed at reinforcing the management base. It is made clear in the standards and guidelines what should be worked on with clients, who make up the supply chain, as a company and as employees of the IBIDEN Group. And, the basis of our behavior is to confirm each issue with the method “Genchi (actual scene), Genbutsu (actual thing), and Jigakari (on-site solution of problems)” and faithfully deal with it.

### Integrating Knowledge and Wisdom, We Aim to Focus on Issues in the Spirit of Teamwork

The IBIDEN Group puts forward “*Wa*” Teamwork & Synergy, which helps generate greater strength by integrating knowledge and wisdom from the employee involvement, as one of its behavioral traits. Many issues that have become obvious, such as climate change, natural disasters and violation of workers’ rights, should be worked on by the Group as a whole, not to mention each member. All members act with a high level of awareness and aim at the realization of solutions, with those in various classes putting their heads together, not by individuals or individual divisions.

### Activity Management in Routine Work Makes Possible a Sustainable Contribution

To strengthen the CSR activities that the 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. IBIDEN will start operations of the IBIDEN Management System in fiscal year 2015 to make CSR activities become part of routine work. In this management cycle, we will check the operational status and understand problems as we aim at the further improvement of the level of operations. 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 2014. 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.

In July 2014, we compiled items that should be managed by IBIDEN as a company as "IBIDEN Standards for CSR Management." The standards were also established by reflecting global standards such as the code of conduct or request items of the industry. Under the management standards, details that should be focused on by the company or managers are made clear, and a mechanism for actually operating them is established by putting these activities into internal regulations. Also, a system is put in place under which managers can check whether activities are actually carried out by evaluating the actual status of important items of the management standards.



For each employee, we have created the "IBIDEN Standards for Employee Behavior" as a standard for specific activities. The standards are guidelines for the compliance activities of each employee.

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).

The Company is pushing ahead with realization of a targeted overall supply chain through activities in three phases: companies, individuals and suppliers. In fiscal year 2015, we will promote activities that always enable both systems and activity levels to be improved by operating these mechanisms in the unique IBIDEN management system.

## Development of Standards and Guidelines Concerning CSR

Under its IBIDEN Group Charter of Behavior, IBIDEN is promoting CSR activities based on three standards/guidelines: the IBIDEN Social Responsibility Management Standards (hereinafter called "SR Management Standards"), the IBIDEN Standards for Employee Behavior (hereinafter called "Employee Behavior Standards" ) and the IBIDEN Group Supplier CSR Guidelines (hereinafter called "CSR Guidelines" ).

In preparing these standards and guidelines, the division in charge of CSR promotion first drew up drafts by taking into consideration international movement as well as requests of external stakeholders, and the drafts were deliberated by the Management Conference, in which the top management takes part. Then the standards and guidelines were published. They are integrated in the IBIDEN Management System and put into practice.

The SR Management Standards were created mainly to enable managers to properly establish and operate mechanisms as a company. We aim at a structure under which education is provided every year on points to be noted by managers for the improvement of understanding of the SR Management Standards, while examples of violation and specific points to be confirmed are indicated so that managers can check in their daily operations whether cases in which the standards are violated have occurred.

The Employee Behavior Standards urge employees to practice through education according to level and daily education, so that each employee can do the right thing from the viewpoint of compliance centering on ethics (See "Compliance" on page 13). The CSR Guidelines compile matters that are raised with suppliers throughout the entire supply chain. We are pushing forward with raising the level of the entire supply chain through confirmation of the actual status of suppliers and their issues during communication opportunities, including briefings, CSR investigations and audits (See "CSR Management in the Supply Chain" on page 17).



IBIDEN Social Responsibility Management Standards (August, 2014, first edition)

## 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

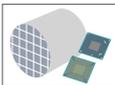
Since its operations began as a hydroelectric power generation business that provided electricity to the community, the IBIDEN Group has won the support of all residents in the community as well as many other people.

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 2014, 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 the important issues we need to work on are in communication with customers and various organizations. We have also shared and worked on the improvement of what is required of suppliers throughout the entire supply chain through briefings, face-to-face meetings, surveys 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 14,306. 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
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
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
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
Shareholders / Investors 	IBIDEN has about 150 million issued shares, with a total of 33,726 shareholders (as of the end of March 2015)	General shareholders' meeting, Investor briefings, Response to research and evaluation organizations

## 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 Morningstar's SRI Index (as of June 2015).



## 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.

In fiscal year 2014, we confirmed the existence of items and indicators that are not fully disclosed in the disclosure of CSR information. To cope with the situation, we confirmed and discussed with relevant divisions concerning activities currently conducted by the Company and required items, and promoted efforts for the enhancement of items to be disclosed.

### CSR-Related Audits

We respond to observance of the code of conduct of the industry and 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 2014, improvements advanced as we completed consolidation of systems related to in-house industry requirement standards, including operation of the SR Management Standards. We underwent external CSR audits. We could maintain a favorable rate of compliance in both official audits of industrial standards we underwent in the Philippines and Japan, and there were no findings regarding workers' human rights and ethics. We also underwent audits on the code of conduct at our sites in Malaysia and China based on customer requirements. There were no significant findings.

Unfortunately, findings resulting from lack of thoroughgoing commitment to internal rules were reported in terms of health and safety. We have established a system for in-house inspection and improvement to prevent recurrence. At the site in Malaysia, we promoted fostering of internal auditors so that internal audits can be performed on their own. We aim to establish a structure under which the skills of internal auditors within the company will be improved through sharing of knowhow with existing internal auditors and the operation of the system and procedures can be properly checked on a regular basis.

As for issues that actually occurred, we are 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 implement a cycle of operational improvement by further raising the level of internal audits and verifying the effectiveness by voluntarily undertaking an external CSR audit on a regular basis. We will enhance the reliability of our CSR activities by establishing a structure for compliance with the code of conduct of industry associations.

# 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

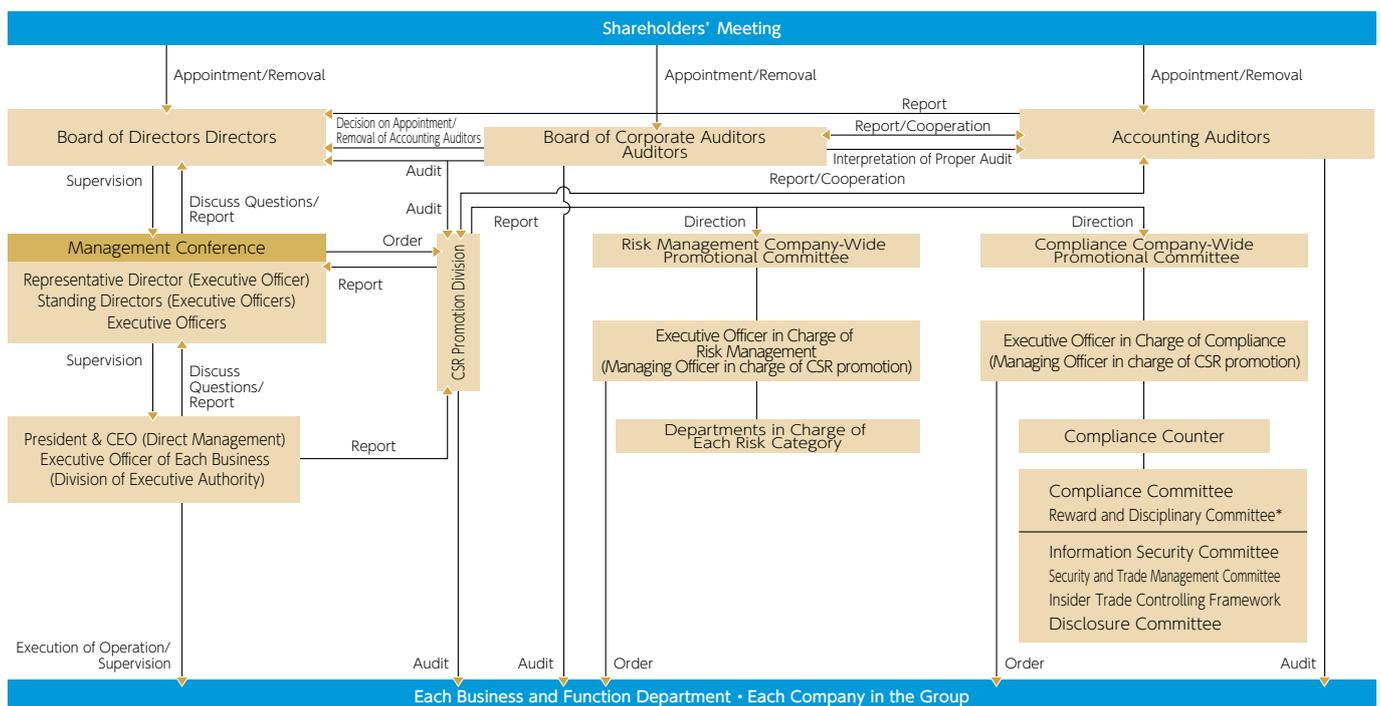
With regard to the operation of the Board of Directors, we have asked two outside directors to join and provide their management advice in an effort to realize fair, highly transparent management. For the designation and determination of remuneration, we also have in place fair, transparent procedures. 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.

IBIDEN made the supervisory management department, which is responsible for internal control of all subsidiaries, the Corporate Planning Group, Office of the President, Strategic Corporate Planning Operation. The group provides guidance and support to each company in cooperation with other internal control promotion divisions. Pursuant to the Regulations for Management of Domestic Affiliated Companies and the Regulations for Management of Overseas Affiliated Companies, a structure is in place under which important business execution by IBIDEN and the Board of Directors of subsidiaries is reported to IBIDEN in advance and decision making of IBIDEN is properly carried out.

Furthermore, the executive officer in charge of the CSR Promotion Division sufficiently exchanges information with directors in charge of internal control or the department equivalent to internal control at subsidiaries to ensure implementation of the internal audit 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 president and representative director of Towa Real Estate Co., Ltd. No special relationship exists between the said company and IBIDEN. Shigenori Shioda, partner at Tanabe & Partners, serves as outside corporate auditor. No special relationship exists between the said company and IBIDEN. The outside corporate auditor, Fumio Kato, representative partner of Fumio Kato Certified Tax Accountant Office. No special relationship exists between the said companies 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 2014)

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	14	388	2	17	5	87	3	23
Bonuses	11	167	-	-	-	-	-	-
Total		555		17		87		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 ¥167 million were approved at the Board of Directors' meeting held on May 18, 2015.
4. In addition to the above payments, subsidiaries of the Company paid a total amount of ¥11 million as monthly remuneration to the three directors of said subsidiaries who also served concurrently as directors of the Company.
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 34,000 shareholders as of March 31, 2015. We held a general shareholders' meeting in the multi-purpose hall in the IBIDEN Headquarters Building on June 17, 2015. 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.

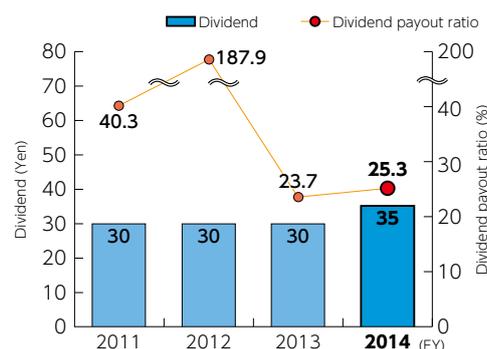
In addition, we hold periodic briefings for analysts and institutional investors after the announcement of business results for the full year and those for an interim term, and release materials for the briefings on our website. Furthermore, we take part in various events as briefings for individual investors, thus providing them with opportunities to invest in shares of the Company. (Please refer to Disclosure of Financial Information on page 57.)

### 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.



Dividend and dividend payout ratio per share (IBIDEN Group)

## 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.

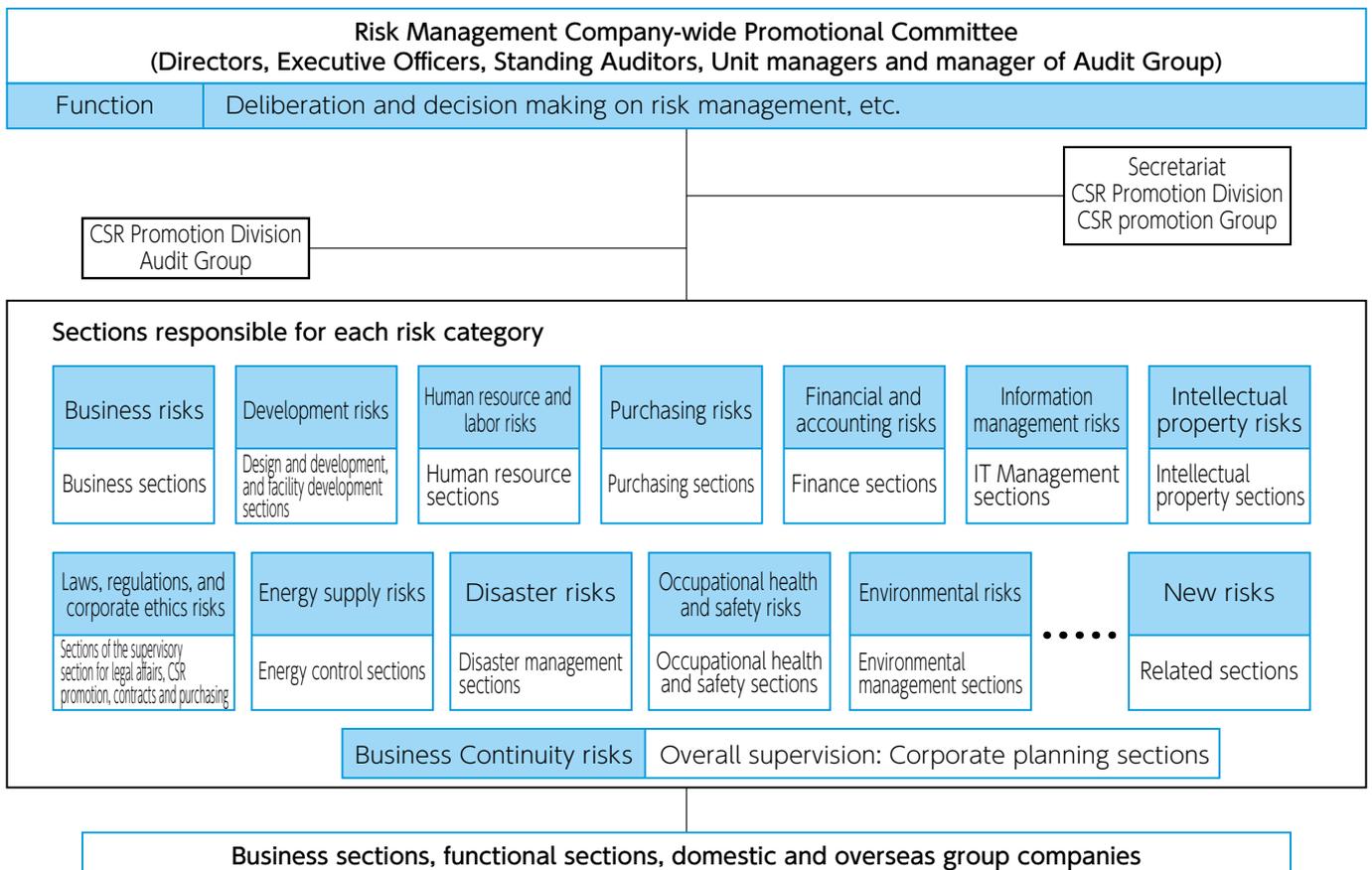
### Action Plan

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 section responsible for each risk category is established 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 2014, we coped with issues between the management division and each activity division and discussed themes, for which activities will be promoted by functional divisions, at a meeting of the Risk Management Promotion Committee, which is held monthly, and worked on raising the level of the entire risk management function.

Fiscal year 2014 Risk Management Promotional Subcommittee Themes (Excerpts)
Risks of law violations: Activities by law
Overseas business risks: Responses to governance, systems/regulations/mechanisms, etc.
Emergency disaster risks: Response activities (Earthquakes, fires, influenza, suppliers)
Fixed asset management risks: Development and establishment of systems
Information security risks: Compliance with rules
Misconduct risks: Internal audit findings

## 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.

With regard to concrete risk themes in the event of a natural disaster, including confirmation of the safety of employees, supply of materials by suppliers, equipment failure and occurrence of utility problems, a system is being build, mainly led by divisions that cope with such risks. The details of activities are reviewed by the Risk Management Promotion Committee and put into specific mechanisms, such as manuals, to promote reduction of risks in the event of large-scale disasters.

## 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

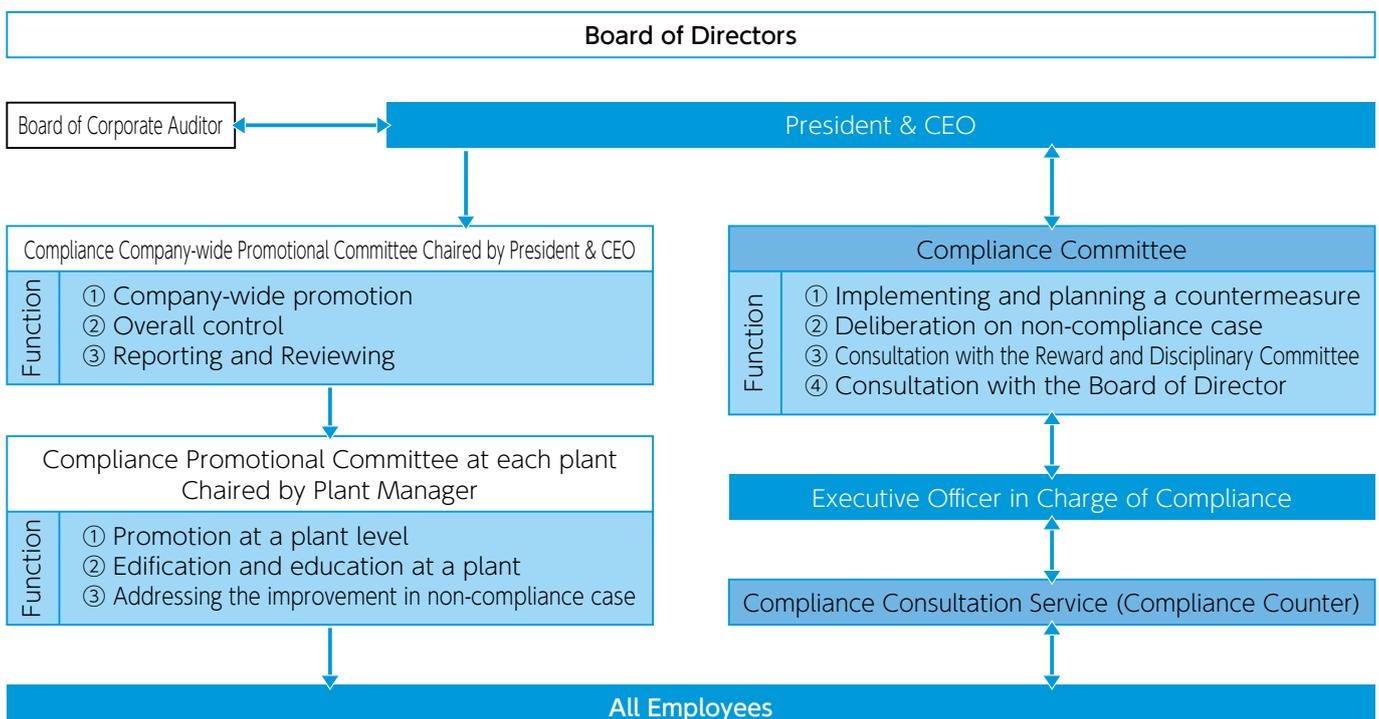
By achieving thoroughgoing commitment to “compliance with domestic and international laws, our articles of incorporation, internal regulations and corporate ethics (hereinafter called Compliance)” and through open and fair corporate activities, we aim to be a company that international society relies 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 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 2014, the committee was held in May and December. 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’ fundamental 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. Copies of the Standards for Employee Behavior are also distributed to employees of contractors who work on the plants to ask them to act in accordance with the Standards for Employee Behavior. 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.

