

## Corporate Governance Report

[TRANSLATION]

This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail. The Company assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from the translation.

Last Update: November 1, 2018

**IBIDEN Co, Ltd.**

Takeshi Aoki, President & CEO

Contact: Yasuhito Hirose

Division Manager

Strategic Corporate Planning Division

(0584)81-7973

Securities Code: 4062

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

The corporate governance of IBIDEN Co., Ltd., (“the Company”) is described below.

### **I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information**

#### **1. Basic Views**

Our Group (hereinafter collectively termed “the Group”) considers corporate governance to be a key management mechanism for transparent, fair, prompt and resolute decision-making, and all Group companies are thus actively committed to improving corporate governance. As part of the Group’s corporate governance, we are enhancing internal control by proactively undertaking activities to advance compliance and risk management and we are expanding/strengthening the management oversight functions of our Board of Directors and the audit functions of our Audit and Supervisory Committee. These steps will enable us to construct a transparent corporate governance system worthy of the trust of shareholders and other stakeholders and fulfill our corporate social responsibilities, and will help us improve our corporate value through sustained growth.

#### **[Reasons for Non-compliance with the Principles of the Corporate Governance Code]**

The Company implements each principle of the Code’s principles. (Fully Comply)

#### **[Disclosure Based on the Principles of the Corporate Governance Code]**

[Principle 1-4 Cross-Shareholdings]

##### **1. Policy on Cross-Shareholding Updated**

Our basic policy when engaging in investment for purposes other than pure investment is to give comprehensive consideration to the shares we hold in terms of their importance in implementing our business strategy and strengthening our relations with business partners for the sake of improving corporate value over the medium to long term, and to continue holding shares deemed necessary from this policy perspective. Furthermore, the profitability in consideration of the status of the listed shares we hold, the purpose and the capital cost is reported to the Board of Directors on an annual basis to examine the policy on cross-shareholdings. When the shares deemed necessary, the Company discloses the purpose of them. In addition, the Company appropriately proceeds to sell the shares deemed unnecessary in order to make an effort to reduce holding shares.

## 2. Standards for the Exercising Voting Rights **Updated**

The voting rights for these shares are exercised based not only upon the sustainable growth of the investee company but upon the enhancement of the corporate value in which the Company holds shares for the medium and long term, while considering the strategic status of cross-shareholding through dialogues with respective companies.

### [Principle 1-7 Related Party Transactions] **Updated**

When the Company engages in transactions with its Directors or major shareholders, the Company considers such transactions do not harm the interests of the Company or the common interests of its shareholders. Moreover, transactions with a conflict of interest carried out by a Director require a resolution of the Board of Directors pursuant to the Rules of the Board of Directors. The Board of Directors should also respectively supervise actual transactions for approvals while Audit and Supervisory Committee would audit them in accordance with the Rules of Audit and Supervisory Committee.

### [Principle 2-6 Roles of Corporate Pension Funds as an Asset Owner] **New**

The Company does not come under the principle not holding defined benefit corporate pension plan. Consequently, the Company adopts a selective Annuity Certain System as measures for the assets formation for employees for their retirement, which enables them to manage and invest their contribution on their own so that the Company assumes no financial obligation for its employees involving no risks to be attached.

### [Principle 3-1 Full Disclosure]

#### (i) Company Objectives (e.g., business principles), Business Strategies and Business Plans

The Company's corporate philosophy, i.e., the behavioral mindset that all employees should share, as well as our medium-term management plan has been posted at the Company's website (URL: <https://www.ibiden.com/>).

#### (ii) Basic Views and Guidelines on Corporate Governance Based on Each of the Principles of the Code

Our basic policy on Corporate Governance is described in "1. Basic Views" above, and published on the company's website and in our securities reports.

#### (iii) Board Policies and Procedures in Determining the Compensation of the Senior Management and Directors

The compensation for the Company's Directors who are not Audit and Supervisory Committee Members, Executive Officers and Managing Officers comprises monthly compensation and bonuses. The monthly compensation for Corporate Directors who are not Audit and Supervisory Committee Members is calculated based on their job positions, within the limits approved by the general meeting of shareholders, and is approved by the Board of Directors. Bonus allotments for Corporate Directors who are not Audit and Supervisory Committee Members are based on the degree to which each Director contributed to the Company's operations, within the scope of the total amount of bonuses calculated using the stipulated formula approved by the general meeting of shareholders, and are approved by the Board of Directors.

The monthly compensation of Executive Officers and Managing Officers is approved by the Board of Directors. In determining the compensation, broad consideration is given to a suitable balance with the monthly compensation for Corporate Directors who are not Audit and Supervisory Committee Members, assessments of respective Executive Officers' job performance, and other factors. The amounts of bonuses to be paid are approved by the Board of Directors. Bonus amounts are calculated in accordance with the degree of the Executive Officers' contribution to the Company's business results and other factors. Nomination/Remuneration Committee including Outside Directors who are not Audit and Supervisory Committee Members, prior to a resolution of the Board of Directors, deliberates on compensation and bonus of Corporate Directors, the Executive Officers and Managing Officers, and reports to President & CEO. Outside Directors and Directors who are Audit and Supervisory Committee Members (hereinafter, 'Audit and Supervisory Committee Members'), being in positions independent of the execution of operations, are only paid a set basic compensation.

The Company has also introduced 'the Stock Distribution Trust for Officers' to Directors who are not Audit and Supervisory Committee Members, Managing Officers, so that they shall make a clearer linkage between

the Company's stock value and compensation for themselves and elevate their awareness of contributing to improving medium- to long term operating results and increasing corporate value by sharing with shareholders, the benefits and risks involved in stock price fluctuations.

