

**FDK**

**FDK GROUP**  
**CSR Report**  
**2018**



# Smart Energy Manager

The FDK Group will provide services and value to customers through One FDK as a “Smart Energy Manager that contributes globally to society through technology that efficiently uses electric energy” by bringing together its strength in battery technologies, circuit technologies and power electronic technologies.

## Corporate Profile

Company Name	FDK CORPORATION
Founded	1950
Head Office	Shinagawa Crystal Square Bldg., 1-6-41 Konan, Minato-ku, Tokyo 108-8212 Japan
Capital	28,583 million yen (as of August 31, 2018)
Net Sales	FY2017 (April 1, 2017 to March 31, 2018) Consolidated: 73,129 million yen
Employees	Consolidated: 3,971 (as of March 31, 2018)
Description of business	FDK CORPORATION is a manufacturer, which manufactures, sells and exports various kinds of batteries, rechargeable batteries, battery devices, electronic components and devices as well as applied products and applied devices.
Main Products	Alkaline batteries, Ni-MH batteries, Lithium batteries, Carbon-zinc batteries, Power storage systems, Light products, Production systems for batteries, Switching power supplies, Coil devices, DC-DC power modules, Multilayer power indicators, Ceramic products, Toner, Signal processing modules for LCD

## About “FDK Group CSR Report 2018”

### Editorial Policy

The “FDK Group CSR Report 2018” is published so that all of our stakeholders will understand our various activities based on the CSR Policy of the FDK Group.

The “FDK Group CSR Report 2018” reports our CSR activities under “Seven Prioritized Initiatives” defined by the FDK Group.

### Target Period

This report focuses on activities during FY2017 (April 1, 2017 to March 31, 2018). (Some information is included outside of this period.)

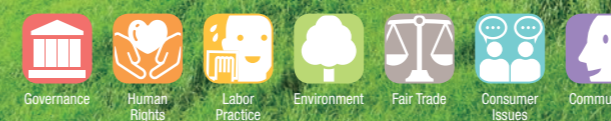
### Scope

This report covers activities for FDK and the FDK Group. Some of the report is specific to FDK.

### Reference Guidelines

The “FDK Group CSR Report 2018” is created by referring to ISO26000 Guidance on social responsibility and the 2012 Environmental Reporting Guidelines.

### ISO 26000 (Core Themes) Icons



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## Fulfilling FDK Group Mission and Contributing to Society as a Smart Energy Manager

### FDK Group Grows Together with Society

The FDK Group has pursued new value required by each generation and grown together with society as an “energy management manufacturer” that can contribute to society in various manners by developing and supplying batteries and electronic devices which satisfy our customers.

The world is expecting even more rapid action in corporate sustainability from the adoption of the United Nations “Sustainable Development Goals (SDGs)” and ESG (Environment, Society, Governance) in the investment market and environmental issues, such as climate change and severe weather disaster, in addition to social issues that have manifested in recent years, such as urbanization, an aging society, human rights and shifts in population. In addition, the rapid evolution of AI, robotics, the Internet of Things (IoT) and other digital technologies are causing sudden and unprecedented social change. I believe a major challenge requiring corporate action is to realize richer civic lives within these dramatic changes.

These complex and rapid changes have incited a trend demanding innovation to resolve social problems. FDK has established a new vision in 2017 as a “Smart Energy Manager” to complement our products business with services.

FDK will promote businesses that solve the problems faced by customers through technology that uses electric energy efficiency by bringing together its strength in battery technologies, circuit technologies and power electronic technologies.

Electric energy is an indispensable infrastructure to modern society from households to industry. The supply of appropriate electric energy is also indispensable even in the evolution of informational infrastructure that integrates information with things like IoT and mobility in the modern information industry. FDK can contribute to the growth of a more prosperous society in the future by engaging in not only the issues that have already manifested but also supporting solutions in anticipation of the issues customers will face due to future technological advancement.