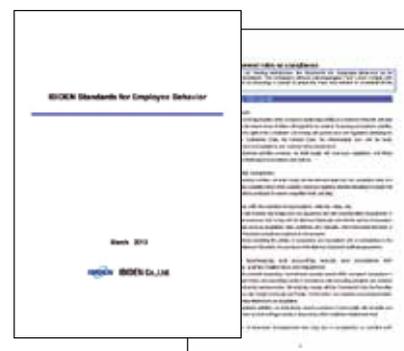
## **Compliance Training**

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.

In compliance training, it is important that employees understand the contents of the training. We are pushing ahead with education to promote employees’ understanding level by distributing our employee handbook and confirming understanding through tests. At IBIDEN Electronics Malaysia Sdn. Bhd., which employs many immigrant workers, training is provided on the Standards for Employee Behavior and other educational topics in their native language so that they can fully understand the contents of the training.



**The IBIDEN Standards for Employee Behavior**  
(2011: First edition, 2015: Planned to be revised)



**Compliance Training**

## Day-to-Day Compliance Training

Raising awareness through repeated training is important to thoroughly implement compliance. We have implemented educational programs that start immediately after hiring. We have also developed a system in which employees—ranging from officers and managers to temporary 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. We continuously issue a new Case Book to introduce points that should be particularly noted during certain periods and case examples in accordance with changes in the external environment. We work on improvement of employees’ awareness by posting these case examples on the CSR portal site on our intranet and in the company cafeteria, where many employees gather, and distributing booklets in which case examples are compiled, to all employees on a regular basis.

At all our plants, employees read through the Case Book during daily meetings, such as morning assembly, to learn points to be noted in daily activities.

## Compliance by the Top Management and Prevention of Misconduct

When establishing a compliance system, it is crucial that all officers and managers be at the forefront of the efforts. In the labor regulations for directors, prohibited matters, such as violation of laws and internal standards and acts of conflict of interest, as well as responsibilities that should be fulfilled are clarified. Also, the Standards for Employee Behavior are established as standards of compliance by not only general employees but also directors. 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.

Since there are bribery prevention acts in various countries such as the Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act (UKBA), which we need to comply with in expanding businesses globally, we should re-acknowledge 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. In fiscal year 2015, we will promote further enhancement of awareness and strengthening of initiatives such as enhancement of education, toward fair business practices.

## Whistleblowing System

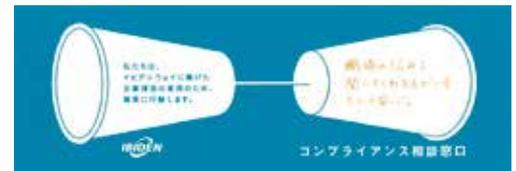
In case of learning of any suspected compliance violation in the Group, employees are generally required to report it, to consult, and to take action using the chain of command between the superior and the subordinate. We have, however, established a compliance consultation service for quickly solving 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. We are establishing a compliance consultation service at each site to make the service available not only to employees of IBIDEN Group companies but also to all those working for the Group. To create an environment where employees feel comfortable consulting through a compliance consultation service, we endeavor to make the service known to everyone by distributing cards which describe how to use the service and putting up posters and to establish several windows for consultation 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. We have established procedures so that consultation cases can be investigated and handled while maintaining anonymity within the company. For serious cases, the responsible officer directly investigates and handles them. 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 2014, 30 consultation cases (49 in the previous year) were reported in Japan as a whole. While the overall number of such cases has been decreasing, the number of cases that had the potential to lead to harassment in the relationship between a superior and a subordinate still accounts for a large part, standing at four (five in the previous year). As it was before, these cases resulted from insufficient communication between a superior and a subordinate and the low level of the superior’s awareness, such as the wording of a



Compliance consultation service card distributed to all employees

superior and the way of giving instructions. The number of such cases has been decreasing every year due to enhanced training for superiors on harassment. We will continue to promote creating a lively workplace without harassment by pushing forward with the creation of an environment where superiors and subordinates can properly communicate.

Furthermore, we worked on thorough implementation of rules and systems for cases of violation of ethical norms such as receiving excessive entertainment and gifts, which were observed in fiscal year 2013 at domestic Group companies. We focused on establishment of rules for receiving gifts, etc., and thorough implementation of the rules, targeting suppliers as well to create a business environment where superiors sufficiently check to prevent improper behavior. Efforts to create a culture in which a strict stance is taken toward in-house misconduct and where misconduct is not allowed, are under way. We will continue to promote the creation of a culture that does not allow compliance deviation through thorough implementation of systems and education.

### **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. As a result of compliance activities in fiscal year 2013, the level of recognition of the "IBIDEN Group Charter of Behavior," which should be targeted by the IBIDEN Group, and awareness of activities promoted at plants have improved in the awareness survey of fiscal year 2014. On the other hand, as the tendency that indicates insufficient communication between superiors and subordinates is growing, we will focus on the improvement of the situation as an issue for fiscal year 2015.

### **Information Security Measures**

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, personal information and information technologies (IT) under the "Regulations for Information Management." In the regulations, the division that manages trade secrets, personal information and IT under the information management supervisory division is clarified in the information management structure. To improve protection and utilization of information of the entire IBIDEN Group, we also established the Information Security Committee, chaired by the director in charge of Strategic Corporate Planning Operations. The committee decides upon measures concerning information security and confirms the status of progress in measures concerning information security at each division.

As for personal information at IBIDEN, the division in charge of human resources serves as the supervisory division and properly manages personal information in compliance with relevant laws and regulations, thereby confirming and correcting issues.

We have established a personal information protection policy and stipulated procedures necessary for collection, management and utilization of personal information. Our personal information protection policy is available on our website. We are pushing forward with efforts for information management to prevent information from actually leaking at each plant, while establishing rules as a company. As specific measures in terms of physical aspects, we keep a record of entering and leaving from plants and restrict entering and leaving in the control area in order to oversee the entrance and exit of people as well as products. We also have implemented information management for personal computers and memory cards, while each employee is educated on the importance of information management.

We will continue to further enhance company-wide information management rules and push ahead with prevention of information leakage through educational activities for each employee at each plant. In fiscal year 2014, there were no incidents of information leakage that would significantly affect stakeholders.



**Personal information protection policy upon the use of our website**

## 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 Group of the Office of the President, which supervises legal affairs, lists laws and regulations that affect the Company and monitor the status of their revision or abolition. The Legal group 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. In fiscal year 2013 and 2014, we reviewed and improved the education and compliance system to comply with competition-related laws in Japan and overseas, including anti-monopoly law as well as anticorruption regulations in various countries. These laws included the U.S. Foreign Corrupt Practices Act (FCPA) and the U.K. Bribery Act, which could have a large impact on our business. For fiscal year 2015, we will enhance education and compliance structures for anticorruption especially in the Asian region at risk. In fiscal year 2014, we did not observe any cases of legal violation that would have a significant effect 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

To realize the sustainable growth of globally developing businesses with suppliers, IBIDEN disclosed requests to suppliers based on its basic purchasing policies, (fiscal year 2008), thus pushing ahead with understanding procurement risks and initiatives to reduce such risks in the supply chain.

We unveiled the IBIDEN Group Green Procurement Guidelines in 2009 as a system for green procurement, designed to procure parts and materials that feature reduced environment impact, from suppliers who are focusing on environmental protection (See page 37). In addition, IBIDEN published the IBIDEN Group Supplier CSR Guidelines in 2011. These guidelines provide our suppliers with items desired for the entire supply chain by our customers, the industry and the international community and items that should be managed by the Group. The items are divided into sub-categories according to themes such as labor, health and safety, environmental protection, ethics and fair business practices.

We ask new suppliers to pledge compliance in terms of labor, health and safety, environmental protection, ethics and fair business practices as CSR guidelines in the basic transaction agreement before starting transactions, and then confirm the status of efforts at suppliers by the CSR survey mentioned later.



IBIDEN Group  
Supplier CSR Guidelines  
(2011: First edition,  
2015: Planned to be revised)

## 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 2014, we significantly revised survey items pursuant to the CSR guidelines for labor, health and safety, environmental conservation, ethics and fair trade, with a view to further raising the level of

suppliers. When revising the items, we held briefings for suppliers to deepen their understanding of points regarding the survey changes and details with violation risks, which had been confirmed through surveys and audits conducted so far, and asked them to further enhance efforts.

We carry out an investigation of material suppliers, process contractors, on-site constructors and worker dispatching companies in accordance with risks, by taking into consideration the contents of transactions, amounts and importance of transactions. We have suppliers declare compliance with the CSR guidelines and continuous improvements, when they reply to the survey. After the investigation, we ask them for scheduled improvement activities concerning points where improvement is desirable. As for particularly important suppliers, we confirm their actual efforts through direct communication, such as audit on labor, health and safety, environmental conservation, ethics and fair trade, and ask them to focus on improving the supply chain.

As a result of the investigation we conducted of suppliers in fiscal year 2014, the average rate of compliance of material suppliers, concerning the items for which we particularly ask compliance, was about 97%, up 2 percentage points from the previous fiscal year. The average rate of compliance for the overall investigation, which was revised in the current fiscal year, stood at 84%.

In fiscal year 2014, we conducted audit on eight material suppliers, through which we observed no significant problems that would lead violation of rights of employees and mortal danger under actual conditions. However, we have asked for correction of the content that deviates from the actual situation in documents, misleading expressions and details that will lead to reduction of risks in terms of health and safety. No case of material violation was found through CSR-related investigations and audit visits.

At the IBIDEN Group sites at home and abroad, compliance activities with such guidelines are carried out. Risk of violation of workers' rights is high due to insufficient management of temporary staffing agencies as well as contractors working on-site in the Philippines, while it is also high in Malaysia because of insufficient management of employment agents of foreign workers. In these regions, we are enhancing management of such operators and promoting the improvement of the labor environment through periodic interviews and improvement of audits. We will continue to reduce procurement risks in the supply chain and enhance competitiveness through the promotion of CSR activities by promoting activities in accordance with the actual conditions of transactions and regional risks and continuously carrying out efforts 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 2014, we continued to make the Compliance Counter for business partners known to everyone at briefing sessions and on other opportunities; however, the Compliance Counter is not fully utilized, with only a small number of utilization cases. We will make the Compliance Counter known to everyone at a briefing session for business partners and pursue efforts for early detection and resolution of issues. In fiscal year 2015, we will endeavor to reinforce daily communication by establishing a "Consultation Counter for business partners," where suppliers will be able to highlight matters and seek advice on problems in a more familiar and casual way, in addition to the Compliance Counter for business partners.

## **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. Responding to the issue of conflict minerals is carried out mainly by the CSR Promotion Division in cooperation with the division in charge of purchasing. The CSR Promotion Division consolidates information collected by the division in charge of purchasing, confirms and analyzes the content and compiles the status of use of conflict materials by the Company. The business administrative division accepts inquiries from the outside and provides information after obtaining approval of the director in charge of CSR promotion.

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).

The Company uses Conflict Mineral Reporting Template of the CFSI in its investigations into subject material supply routes, and asks suppliers that use subject minerals to update their data on a regular basis.

Some of the package substrates and printed-wiring boards that we supply include tin and gold. As a result of the traceability survey on suppliers that use conflict minerals in fiscal year 2014, all smelters from which minerals supplied by our suppliers are derived have been verified. 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 we used 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 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.

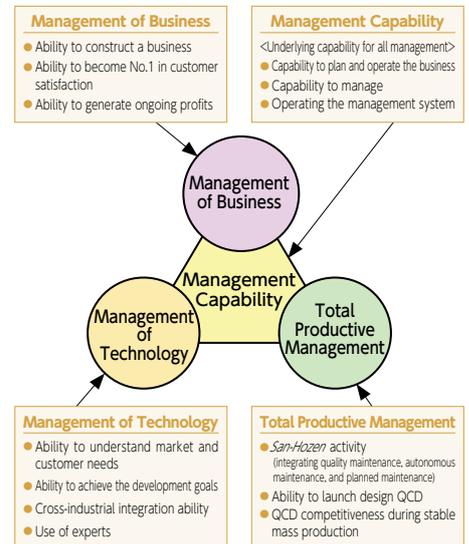
### Human Resource Management through IPM Activities

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 2014, we advocated thorough implementation of 5S, TPM and MTS\* as a method for IPM activities, by further promoting a method summed up by the phrase "Genchi (actual scene), Genbutsu (actual thing), and Jigakari (on-site solution of problems)," to improve the skills of each employee.

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

○Diagram of IPM Activities

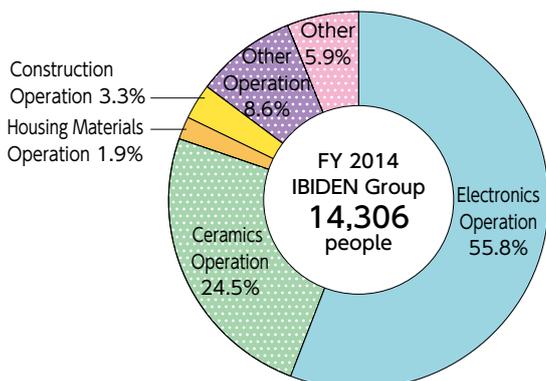


### Constitution of Employees[IBIDEN]

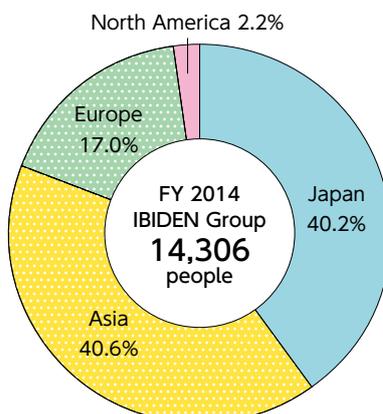
		FY 2013		FY 2014	
		Male	Female	Male	Female
Number of employees	Persons	3,254	300	3,232	317
Managerial positions	Persons	312	0	303	0
Officers*	Persons	28	0	27	0
Average age	Years	36.3	36.1	37.2	37.0
Length of service	Years	13.4	13.5	14.6	14.6
Number of workers who left the Company	Persons	72	9	71	8

\*Including managing officers, standing auditors

### Number of Employee by business segment [IBIDEN Group]



### Number of Employee by business area [IBIDEN Group]



\*As of 31 March, 2015

\*Note: Not included are temporary employees (2,952 on average).

\*Note: Number of employees by area is calculated based on the regions where bases of Group companies are located.

## 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 policy to respect the basic rights of workers, as internationally declared, as well as to avoid involvement in any violation of human rights. The IBIDEN Standards for Employee Behavior spells out such basic 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.

### Mechanism to Avoid Violation of Human Rights

The Company prepared "IBIDEN Social Responsibility Management Standards" as an in-house document in 2014, in which it specifies systems to be established and matters to be noted by managers as its responses to human rights issues. Specifically, the standards include prohibited items to avoid forced labor and procedures for confirming that workers have reached the minimum age to avoid child labor. These matters are put in the procedure manuals of functional divisions and business divisions, which actually operate the IBIDEN Management System, as necessary, so that they are certainly introduced into the system. For instance, confirmation of age is included in the employment procedure manual.

### 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. We also strive to make the need to respect worker rights known to all employees through our Standards for Employee Behavior. In our new employee training or education programs offered at the time of hiring, we distribute these standards and Case Books including, supply a collection of examples of violation, and educate our employees to promote the understanding of human rights, as well as to ensure that the standards are reflected in their actions. At Group companies, we also focus on educational activities to make our policies, including the Standards for Employee Behavior and labor regulations, known to all employees.

### 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 the IBIDEN Group Supplier CSR guidelines, we specifically request that labor-related human rights be observed, including bans on child labor and forced labor. In the guidelines, we clarify items we particularly require our suppliers to comply with, and evaluate the status of implementation through investigations and audits (See "CSR Management in the Supply Chain" on page 17).

The IBIDEN Group is deepening communication with suppliers, so that human rights violations will not occur due to insufficient understanding and incorrect understanding. In domestic plants, we confirm whether there are potential issues that will become risks in terms of human rights, through interviews with managers of sub-contractors working in the plants. In the site in Malaysia, where many immigrant workers work, we conduct periodic internal audits to confirm whether there are any problems about the working environment of immigrant workers.

As a result of the CSR investigation and audit in fiscal year 2014, no cases of violation of basic rights of workers, such as child labor and forced labor, or cases that might lead to violation of workers' human rights were found. We will continue to implement audits by internal and external third parties on a regular basis to maintain the state of compliance in conformity with the CSR guidelines. In fiscal year 2015, we will review the system of risk evaluation, including the issue of human rights, and establish a structure that enables us to detect risks at an early stage and take appropriate measures.

## 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. (This system is applied to about 53% of all IBIDEN employees. The remaining employees are evaluated separately.)

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.



Exercise in training session



New employees training program to participate in social contribution activities

Training records for fiscal year 2014 (IBIDEN)

- Total training hours: 40,066 hours/year; training hours per person: 10.6 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 2014, 12 employees, of which one was a man, used the childcare leave system. In the Company, childcare leave can be extended until a child turns two in the case where he/she cannot be left at a nursery school. Some employees take childcare leave of one year or more by using this system. On the other hand, some employees return to work immediately after maternity leave. Thus, various ways of working are spreading.

Of the employees who resigned from the company to accompany their partners under the re-employment system of those accompanying overseas transferees, which was introduced in fiscal year 2013, one was re-employed after returning to Japan. She wrote of her experiences about her life overseas and put it on our intranet. She made self-development efforts using the language training system for spouses accompanying their partners while she was unemployed, which proved to be useful in duties after re-employment.

Life planning training is carried out every year through labor and management cooperation. The training is provided to those who are aged 30, 40 and 50, covering various systems necessary for life planning officially and privately. The training for those aged 30 and 40 includes programs that allow them to reconsider their lives from various angles, such as group work about career formation, lectures on asset formation and health promotion. The training for those aged 50 enables the trainees to think about how they will live and work from now on, following the practical raise in the retirement age.