(iv) Policies and Procedures for the Selection of Corporate Managers and the Assignment of Director Candidates by the Board of Directors **Updated**

Candidates for Corporate Manager and Directors who are not Audit and Supervisory Committee Members are selected/assigned from the perspective of placing the right person in the right job, with due consideration given to the number of people that would enable precise and prompt decision-making and to a balance of knowledge, experience and skills among the Corporate Management Team/the Board of Directors overall. Candidates for Audit and Supervisory Committee Members are also selected/assigned from the perspective of placing the right person in the right job, with due consideration given to a balance among knowledge of accounting, tax and legal matters, knowledge about the Company's business, and other perspectives pertinent to corporate management. Given the above, assignment for Audit and Supervisory Committee Member candidates is resolved by the Board of Directors after Audit and Supervisory Committee deliberates and agrees on it. Assignment for Corporate Director candidates, prior to a resolution of the Board of Directors, after it has been sufficiently deliberated by the Nomination/Remuneration Committee including Outside Directors who are not Audit and Supervisory Committee Members and reported to President & CEO. The standards for dismissal from a Corporate Director is determined pursuant to Director Regulations in order to resolve both in the Shareholders Meeting for a Director and in the Board of Directors meeting for a Managing Officer following the standards and the deliberation by the Nomination/Remuneration Committee.

(v) Explanation of Individual Selections/Assignments when Selecting Corporate Managers and Assigning Director Candidates

The career histories of Director candidates are included in the reference documentation for general meetings of shareholders. For Outside Director candidates, we include other information regarding the reasons for their selection and their degree of independence in addition to their individual career histories in the reference documentation for general meetings of shareholders.

[Supplementary Principle 4-1-1 Roles and Responsibilities of the Board of Directors]

The Company has established Rules of the Board of Directors to set down clear-cut agenda criteria stipulating what the Board of Directors itself may decide/approve in accordance with laws, regulations, and the Articles of Incorporation. For other decision-making and the execution of operations, regulations governing organizations, job classifications and division of duties have been established to clarify the scope which a corporate management may execute.

[Principle 4-9 Qualification and Credentials for Independent Outside Directors]

In selecting an independent Outside Director who is not an Audit and Supervisory Committee Member, we place importance on a wealth of experience and a high level of knowledge regarding corporate management and our industry, in addition to the requirements stipulated in the Companies Act and the criteria established by the financial instruments exchanges on which the Company is listed. In selecting an Outside Director who is an Audit and Supervisory Committee Member, we place importance on a wealth of experience and a high level of knowledge regarding accounting, tax practice and law. The Company registers only those as independent Executives, who satisfy the above conditions and who pose no potential conflict of interest with general shareholders.

[Supplementary Principle 4-11-1 Overall Balance of Knowledge, Experience and Skill, Diversity, and Size of the Board of Directors]

In selecting Director candidates, to allocate a right person to right work, as a comprehensive deliberation, the sufficient number of the Board of Directors Members that enables the Board of Directors to make eligible and prompt decision and overall balance of knowledge, experience and skill among the members of the Board of Directors are considered while referring to the reports by the Nomination/ Remuneration Committee.

[Supplementary Principle 4-11-2 Concurrent Service of Directors as Executives at Other Listed Companies]

The Company discloses information about important positions concurrently held by Directors, including positions at other listed companies, in our business reports and in the reference documentation for general meetings of shareholders. The Company also requests the presences of Directors for the meetings of the

Board of Directors or the Audit and Supervisory Committee, in order to enable them to fulfill their duties and responsibilities while on service as executives at other listed companies. In accordance of the policy, the Company discloses the information on the attendance at the Board of Directors' meeting or the Audit and Supervisory Committee as well as other major position concurrently held.

[Supplementary Principle 4-11-3 Overview of Results of Analysis/Evaluation of Effectiveness of Board of Directors as a Whole]

The Board of Directors conducted analysis and evaluation to verify if the Board of Directors functions effectively, with an aim to improve problems and to strengthen advantages for improvement on further function of the Board of Directors. Results of analysis and evaluation made in fiscal year 2017 are as below;

#### 1. Evaluation Method

1) Between February and March in 2018, all Directors including Outside Directors performed self-evaluations by answering a questionnaire about effectiveness of the Board of Director's function in a fiscal year 2017 that an administrative office for the Board of Directors (Strategic Corporate Planning Group in Strategic Corporate Planning Division) has prepared.

#### 2) Evaluation Items

The followings are the evaluation items;

- ① Effectiveness of discussion and deliberation
- ② Effectiveness of supervisory function
- ③ Effectiveness of leadership
- ④ Effectiveness of environment development status
- ⑤ Effectiveness of correspondence to shareholders and stakeholders
- ⑥ Effectiveness of organization of the board of directors

#### 3) Evaluation Method

- ① Surveys were carried out by signatures
- ② Five-grade evaluation was applied as a measure for evaluation (5=Excellent, 3=Acceptable 1=unacceptable )
- ③ In the questionnaire result tabulation, questionnaires were separated into 2 categories; "Corporate Directors who are not Audit and Supervisory Committee Members," "Outside Directors who are not Audit and Supervisory Committee Members and Audit Supervisory Committee Members."
- ④ In the questionnaire result analysis, the items that there were big differences between evaluation results of "Corporate Directors who are not Audit and Supervisory Committee Members" and those of "Outside Directors who are not Audit and Supervisory Committee Members and Audit Supervisory Committee Members" was intensively performed.
- ⑤ Results of evaluation and analysis were disclosed to the Board of Directors, and the Board of Directors made resolution for evaluation results of effectiveness of the Board of Directors' function, on March 30, 2018.