### Contributing to Society by Promoting CSR Founded in the Technical Strengths of “One FDK”

The promotion of CSR in the FDK Group clearly fulfills our responsibility as a corporate citizen as well as aims to more actively engage and contribute to resolving social issues. We continually ask ourselves about the value provided by “One FDK” and strive to take action with the participation of our employees toward realizing the mission held since the Group’s founding to “contribute globally to society with technology that efficiently uses electric energy”. FDK has focused to three regions

of social infrastructure that include IoT, mobility, 5G, and renewable energy storage as technical areas to place new emphasis. FDK will bring together the strengths in batteries and electronic devices under “One FDK” and promote all-inclusive CSR activities that encompass economic, environmental and social aspects to contribute to solutions to each social issue.

### Raising Awareness about CSR Promotion in Each and Every Person

Since my appointment as President last year, I have had many different conversations with our customers, shareholders and employees who work at each of the Group locations. I felt the great expectations our stakeholders have for FDK as well as FDK’s ability to fully live up to those expectations.

However, I also felt the importance in radically changing the mentality about business promotion in all of our employees. “Providing value through One FDK” represents a basic approach to build a system able to provide value to customers beyond our products and technologies with every employee fully sharing an awareness of problems in order to reach their full potential. We will establish a more open corporate culture in which we can cultivate diversity, appropriately evaluate results and processes as well as engage in discussions even about negative topics.

### Steadily Advancing Seven Prioritized Initiatives

Ensuring the PDCA cycle and steadily achieving targets are indispensable in the specific promotion of CSR. It is vital for FDK to implement “Communicating and Collaborating with Stakeholders”, “Complying with the Law”, and “Strengthening Corporate Governance” without delay. FDK has been taking consistent action and shown substantive results in these three prioritized initiatives in FY2017.

In terms of “Protecting the Global Environment”, “Embracing Diversity and Inclusion”, and “Developing Human Resources for Their Contribution to Society and the Planet”, we always need to verify and enhance the content of our actions in accordance with the changing social conditions. We will not only succeed in achieving our initial plans but also engage in actions that aim even higher to satisfy the demands from society. Furthermore, we will live up to the expectations from all of our stakeholders and enhance our corporate value even more by continually realizing “Supplying Batteries and Electronic Devices Which Contribute to Society Across Multiple Platforms”.

### Responding to Global Social Issues

We cannot find solutions by only taking an internal perspective, even for

issues faced inside the FDK Group, in modern times when societies and economies are linked globally. The actions of the FDK Group are related to the common social infrastructure worldwide for “Electric Energy”. We pay attention to the development and usage trends of electric energy technologies around the globe and take even greater preemptive action is important. The businesses, business locations and employees of the FDK Group have grown broadly in Europe, Americas, Asia as well as other regions overseas. We will work to contribute to solutions of global social issues as well as respond to the requirements in each country and region.

We will also contribute to the “Sustainable Development Goals (SDGs)” advocated by the United Nations as goals which must be achieved for the development of all people and societies worldwide as well as the sustainability of the global environment. The FDK Group will engage in enlightenment activities to instill the SDGs as one global activity and have examined the impact on activities to tie the SDGs to the prioritized initiatives. We have defined Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all, Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation, Goal 12: Ensure sustainable consumption and production patterns, and Goal 13: Take urgent action to combat climate change and its impacts as four of the seventeen SDGs that the FDK Group will emphasize as targets.

### Expecting Supports from All of Our Stakeholders

A research for CSR is advancing from a wide range of various perspectives in recent years and the demands from society have diversified. The FDK Group will foster broad perspectives from raising awareness in all of its employees to the impact on society as a member of the Fujitsu Group. We will actively push forward our CSR activities in the future based on our mission aiming to become a “Smart Energy Manager” which contributes globally to society with technology that efficiently uses electric energy.

I hope this report will bring understanding about the actions of the FDK Group in its CSR activities. I also ask all of our stakeholders for their candid feedback and insights so that we may better future FDK Group initiatives.