To realize a working environment in which employees can work cheerfully and lively, we will continue to create a corporate culture in which employees mutually recognize various ways of working. Also, we will enhance the review of working forms, including discretionary work, and promotion of acquisition of annual 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 started from fiscal year 2013, we have focused 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 listened to firsthand views, including those given in interviews with employees who balanced work with childcare and women who were actively working in Japan and overseas, which were introduced on the corporate intranet.

In fiscal year 2014, we introduced maternity pants for work clothes as a measure to support work-life balance. Previously, a maternity dress was supplied. The maternity pants are favorably accepted by employees, since working in pants is safer. We also implement interviews by public health nurses as a part of interviews for returning to work, which enables employees to consult with public health nurses about subjects they hesitant to discuss with the staff of the human resources division or superiors. The return to work rate\*1 and the retention rate\*2 after returning to work in fiscal year 2014 stood at 100%, respectively. (The return to work rate was 97% and the retention rate was 100% in fiscal year 2013.)

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.

\*1 The return to work rate (%) is calculated as the percentage of the number of employees who returned to work after parental leave divided by the number of employees planning to return to work after parental leave.

\*2 The retention rate is calculated as the percentage of the number of employees who were still employed 12 months after returning to work divided by the total number of employees who returned to work during fiscal year 2013.

### ◆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】

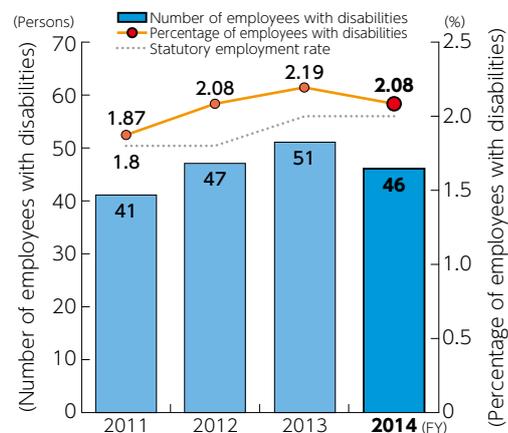
We implement childcare leave, short-term working hours and other programs to support a work-life balance so that both men and women can continue to work while they raise children. We introduce these programs by issuing a childrearing handbook.

## Employment of Persons with Disabilities

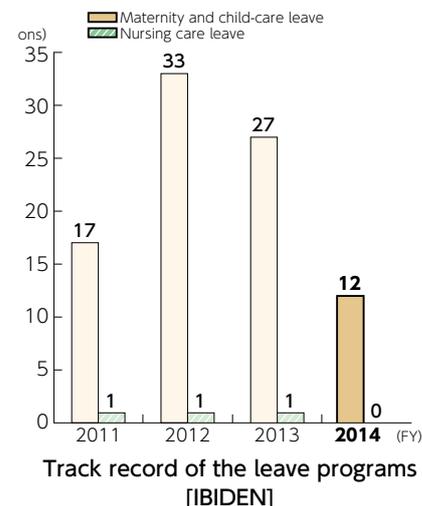
In order to realize a society where persons with disabilities can live together as members of local communities, it is important to encourage their independence through work, and employees with disabilities are playing an active role in the Company. In Japan, the Employment Rate of Persons with Disabilities sets forth employment obligations, and from April 2013, the mandatory employment rate for private companies was raised from 1.8% to 2.0%. The number and employment rate of persons with disabilities in the Company in fiscal year 2014 was 46 ones and 2.08%. (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.



Results of Employment of Persons with Disabilities [IBIDEN]



Track record of the leave programs [IBIDEN]

## 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 2014, 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 annual paid leave, facilitation of communication, facilitation and consideration of mental and physical health, review of target management assessment system 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 are promoting accurate working hours and making them known to everyone, while shifting from discussions on time to discussions on the improvement of efficiency, such as "how we can produce results" and "how we can make progress in improvements." Consequently, we are pushing forward with activities that result in reduction of overtime work. In particular, we understand and cope with essential issues at an early stage in the "on its own" activities lead by the Human Resources Division. We focused on activities to bring down the number of persons whose average overtime in three months surpasses 60 hours to zero and activities aimed at acquisition of six days or more of annual paid leave through labor and management cooperation, and achieved the goals of both activities in fiscal year 2014.

### Creating a Worker-Friendly Workplace

We conducted educational activities such as continuation of the greeting campaign by the management and workers to facilitate communication and implementation of education on the Power Harassment Guidelines, which were established in fiscal year 2013. Furthermore, we are working to deepen the understanding of the behavioral spirit of the IBIDEN Group by reading through the IBIDEN WAY once a week to disseminate said spirit. In addition, as an activity to promote mental and physical health that enable employees to work without anxiety, we introduced coping skills training for young employees, positioning it as a step to enhance preventive measures, while the Human Resources Division introduced interviews after three months from returning to work as an activity to prevent recurrence of bad mental health conditions.

### Expansion of Personnel System

To enhance competitiveness of business, we believe it is important that each employee challenges himself/herself to meet his/her own high expectations, achieves these expectations and raises their organizational capabilities. Experience in successfully achieving high expectations will accelerate the further growth of employees.

We reviewed our target management assessment system to realize: setting of high objectives to further motivate employees who produced results thanks to their high objectives and to allow employees who have failed to produce results to challenge themselves to meet their next objectives; well-balanced assessment; and feedback on evaluation results that is helpful.

### 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 2014, we verified problems concerning working-hour management in part at domestic Group companies, and quickly took corrective actions. We had no record of legal violations related to labor laws, such as those pertaining to wages at domestic Group companies.

## Measures for Occupational Health and Safety

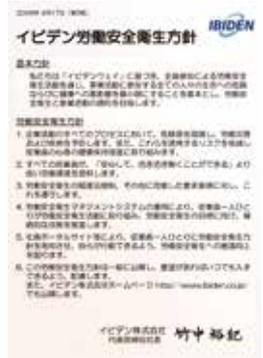
We established the Occupational Health and Safety Basic Policy under the IBIDEN WAY, formulated “Occupational Health and Safety Goals (2013-2017),” and focused on occupational health and safety, specifically, by following the Activity Guidelines for Fiscal Year 2013.

### 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.

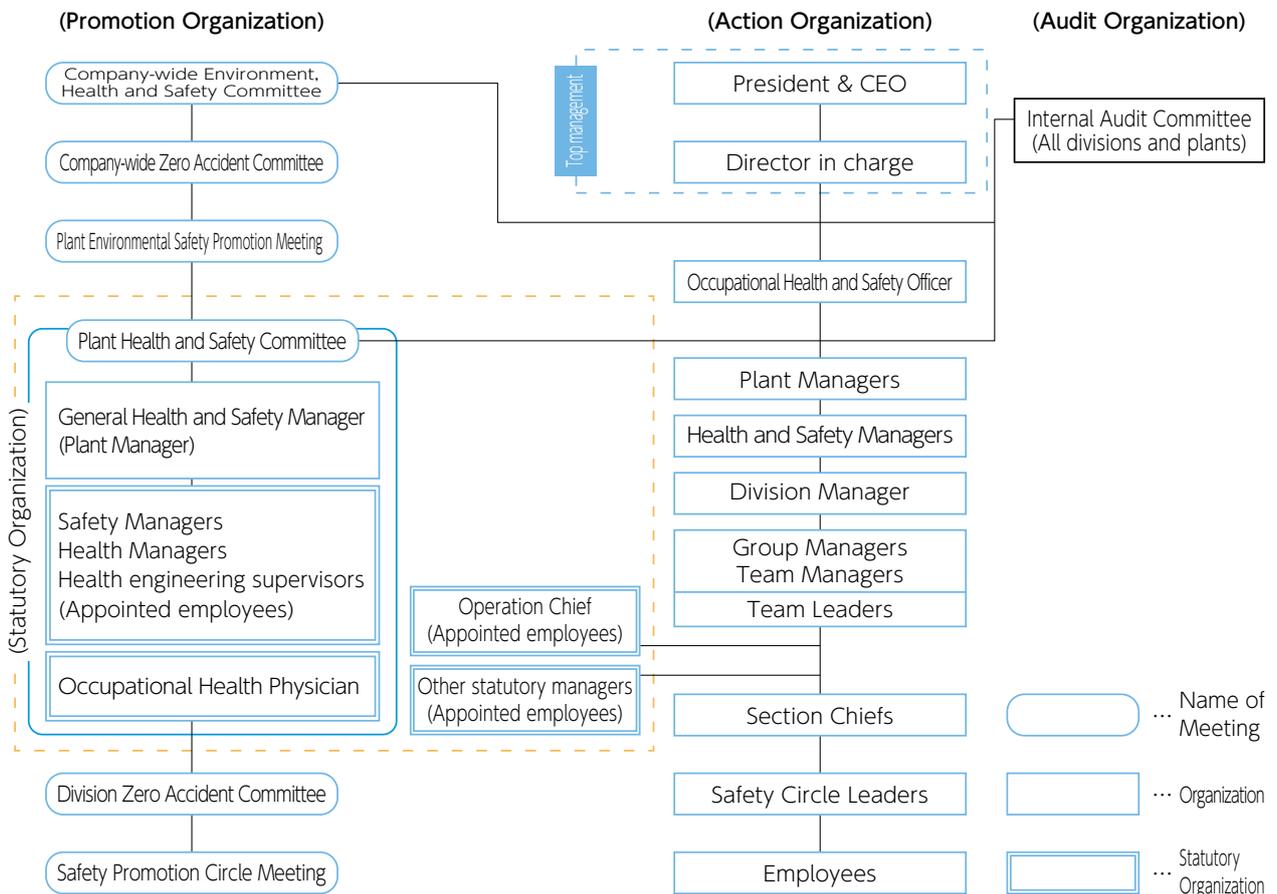
### Occupational Health and Safety Policy

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



## 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.

Health and safety management activities of the Company are conducted with on-site contractors and contractors who work on the plants of plants. Through workshops, we share information on laws and regulations concerning health and safety as well as the standards of the Company and on-site working rules and exchange opinions with the contractors to promote the creation of a working environment with no accidents. (As for Health and Safety Management System, see "Management System Certification Status" on page 31.)

## 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 strengthen 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 2014, 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 (Although the result, 98.6%, was unchanged from the previous year, the speed of improvement was higher.)

(2) Safety patrol (office organization, Safety Management Section and plant) \*Communication with the method "Genchi (actual scene) Genbutsu (actual thing)"

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 2014, since the number of occupational accidents was increasing (nine cases) in the first half, the director in charge of safety conducted a safety patrol, aimed at the basic idea of and efforts for safety first. In the presence of the general manager of each business operation, it was reconfirmed that zero "occupational accidents" and zero "potential incidents", which affect business, are targeted and that the bases of activities are "prevention of recurrence" and "prevention of disasters and accidents." As a result, we successfully reduced the number of occupational accidents to five 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 Ividen Safety Standard (ISS) and submission of notifications in accordance with relevant laws and regulations. In fiscal year 2014, to increase the level of construction safety management, we held the "IBIDEN Safety & Health Promotion Meeting for Contractors" commenced in fiscal year 2013 for 90 contractors that had business with us (held three times a year).



Ividen Safety Standard (ISS)

(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 provide RA training to leaders and superiors (managers) of safety groups of each division at all plants and give education on points in recognizing risks and how to estimate risks while observing actual operations. In fiscal year 2014, we pushed ahead with the training through the monthly meeting of the Company-wide Zero Accident Committee, so that plans can be moved up to correct three specified Company-wide risks: 1) workers being caught/wound up in equipment; 2) workers slipping/falling; and 3) workers making contact with harmful matters. All the projected risk reduction plans were completed.

With regard to items with high materiality of RA results, managers confirm the adequacy of risk assessment on-site and in kind and promote thorough measures to prevent material accidents. We are reviewing the details of RA implemented in February 2015, so that risks related to the ergonomic burden will be effectively recognized.

### (3) On-Site Contractors

To promote health and safety activities for on-site contractors working at our plants, we implement the "IBIDEN On-Site Contractor Health and Safety Promotion Society" three times a year to raise the level of management of occupational health and safety at each company by making explanations of IBIDEN's policy on environment and occupational health and safety and administrative policies, sharing information on revision of laws and holding workshops on health and safety. Furthermore, in fiscal year 2014, we conducted mutual audits of contractors to enable them to confirm activities on-site and in kind and mutually point out what are good and what should be improved, aimed at raising the level of their activities.



RA implementation training



Audit of on-site contractors

## Management Indicators

### 1. Status of occurrence of occupational accidents

#### (1) Domestic plants (IBIDEN)

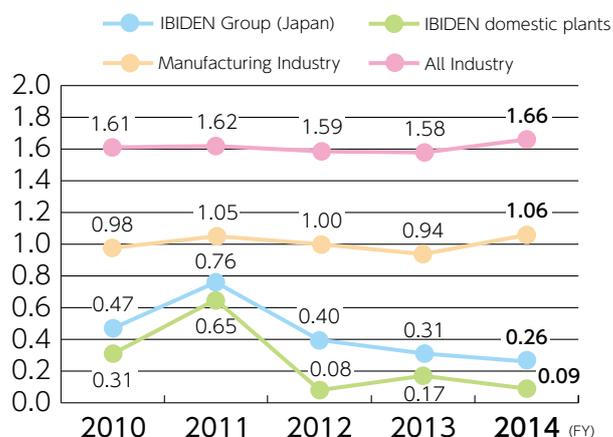
At seven plants, the number of occupational accidents in fiscal year 2014 was 14 (no year-on-year change), while it was 14 in fiscal year 2013. Most of the accidents (nine) occurred in the first half. As we implemented safety patrols and basic small-group activities and provided training, the number of accidents decreased to five in the second half. As for the degree of accidents, the number of accidents causing slight wounds increased from the previous year. We will continue to promote zero accidents and zero risks by implementing "safety first" with a top-down approach led by managers.

#### (2) Domestic affiliated companies

Although the number of occupational accidents decreased from 11 in fiscal year 2013 to nine in fiscal year 2014 (down 18%), one serious accident that caused an employee to become permanently disabled occurred.

As the number of occupational accidents at subcontractors and temporary workers is increasing, we will steadily improve the situation through repeated education on rules and procedures.

Through safety patrols for affiliated companies conducted twice a year by the Environment & Safety Division, we are working on the improvement of the level of health and safety activities of affiliated companies by confirming annual policies on health and safety and checking operational management and compliance on-site.



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 (0)
Accidents requiring leave	1 (2)	3 (3)
Accidents not requiring leave	2 (6)	1 (5)
Minor injuries	11 (6)	5 (3)

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

(3) Overseas major manufacturing companies

The number of occupational accidents accompanied by lost work time (four days or longer) was 43 in fiscal year 2014 compared to 33\* in fiscal year 2013.

We continually held 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 improving the quality and effectiveness of the disaster-prevention activities.

\*Since the standards are different in each country, we are considering to unify the differences.

(4) Contract work

The number of occupational accidents was 1 in fiscal year 2014 against 2 in fiscal year 2013 (a year-on-year increase/decrease of 50%)

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

We continued to strengthen working hour management and provide training for promotion of mental health. The total number of overworked employees increased significantly from last year due to higher order received. However, the number of employees who suffered from mental health problems has seen a declining trend (overworked employees to whom health and welfare measures were applied: increased from 45 to 137, employees who suffered from mental health problems: decreased from 1.4% to 0.9%).

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 2014, 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	68.20%	78.00%
Increase in the number of persons who have developed exercise habits	30 minutes or more/day, twice or more/week	16.20%	18.00%
Decline in the ratio of smokers	ratio of smokers	33.80%	32.00%
Improvement of ability to cope with stress	Mental disorders Leave rate of more than one month	1.10%	0.70%

# Environmental Management

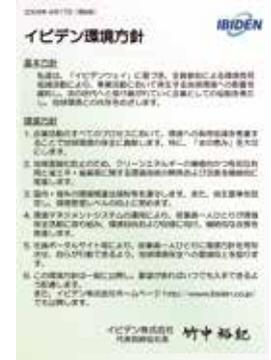
Keeping environmental preservation in business in mind, we will thoroughly eliminate the loss of resources and energy in order to contribute to social development efficiently. We will dedicate ourselves to environmental protection by offering technologies and products designed to reduce the environmental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

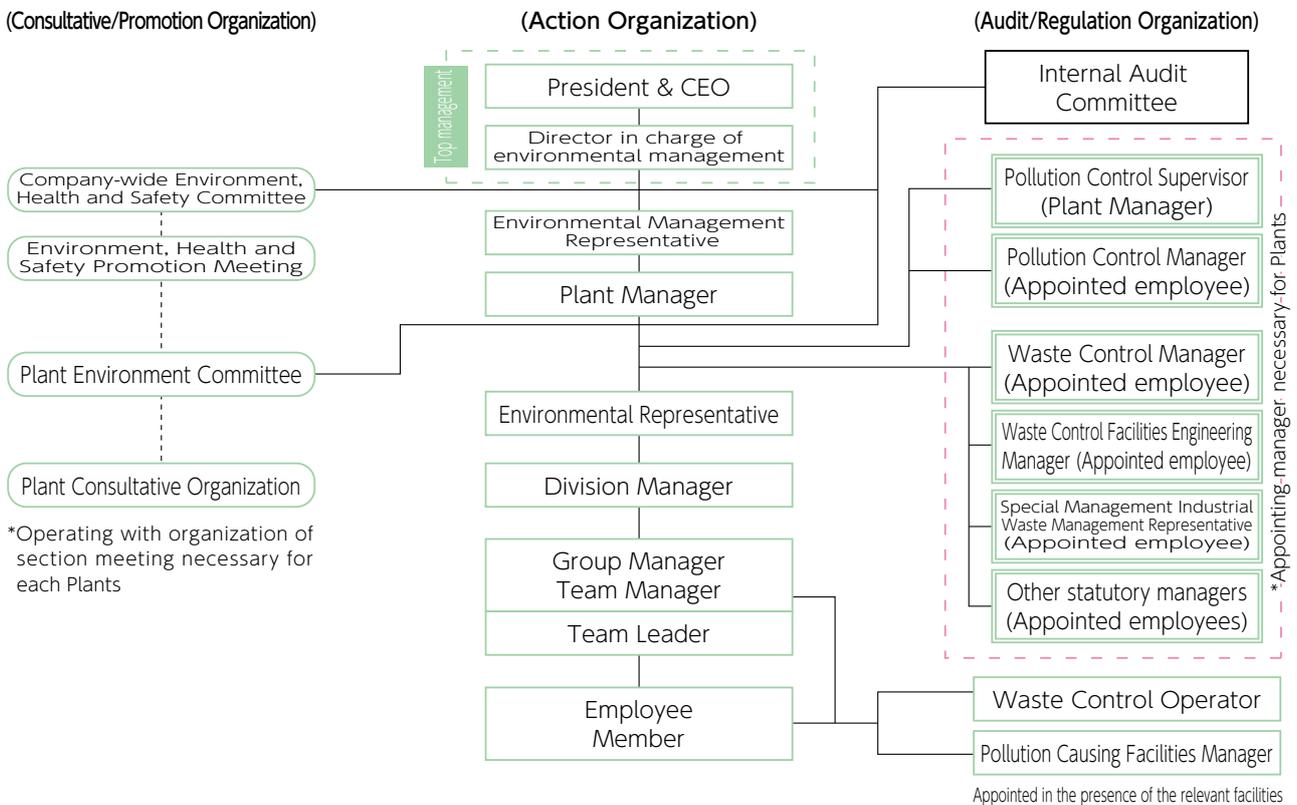
1. We contribute to protecting the global environmental by minimizing the environmental burden in every process of our company's activities. We especially value water and its benefits to the Earth.
2. We continuously promote positive and effective use of clean energy by developing and improving eco-technology 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. Furthermore, we hold meetings organized by environmental protection promoters who are designated by each operational division, while the entire Group shares information on environmental protection mainly in the global environmental meetings along with seven major production bases and the energy conservation meetings attended by energy conservation promoters of each division.