#### 2. Overview of Results of Analysis and Evaluation

As a result of questionnaire result tabulation made by each Director, Corporate Directors, Outside Directors and Audit and Supervisory Committee Members rated all evaluation items listed in a preceding clause 2, as 3.0 points or above. The results could be analyzed and evaluated as that the Board of Directors largely secured the effectiveness in its function.

On the other hand, the questionnaire results tabulation found that there were still tasks and room for improvements on the items below. The Company and the Board of Directors will place priority on those.

#### 1) Further Tasks Acknowledged

- ① Meeting material distribution to Outside Directors prior to a date of meeting
- ② The Succession Plan for CEO under supervision

#### 2) Further Company Actions

- ① If an agenda is concerning capital investments with high specialties, a proposing Director has explained it to Outside Directors prior to the Board of Directors meeting. In future, to further improve efficiency, we

will strive to share information with Outside Directors on the process of the certain framework and enable them to review all the agenda in advance of the meetings.

② The voluntary Nomination/Remuneration Committee consists of members including Outside Directors who are not Audit and Supervisory Committee Members. In the committee, appointment and nomination for Directors and Managing Directors are reviewed and reported to President & CEO. The Company will provide new training courses with the select group of Executives to acquire the knowledge they will need to perform more efficiently and upgrade their skills as well as one for Company Directors in order to develop human resources based on well-planned Succession Plan.

The Board of Directors will continuously improve the effectiveness of its function, with taking the results of evaluation including further tasks into their further considerations.

[Supplementary Principle 4-14-2 Guidelines on Training for Directors]

The Company has established a system to provide financial and other support to Corporate Directors to allow them to attend when necessary outside training sessions, seminars, etc., which will enable them to acquire the knowledge they need and better understanding of their roles and duties. The Company is encouraging newly-assigned Company Directors who are not Audit and Supervisory Committee Members in particular to participate in courses for new directors to enhance their understanding of the knowledge needed in their positions. To enable full-time Audit and Supervisory Committee Members to play a key part in corporate governance, the Company has them participate in courses and study sessions conducted by the Japan Audit & Supervisory Board Members Association (JASBA) and other organizations as well as in outside networking events so that they can acquire the knowledge they need as the members and better understand their roles and duties as the members. We are arranging courses on the Companies Act and other content suited to the circumstances at the time to be conducted by internal and external experts for Company Directors and Managing Officers who are not Audit and Supervisory Committee Members.

In reference to developing next-generation executives, the Company determined that it would introduce and form new training courses for the select group of Executives added to the current training courses for Directors aiming to develop human resources based on well-planned Succession Plan.

[Principle 5-1 Policy for Constructive Dialogue with Shareholders] **Updated**

The Company provides explanatory meetings and opportunities for separate dialogues on a proactive and reasonable basis in an effort to contribute greatly to the sustainable growth of the Company and the value of the Company over the medium to long term. The Company also discloses the policy regarding to improving the system in order to develop constructive dialogues with the shareholders, after examined and approved by the Board of Directors.

i) The Managing Officer in charge of the Strategic Corporate Planning Operation oversees the Company's IR activities as the Executive responsible for IR, with the Corporate Planning Group within the Strategic Corporate Planning Operation serving as the principal division responsible for these activities.

ii) The Company is actively committed to dialogues with shareholders and investors through results briefings and other means. The Executive responsible for IR, the Corporate Planning Group, the Finance Group, the Legal Group and the General Affairs Group cooperate with each other in order to share the information certainly.

iii) The Company's principal IR activities are as follows:

- ① Ordinary general meetings of shareholders: once per year (chaired by the President & CEO)
- ② Results meetings for analysts and institutional investors: twice per year (the President & CEO conducts briefings after the second-quarter and full-year financial statements are released)
- ③ Press briefings: held quarterly
- ④ Briefings for overseas investors: the Company accordingly participates in IR forums hosted by securities companies (the President & CEO conducts these briefings)
- ⑤ Company website: IR-related materials (results briefing materials, summaries of financial results, notices of ordinary general meetings of shareholders, timely disclosures, press releases, and reports) are posted

iv) The Company strives to provide feedback as needed to the President & CEO as well as to relevant directors and organizations on the opinions expressed by shareholders and others in dialogues, and to share/utilize the information.

v) The Company controls access to insider information by limiting dialogues with investors during silent periods between quarterly settlement dates and quarterly results announcements, and by carefully managing insider information in accordance with in-house disclosure rules and guidelines for managing insider trading. We also use the IBIDEN Standards for Employee Behavior to educate all company employees on points to bear in mind when handling insider information.

## 2. Capital Structure

Foreign Shareholding Ratio	20% or over, less than 30%
----------------------------	----------------------------

### [Status of Major Shareholders]

Name / Company Name	Number of Shares Owned	Percentage (%)
Japan Trustee Services Bank, Ltd. (Trust Account)	9,006,300	6.44
NORTHERN TRUST CO. (AVFC) RESILCHESTER INTERNATIONAL INVESTORS INTERNATIONAL VALUE EQUITY TRUST	7,764,700	5.55
DENSO Corporation	7,712,900	5.51
The Master Trust Bank of Japan, Ltd. (Trust Account)	6,784,000	4.85
Toyota Industries Corporation	6,221,500	4.45
NORTHERN TRUST CO.(AVFC) US TAX EXEPTED PENSION FUNDS	4,373,000	3.13
The Juroku Bank, Ltd.	4,130,200	2.95
The Ogaki Kyoritsu Bank, Ltd.	4,120,000	2.94
IBIDEN Partner Shareholding Association	3,676,004	2.63
IBIDEN Employee Shareholding Association	2,859,537	2.04
Controlling Shareholder (except for Parent Company)	-	
Parent Company	Nil	

[Supplementary Explanation]

The listing of major shareholders is based on the shareholder registry as of March 31, 2018.