September 2018

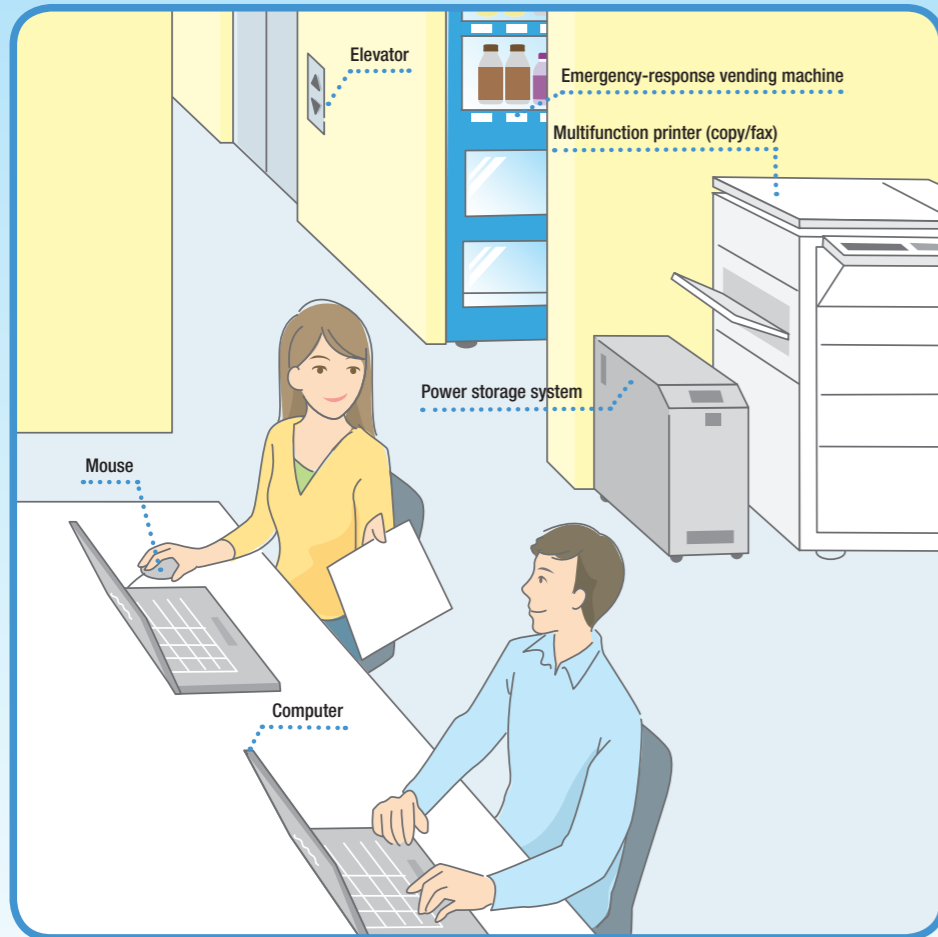
President & CEO

Yoichi Ohashi



# FDK Close to People's Lives

The products of the FDK Group are used in various devices close the lives of people from their households to their workplaces. The FDK Group is contributing to the safety and security in the lifestyles of people through the use of a broad range of products found in devices and vehicles that support social infrastructures as well as on medical and welfare sites. FDK also provides a plenty of environmentally-friendly products that contribute to energy savings and the reduction of the environmental burden to contribute to the advancement of a sustainable society as a Smart Energy Manager