## 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. From fiscal year 2011, we began operation of an management system that integrated ISO 14001 and OHSAS 18001. In fiscal year 2014, we upgraded it to the IBIDEN Management System (IMS), which integrated the entire management system including the quality management system, and launched operations. Our management systems have been verified both by semiannual internal audit and annual external audit, which indicates that it has been properly established and operated.

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 September 2014, IBIDEN Hungary Kft. obtained OHSAS 18001 certification. Currently IBIDEN DPF France S.A.S. and IBIDEN Porzellanfabrik Frauenthal GmbH. are working to acquire the certification. 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	IBIDEN Porzellanfabrik Frauenthal
ISO14001Cert.	Jun. 2003	Mar. 2013	Jul. 2003	Feb. 2005	Feb. 2007	Planning	Feb. 2002
OHSAS18001Cert.	Aug. 2013	Mar. 2013	Mar. 2007	—	Sep. 2014		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 for 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, the Group publishes the monitoring results for each plant in “Environmental Measurement Data by Work Site” (see pages 43 to 47). To reassure the residents of surrounding areas, the Group, led by the plant managers, communicates with regional representatives about its business activities at its plants. In fiscal year 2014, no violation was found in the environment measurement data and no serious accidental leak of chemicals occurred that might have had a significant effect on the external environment.

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. In fiscal year 2014, we promoted strict compliance with laws and regulations related to management of chemical substances, and consequently there were no violations. However, we had some directions related to laws and regulations, and are pushing forward with reconfirmation of the compliance evaluation system and thorough implementation of compliance by carrying out inspection of all our plants and audit on environmental risks of the Group companies as well as confirmation of correction. No penalties or sanctions related to violations of environmental and occupational health and safety laws and regulations were issued against the Group. We will continue to promote compliance with laws and regulations. For fiscal year 2015, we will push ahead with systematic management of environmental risk. To that end, we will continue to monitor soil pollution risk caused by a leakage of chemical substances and to implement investigations, improvement and maintenance of concerned locations with such risks, while taking, in advance, moves of law revisions at home and abroad, including the REACH system and the Industrial Safety and Health Act, at the Chemical Control Committee in anticipation of law revisions in the future (See Appropriate Chemical Control on page 37).

## Guidelines for Environmental Activities

In fiscal year 2014, to boost our competitiveness in environmental protection, we promoted activities such as a cut in energy costs, a reduction in resource losses, and management in compliance with chemical substance-related laws and regulations in the guidelines below. We were committed to the following:

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

Because 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 have set up and promoted the energy working groups 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.



Hirose Power Plant (Updated in 2012)  
Power output: 8,900kW



Kawakami Power Plant(Updated in 2013)  
Power output: 4,400kW



Higashi-Yokoyama Power Plant  
Power output: 13,600kW

## Repair Work on Hydroelectric Facilities and Electric Power Supply for Demanders

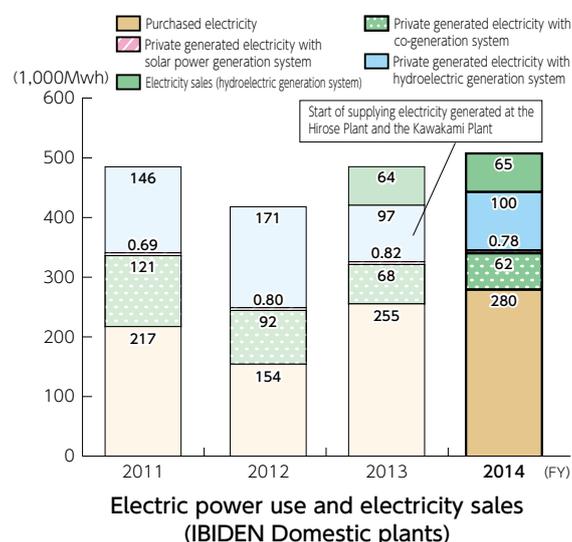
To maintain its power output, IBIDEN has implemented repair work in a systematic manner, including repair work on water supply tunnels and a generator upgrade to the latest model, at its three hydroelectric power plants (Higashi Yokoyama, Hirose, and Kawakami). In fiscal year 2015, the Higashi Yokoyama Plant will undergo a facility upgrade to boost its power generation capacity.

The Hirose and Kawakami hydroelectric power plants satisfy the standard for the “Renewable Energy Buy-back 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 CO<sub>2</sub> emission factor. Based on the amount of power generated by the two hydroelectric power plants, their CO<sub>2</sub> 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 2014, 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.

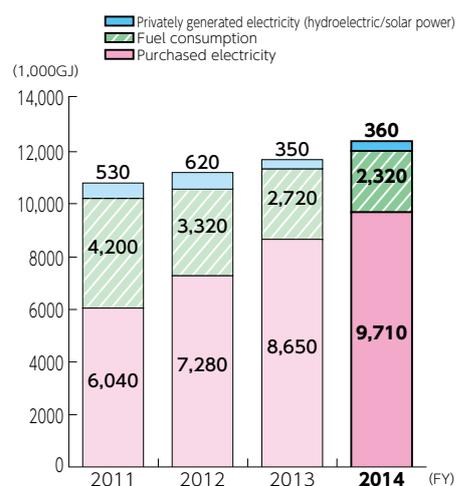
For fiscal year 2014, we made efforts to reduce energy consumption through efficient operation of refrigerators and a review of settings of air-conditioning equipment as well as by grouping production spaces and processes together and improving the filling rate of electric furnaces. For fiscal year 2015, we will move forward with thorough reduction of energy waste through a review of operating conditions of production equipment and expansion of existing improvement themes to other sites and similar production lines, with all relevant divisions working together to revitalize activities.

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). It shows a tendency to rise in terms of an indicator obtained by converting business activities, such as energy use, into CO<sub>2</sub> emissions, partly due to fluctuations in the CO<sub>2</sub> emission factors of electric power companies. When energy conservation activities of the IBIDEN Group are converted into contributions to reduction of CO<sub>2</sub> emissions, they reduced 21,000 tones of CO<sub>2</sub> in fiscal year 2014\*.

We have pushed forward with activities, targeting to improve CO<sub>2</sub> emissions annually by 2% globally during the period between fiscal year 2013 and fiscal year 2017. In consideration of changes in the external environment, we revised the target in fiscal 2015 to a reduction of 3% (for fiscal year 2017) against fiscal 2012. We will continue to strive to reduce energy consumption with thorough efforts to save energy. [See the chart “CO<sub>2</sub> emissions and CO<sub>2</sub> emission unit load rate (per production volume).” ]

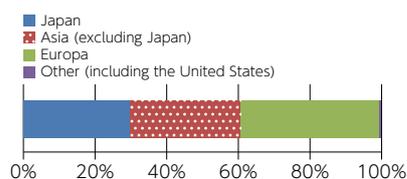
We also provide society with 232,000 GJ of electricity (equivalent to - 32.8 thousand tones of CO<sub>2</sub>) through our privately generated electricity by hydroelectric power generation as clean energy without greenhouse gas emissions.

\* The above is an estimated amount obtained by converting the contents of improvement activities to CO<sub>2</sub> reductions.

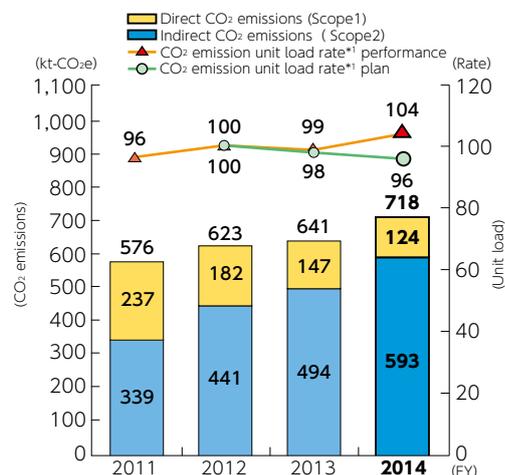


Amount of energy consumption (IBIDEN Group)

\*For energy conversion of purchased electricity, 9.76 MJ/kWh [Act on the Rational Use of Energy (Japan)] is used as the conversion factor.



Ratio of energy consumption by region in fiscal year 2014 [IBIDEN Group]



CO<sub>2</sub> emission\*<sup>2</sup> and CO<sub>2</sub> emission unit load rate\*<sup>3</sup> (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: CO<sub>2</sub> emissions show figures covering production-related locations in Japan and overseas. With regard to the CO<sub>2</sub> 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.

\*3: Unit load rate (indicator) is calculated by excluding CO<sub>2</sub> emissions of purchased electricity equivalent to sold hydroelectric power.

## 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.

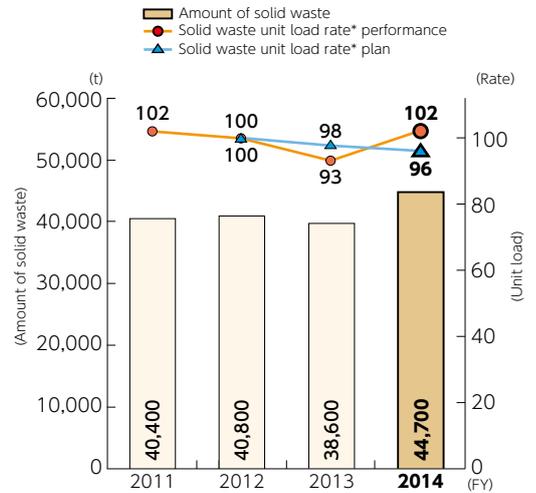
The IBIDEN Group sets an index to control solid waste per production volume and has been taking action to implement such control.

Our target is to improve it annually by 2% globally during the period between fiscal year 2013 and fiscal year 2017. Since fiscal 2013, we have been pushing ahead with on-site confirmation of waste management by promoting the recognition through visualization of the amount and cost of industrial waste. Through our task-force team, we are pushing forward with turning what would have been waste into valuable resources by eliminating the difference between plants mainly concerning sorting of waste plastics.

In fiscal 2014, the overall volume of waste increased compared with the previous year due to a rise in the amount of dehydrated sludge at our water treatment facilities in Japan, and the volume of waste per production volume also increased by 2% compared with fiscal 2012. We maintain almost 100% compliance with laws and regulations related to waste materials under the management with electric manifest.

For fiscal year 2015, we will move forward with reduction of waste by waste management linked to production load, so that we will be able to achieve the plan for solid waste unit load rate. (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 unit load 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)

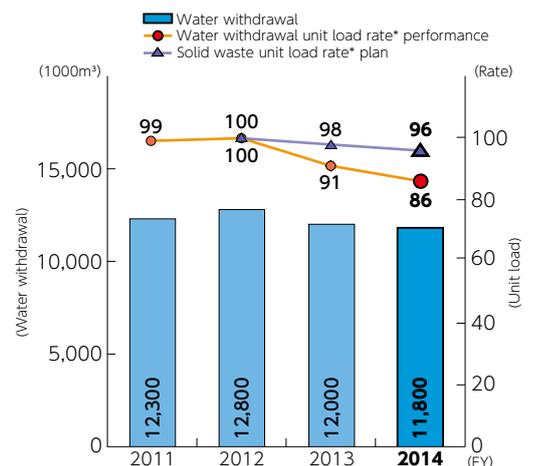
A large amount of water resources is used in the manufacturing process of electronic products, particularly for cleansing. Ogaki City in Gifu Prefecture, where our domestic production bases are concentrated, is rich in underground water thanks to the Ibigawa River system. However, water shortages are 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. (Result of fiscal 2014: Maintained over 90% of water withdrawal per production volume.)

In fiscal year 2014, we started to review high water-use processes to cut the amount of water withdrawal at plants using a large amount of it. This led to a drop of 14% in the water withdrawal per production volume 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 unit load is calculated at the rate of 100 percent of the result of fiscal year 2012

## Appropriate Chemical Control

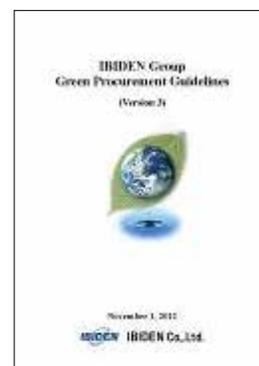
### Responding to the Regulations regarding Chemical Substances in Products and Manufacturing Processes

IBIDEN uses various chemical substances in the plating process. Since chemical substances may cause pollution and human health hazards, management of chemical substances is subject to risks. As the laws and regulations on chemical substances in each country are increasingly rigorous, the management of chemical substance is one of the key issues for the Group from the point of view of compliance. To prevent chemicals from causing harm, we practice rigorous control, and we are reducing the use of certain chemicals or eliminating them. 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.

In fiscal year 2014, to raise the level of chemical control and reduce the environmental burden through the entire supply chain, we sought to further grasp the management status of the environment/chemical substances of our suppliers. In case improvements in the management system were required, we revised the green procurement guidelines to let suppliers act in a systematic manner. We also continued to deepen our understanding of information gathered and carefully and meticulously selected examination items without fail, while working closely within the purchasing system. Furthermore, we developed rules and guidelines for our overseas bases to enable them to conduct their own examinations, and conducted surveys on the presence of chemical substances in procured items to fully grasp the situation even at overseas bases such as Malaysia and China. 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).



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	1,843	0	0	0	0	182,442	184,285
59	Ethylenediamine	0	0	0	0	0	0	0
76	ε-Caprolactam	0	0	0	0	0	71	71
237	Mercury and its compounds	0	0	0	0	0	49	49
272	Copper salts(water-soluble, except complex salts)	0	840	0	0	58	58,919	59,817
309	Nickel compounds	0	0	0	0	0	5,334	5,334
349	Phenol	27	0	0	0	0	0	27
368	4-tert-Butylphenol	0	0	0	0	0	20	20
395	Water-soluble salts of peroxodisulfuric acid	0	0	0	0	0	28,135	28,135
405	Boron compounds	0	0	0	0	0	3,252	3,252
408	Poly(oxyethylene)octylphenyl ether	0	0	0	0	0	1,291	1,291
411	Formaldehyde	1,534	0	0	0	0	113,141	114,675
412	Manganese and its compounds	0	0	0	0	0	15,988	15,988

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

[Survey period] April 2014 through March 2015

## 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.

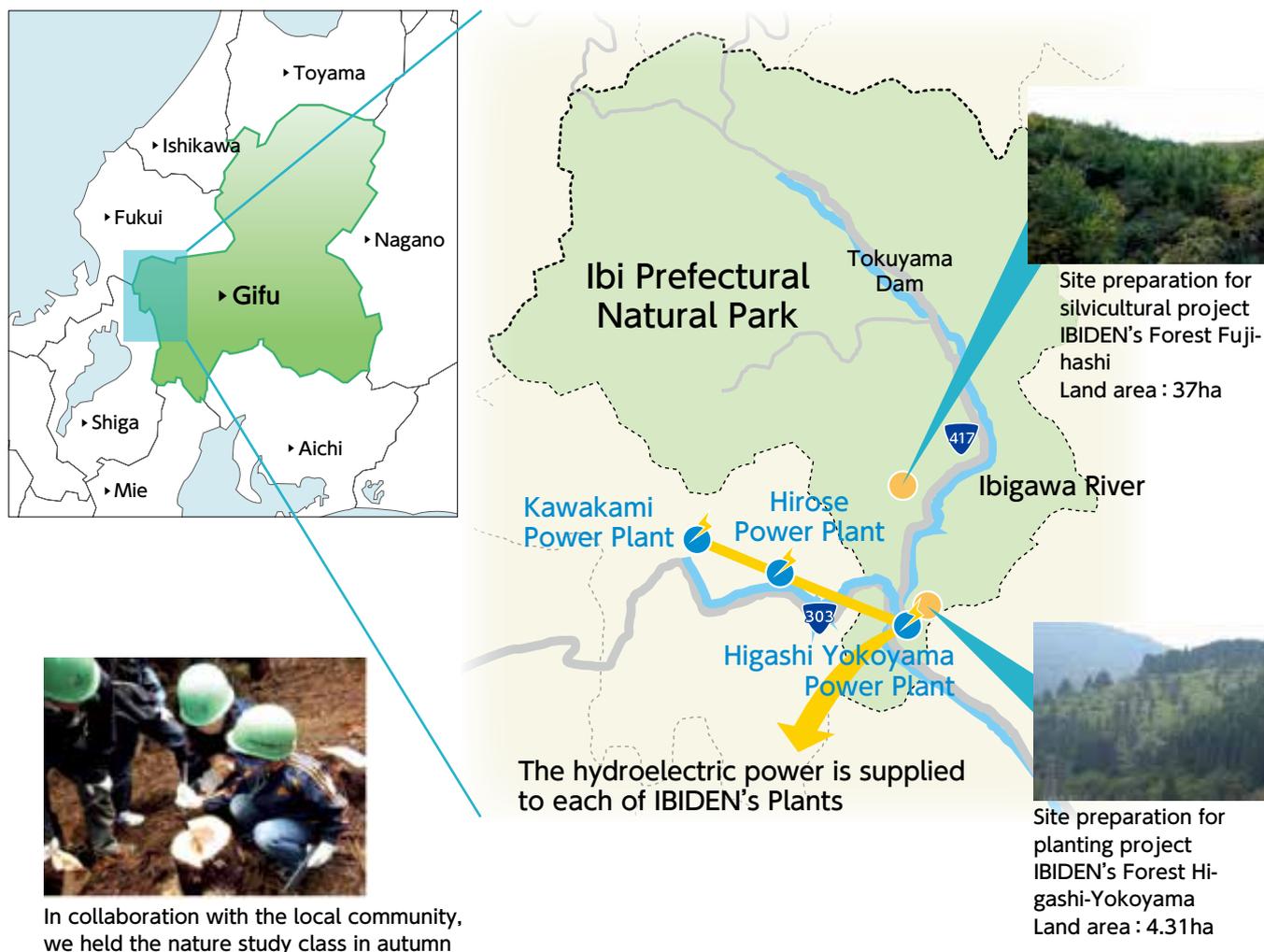
Aiming to contribute to constant social advancement, in line with the values stressing "Harmony with Nature," IBIDEN will act responsibly as a global enterprise by working together with society.

### 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 48.

<Target Areas of Forest Preservation Activities>



## Environmental Contribution through Business and Products

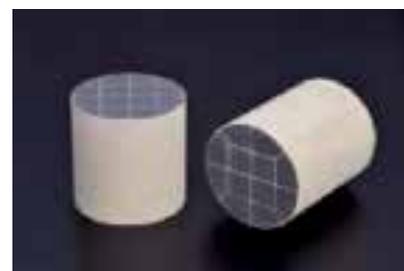
### Product Life Cycle Assessment

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.