## 3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange, First Section Nagoya Stock Exchange, First Section
Fiscal Year-End	March
Type of Business	Electric Appliances
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	More than 1000
Sales (consolidated) as of the End of the Previous Fiscal Year	More than ¥100 billion to less than ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	More than 10 to less than 50

## 4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

—



- i. Executive of a company, between which the Company's Outside Directors/*kansayaku* are mutually appointed (the director himself/herself only)
- j. Executive of a company or organization that receives a donation from the Company (the director himself/herself only)
- k. Others

Outside Directors' Relationship with the Company (2)
--

Name	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons of Appointment
Chiaki YAMAGUCHI	○	<p>As Representative Director &amp; Senior Vice President of Toyota Industries Corporation until June 2015, Mr. Yamaguchi was engaged in the execution of operations for that company. Although our company does sell products to Toyota Industries Corporation, these sales accounted for less than 2% of our company's sales for fiscal year 2017, and are thus deemed insignificant. Mr. Yamaguchi is also serving now as Advisor of Towa Real Estate Co., Ltd., with which our company has no reportable business relationship.</p>	<p>Mr. Yamaguchi suitably provides advice and oversight based on his plentiful and wide-ranging experience and knowledge in corporate management and other fields, and he also satisfies the criteria for Independent Director. Given that he presents no potential conflict of interest with general shareholders, we are convinced that we can count on him to contribute to appropriate corporate governance at our company and expect him to offer advice on our standards of conduct.</p>
Toshio MITA	○	<p>As President &amp; CEO, Representative Director of Chubu Electric Power Co., Inc. until June 2010, Mr. Mita was engaged in the execution of operations for that company. Although our company does consume their electric power and have business based on renewable energy feed-in tariffs (FIT), the amount accounted for less than 2% of our company's sales for fiscal year 2017, and is thus deemed insignificant. Mr. Mita is also serving now as Advisor to Chubu Electric Power Co., Inc., Auditor for NYK LINE and Auditor for Nagoya Railroad Co., Ltd., with which he is not involved in the execution of operations.</p>	<p>Mr. Mita suitably provides advice and oversight based on his plentiful and wide-ranging experience and knowledge in corporate management and other fields, and he also satisfies the criteria for Independent Director. Given that he presents no potential conflict of interest with general shareholders, we are convinced that we can count on him to contribute to appropriate corporate governance at our company and expect him to offer advice on our standards of conduct.</p>
Koichi YOSHIHISA	○	None	<p>Mr. Yoshihisa can suitably provide advice and oversight based on his plentiful and wide-</p>

Fumio KATO	○	None	<p>ranging experience in execution of business at College and acquirement as a scholar and expert to promote efforts towards academic-industry cooperation. He also meets the requirements of Independent Director. Given that he presents no potential conflict of interest with general shareholders, we are convinced that we can count on him to contribute to appropriate corporate governance at our company and expect him to offer advice on our standards of conduct. Mr. Kato can provide insights and oversight of company operations based on his wealth of knowledge and experience in tax-related matters as a Tax Accountant. He also meets qualifications for Independent Director. Given that he presents no potential conflict of interest with general shareholders, we are convinced that we can count on him to contribute to appropriate corporate governance at our company and expect him to offer advice on our standards of conduct. Mr. Horie can provide insights and supervise company operations based on the expertise with his high-level wealth of knowledge and experience as Certified Public Accountant. He also meets qualifications for Independent Director. Given that he presents no potential conflict of interest with general shareholders, we are convinced that we can count on him to contribute to appropriate corporate governance at our company and expect him to offer advice on our standards of conduct. Ms. Kawai can provide insights and supervise company operations based on the expertise with her high-level wealth of knowledge and experience as Attorney. She also meets qualifications for Independent Director. Given</p>
Masaki HORIE	○	None	
Nobuko KAWAI	○	None	

that she presents no potential conflict of interest with general shareholders, we are convinced that we can count on her to contribute to appropriate corporate governance at our company and expect her to offer advice on our standards of conduct.

**[Audit and Supervisory Committee]**

Committee's Composition and Attributes of Chairperson

	All Committee Members	Full-time Members	Inside Directors	Outside Directors	Chairperson
Audit and Supervisory Committee	5	2	2	3	Outside Director

Appointment of Directors and/or Staff to Support the Audit and Supervisory Committee

Nil

Reason to Adaption of the Current Corporate Governance System

The Company has appointed two (2) full-time Audit and Supervisory Committee Members. Now therefore, the Company considers that Appointment of Directors and/or Staff to Support the Audit and Supervisory Committee is not needed.

Cooperation among Audit and Supervisory Committee, Accounting Auditors and Internal Audit Departments

Our full-time Audit and Supervisory Committee Members hold audit consultations with accounting auditors and Internal Audit Group in CSR Promotion Division every 3 months, and collaborate with them in conducting audits of our company and Group companies in accordance with all applicable laws, regulations, and rules.

**[Voluntary Establishment of Nomination/Remuneration Committee]**

Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Remuneration Committee

Established

Committee's Name, Composition, and Attributes of Chairperson

	Committee Corresponding to Nomination Committee	Committee Corresponding to Remuneration Committee
Committee's Name	Nomination/Remuneration Committee	Nomination/Remuneration Committee
All Committee Members	6	6
Full-time Members	-	-

Inside Directors	3	3
Outside Directors	3	3
Outside Experts	-	-
Other	-	-
Chairperson	Inside Director	Inside Director

Supplementary Explanation

One Inside Director, who is an Audit and Supervisory Committee Member, participates in the Committee as an observer without a voting right.