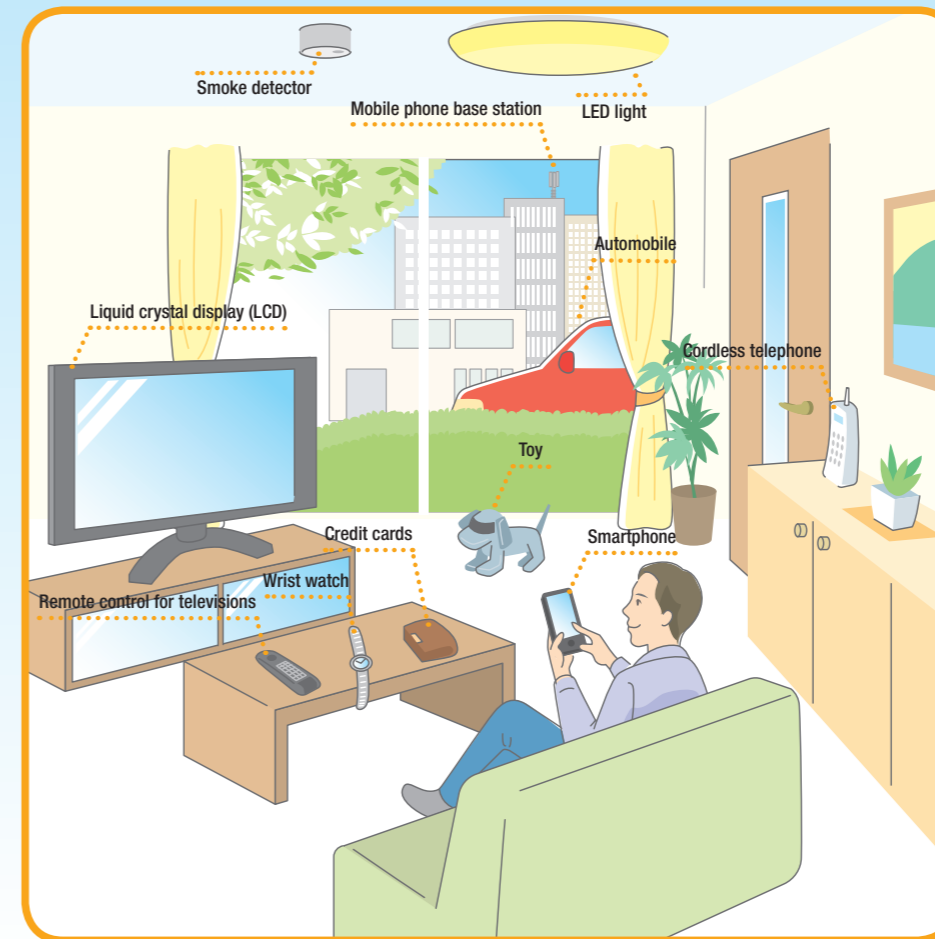
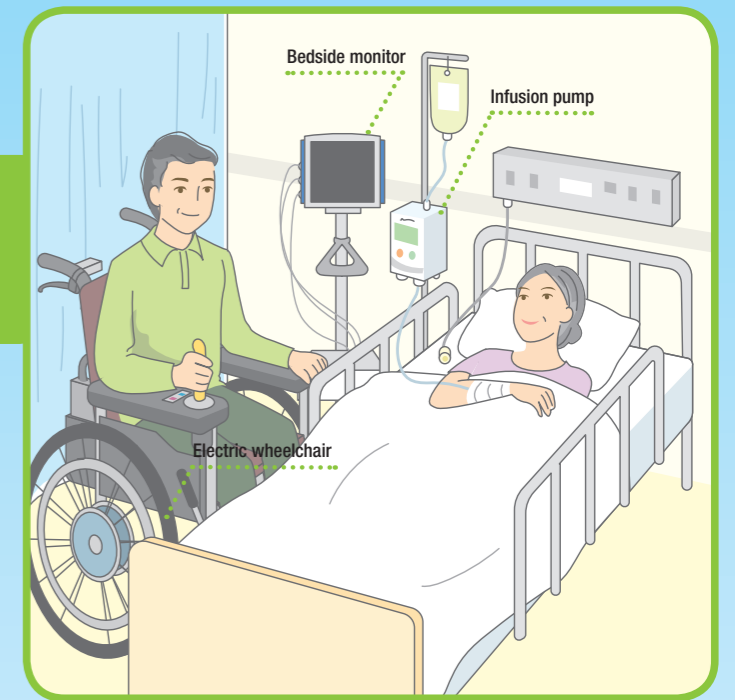


## In Social Infrastructure and Businesses!

- Alkaline batteries
- Ni-MH batteries
- Lithium batteries
- Power storage system
- Ultra-thin type sensor beacons
- DC-DC power modules
- EMI suppression products
- Toner, etc.

## In Medical and Welfare Sites!

- Alkaline batteries
- Ni-MH batteries
- Lithium batteries, etc.



## In Homes!

- Alkaline batteries
- Ni-MH batteries
- Lithium batteries
- Multilayer power inductors
- Signal processing modules for LCD, etc.



# Providing Value with CSR Through Our Businesses

FDK Group provides value unique to the FDK Group to all of its stakeholders that contributes to resolving social issues through the development and supply of batteries, power storage systems, and electronic devices founded in the core technology FDK has cultivated up until now by promoting responsible management as a global corporation through actions to continually address prioritized initiatives based on our CSR Policy.