Since fiscal year 2013, IBIDEN has followed environment-friendly design guidelines and begun conducting information examinations of chemical substances in novel materials during the technical development phase. We strive to establish a process to link the environment-friendly design review with product design review. If any regulated chemical substances are found in the collected and identified chemical ones 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, achieving an annual power generation of 900,000 kWh last year (equivalent to the annual energy consumption of approximately 200 households).



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 2014 (April 1, 2014 to March 31, 2015)
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

Investment during fiscal year 2014 increased about ¥410 million, up 30% compared to the previous fiscal year. A major factor behind this increase in overall investment was the upgrade of hydroelectric power transmission facilities [(2) global environmental conservation costs] and the investment in R&D focused on environment-related products including automotive exhaust system components [(6) research and development costs].

Costs in fiscal year 2014 rose approximately ¥270 million, up 3% compared to the previous fiscal year. This increase was primarily attributable to the maintenance and operation costs of the hydroelectric power transmission facilities [(2) global environmental conservation costs] and investment in R&D with the goal of reducing the environmental burden [(6) research and development costs].

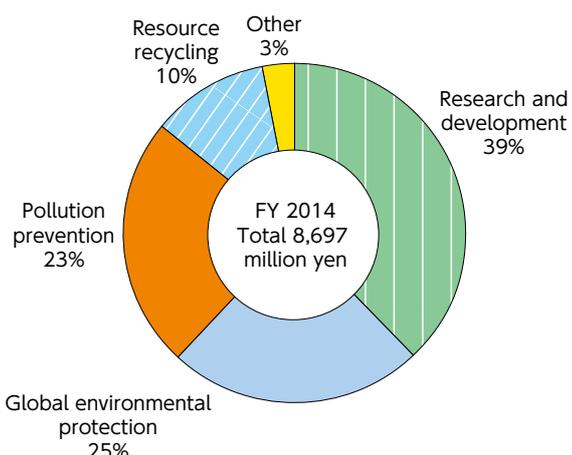
Furthermore, the sum of (1) pollution prevention costs and (3) resource circulation costs decreased about 3% compared to the previous fiscal year due to improvements in water treatment process and wastewater treatment despite higher production volume.

(Unit: Million yen/year)

Category		Investments (Note 1)			Costs (Note 1)		
		FY 2013	FY 2014	Year to Year	FY 2013	FY 2014	Year to Year
Business area cost	(1) Pollution prevention costs	100	42	-58%	2,007	1,990	-1%
	(2) Global environmental conservation costs	797	1,111	+39%	2,070	2,219	+7%
	(3) Resources circulation costs	0	4	—	895	829	-7%
(4) Upstream and downstream costs		0	0	—	14	17	+27%
(5) Administration costs		5	5	0%	192	200	+4%
(6) Research & Development costs		486	639	+31%	3,228	3,418	+6%
(7) Social activity costs		0	0	—	27	24	-11%
(8) Environmental remediation costs		0	0	—	0	0	—
Total		1,388	1,800	+30%	8,432	8,697	+3%

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 2014 increased approximately ¥320 million, a rise of 14%, compared to fiscal year 2013. This result was due mainly to a rise in power generation achieved by upgrading power generation facilities and efforts to reduce the loss of energy, including through comprehensive maintenance and operational efficiency at production facilities.

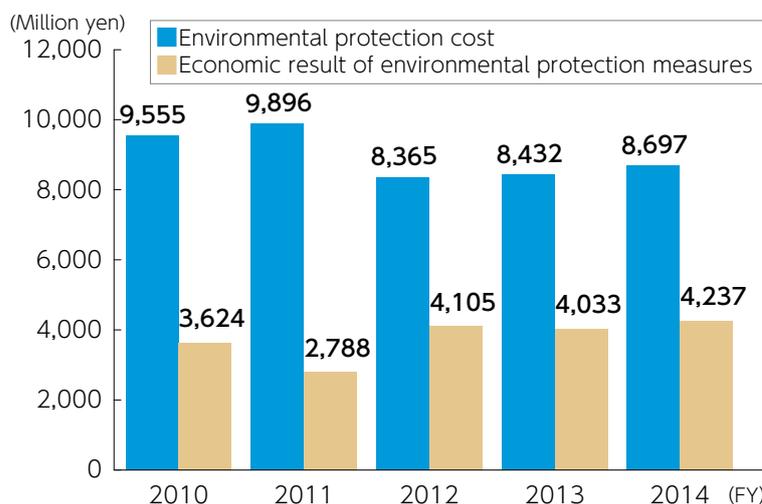
The economic effects of resource recycling for fiscal year 2014 fell some ¥110 million, down 6%, compared to the previous fiscal year. The decline mainly reflected a drop in the gain on sale of valuable materials with liquid waste containing precious metals, and others due to a decrease in the amount of precious metals as a result of consolidation of production facilities accompanying changes in product specifications.

(Unit: Million yen/year)

Description of effects		Amount		Year to Year
		FY 2013	FY 2014	
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	2,209	2,526	+14%
	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	1,824	1,711	-6%
Total		4,033	4,237	+5%

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				Raw Materials			
Category		IBIDEN *1	Group *2	Category	IBIDEN	Group	
	Purchased electricity (Mwh) *3	279,968	768,696		Metals (t)	925	5,754
	Renewable energy	100,666	100,666		Plastics and resins (t)	3,838	8,826
	Natural gas (1,000m <sup>3</sup> )	29,879	46,744		Glass (t)	2	129
	LPG (t)	1,355	1,654		Ceramic material, etc. (t)	16,261	39,214
	Kerosene (1,000 l)	148	148		Wood (t)	16	85
	Diesel Oil (1,000 l)	78	2,741		Paper (t)	8,271	8,623
	Heavy oil (1,000 l)	0	1,908		Agricultural product (t)	0	3,508
					Chemicals (t)	72,430	143,340

Water resources			
Category	IBIDEN	Group *4	
	Groundwater (1,000m <sup>3</sup> )	5,455	6,995
	Water works (1,000m <sup>3</sup> )	16	4,759

\*1 IBIDEN: IBIDEN Domestic 7 Plants  
 \*2 Group: IBIDEN Domestic Plants and, five Japanese Group companies and nine overseas Group companies  
 \*3 Electric power: Privately generated electricity by the Group's thermal power other than above (73,800 Mwh)  
 \*4 Groundwater of the Group includes 45,000 m<sup>3</sup> of rivers  
 Water works include 1,037,000 m<sup>3</sup> of recycled water at industrial parks.

INPUT



IBIDEN Group



OUTPUT

Atmosphere				Waste			
Category		IBIDEN *1	Group *2	Category	IBIDEN	Group	
	CO <sub>2</sub> (1,000 t)				Material recycling (t)	11,359	32,414
	Scope 1 *3	72	124		Thermal recycling (t)	1,010	2,977
	Scope 2 *4	143	593		Reuse (t)	570	2,580
	Logistics *5	44	64		Amount of landfill waste after intermediate treatment (t) *6	1,876	5,373
	SOx emissions (1,000 t)	0	3.38		Landfilled industrial waste (t)	0	1,341
	NOx emissions (1,000 t)	0.1	0.5		Total generated waste (t)	14,815	44,686

Water system			
Category		IBIDEN	Group
	Discharge to public sewer (1,000m <sup>3</sup> )	486	2,961
	Discharge to river (1,000m <sup>3</sup> )	3,388	5,797
	COD contamination (t)	9	72
	Nitrogen contamination (t)	7	7
	Phosphorous contamination (t)	0.2	0.2
	Industrial wastewater (1,000 t)	38	53

\*1 IBIDEN: IBIDEN Domestic 7 Plants  
 \*2 Group: IBIDEN Domestic Plants and, five Japanese Group companies and nine overseas Group companies  
 \*3 Scope 1: Direct CO<sub>2</sub> emissions (emissions from fuel used in business establishments)  
 \*4 Scope 2: Indirect CO<sub>2</sub> emissions (emissions from purchased electricity generation)  
 \*5 Scope 3: The following four emissions generated in upstream and downstream corporate activities that are not included in scope 1 and 2:  
 • Energy: Emissions from activities that are not included in scope 1 and 2  
 • Logistics: Emissions from transport by the domestic Group companies  
 • Waste treatment: Emissions from waste treatment in IBIDEN Domestic Plants  
 • Commuting: Emissions from commuting of employees of IBIDEN Domestic Plants and domestic Group companies  
 \*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	7.4	8.6

#### < 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	7.2	7.9
BOD	mg/L	160	15	5	3.4	7.3
COD	mg/L	160	Regulation of total emission	Regulation of total emission	4.2	8.7
SS	mg/L	200	30	30	5.4	12
Copper	mg/L	3	2	1	0.3	1.4
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	0.10	0.12
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	2.2	4.9
Phosphorus	mg/L	16	8	8	0.1	0.2
Boron and boron compounds	mg/L	10	10	10	0.1	0.2
Ammonia and ammonium compounds, nitrite and nitrate compounds	mg/L	100	100	100	1.7	4.3

#### < Air Measurement >

Item	Equipment	Unit	National standard	City standard	Voluntary standard	Average	Maximum	
Soot	Boiler No.11	g/m <sup>3</sup> N	0.3	0.27	0.27	<0.001	<0.001	
	Boiler No.12	g/m <sup>3</sup> N	0.3	0.27	0.27	<0.001	<0.001	
	Boiler No.13	g/m <sup>3</sup> N	0.3	0.27	0.27	<0.001	<0.001	
	Boiler No.14	g/m <sup>3</sup> N	0.3	0.27	0.27	<0.001	<0.001	
	Boiler No.15	g/m <sup>3</sup> N	0.3	0.27	0.27	0.002	0.002	
	Boiler No.16	g/m <sup>3</sup> N	0.3	0.27	0.27	0.002	0.002	
	Boiler No.17	g/m <sup>3</sup> N	0.3	0.27	0.27	0.002	0.002	
	Boiler No.18	g/m <sup>3</sup> N	0.3	0.27	0.27	0.001	0.001	
	Boiler No.19	g/m <sup>3</sup> N	0.3	0.27	0.27	0.002	0.002	
	Boiler No.20	g/m <sup>3</sup> N	0.3	0.27	0.27	0.001	0.001	
	Boiler No.21	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001	
	Boiler No.22	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001	
	Boiler No.23	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001	
	Boiler No.24	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001	
	Boiler No.25	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001	
	Boiler No.26	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001	
	Gas Turbine No.1	g/m <sup>3</sup> N	0.05	0.05	0.05	<0.001	<0.001	
	Gas Turbine No.2	g/m <sup>3</sup> N	0.05	0.05	0.05	<0.001	<0.001	
	NOx	Boiler No.11	ppm	260	260	260	80	80
		Boiler No.12	ppm	260	260	260	77	77
		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	110	110
		Boiler No.16	ppm	260	260	260	100	100
Boiler No.17		ppm	260	260	260	99	99	
Boiler No.18		ppm	260	260	260	98	98	
Boiler No.19		ppm	260	260	260	100	100	
Boiler No.20		ppm	260	260	260	100	100	
Boiler No.21		ppm	150	150	150	50	50	
Boiler No.22		ppm	150	150	150	51	51	
Boiler No.23	ppm	150	150	150	49	49		
Boiler No.24	ppm	150	150	150	52	52		
Boiler No.25	ppm	150	150	150	46	46		
Boiler No.26	ppm	150	150	150	45	45		

#### < Noise Measurement >

Place	Unit	National standard	City standard	Voluntary standard	Average	Maximum
North (morning·evening)	dB	65	65	65	53	57
East (morning·evening)	dB	65	65	65	47	58
South (morning·evening)	dB	65	65	65	49	64
West (morning·evening)	dB	65	65	65	57	61
North (night)	dB	60	60	60	51	55
East (night)	dB	60	60	60	44	52
South (night)	dB	60	60	60	45	53
West (night)	dB	60	60	60	56	61 <sup>*1</sup>

\*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	7.1	7.8
BOD	mg/L	160	15	5	5.1	12
COD	mg/L	160	Regulation of total emission	Regulation of total emission	2.4	7.6
SS	mg/L	200	30	30	10.8	19
Copper	mg/L	3	2	1	0.40	0.72
Lead	mg/L	0.1	0.1	0.03	<0.01	<0.01
Fluorine	mg/L	8	8	5	<0.1	<0.1
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	1.9	2.7
Phosphorus	mg/L	16	8	8	0.1	0.2
Boron and boron compounds	mg/L	10	10	10	0.3	1.9
Ammonia and ammonium compounds, nitrite and nitrate compounds	mg/L	100	100	100	1.5	2.3

#### < 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	7.6	7.9
BOD	mg/L	160	15	10	1.0	3.3
COD	mg/L	160	Regulation of total emission	Regulation of total emission	0.5	1.4
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	2.5
Phosphorus	mg/L	16	8	8	0.1	0.1

#### < Air Measurement >

Item	Equipment	Unit	National standard	City standard	Voluntary standard	Average	Maximum
Soot	Boiler No.2	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	Gas Turbine No.1	g/m <sup>3</sup> N	0.05	0.05	0.05	<0.001	<0.001
	Gas Turbine No.2	g/m <sup>3</sup> N	0.05	0.05	0.05	<0.001	<0.001
NOx	Boiler No.2	ppm	150	150	150	86	87
	Gas Turbine No.1	ppm	70	70	70	22	28
Gas Turbine No.2	ppm	70	70	70	22	25	

#### < Noise Measurement >

Place	Unit	National standard	City standard	Voluntary standard	Average	Maximum
East (morning·evening)	dB	65	65	65	53	54
West (morning·evening)	dB	65	65	65	47	53
South (morning·evening)	dB	65	65	65	50	52
North (morning·evening)	dB	65	65	65	50	52
East (night)	dB	60	60	60	51	52
West (night)	dB	60	60	60	47	52
South (night)	dB	60	60	60	48	51
North (night)	dB	60	60	60	49	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	5.8~8.6	7.1	7.5
BOD	mg/L	160	15	15	3.2	6.1
COD	mg/L	160	Regulation of total emission	Regulation of total emission	2.6	7.4
SS	mg/L	200	30	30	1.6	2
Copper	mg/L	3	2	2	0.12	0.50
Lead	mg/L	0.1	0.1	0.1	<0.01	<0.01
Fluorine	mg/L	8	8	8	<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	3.0	4.3
Phosphorus	mg/L	16	8	8	<0.05	<0.05
Boron and boron compounds	mg/L	10	10	10	0.11	0.16
Ammonia and ammonium compounds, nitrite and nitrate compounds	mg/L	100	100	100	2.5	4.9

### < No.2 Wastewater Measurement >

Item	Unit	National standard	City standard	Voluntary standard	Average	Maximum
PH		5.8~8.6	5.8~8.6	5.8~8.6	7.7	8.1
BOD	mg/L	160	15	15	0.7	2
COD	mg/L	160	Regulation of total emission	Regulation of total emission	1.2	4.6
SS	mg/L	200	30	30	<1	<1
n-H mineral oils	mg/L	5	5	5	<1	<1
Nitrogen	mg/L	120	60	60	1.0	1.5
Phosphorus	mg/L	16	8	8	<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 <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.11 Gas	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.13 Gas	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.14 Gas	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.15 Gas	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.16 Gas	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.17 Gas	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	Boiler No.18 Gas	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	NOx (Oxygen equivalent)	Boiler No.9 Gas	ppm	150	150	150	39
Boiler No.10 Gas		ppm	150	150	150	39	39
Boiler No.11 Gas		ppm	150	150	150	22	22
Boiler No.12 Gas		ppm	150	150	150	29	29
Boiler No.13 Gas		ppm	150	150	150	28	28
Boiler No.14 Gas		ppm	150	150	150	26	26
Boiler No.15 Gas		ppm	150	150	150	31	31
Boiler No.16 Gas	ppm	150	150	150	31	31	

### < Noise Measurement >

Place	Unit	National standard	City standard	Voluntary standard	Average	Maximum
East (morning·evening)	dB	65	65	65	47	57
South (morning·evening)	dB	65	65	65	49	53
West (morning·evening)	dB	65	65	65	54	57
East (night)	dB	60	60	60	46	55
South (night)	dB	60	60	60	47	51
West (night)	dB	60	60	60	54	57

## 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	6.8	7.4
BOD	mg/L	160	15	5	5.3	9
COD	mg/L	160	Regulation of total emission	Regulation of total emission	3.9	6.9
SS	mg/L	200	30	30	3.9	18
Copper	mg/L	3	2	1	0.3	0.8
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	2.8	6.0
Phosphorus	mg/L	16	8	8	<0.05	0.05
Boron and boron compounds	mg/L	10	10	10	0.1	0.2
Ammonia and ammonium compounds, nitrite and nitrate compounds	mg/L	100	100	100	1.8	5.6

### < Air Measurement >

Item	Equipment	Unit	National standard	City standard	Voluntary standard	Average	Maximum
Soot	B-1-1 Boiler	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	B-1-2 Boiler	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	B-1-3 Boiler	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	B-1-4 Boiler	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	B-1-5 Boiler	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	B-1-6 Boiler	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	B-1-7 Boiler	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	B-1-8 Boiler	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	B-1-9 Boiler	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
	B-1-10 Boiler	g/m <sup>3</sup> N	0.1	0.09	0.09	<0.001	<0.001
NOx	B-1-1 Boiler	ppm	150	150	150	31	31
	B-1-2 Boiler	ppm	150	150	150	31	31
	B-1-3 Boiler	ppm	150	150	150	32	32
	B-1-4 Boiler	ppm	150	150	150	30	30
	B-1-5 Boiler	ppm	150	150	150	35	35
	B-1-6 Boiler	ppm	150	150	150	32	32
	B-1-7 Boiler	ppm	150	150	150	32	32
	B-1-8 Boiler	ppm	150	150	150	31	31
	B-1-9 Boiler	ppm	150	150	150	29	29
	B-1-10 Boiler	ppm	150	150	150	30	30

### < Noise Measurement >

Place	Unit	National standard	City standard	Voluntary standard	Average	Maximum
West (morning·evening)	dB	50	50	50	39	44
North (morning·evening)	dB	50	50	50	43	46
EastNo.1 (morning·evening)	dB	50	50	50	45	47
EastNo.2 (morning·evening)	dB	60	60	60	43	46
South (morning·evening)	dB	60	60	60	39	44
West (night)	dB	45	45	45	37	41
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	41	44
South (night)	dB	50	50	50	37	40

## 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	7.5	8.2
BOD	mg/L	160	30	20	2.6	9.5
COD	mg/L	160	Regulation of total emission	Regulation of total emission	6.9	19
SS	mg/L	200	30	25	2.1	6
Copper	mg/L	3	2	1	0.01	0.02
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	9	26
Phosphorus	mg/L	16	8	7	1.2	3.9
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	7	20