**[Independent Directors]**

Number of Independent Directors 6

Matters relating to Independent Directors

—

**[Incentives]**

Incentive Policies for Directors Performance-linked Remuneration , Other

Supplementary Explanation

The 164<sup>th</sup> Ordinary General Meeting of Shareholders held on June 16, 2017 passed a resolution on paying the sum of 0.5% of each business year's consolidated net income and 1.6% of each business year's total annual dividends as bonuses to Directors who are not Audit and Supervisory Committee Members, excluding Outside Directors, with this sum not to exceed 440 million yen per year (calculations to be rounded down to the nearest million yen).

As the compensation for Directors who are not Audit and Supervisory Committee Members, the Company adopts the monthly salary and the performance-linked remuneration since 2017. As the compensation for Outside Directors who supervise the company operations and Audit and Supervisory Committee Members, the Company adopts fixed compensation plan simultaneously.

The monthly salary is consisted of fixed compensation depending on individual Directors with their own position and is resolved by the Board of Directors based on the report to the Nomination/ Remuneration Committee with respect to the amount and details of the compensation to the Directors under the amount resolved at shareholders meetings. In the Company, incentive compensation shall be deemed stock compensation and bonus. Since FY 2017 stock compensation has been introduced as a performance-linked stock compensation plan in which points shall be granted to the Directors who are not Audit and Supervisory Committee Members according to their position and performance and the number of shares of the Company's common stock corresponding to the number of points granted and accumulated shall be distributes when they retire as Directors, etc. Bonus shall be determined in accordance with their contributions to the Company's performance and the report to the Nomination/ Remuneration Committee based on the total amount calculated by the formula with net income and dividends by the Board of Directors.

**[Director Remuneration]**

Disclosure of Individual Directors' Remuneration

No Individual Disclosure

Supplementary Explanation

-

Policy on Determining Remuneration Amounts and Calculation Methods

Established

Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

It is written in (iii) Board of Policies and procedures in determining the compensation of the senior management and directors, Principle 3-1 of "Disclosure Based on the Principles of the Corporate Governance Code."

**[Supporting System for Outside Directors] Updated**

The Company has introduced the system that provides Outside Directors with information at the stage of the basic outline of agendas of Board of Directors meetings, which enables them to sufficiently consider the relevant matters beforehand. Moreover, a proposing Director or the Secretariat of the Board of Directors provides explanations to the Outside Directors prior to the meetings by the Board of Directors if an agenda is concerning capital investments with high specialties.

**[Status of Retired Representative Directors and Presidents, etc.]**

Names, etc. of Advisers and Counselors, etc. Formerly Served as Representative Directors and Presidents, etc.

Name	Position	Responsibilities	Form and Conditions of Work (Full-time/Part-time; Compensation, etc.)	Date of Retirement as President, etc.	Term of Employment
Junichiro TAGA	Honorary Advisor	Activities of various economic bodies and industry groups and social contribution activities (not involved in management)	Form of Work: Part-time Compensation: No	June 27, 1991	-
Yoshifumi IWATA	Supreme Advisor	Activities of various economic bodies and industry groups and social contribution activities (not involved in management)	Form of Work: Part-time Compensation: Yes	March 31, 2007	-

Total number of Advisers, etc. formerly served as Representative Directors and Presidents, etc.

2

**Other Matters**

The Advisers are not involved in the Company's management while engaging social contribution to activities of economic bodies and industry groups by their talents nurtured by the Company during their

office. When the Company appoints Advisors and Councilors, it will consult Nomination Committee to ensure objectivity and transparency in the selection by the Board of Directors.

## **2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)**

[Overview of Current System and Reasons for Adopting Current System]

To ensure fair and transparent company management, 6 Outside Directors attend Board of Directors meetings and there provide advice on company management. For fair and transparent procedures applied to nominate these Outside Directors and to determine their compensation, the Company has voluntarily established Nomination/Remuneration Committee. An Executive Officer System has been introduced to permit rapid management decision-making and quicker execution of operations. The Audit and Supervisory Committee has also been given robust check-and-balance functions to help them monitor decision-making by the Board of Directors and the execution of operations by representative Directors.

[Items Pertaining to Outside Directors]

The Company has taken the steps necessary to ensure that 6 Outside Directors are assigned and permitted to provide needed insights on the agenda and deliberations of Board of Directors meetings so that they can contribute to appropriate corporate governance at the Company and offer advice on our standards of conduct.

[Efforts to Strengthen the Functions of Audit and Supervisory Committee Members]

Audit and Supervisory Committee Members attend the Board of Directors meetings and other important meetings and audit Directors' performance of their professional duties, and full-time Audit and Supervisory Committee Members collaborate with CSR Promotion Division, the Company's internal audit organization, and Accounting Auditor in conducting audits of the Company and the Group companies in accordance with all applicable laws and regulations and rules. The presence of 3 Outside Audit and Supervisory Committee Members with a considerable level of knowledge in accounting, tax and legal matters suitably ensures that the above functions are performed.

[Posting of Information on Securing Independent Directors]

The Company has determined that Mr. Yamaguchi, Mr. Mita and Mr. Yoshihisa as Outside Directors and Mr. Kato, Mr. Horie and Ms. Kawai as Outside Audit and Supervisory Committee Members present no potential conflict of interest with general shareholders and, convinced that we can count on them to contribute to appropriate corporate governance at the Company and to offer advice on our standards of conduct, we have assigned them as Independent Directors.

## **3. Reasons for Adoption of Current Corporate Governance System**

We have assigned 6 Outside Directors including 3 Audit and Supervisory Committee Members to ensure that the Company's managerial decision-making is fair and transparent.