# CSR Management

## FDK Group CSR Policy

- CSR in FDK Group is practiced by implementing the “FDK Group Corporate Conduct Guidelines” showing the contents which all the people who work in FDK group should positively practice, and the “FUJITSU Way” which is a group philosophy as a member of the Fujitsu Group.
- Under our mission that “FDK group contributes to realizing 3E (Environmental Conservation, Energy Saving, Economic Development)” through the development and supply of Batteries and Electronic Devices based on customer satisfaction, and aims at becoming a “Smart Energy Manager Able to Contribute to Society in Various Forms”, we, FDK group, contribute to the sustainable development of the Society and the Planet by implementing “FDK Group Corporate Conduct Guidelines” and the “FUJITSU Way” in light of the expectation and needs of multiple stakeholders in all our business activities.
- Our CSR efforts focus on seven prioritized initiatives.
- In addressing these challenges, we demonstrate a commitment to responsible business operations as a global company.

## Promotion Framework for CSR Policies

FDK established the CSR Promotion Committee to expand and standardize the “FDK Group Corporate Conduct Guidelines” and the “FUJITSU Way,” which are key to the CSR activities of the FDK Group.

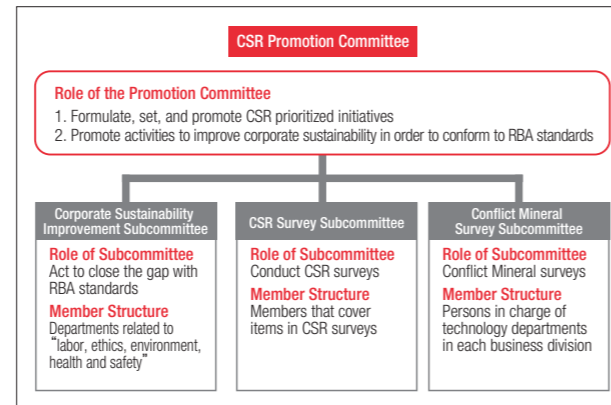
The CSR Promotion Committee acts as a secretariat of the CSR & Compliance Division with a director (corporate officer) as the chairman to promote CSR management across the entire FDK Group, and it confirms the action status of the seven prioritized initiatives and periodically reviews matters such as the ideal form of sustainable society and business, including confirmation of CSR-related information and initiatives.

The Committee is broken down and operated as three organizational subcommittees for the purpose of promoting compliance with the Responsible Business Alliance (RBA) international CSR guidance, conducting surveys and responding appropriately to requests about CSR from customers, and properly managing conflict minerals\*.

FDK has also set up an internal homepage with the objective of sharing policies, the current state, and challenges by publishing information that includes the CSR Policy, prioritized initiatives and the activity results of the FDK Group.

\*Conflict minerals: Minerals supporting conflicts through mining and brokering to raise capital for armed groups, or minerals closely related to issues such as human rights violations or labor problems. The Dodd-Frank Act enacted in the United States in July 2010 defines tantalum, tin, gold, tungsten, and other minerals determined by the State Department as conflict minerals, including minerals exported from the Democratic Republic of the Congo and neighboring countries, and this Act indicates a duty to report any use of conflict materials by a company listed publicly in America to the Securities and Exchange Commission (SEC).

## Framework of CSR Promotion



## Procurement Activities In-line with CSR

FDK Group has brought together “CSR Procurement Policies” to promote procurement activities in-line with CSR together with FDK Group’s suppliers based on the “FDK Group CSR Policy,” “FDK Group Corporate Conduct Guidelines,” and the “FUJITSU Way”.

FDK Group asks the suppliers who make up its supply chain to comply with these policies in the same way FDK Group conducts procurement activities in compliance with these guidelines.

## Relationship with All of Our Stakeholders

The business activities of FDK Group are realized through the involvement with all of its various stakeholders. FDK considers its customers, employees, suppliers, shareholders, investors, global society and local communities as its primary stakeholders. FDK believes establishing a relationship built on mutual understanding and trust with all of its stakeholders is important to sustainable growth as a business.