### < 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	46	60
East (morning·evening)	dB	60	60	60	46	56
South (morning·evening)	dB	60	60	60	47	52
Western angle of Building D (morning·evening)	dB	60	60	60	46	57
West (morning·evening)	dB	60	60	60	51	56
Graveyard (morning·evening)	dB	60	60	60	43	50
Graveyard West (morning·evening)	dB	50	50	50	44	51 <sup>*1</sup>
North (night)	dB	50	50	50	45	50
East (night)	dB	50	50	50	43	48
South (night)	dB	50	50	50	45	49
Western angle of Building D (morning·evening)	dB	50	50	50	44	50
West (night)	dB	50	50	50	49	50
Graveyard (night)	dB	50	50	50	43	47
Graveyard West (night)	dB	45	45	45	43	47 <sup>*1</sup>

\*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	7.5
BOD	mg/L	160		20	13	46
COD	mg/L	160		30	10	13
SS	mg/L	200		50	7	12
Copper	mg/L	3		0.2	0.01	0.01
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	20	20
Phosphorus	mg/L	16		3	0.66	0.66
Soluble manganese	mg/L	10		3	2.4	2.4
Zinc	mg/L	2		1	0.02	0.02
Solubility iron	mg/L	10		3	0.42	0.42
Coliform bacilli	piece/cm <sup>3</sup>	3,000		1,000	1	1
Boron and boron compounds	mg/L	10		3	0.22	0.22
Ammonia and ammonium compounds, nitrite and nitrate compounds	mg/L	100		50	16	16

### < Air Measurement >

Item	Equipment	Unit	National standard	City standard	Voluntary standard	Average	Maximum
Soot	Once-through boiler No.1	g/m <sup>3</sup> N	0.3		0.3	0.002	0.003
	Once-through boiler No.3	g/m <sup>3</sup> N	0.3		0.3	0.002	0.003
	Once-through boiler No.4 Gas	g/m <sup>3</sup> N	0.1		0.1	0.001	0.001
	Once-through boiler No.5 Gas	g/m <sup>3</sup> N	0.1		0.1	0.001	0.001
NOx	Once-through boiler No.1	ppm	260		100	76	77
	Once-through boiler No.3	ppm	260		100	72	73
	Once-through boiler No.4 Gas	ppm	150		100	18	18
	Once-through boiler No.5 Gas	ppm	150		100	17	17
SOx	Once-through boiler No.1	m <sup>3</sup> N/h	0.13		0.13	0.03	0.03
	Once-through boiler No.3	m <sup>3</sup> 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	60	61

## Godou 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	7.4	7.9
BOD	mg/L	160	15	15	2.1	2.1
COD	mg/L	160	Regulation of total emission	Regulation of total emission	4.7	4.7
SS	mg/L	200	30	30	3.0	3
n-H mineral oils	mg/L	5	5	5	<1	<1
Nitrogen	mg/L	120	Regulation of total emission	Regulation of total emission	60	1.6
Phosphorus	mg/L	16	Regulation of total emission	8	<0.05	<0.05

### < 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	7.5	7.8
BOD	mg/L	160	15	15	3.0	3.0
COD	mg/L	160	Regulation of total emission	Regulation of total emission	5.7	5.7
SS	mg/L	200	30	30	6.0	6.0
n-H mineral oils	mg/L	5	5	5	<1	<1
Nitrogen	mg/L	120	Regulation of total emission	60	3.8	3.8
Phosphorus	mg/L	16	Regulation of total emission	8	0.2	0.2

### < Noise Measurement >

Place	Unit	National standard	Town standard	Voluntary standard	Average	Maximum
East (morning·evening)	dB	65	65	65	45	50
South (morning·evening)	dB	65	65	65	43	48
West (morning·evening)	dB	65	65	65	44	51
North (morning·evening)	dB	65	65	65	41	44
East (night)	dB	60	60	60	43	49
South (night)	dB	60	60	60	40	43
West (night)	dB	60	60	60	40	42
North (night)	dB	60	60	60	39	43

## 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	7.0	7.3
BOD	mg/L	600	600	600	7.2	13
COD	mg/L	-	-	-	3.8	6.3
SS	mg/L	600	600	600	4.3	8
Copper	mg/L	3	3	3	0.04	0.12
Lead	mg/L	0.1	0.1	0.1	0.03	0.08
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	0.3	0.46
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	<0.002
Carbon tetrachloride	mg/L	0.02	0.02	0.02	<0.003	<0.0042
Cadmium	mg/L	0.1	0.1	0.1	<0.01	<0.01
Phenol	mg/L	5	5	5	<0.1	<0.1
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	0.04	0.08
Manganese	mg/L	10	10	10	0.2	0.55
Benzene	mg/L	0.1	0.1	0.1	<0.001	<0.001
Boron and boron compounds	mg/L	10	10	10	0.1	0.12
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	0.01	0.01
	Boiler No.3		0.3	0.3	0.24	0.01	0.01
NOx	Gas Turbine	ppm	70	70	60	63	69
	Boiler No.1		180	180	144	53	53
	Boiler No.3		180	180	144	71	75
SOx	Boiler No.1	mN/h	7.07	7.07	5.65	0.17	0.17
	Boiler No.3		3.68	3.68	2.95	0.03	0.05

## 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	0.1	0.1

### < 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	0.006	0.006
	Boiler No.3		0.3	0.3	0.24	0.003	0.003
	Boiler No.4		0.3	0.3	0.24	0.002	0.002
	Boiler No.5		0.3	0.3	0.24	0.008	0.008
NOx	Boiler No.1	ppm	180	180	114	84	89
	Boiler No.2		180	180	114	43	43
	Boiler No.3		180	180	114	34	34
	Boiler No.4		180	180	114	62	62
	Boiler No.5		180	180	114	46	46

## IBIDEN Electronics (Beijing) Co., Ltd.

### < Wastewater Measurement >

Item	Unit	City standard	Voluntary standard	Average	Maximum
PH		6~9	6.8~8.4	7.1	7.4
BOD	mg/L	300	150	12	19
COD	mg/L	500	250	66	93
SS	mg/L	400	200	22	34
Copper	mg/L	1	0.5	0.27	0.51
Cyanide	mg/L	1	0.25	0.01	0.01
Ni	mg/L	0.5	0.2	0.01	0.01
n-H mineral oils	mg/L	10	5	0.1	0.3
animal oil and vegetable oil	mg/L	100	25	0.5	0.8

### < Air Measurement >

Item	Unit	City standard	Voluntary standard	Average	Maximum	
H <sub>2</sub> SO <sub>4</sub>	Scrubber Emissions	mg/m <sup>3</sup>	5	4.5	0.55	2.18
HCl		mg/m <sup>3</sup>	30	25	1.5	2.7
HCN		mg/m <sup>3</sup>	0.5	0.45	0.15	0.18
Ammonia	Deodorization tower	mg/m <sup>3</sup>	30	25	0.4	1.2
Hydrogen sulfide		mg/m <sup>3</sup>	5	4.5	0.04	0.08
Soot	Air Exhaust	mg/m <sup>3</sup>	30	25	3.3	7.7
Toluene		mg/m <sup>3</sup>	25	20	0.2	0.3
NMHC		mg/m <sup>3</sup>	80	70	2.2	7.1

### < Noise Measurement >

Time	Unit	City standard	Voluntary standard	Average	Maximum
Daytime	dB (A)	65	64.5	59.7	64.9 <sup>*1</sup>
Nighttime		55	54.5	52.0	54.9 <sup>*1</sup>

\*1 It is due to the noise of vehicles moving around.

## IBIDEN Philippines, Inc.

### < Wastewater Measurement >

Item	Unit	Industrial park standard	Voluntary standard	Average	Maximum
PH		6.5-9.0	6.7-8.8	7.7	8.5
BOD	mg/L	500	400	75	348
COD	mg/L	800	700	21	50
Total Suspended Solids, TSS	mg/L	350	280	10	22
SS	mg/L	0.5	0.4	0.12	0.50
Copper	mg/L	1	0.8	0.23	0.62
Lead	mg/L	0.3	0.24	0.01	0.19
Chromium (Hexavalent)	mg/L	0.1	0.08	0.01	0.06
Cyanide	mg/L	0.2	0.16	0.01	0.06
Nickel	mg/L	0.5	0.4	0.06	0.32
Color	mg/L	150	120	48	88
Oil & Grease	mg/L	5	4	1.2	3.7
Iron (Dissolved)	mg/L	10	8	0.6	1.9
Manganese (Dissolved)	mg/L	1	0.8	0.06	0.24
Formaldehyde	mg/L	1	0.8	0.07	0.43

### < Air Measurement >

Item	Unit	National standard	Voluntary standard	Average	Maximum
NOx	mg/m <sup>3</sup>	2,000	1,600	37	42
SOx	mg/m <sup>3</sup>	1,500	1,200	24	31
Particulate Matter (PM)	mg/m <sup>3</sup>	150	120	9	15
Carbon Monoxide (CO)	mg/m <sup>3</sup>	500	400	40	61
Copper (Cu)	mg/m <sup>3</sup>	100	80	0.01	0.03

### < Noise Measurement >

Time	Unit	National standard	Voluntary standard	Average	Maximum
Morning (5am - 9am)	dB	65	56	54	55
Daytime (9am - 6 pm)		70	57	53	54
Evening (6 pm - 10 pm)		65	55	52	53
Nighttime (10 pm - 5 am)		60	56	51	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	7.1	7.5
BOD	mg/L	50	50	1.1	25
COD	mg/L	200	100	5.7	89
Total Suspended Solids, TSS	mg/L	100	100	2.1	37
Copper	mg/L	1	0.5	0.21	0.33
Lead	mg/L	0.5	0.5	ND(<0.05)	ND(<0.05)
Chromium (Hexavalent)	mg/L	0.05	0.05	ND(<0.01)	ND(<0.01)
Cyanide	mg/L	0.1	0.1	0.03	0.07
Nickel	mg/L	1	1	0.03	0.06
Color	ADMI	200	200	18	26
Oil & Grease	mg/L	10	10	5.0	5.0
Iron (Dissolved)	mg/L	5	5	0.52	1.15
Manganese (Dissolved)	mg/L	1	1	0.18	0.20
Formaldehyde	mg/L	2	2	0.25	0.53

### < Noise Measurement >

Time	Unit	National standard	Voluntary standard	Average	Maximum
Daytime (7 am - 10 pm)	dB	70	70	54	
Nighttime (10 pm - 7 am)	dB	60	60	53	

## IBIDEN Porzellanfabrik Frauenthal GmbH

### < Wastewater Measurement >

Item	Unit	National standard	Voluntary standard	Average	Maximum
PH		6.5-8.5	6.5-8.5	7	7
Temperature	°C	30	30	21.9	24.2
Chemical Oxygen Demand	mg/L	80	80	29	33
Total Suspended Solids, TSS	mg/L	70	70	3	4
Iron (Dissolved)	mg/L	2	2	0.45	0.67
Aluminium	mg/L	2	2	0.29	0.33
Ammonium	mg/L	10	10	3.01	3.23
Fluoride	mg/L	20	20	1.50	1.90

### < Noise Measurement >

Time	Unit	National standard	Voluntary standard	Average	Maximum
Daytime (6am - 10 pm)	dB		55	51	57 <sup>1</sup>
Nighttime (10 pm - 6 am)	dB		45	49 <sup>1</sup>	59 <sup>1</sup>

\*1 It is due to the noise from the adjacent other company's equipment.

## 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	9.1
Electrical conductivity	μs/cm	2,500	2,500	2,500	1,764	1,908
Volume of sediment	ml/L	-	-	-	< 5	< 5
Available chlorine	mg/L	30	30	30	< 0.2	< 0.2
Chemical Oxygen Demand	mg/L	1,000	1,000	1,000	197	206
Biochemical Oxygen Demand	mg/L	500	500	500	105	127
Total inorganic nitrogen	mg/L	120	120	120	30	34
Total nitrogen	mg/L	150	150	150	38	40
Ammonium	mg/L	100	100	100	39	44
Total phosphorus	mg/L	20	20	20	3.8	5.8
Sulphate	mg/L	400	400	400	50	53
Organic solvent extract (grav.)	mg/L	50	50	50	14	17
Phenols	mg/L	10	10	10	0.04	0.06
Fe	mg/L	20	20	20	0.9	0.9
Mn	mg/L	5	5	5	0.06	0.09
Sulphide	mg/L	1	1	1	0.37	0.57
Total dissolved solid	mg/L	2,500	2,500	2,500	1,112	1,112
Total solids	mg/L	2,500	2,500	2,500	1,138	1,138
Fluoride	mg/L	50	50	50	0.3	0.3
Total hydrocarbons (TPH, C5-C40)	μg/L	-	-	-	1	1
Tars	mg/L	5	5	5	4.5	7.0 <sup>1</sup>

\*1 Countermeasures have been completed.

### < Noise Measurement >

Time	Unit	National standard	Industrial park standard	Voluntary standard	Average	Maximum
Nighttime (22 pm - 6 am)	dB	40	40	40	39	43 <sup>2</sup>

\*2 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)	Sintering L3 (curing oven)	mg/m <sup>3</sup>	100	100	<3.3	
	Sintering L4 (curing oven)	mg/m <sup>3</sup>	100	100	<3.3	
Sulfur Dioxide (SOx)	Sintering L3 (curing oven)	mg/m <sup>3</sup>	20	20	1.5	
	Sintering L4 (curing oven)	mg/m <sup>3</sup>	20	20	1.6	
COV NM	Sintering L3 (curing oven)	mg/m <sup>3</sup>	20	20	0.4	
	Sintering L4 (curing oven)	mg/m <sup>3</sup>	20	20	5.8	
Formaldehyde	Sintering L3 (curing oven)	mg/m <sup>3</sup>	5	5	<0.04	
	Sintering L4 (curing oven)	mg/m <sup>3</sup>	5	5	<0.04	
Acetaldehyde	Sintering L3 (curing oven)	mg/m <sup>3</sup>	5	5	<0.04	
	Sintering L4 (curing oven)	mg/m <sup>3</sup>	5	5	<0.04	
Methanol CH3OH	Sintering L3 (curing oven)	mg/m <sup>3</sup>	10	10	<2.5	
	Sintering L4 (curing oven)	mg/m <sup>3</sup>	10	10	<2.78	
Methylethylketone	Sintering L3 (curing oven)	mg/m <sup>3</sup>	10	10	<1.01	
	Sintering L4 (curing oven)	mg/m <sup>3</sup>	10	10	<1.11	

### < Noise Measurement >

Time	Unit	National standard	Voluntary standard	Average	Maximum	
Daytime (9am - 5 pm)	Point 1	dB (A)	50	50	46.5	
Daytime (9am - 5 pm)	Point 2	dB (A)	52	51.5	50.5	
Daytime (9am - 5 pm)	Point 3	dB (A)	52	51.5	51.5	
Nighttime (5 pm - 9 am)	Point 1	dB (A)	42	41.5	41.5	
Nighttime (5 pm - 9 am)	Point 2	dB (A)	46	46	48 <sup>1</sup>	
Nighttime (5 pm - 9 am)	Point 3	dB (A)	49	49	49.0	
Emergence Area - Ambient - Point n° 4 (in neighbour)	dB (A)	5	5	2.5		
Emergence Area - Residual - Point n° 4 (in neighbour)	dB (A)	4	4	0.0		

\*1 Noise prevention measure has been completed.

## IBIDEN Graphite Korea Co.,Ltd.

### < Air Measurement >

Item	Unit	National regulators	Voluntary standard	Average	Maximum	
Firing furnace	NO <sub>x</sub>	ppm	100	100	43	91
	SO <sub>x</sub>	ppm	70	70	6	20
Graphitization electric furnace	H2S	ppm	10	10	0.1	0.5
	CS2	ppm	30	30	0.1	0.3
	PM	mg /m <sup>3</sup>	50	50	3	7

# 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.

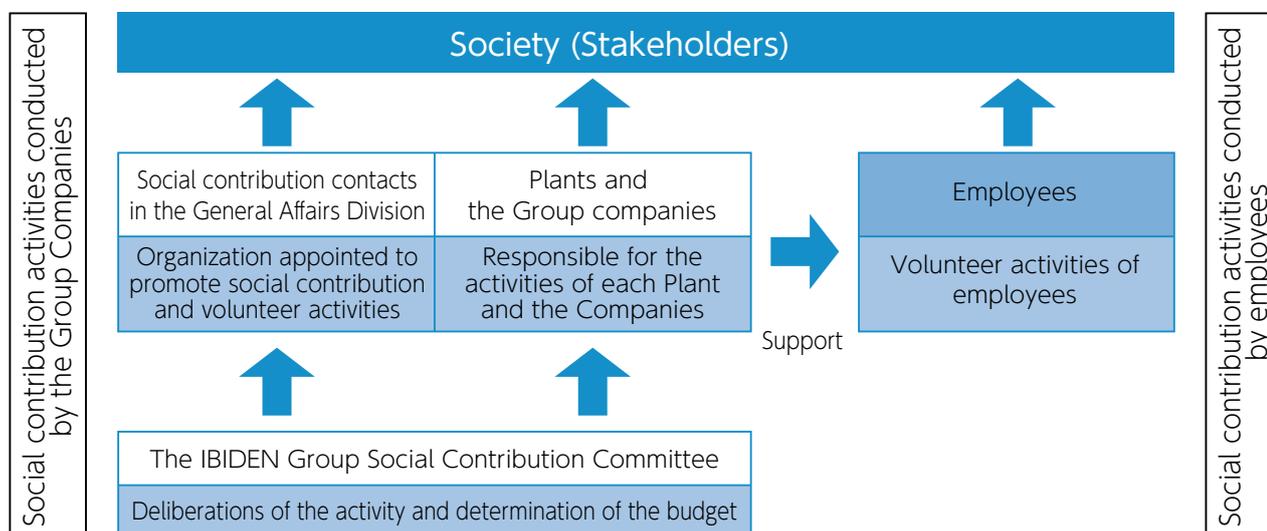
Focusing on our priority areas, which are “Protecting the global environment,” “Fostering the next generation,” “Contributing to social welfare and local communities,” and “Disaster relief activities,” we promote the social contribution activities of the IBIDEN Group, and at the same time, we encourage 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 Human Resources/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	<p>Forest preservation activities</p> <p>Forest preservation activities implemented through the "IBIDEN's Forest"</p>		<p>Community cleanup activities</p> <p>Cleanup activities regularly conducted in communities around workplaces</p>		<p>Social Contribution Fund operation system</p> <p>Social Contribution Fund volunteer recognition program</p>
Activities for fostering the next generation	<p>Product-making experience</p> <p>Hydroelectric power plant visit and product-making experience through the IBIDEN Tour promoting learning from water</p>		<p>Plant tour</p> <p>Inviting local communities to a plant tour in each region</p>		
Activities contributing to social welfare and local communities	<p>In-house blood donation</p> <p>Cooperation through accepting blood donation buses at each plant</p>		<p>Sports event</p> <p>Holding the IBIDEN Cup Soccer Tournament etc.</p>		
Disaster relief activities	<p>Support for disaster victims</p> <p>Fund-raising campaigns</p>				

## 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 planting activities 30 times over a seven-year period until fiscal year 2014, with the participation of a total of 2,500 people (excluding staff members), and planted a total of more than 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 have been undertaking projects for a tree-planting ceremony and hands-on classes to experience Satoyama (Japanese countryside life).