The Company has made a transition to a Company with Audit and Supervisory Committee gaining in June, 2017, to make more swift decision-making structure and an additional layer of strength in the supervisory functions by the Board of Directors who is Audit and Supervisory Committee Members with voting rights.

## **III. Implementation of Measures for Shareholders and Other Stakeholders**

### **1. Measures to Vitalize the General Shareholder Meetings and Smooth Exercise of Voting Rights**

	Supplementary Explanations
Early Notification of General Shareholder Meeting	Notices are sent out early to inform shareholders about the meeting well in advance.

Scheduling AGMs Avoiding the Peak Day	General meetings of shareholders are held outside of concentrated days to allow as many shareholders as possible to attend the general meeting of shareholders.
Allowing Electronic Exercise of Voting Rights	Voting rights can be exercised via the Internet and mobile phone.
Participation in Electronic Voting Platform	The Company participates in the voting rights electronic exercise platform for institutional investors run by ICJ Co., Ltd.
Providing Convocation Notice in English	English-language versions of notices are posted on our English-language website.
Other	Notices are posted in both Japanese and English on our websites and on the platform by 1 week before they are mailed out to shareholders.

## 2. IR Activities

	Supplementary Explanations
Preparation and Publication of Disclosure Policy	Disclosure rules have been established but not made publicly available.
Regular Investor Briefings for Individual Investors	—
Regular Investor Briefings for Analysts and Institutional Investors	We hold biannual briefings for analysts and institutional investors after the announcements of both interim results and year-end financial statements.
Regular Investor Briefings for Overseas Investors	The Company accordingly participates in IR forums hosted by securities companies.
Posting of IR Materials on Website	We post summaries of financial statements, notices of ordinary general meetings of shareholders, timely disclosures, press releases, reports, and briefing materials on the Company's website.
Establishment of Department and/or Manager in Charge of IR	Corporate Planning Group, Strategic Corporate Planning Operation
Other	As a general rule, all briefing materials are translated into English and promptly disclosed, either at the same time or after the Japanese-language materials are disclosed.

## 3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanations
Stipulation of Internal Rules for Respecting the Position of Stakeholders	Respect for our stakeholders is explained in the IBIDEN Standards for Employee Behavior and in the IBIDEN Social Responsibility Management Standards.
Implementation of Environmental Activities, CSR Activities etc.	Our company prepares CSR reports that are made publicly available on the company website.
Development of Policies on Information Provision to Stakeholders	Disclosure guidelines have been established in keeping with our Disclosure Rules.
Other	—

## IV. Matters Related to the Internal Control System

### 1. Basic Views on Internal Control System and the Progress of System Development

(1) System to ensure that the performance of professional duties by directors and employees complies with laws, regulations and the Articles of Incorporation

① The Group's basic compliance policy requires full compliance with domestic and foreign laws and regulations, the Articles of Incorporation, in-house regulations and corporate ethical standards (hereinafter, "compliance") by all executives and employees in order to become a Group earning the trust of the international community through its open and fair corporate activities. In keeping with this basic policy, the Compliance Regulations, and the Standards for IBIDEN Employee Behavior that set out the standards for compliance in practice, the Group will actively undertake efforts to promote compliance within the Group (establishing compliance-related regulations, confirming the status of compliance activities in practice, and conducting educational activities and training for executives and employees). These compliance promotions will be implemented by the Executive Officer in charge of the CSR Promotion Division, the Executive Officer responsible for compliance, who will report to the Corporate Compliance Promotion Committee chaired by the President & CEO.

② The Group has established proper reporting lines as well as a compliance consultation desk to enable all executives and employees to report compliance violations that have come to their notice. Executives and employees may either report in their own names to the person in charge at the compliance consultation desk or anonymously to outside specialists, and due consideration has been given to protecting the rights of whistleblowers by safeguarding their privacy and banning prejudicial treatment. The Executive Officer responsible for compliance will seek to better familiarize executives and employees with the compliance consultation desk system during training.

③ When a compliance-related problem arises, the Compliance Committee chaired by the Executive Officer in charge of compliance will be convened to deliberate on how to respond to or resolve the matter and on how to prevent recurrences and serious problems – particularly those involving Directors – will be reported to the Board of Directors.

④ The Company discloses information pertaining to management of the Group in a fair, timely and appropriate manner and in accordance with disclosure rules designed to help shareholders, investors, local communities and all other stakeholders better understand and properly assess the Group, and with the approval of the Disclosure Committee comprising the President & CEO, the Executive Officer in charge of the Finance Division, and other members. The Company complies with all applicable laws and regulations pertaining to financial instruments transactions and with the rules of securities exchanges, and exercises strict control of matters governed by insider trading regulations in accordance with the Guidelines on Managing Insider Trading to maintain the public trust on our company in securities markets.

⑤ 2 Outside Directors have been assigned and granted robust check-and-balance functions to ensure the legality of Directors' performance of their professional duties at the Company.

(2) Systems for saving and managing information relating to Directors' performance of their professional duties

① Information, documents and other materials relating to resolutions by the Board of Directors, decisions on the execution of operations by Directors and oversight of the same, etc. will be suitably saved and managed (e.g. discarded) in compliance with the Rules of the Board of Directors, the Approval Regulations, the Document/Record Management Regulations, and other applicable rules/regulations. Directors may access the information/documents at any time.

② The Executive Officer in charge of the Strategic Corporate Planning Operation will verify as needed the steps taken to save and manage information on the execution of duties, review regulations and maintain a system by which the information on the performance of professional duties can be promptly accessed.