**[IBIDEN Hungary Kft.: Environmental Painting Exhibition]**

To commemorate the 10th anniversary of its founding, IBIDEN Hungary Kft. held the Environmental Painting Exhibition, based on the theme of a “10-year pursuit of the goal of a clean air society,” with participants including children from the local elementary school and employees. The employees voted on the exhibition works and donated paint sets to the winners at the ceremony.



IBIDEN Hungary Kft.: Environmental Painting Exhibition

**[IBIDEN Philippines, Inc.: Tree-Planting]**

In fiscal year 2014, we conducted tree-planting activities around the plant and in San Rafael area. A total of 188 volunteers of officers and employees participated in the activities and planted 470 trees. The activities were covered by the employees’ goodwill donations.



IBIDEN Philippines, Inc.: Tree-Planting

**[IBIDEN Electronics (Beijing) Co., Ltd.: Tree-Planting]**

During fiscal year 2014, we held our fifth planting activity on the outskirts of Beijing, and a total of 161 employees planted trees such as willows. We plan to continue such tree-planting activities.



IBIDEN Electronics (Beijing) Co., Ltd.: Tree-Planting

**[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 2014, more than 6,500 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 2014]**

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 fiscal year 2010, we have been conducting educational tours to learn 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 2014, a total of 15 participating school students and their parents, comprising 37 people, enjoyed experiences such as learning about the mechanism of electricity generated by the use of flowing water.



IBIDEN Tour

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

Since fiscal year 2012, we have donated educational equipment to improve the educational environment of the local schools. In fiscal year 2014, 13 employee participants donated blackboards, picture books, stationery, and sporting goods to two local primary schools.



Donation to an elementary school

**[IBIDEN Hungary Kft.: Plant Visits]**

IBIDEN Hungary Kft. has given plant tours to students including at a local elementary school and vocational school as part of ongoing activities, and these were held five times in fiscal year 2014. 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]**

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 2014, we set up nine sites within domestic Group companies in addition to the three sites organized by our overseas Group companies, and ran a total of 16 events with 904 participants overall.



IBIDEN Electronics Malaysia



IBIDEN Hungary Kit.

**[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

**[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 participate in volunteer activities such as providing staff for traffic control and water stations at parking spots.



Moms' Volleyball Workshop

**[Supporting the IBIDEN Cup Moms' Volleyball Tournament and Presenting the Volleyball Workshop with the IBIDEN Women's Volleyball Team]**

The Group's Social Contribution Committee works with the Seinou Regional Moms' Volleyball Association to host annual the IBIDEN Cup Moms' Volleyball Tournament. Approximately 350 members from 28 teams took part in the ninth annual tournament in fiscal year 2014.

The Company's women's volleyball team also hosted 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.

**[Contribution to human resource development in local communities]**

To contribute to the revitalization of local industries, we cooperated with the promotion of technology-based human resource development programs such as environmental protection officer training in the region, by utilizing our abundant experience accumulated thus far. We also attended an environment-related course as an instructor in a local university to encourage the revitalization of human resource development from a number of aspects.

**[IBIDEN Philippines Inc. and IBIDEN Hungary Kft. Donated Personal Computers to Local Communities]**

We have been implementing activities to donate unused personal computers to local elementary schools and high schools. In fiscal year 2014, IBIDEN Philippines, Inc. donated PCs to nine schools and held PC lesson classes with 67 participating employees, while IBIDEN Hungary Kft. donated PCs to three sites including a hospital and laboratory.



PC lesson class held by IBIDEN Philippines

**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 aid people in the Philippines who suffered damage from Typhoon Yolanda in November 2013, we made T-shirts and collected charitable contributions within the company. Thereafter, 21 employees visited Tacloban in the Philippines to engage in relief activities such as distributing medicines and supporting health examinations according to instructions from an accompanying doctor. We also donated two fishing boats to fishermen who lost their fishing craft in the typhoon.



Aid supplies donated by IBIDEN Philippines Inc

**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 22 kg of used stamps and 920 used postcards/unused stamps. The total for the bottle cap drive exceeded 2,700 kg.

**[Synchronized Action between Overseas Bases and Japan]**

Since fiscal year 2009, the Company has been hosting fund-raising activities during the year-end/New Year period by asking former and current employees in Japan to donate unwanted books and CDs. In fiscal year 2014, the proceeds were used in the repair and painting of local schools and clean-up activities conducted through cooperation between IBIDEN and IBIDEN Philippines, Inc. A total of 22 volunteers of our employees participated.



Repair activity for a school conducted by IBIDEN Philippines

## 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 2014, all employees at all plants promoted quality improvements using the method of “Genchi (actual scene), Genbutsu (actual thing), and Jigakari (on-site solution of problems)” to ensure continued achievement of the goal of a 98% yield ratio with zero facilities 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. In fiscal year 2014, to continuously improve our competitiveness and customer satisfaction, we developed and started operation of the IBIDEN Management System, which integrated our existing management systems covering quality (ISO 9001), environment (ISO 14001), and occupational health and safety (OHSAS 18001).

### 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 achieving greater synergy effects among our three IBI-TECHNO capabilities through our activities to strengthen our management capability.

Competitiveness in the market stems directly from human resources. We continue to challenge ourselves to meet our own high expectations by using the method "Genchi (actual scene), Genbutsu (actual thing), and Jigakari (on-site solution of problems)" aiming to achieve results through cross-sectional teamwork that goes beyond hierarchy and organizational hurdles and promotes 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.



**Image of "Spiral Up"  
for IBIDEN IPM Activities**

# Corporate Responsibility Goal Summary

To realize its corporate philosophy, the IBIDEN Group has deployed CSR activities based on the IBIDEN Group Charter of Behavior. Since fiscal year 2014, we have been further promoting CSR activities by, for example, establishing the IBIDEN SR Management Standards. The activities implemented to address various issues are as follows.

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.	
Item implemented in fiscal year 2014 and management indices for outcomes	Item for implementation plan and targets in fiscal year 2015
<ul style="list-style-type: none"> <li>Completed rebuilding of the compliance system for laws and regulations, and corporate ethics through the IBIDEN Management System (IMS). (IBIDEN)</li> <li>Implemented education and monitoring of compliance of the IBIDEN Standards for Employee Behavior, with 4,400 participants. (IBIDEN and domestic Group companies)</li> <li>Promoted activities to address issues that were identified from monitoring of compliance as a target of all plants and Group companies. (IBIDEN and domestic Group companies)</li> </ul>	<ul style="list-style-type: none"> <li>Starting full-scale operation of a system to ensure compliance with laws and regulations and corporate ethics through the IMS.</li> <li>Continuously conducting education and compliance monitoring of the Standards for Employee Behavior.</li> </ul>
<ul style="list-style-type: none"> <li>Implemented education regarding competition laws and anticorruption laws.</li> <li>Conducted both internal audits focused on frauds, fixed assets, information security and compliance with laws, and improvement measures: No record of legal violations which have a major impact on business activities.</li> </ul>	<ul style="list-style-type: none"> <li>Continuing group-wide education on fraud prevention.</li> <li>Expanding internal checks on frauds and ethics violations through the IMS.</li> </ul>
<ul style="list-style-type: none"> <li>Conducted a review of internal rules and regulations of information security management.</li> <li>Reviewed the information security from the points of view of IT system: No record of significant information leakage.</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing preventive measures against information leakage.</li> </ul>
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.	
Item implemented in fiscal year 2014 and management indices for outcomes	Item for implementation plan and targets in fiscal year 2015
<ul style="list-style-type: none"> <li>Developed procedures for emergency response at the time of an emergency disaster, and implemented drills that simulated emergency disasters.</li> <li>Prepared rules and tools for appropriate communication in the event of an emergency.</li> <li>Conducted surveys of suppliers' emergency response plans in case of a disaster.</li> </ul>	<ul style="list-style-type: none"> <li>Raising the level of disaster prevention capabilities at the time of a large-scale disaster.</li> </ul>
<ul style="list-style-type: none"> <li>Identified collaboration themes and issues to be addressed for effective communication between labor and management, and addressed the issues.</li> <li>Continuously conducted close information exchange with local communities.</li> </ul>	<ul style="list-style-type: none"> <li>Implementing regular ongoing labor-management communication.</li> <li>Continuously conducting close information exchange with local communities.</li> </ul>
<ul style="list-style-type: none"> <li>Held briefing sessions of the CSR guidelines for suppliers.</li> <li>Reviewed contents of CSR surveys for suppliers, and continuously conducted audits: Compliance rate in the new CSR survey was 84%. No significant violations occurred. (IBIDEN)</li> </ul>	<ul style="list-style-type: none"> <li>Revising the CSR guidelines and raising awareness.</li> <li>Continuously implementing CSR surveys for suppliers and audits.</li> <li>Following up on improvement activities of the surveys and audits.</li> </ul>
<ul style="list-style-type: none"> <li>Continuously held the IBIDEN Tours, and held plant tours for families and local students.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously implementing programs for students and youth.</li> <li>Expanding social contribution program customized to better reflect local communities.</li> </ul>
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.	
Item implemented in fiscal year 2014 and management indices for outcomes	Item for implementation plan and targets in fiscal year 2015
<ul style="list-style-type: none"> <li>Conducted activities to monitor customer satisfaction, identify issues, and address them: Acquisition of a high evaluation in terms of continuous quality improvement from major customers.</li> </ul>	<ul style="list-style-type: none"> <li>Monitored customer satisfaction, and highlighted various issues.</li> </ul>
* Additionally we are addressing with the following targets: monitor of market demands, challenges to new fields, and reform and improvement of existing fields.	

### 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.

Item implemented in fiscal year 2014 and management indices for outcomes	Item for implementation plan and targets in fiscal year 2015
<ul style="list-style-type: none"> <li>Issued the SR Management Standards in August, and held briefings for all administrators. (IBIDEN)</li> <li>Conducted both education for key items of the SR Management Standards and voluntary inspections. (IBIDEN)</li> <li>Facilitated information-sharing on examples of CSR activities at the CSR Promotion Conference, and conducted audits of affiliated companies' activity levels in CSR. (IBIDEN and domestic Group companies)</li> </ul>	<ul style="list-style-type: none"> <li>Revising the Standards for Employee Behavior and the SR Management Standards, and raising awareness.</li> <li>Monitoring and enhancing activity levels of plants and Group companies.</li> <li>Continuously facilitating information-sharing on examples of CSR activities at the CSR Promotion Conference.</li> </ul>
<ul style="list-style-type: none"> <li>Implemented activities to promote awareness of the "IBIDEN Way" including read-through sessions across the Group.</li> <li>Conducted measures to promote awareness of the IBIDEN Group Charter of Behavior through theme activities at each plant, with a recognition rate of 97%. (IBIDEN and domestic Group companies)</li> </ul>	<ul style="list-style-type: none"> <li>Expanding activities to promote awareness of the "IBIDEN Way."</li> <li>Conducting a review of level-specific education on the Standards for Employee Behavior.</li> </ul>
<ul style="list-style-type: none"> <li>Explained the function and availability of the compliance consultation service through level-specific education: The compliance consultation service was used in 30 cases. (IBIDEN and domestic Group companies)</li> <li>Conducted an awareness survey of all employees to check the level of understanding of the compliance consultation service: The recognition rate was 95%. (IBIDEN and domestic Group companies)</li> <li>Distributed case studies to all employees on issues involving the compliance consultation service and case examples of significant compliance violations that occurred at other companies. (IBIDEN)</li> </ul>	<ul style="list-style-type: none"> <li>Continuously conducting education activities for the compliance consultation service.</li> <li>Preventing compliance violations or their recurrence through the use of case studies.</li> </ul>
<ul style="list-style-type: none"> <li>Completed development of the IMS and began operations. (IBIDEN)</li> <li>Implemented improved management of internal audit findings, and promoted improvement in an efficient and effective way.</li> </ul>	<ul style="list-style-type: none"> <li>Starting full-scale operation of the IMS.</li> <li>Conducting an internal audit that integrated the entire existing management system.</li> </ul>

### 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.

Item implemented in fiscal year 2014 and management indices for outcomes	Item for implementation plan and targets in fiscal year 2015
<p>(Energy conservation activities)</p> <ul style="list-style-type: none"> <li>Implemented efficiency operation of refrigerators and a review of settings of air-conditioning equipment.</li> <li>Integrated spaces and processes of production according to fluctuations in production volume: Achieved a decrease of 2.1% in the energy unit load compared to fiscal year 2013. There was an increase of 4.0% in CO<sub>2</sub> emission per basic unit of production compared to fiscal year 2012. (Target not achieved)</li> </ul>	<p>(Energy conservation activities)</p> <ul style="list-style-type: none"> <li>Reducing energy usage by reviewing operating condition of production facilities.</li> <li>Expanding improvement themes for energy conservation to other sites and similar lines: A reduction of 3% (as a target for fiscal year 2017) in CO<sub>2</sub> emission per basic unit of production compared to fiscal year 2012.</li> </ul>
<p>(Resource conservation activities)</p> <ul style="list-style-type: none"> <li>Conducted an internal audit of waste disposal sites and workplaces to identify the issues, and implemented corrective measures.</li> <li>Maintained compliance by operating electronic manifests as a compliance management for waste materials.</li> <li>Implemented a review of high water-use processes: There was an increase of 2% in the solid waste unit load rate compared to fiscal year 2012. (Target not achieved) Achieved a decrease of 7% in the water withdrawal unit load rate compared to fiscal year 2012. (Target achieved)</li> </ul>	<p>(Resource conservation activities)</p> <ul style="list-style-type: none"> <li>Reducing waste through waste management in conjunction with load curtailment.</li> <li>Implementing clarification and optimization of module target specification (MTS) of manufacturing conditions. Achieved a reduction of 6% or more (annually 2% reduction) in the solid waste unit load rate compared to fiscal year 2012. Achieved a reduction of 6% or more (annually 2% reduction) in the water withdrawal unit load rate compared to fiscal year 2012.</li> </ul>
<p>(Environmental risk management)</p> <ul style="list-style-type: none"> <li>Created a risk map for containing high environmental risk substances.</li> <li>Implemented a review of the chemical substance content in combination with a design review.</li> <li>Continuously conducted a survey of REACH-SVHC substances for the supply chain, with six directions related to laws and regulations (zero significant violations of laws and regulations).</li> </ul>	<p>(Environmental risk management)</p> <ul style="list-style-type: none"> <li>Continuously implementing general inspection at plants and an environment risk audit of Group companies.</li> <li>Promoting eco-friendly design activities emphasizing compliance on the initiative of the R&amp;D divisions.</li> <li>Continuously conducting a survey of the supply chain.</li> </ul>
<ul style="list-style-type: none"> <li>Held a tree-planting ceremony and forest conservation activities at "IBIDEN's Forest." (Higashi Yokoyama and Fujihashi)</li> <li>Conducted tree-planting activities at the Group companies (IEB and IPI) in Asia.</li> </ul>	<ul style="list-style-type: none"> <li>Implementing forest preservation activities through "IBIDEN's Forest."</li> </ul>

### 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.

Item implemented in fiscal year 2014 and management indices for outcomes	Item for implementation plan and targets in fiscal year 2015
<ul style="list-style-type: none"> <li>Conducted accurate time management through the working-hour management system.</li> <li>Provided consultation interviews for overworked employees: No employees exceeded 60 hours of average overtime hours over a three-month period. (IBIDEN)</li> <li>Continuously disseminated awareness information on the employee intranet.</li> <li>Introduced comfortable women's work uniforms, and offered consultation interviews to those who were returning to work after parental leave: The rate of return to work and retention was 100%. (IBIDEN)</li> </ul>	<ul style="list-style-type: none"> <li>Continuing thorough and accurate time management.</li> <li>Promoting practices of efficient ways to work.</li> </ul>
<ul style="list-style-type: none"> <li>Conducted a review of target assessment and the feedback system.</li> <li>Embodied a flexible employment system to respond to environmental change.</li> </ul>	<ul style="list-style-type: none"> <li>Implementing operation of the new target management assessment system.</li> <li>Starting a study of the career training system.</li> </ul>
<ul style="list-style-type: none"> <li>Ensured adherence to rules through top management's inspections and safety patrols of small group activities.</li> <li>Implemented corrective and improvement measures for risk hazards by anticipating them.</li> <li>Thoroughly conducted risk reduction activities for specific health and safety risks.</li> <li>Exchanged opinions with on-site contractors: The occupational accident frequency rate (IBIDEN and domestic Group companies) The number of occupational injuries that were equal to or greater than accidents requiring leave was 28. (Overseas Group companies)</li> </ul>	<ul style="list-style-type: none"> <li>Promoting risk control with hazard information notice through small group activities.</li> <li>Improving the effectiveness of risk assessment.</li> <li>Strengthening fire-protection control to prevent explosions and fires.</li> <li>Continuing a health and safety workshop for on-site contractors.</li> </ul>
<ul style="list-style-type: none"> <li>Promoted health management (Health105 Plan) through the Health Subcommittees.</li> <li>Conducted diagnosis of stress levels and healthcare after implementation to prevent mental health problems: Achieved a drop in the number of mental health problems. (IBIDEN)</li> </ul>	<ul style="list-style-type: none"> <li>Promoting health through the Health105 Plan.</li> <li>Conducting thorough harassment education for management positions.</li> </ul>

# Corporate Information (As of march 31, 2015)

## Company Outline

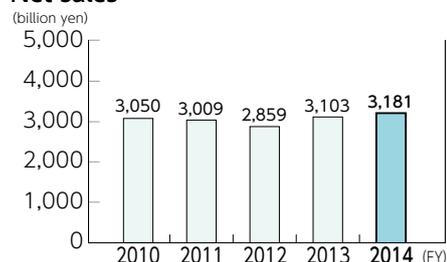
Trade name: IBIDEN CO., LTD.  
 Established: November 25, 1912  
 Capital: ¥64,152 million  
 Representative: Hiroki Takenaka, President & CEO  
 Number of employees: Consolidated 14,122 Non-consolidated 3,554  
 Office and Plants  
 Head office: 2-1, Kanda-cho, Ogaki City, Gifu 503-8604, Japan Tel: 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

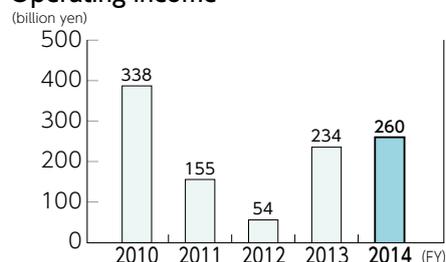
Business Segments	Main Products/Business Areas
Electronics Operation	Printed wiring boards and package substrates
Ceramics Operation	Environment-related ceramics products, graphite specialty products, fine ceramics products, ceramics fiber
Housing Materials Operation	Housing equipment, melamine decorative 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

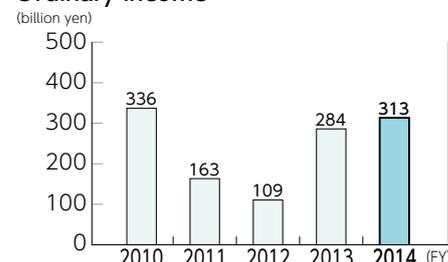
### Net sales



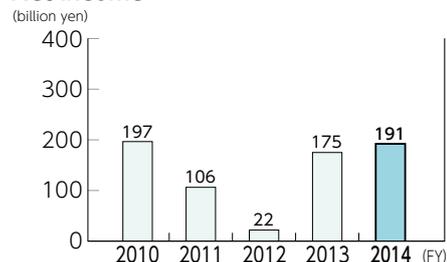
### Operating income



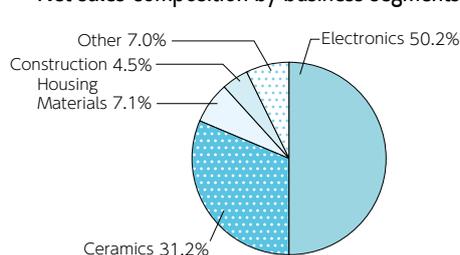
### Ordinary income



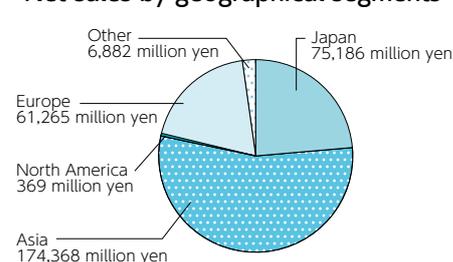
### Net income



### 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, 2015.

## Board of Directors/Organization

### Directors

#### Representative Directors:

Hiroki Takenaka

#### Directors:

Yoichi Kuwayama

Tsuyoshi Nishida

Takayuki Takagi

Takeshi Aoki

Kozo Kodama

Kazushige Ono

Masahiko Ikuta

Shozo Saito\*

Chiaki Yamaguchi\*

\* Outside director

### Auditors

#### Standing Auditors:

Yoshio Hirabayashi

Keiichi Sakasita

#### Outside Corporate Auditors:

Shigenori Shioda

Fumio Kato

### Executive Officers

#### President & CEO:

Hiroki Takenaka

#### Executive Managing Officers:

Yoichi Kuwayama

Tsuyoshi Nishida

Takayuki Takagi

#### Senior Managing Officers:

Takeshi Aoki

Kozo Kodama

#### Managing Officers:

Kazushige Ono

Masahiko Ikuta

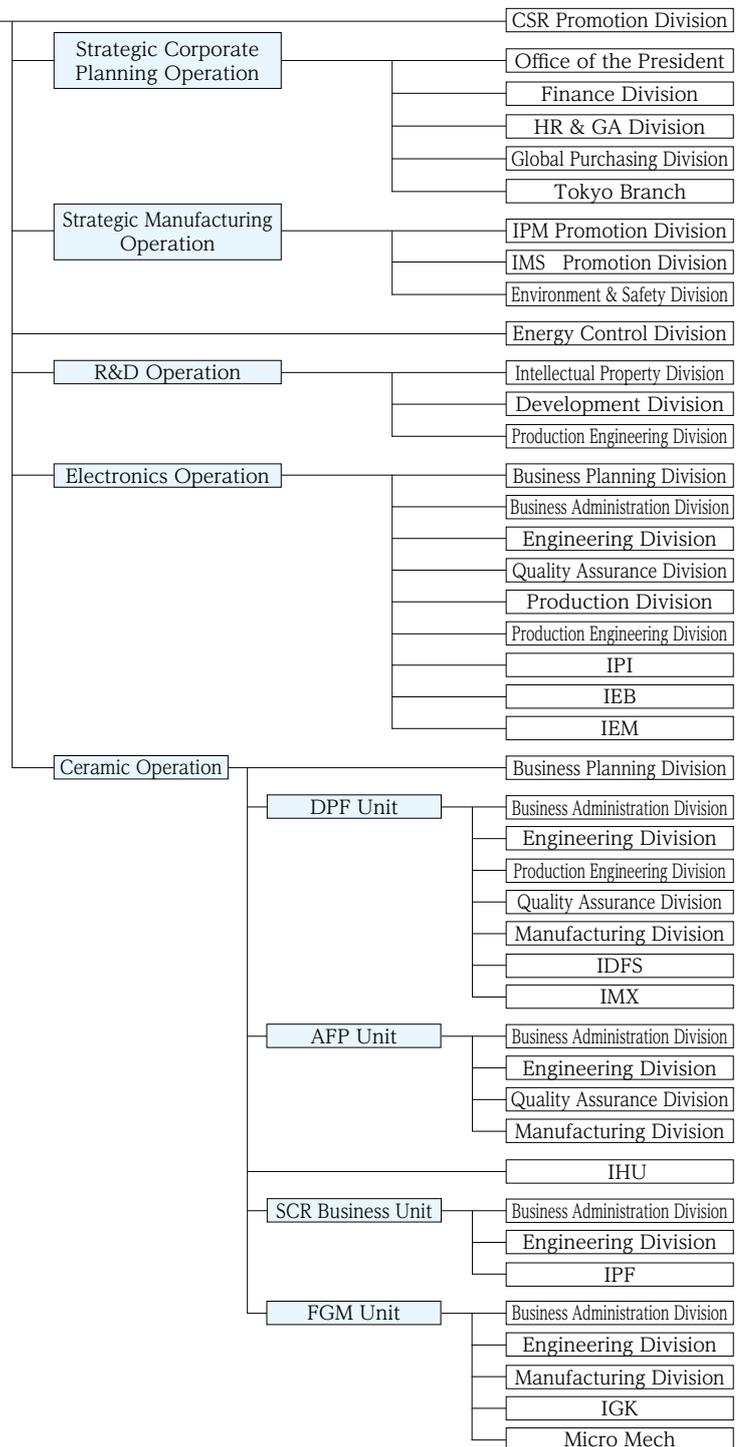
Sotaro Ito

Koji Kawashima

Masashi Maruyama

### Board of Directors

#### Board of Corporate Auditors



(As of June 17, 2015)

# Editorial Policy

The IBIDEN 2015 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 2014 (April 1, 2014 to March 31, 2015), but also includes details of selected ongoing initiatives and more recent activities.

## Date of publication

September 2015 (previous report: September 2014, next report: September 2016)

## 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

Although 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.  
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 issues that the IBIDEN Group should tackle, including the items of the IBIDEN SR Management Standards, are identified (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

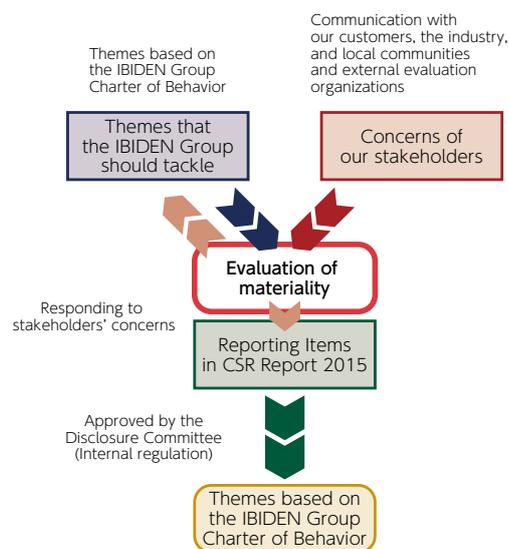
A degree of materiality of each issue is then calculated based on its effect on the IBIDEN Group and the materiality of the issue for our stakeholders. Items at the top of the list are then identified as priorities.

As a result, we have selected 25 reporting themes, including our own identified four items, with a high level of materiality out of 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 based on four viewpoints (internal control, human resource management, environmental management, and social contribution)



Flow chart of Determining Reporting Items

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.

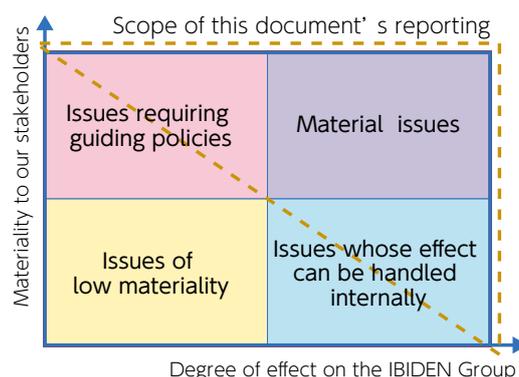


Figure: Issue Placement and Scope of Reporting

## 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 plants. Such data are marked as "IBIDEN domestic plants" 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

\* This is the domestic Group company included in "IBIDEN domestic plants." For IBIDEN Engineering Co., Ltd., the only water treatment division is included in "IBIDEN domestic plants."

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 2015, 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 2015		
		Pages	Assurance	Corresponding topics
<b>Strategy and Analysis</b>				
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  P4-6	-	Top Message IBIDEN WAY/Challenge IBI TECHNO 105 Plan CSR Policy and Promotional structure
G4-2	Description of key impacts, risks, and opportunities.	P2 P4-6 P11-12 P55-56	-	Top Message CSR Policy and Promotional structure Risk Management Corporate Responsibility Goal Summary
<b>Organizational Profile</b>				
G4-3	Name of the organization.	P57	-	Corporate Information
G4-4	Primary brands, products, and/or services.	P57	-	Corporate Information
G4-5	Location of organization's headquarters.	P57	-	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.	P58	-	Corporate Information
G4-7	Nature of ownership and legal form.	P8 P57	-	Governance structure in our Group Corporate Information
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	P57	-	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	P57	-	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).	P20	-	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 162nd Annual Security Report
G4-12	Organization's supply chain	P18	-	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	P60	-	Supplementary information regarding the contents
<b>Commitment To External Initiatives</b>				
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.	P4-6	-	CSR Policy and Promotional structure
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.	P4-6 P37	-	CSR Policy and Promotional structure Appropriate Chemical Control

General Standard Disclosures		IBIDEN Co., Ltd. CSR Report 2015		
		Pages	Assurance	Corresponding topics
<b>Identified Material Aspects and Boundaries</b>				
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.	P61	-	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.	P60-61	-	Process of Determining Reporting Items
G4-19	a. All the material Aspects identified in the process for defining report content.	This table (P62-67)	-	GRI Index Table
G4-20	a. The Aspect Boundary within the organization for each material Aspect.	P60-61	-	Process of Determining Reporting Items Coverage
G4-21	a. The Aspect Boundary outside the organization for each material Aspect.	P61	-	Coverage
G4-22	a. Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	P60	-	Supplementary information regarding the contents
G4-23	a. Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	P60	-	Supplementary information regarding the contents
<b>Stakeholder Engagement</b>				
G4-24	a. A list of stakeholder groups engaged by the organization.	P4-6	-	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.	P6		
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	-	Dialogue and Cooperation with Stakeholders Assessment by Third-Party Organizations and Our Actions Process of Determining Reporting Items
		P7		
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.	P60-61	-	Dialogue and Cooperation with Stakeholders Assessment by Third-Party Organizations and Our Actions Corporate Responsibility Goal Summary
		P6		
		P7		
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.	P55-56	-	Dialogue and Cooperation with Stakeholders Assessment by Third-Party Organizations and Our Actions Corporate Responsibility Goal Summary
		P55-56		
<b>Report Profile</b>				
G4-28	a. Reporting period (such as fiscal or calendar year) for information provided.	P60	-	Period covered
G4-29	a. Date of most recent previous report (if any).	P60	-	Date of publication
G4-30	a. Reporting cycle (such as annual, biennial).	P60	-	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: <a href="http://www.ibiden.com/utility/inquiry.html">http://www.ibiden.com/utility/inquiry.html</a> )
<b>GRI Content Index</b>				
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.	This table (P62-67)	-	GRI Index Table
<b>Assurance</b>				
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.)		
<b>Governance</b>				
<b>Governance Structure and Composition</b>				
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.	P8-9	-	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.	P8-9 P11-12 P13-17 P26-27	-	Governance structure in our Group Risk Management Compliance
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.	P30	-	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.	P8-9	-	Governance structure in our Group
G4-38	a. Composition of the highest governance body and its committees.	P8-9 P59	-	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.	P8-9	-	Governance structure in our Group

General Standard Disclosures		IBIDEN Co.,Ltd. CSR Report 2015		
		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	P8-9 P9 P13-16 Note	-	Governance structure in our Group Outside Directors and Outside Corporate Auditors Compliance Note: *As partly disclosed on page 30, "Board of Directors," page 33, "Corporate Governance," and page 76, "Related Party Transactions," in the 162nd Annual Security Report.
<b>Highest Governance Body's Role in Setting Purpose, Values, and Strategy</b>				
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.	P4-6 P55-56	-	CSR Policy and Promotional Structure Corporate Responsibility Goal Summary
<b>Highest Governance Body's Competencies and Performance Evaluation</b>				
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.	-	-	
<b>Highest Governance Body's Role in Risk Management</b>				
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.	P4-6 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
<b>Highest Governance Body's Role in Sustainability Reporting</b>				
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.	P60-61	-	Process of Determining Reporting Items
<b>Highest Governance Body's Role in Economic, Environmental, and Social Performance</b>				
G4-49	Process for communicating critical concerns to the highest governance body.	P8 P11-12 P13-17	-	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 P13-17	-	Governance structure in our Group Compliance
<b>Remuneration and Incentives</b>				
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.	-	-	
<b>Ethics and Integrity</b>				
G4-56	a. Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	P3 P4-6 P13-17	-	IBIDEN WAY CSR Policy and Promotional Structure Compliance
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.	P13-17	-	Compliance
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.	P13-17	-	Compliance

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 2015		
			page	Assurance	Corresponding topics
<b>Category : Economic</b>					
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 P4-6 P6 P8-19 P30-41 P55-56	-	Challenge IBI-TECHNO 105 Plan CSR Policy and Promotional Structure Dialogue and Cooperation with Stakeholders Internal Control 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 40, "Financial Statements," in the 162nd 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 66, "Retirement Benefits," in the 162nd 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
<b>Category : Environmental</b>					
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	P30-41 P55-56	-	Environmental Management Corporate Responsibility Goal Summary
Materials	G4-EN1	Materials used by weight or volume	P42	-	The IBIDEN Group's Material Balance (Input and Output)
	G4-EN2	Percentage of materials used that are recycled input materials			
Energy	G4-DMA		P33-35	-	Coping with Climate Change Issues
	G4-EN3	Energy consumption within the organization	P33-35 P42	-	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	P33-35	-	Coping with Climate Change Issues
	G4-EN6	Reduction of energy consumption	P33-35	-	Coping with Climate Change Issues
Water	G4-EN7	Reductions in energy requirements of products and services			
	G4-EN8	Total water withdrawal by source	P36 P42	-	Coping with Climate Change Issues The IBIDEN Group's Material Balance (Input and Output)
	G4-EN9	Water sources significantly affected by withdrawal of water	P36 P42	-	Coping with Climate Change Issues The IBIDEN Group's Material Balance (Input and Output)
Biodiversity	G4-EN10	Percentage and total volume of water recycled and reused	P36 P42	-	Coping with Climate Change Issues The IBIDEN Group's Material Balance (Input and Output)
	G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	P38	-	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	P38	-	Understanding the Influence on Biodiversity
Emissions	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			
	G4-DMA		P33-35	-	Coping with Climate Change Issues
	G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	P33-35 P42	-	Coping with Climate Change Issues The IBIDEN Group's Material Balance (Input and Output)
	G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	P33-35 P42	-	Coping with Climate Change Issues The IBIDEN Group's Material Balance (Input and Output)
	G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	P42	-	The IBIDEN Group's Material Balance (Input and Output)
	G4-EN18	Greenhouse gas (GHG) emissions intensity	P33-35	-	Coping with Climate Change Issues
	G4-EN19	Reduction of greenhouse gas (GHG) emissions	P33-35	-	Coping with Climate Change Issues
	G4-EN20	Emissions of ozone-depleting substances (ODS)			
	G4-EN21	NOx, SOx, and other significant air emissions	P42	-	The IBIDEN Group's Material Balance (Input and Output)
	G4-EN22	Total water discharge by quality and destination	P42	-	The IBIDEN Group's Material Balance (Input and Output)
Effluents and Waste	G4-EN23	Total weight of waste by type and disposal method	P42	-	The IBIDEN Group's Material Balance (Input and Output)
	G4-EN24	Total number and volume of significant spills	P32	-	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 <sup>2</sup> 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 2015		
			page	Assurance	Corresponding topics
Products and Services	G4-EN27	Extent of impact mitigation of environmental impacts of products and services	P39	-	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	P32	-	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	P40-41	-	Environmental Accounting
Supplier Environmental Assessment	G4-DMA		P37 P39	-	Appropriate Chemical Control Environmental Contribution through Business and Products
	G4-EN32	Percentage of new suppliers that were screened using environmental criteria	P17-19 P37	-	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	P17-19 P37	-	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	P13-17 P32	-	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	P20-29 P55-56	-	Human Resource Management Corporate Responsibility Goal Summary
Employment	G4-DMA		P21	-	Respect for Human Rights
	G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	P20	-	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	P23-24	-	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		P29	-	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	P26-27	-	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 workrelated fatalities, by region and by gender	P27-29	-	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	P27-29	-	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	P22-23	-	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	P22-23 P23-24	-	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	P22	-	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	P17-19	-	CSR Management in the Supply Chain
	G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	P21	-	Respect for Human Rights
Labor Practices Grievance Mechanisms	G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	P13-17	-	Compliance
Personnel system and personnel evaluation	Personnel evaluation system		P22	-	Equitable Evaluation and Treatment
Working hours	Management of working hours		P25	-	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	P13-17 P17-19 P20-29 P55-56	-	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	P21	-	Respect for Human Rights
Non-discrimination	G4-HR3	Total number of incidents of discrimination and corrective actions taken	P13-17 P21	-	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	P21	-	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	P21	-	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		P17-19 P21	-	CSR Management in the Supply Chain Respect for Human Rights
	G4-HR10	Percentage of new suppliers that were screened using human rights criteria	P17-19 P21	-	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	P21	-	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	P13-17	-	Compliance

Aspects	Specific Standard Disclosures		IBIDEN Co., Ltd. CSR Report 2015		
			page	Assurance	Corresponding topics
<b>Category : Social Sub-Category : Society</b>					
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	P13-17 P17-19 P48-52 P55-56	-	Compliance CSR Management in the Supply Chain Social Contribution Corporate Responsibility Goal Summary
Local Communities	G4-DMA		P32  P48-49	-	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	P48-52	-	Social Contribution
	G4-SO2	Operations with significant actual or potential negative impacts on local communities	P32	-	Environment and Occupational Health and Safety-Related Laws and Regulations
Anti-corruption	G4-DMA		P13-17	-	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	P13-17	-	Compliance
	G4-SO5	Confirmed incidents of corruption and actions taken	P13-17	-	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	P13-17	-	Compliance
Compliance	G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	P13-17	-	Compliance
Supplier Assessment for Impacts on Society	G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	P17-19	-	CSR Management in the Supply Chain
	G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	P13-17 P17-19	-	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	P13-17	-	Compliance
<b>Category : Social Sub-Category : Society</b>					
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	P13-17 P17-19 P53-54  P55-56	-	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				
	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	P13-17	-	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		P17-19	-	CSR Management in the Supply Chain



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