(3) Regulations on managing the risks of loss, and other systems

① The Group has a basic risk management policy to enable the Group to continue by analyzing the various risks surrounding its business operations dealing appropriately with losses to management resources that seriously impact the smooth administration of business, to ensure the safety of shareholders, customers, and executives and employees, reducing losses of management resources and to prevent recurrences. In line with this basic policy and risk management regulations, the Group will actively engage in risk management activities, including assigning responsibility for each risk category to specific organizations, reinforcing the

chain of accountability, and training executives and employees. These risk management activities will be implemented by the Executive Officer in charge of the CSR Promotion Division, the Executive Officer responsible for risk management, and will be reported to the Corporate Risk Management Promotion Committee chaired by the President & CEO.

② If an internal audit uncovers an action taken in the course of executing operations that presents a risk of loss, the Executive Officer in charge of the Strategic Corporate Planning Operation will promptly ascertain the nature of the risk and the degree of potential loss and will issue instructions for measures to be promptly taken by the relevant organizations in order to prevent such loss. Should a large-scale accident or disaster occur, the Executive Officer will immediately establish a task force, ascertain the circumstances, implement initial responses, prevent further damage, and endeavor to minimize the loss.

(4) System for ensuring that Directors perform their professional duties efficiently

① As part of the management of corporate planning, the performance targets and budgets based on the consolidated medium-term management plan as well as the Group's fiscal year plans formulated each year based on this management plan are presented and the Executive Officers placed in charge of the execution of operations at each of the business groups undertake activities to achieve the targets established for each line. Monthly business results are promptly compiled into a database via an IT-based system, and the Executive Officer in charge of the Strategic Corporate Planning Operation periodically verifies whether progress is being made toward the established targets in accordance with the performance reports through performance reports from the respective Executive Officers at Management Council Meetings.

The Company also shares the progress of objective achievement and business challenges as the Board of Directors through the business reporting at regular meetings of the Board of Directors in principle.

② As part of the management of the execution of operations, all items on agenda for the Board of Directors or Management Council Meetings are without fail placed on the respective agendas and the materials required for deliberation of these agenda items are distributed to executives in advance.

③ Authority for the day-to-day performance of professional duties is appropriately delegated in accordance with the regulations governing organizations. Job classification and division of duties as well as regulations on administration authority and professional duties are performed properly and efficiently by persons endowed with decision-making authority in accordance with the decision-making standards set out in the Approval Regulations.

(5) System to ensure the propriety of operations in the corporate grouping comprising the Company and its subsidiaries

① The Strategic Corporate Planning Operation is the organization responsible for overseeing and managing internal control at all of the Company's subsidiaries and it collaborates with other internal control promotion organizations to provide guidance and support to all of these subsidiaries.

② The Company has adopted a system by which the execution of important operations by the Directors or the Boards of Directors of subsidiaries are reported in advance to the Company. Moreover, decision-making is properly carried out at the Company in accordance with the Group's regulations on managing corporate decision-making.

③ The Executive Officer in charge of the CSR Promotion Division satisfactorily exchanges information with the internal audit offices of subsidiaries or with the Directors in charge of organizations corresponding to such offices and thereby ensures the effectiveness of the Group internal audit system in order to prevent improper transactions/bookkeeping between the Company and its subsidiaries.

(6) Relevant items required to make the Audit and Supervisory Committee's audit system effective

① System pertaining to employees requested by the Audit and Supervisory Committee to assist in their duties, and items pertaining to the independence of these employees from Directors

No employees have been assigned at present to assist the Audit and Supervisory Committee with their duties and, consequently, no provisions on the independence of such employees have been made. Should the Audit and Supervisory Committee request an assistant be assigned to help out with his/her duties, a full-time or concurrently-assigned assistant will be assigned; the views of the Audit and Supervisory Committee on the specific details of such an assignment will be taken into account when making a decision, with due consideration to be given also to the views of the Executive Officer in charge of the Strategic Corporate Planning Operation and of the Executive Officers in charge of other relevant organizations. The assignment and reassignment of the assistant in question will require the consent of the Audit and Supervisory

Committee. The assistant will perform his/her duties under the direction of the Audit and Supervisory Committee, and will not be under the authority of the sub-director head of the organization with which the assistant is affiliated.

② System for reporting by Directors and employees of the Company and its subsidiaries as well as persons receiving reports from these directors/employees to the Audit and Supervisory Committee, and system for other reporting to the Audit and Supervisory Committee  
Executives, employees, etc., must report and provide information on serious violations of laws, regulations or the Articles of Incorporation or illegal actions occurring in the course of the performance of professional duties, facts that could cause significant harm to the Company, and other matters on which the Audit and Supervisory Committee request reports/information, in compliance with the Rules of the Audit and Supervisory Committee set out by the Audit and Supervisory Committee. The Company may never mete out disadvantageous treatment for the provision of such information to the Audit and Supervisory Committee by executives, employees, etc.

③ Other systems to ensure that the Audit and Supervisory Committee are carrying out audits effectively  
The Company has a system in place by which executives, employees, etc., can arrange opportunities for personal interviews with the Audit and Supervisory Committee or can request the attendance of the Audit and Supervisory Committee at various meetings when deemed necessary to ensure the operations are being conducted properly and to enable the Audit and Supervisory Committee to ascertain directly the circumstances of deliberations and reports. The Audit and Supervisory Committee will meet periodically with the representative Director and audit firms to exchange views. Executives, employees, etc., must accord due respect to the opinions of the Audit and Supervisory Committee on ensuring the effectiveness of audits. When deemed necessary by the Audit and Supervisory Committee, the Company will allocate the funds for hiring an attorney, a certified public accountant, a consultant, or other outside advisor to support the Audit and Supervisory Committee's audits.

(7) Others

To satisfy the requirements of the Financial Instruments Exchange Act on establishing internal control for financial reporting, the Company reviews and administers our internal control system to ensure the propriety of financial reports as the Group, establish systems for monitoring and internal audits in order to ensure their reliability, and consistently undertakes promotion activities in line with the Company's basic plan and policies.

## 2. Basic Views on Eliminating Anti-Social Forces

(1) Basic approaches to excluding anti-social forces

The Group's fundamental policy in this regard, as clarified in the IBIDEN Standards for Employee Behavior, is that all executives and employees must adopt a resolute attitude in opposition to anti-social forces and groups and pay careful attention to prevent any actions that might violate laws or corporate ethical standards.

(2) Efforts to exclude anti-social forces

① The IBIDEN Standards for Employee Behavior stipulates that employees contacted by anti-social forces/groups or aware of potential trouble for the Company at the hands of such forces/groups should avoid dealing with these issues personally and should instead immediately consult with the organizations responsible for dealing with such matters. Executives and employees are being thoroughly familiarized with this policy through compliance education.

② The organizations responsible for dealing such matters will be the Strategic Corporate Planning Operation and the Personnel & General Affairs Division, both of which will designate persons responsible for thwarting unreasonable demands.

③ The Company keeps in close contact at all times with our consulting attorney and with the competent police units to handle unreasonable demands from anti-social forces. We also participate regularly in liaison meetings held by the police as one means of collecting/managing information on anti-social forces.

④ We have included in our company's prescribed standard contract forms clauses that specifically exclude dealings with anti-social forces.

**V. Other**

**1. Adoption of Anti-Takeover Measures**

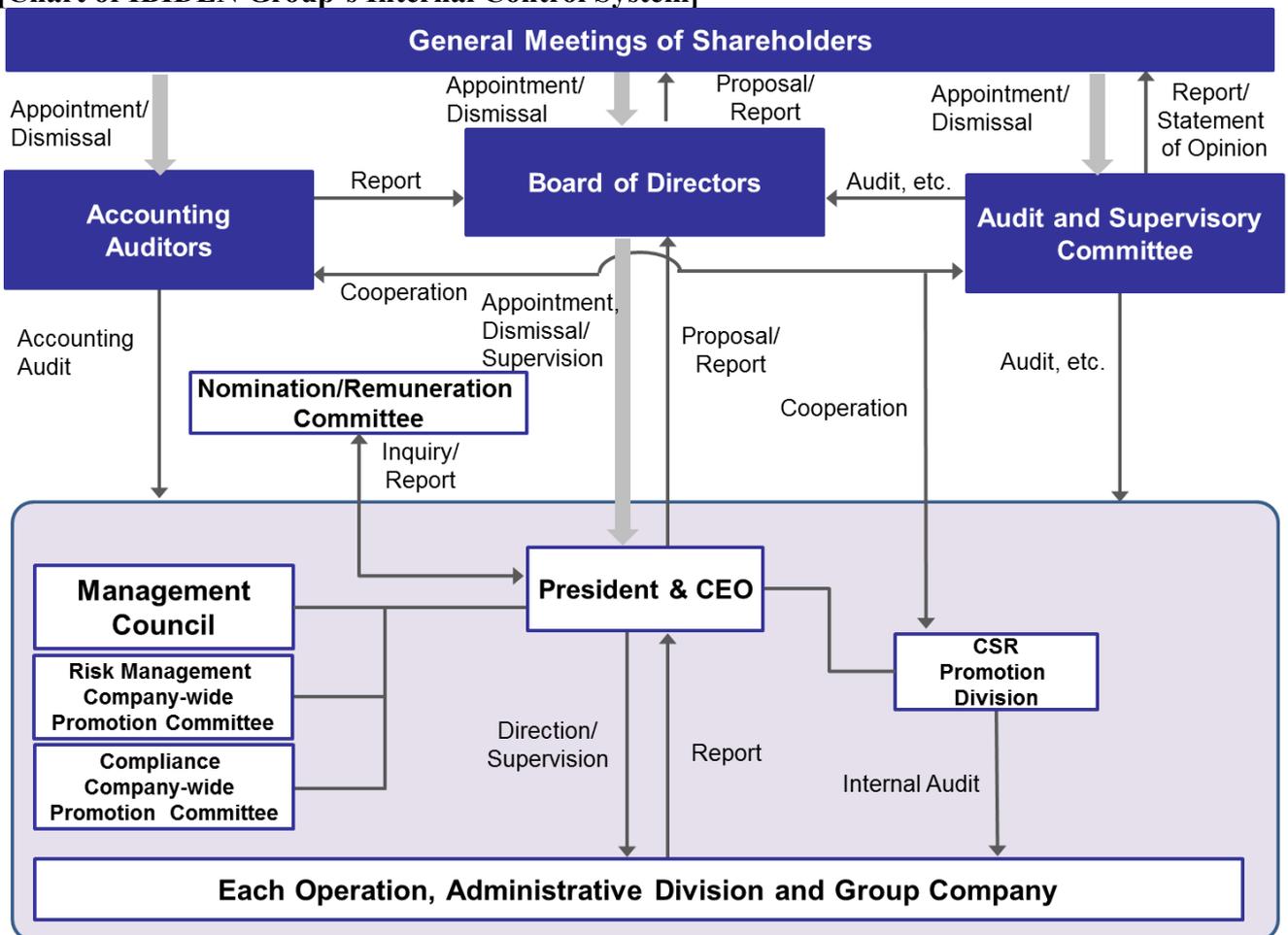
Adoption of Anti-Takeover Measures	Not Adopted
Supplementary Explanation	
-	

**2. Other Matters Concerning to Corporate Governance System**

-
---

[Chart (Reference)]

**[Chart of IBIDEN Group’s Internal Control System]**



[Outline of Internal Timely disclosure system (chart)]

**[Chart of IBIDEN Group’s Internal Timely Disclosure System]**