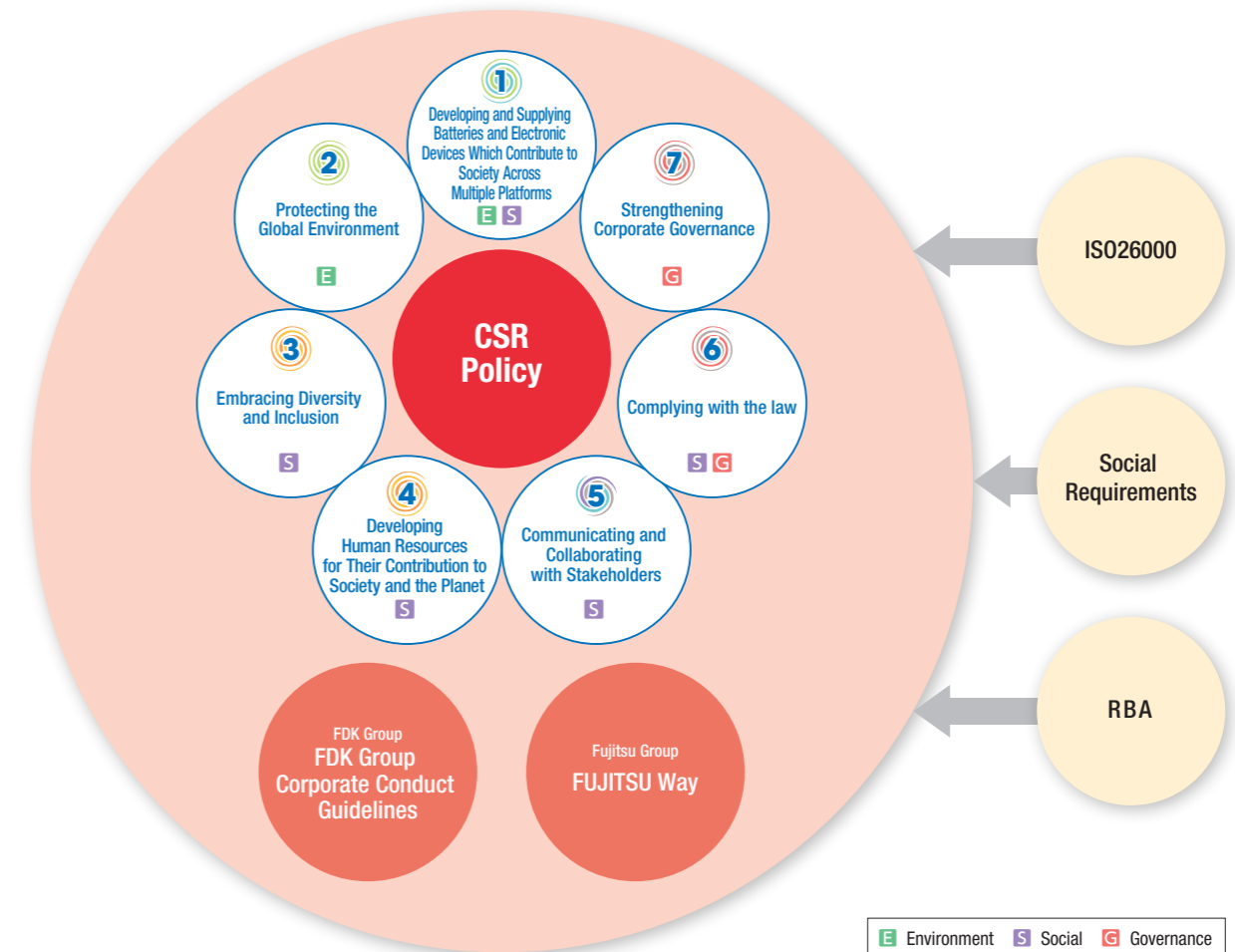
## Stakeholder Relations



## Positioning of the Seven Prioritized Initiatives of the FDK Group

The FDK Group has set seven prioritized initiatives by examining the importance and priority of issues from multiple perspectives such as the

mission of the FDK Group, social requirements, and the core issues and prioritized initiatives of ISO 26000, RBA.



## SDGs Emphasized by the FDK Group

The mission of the FDK Group is to “Contribute globally to society with technology that efficiently uses electric energy”. The FDK Group makes contributions through the batteries, power storage systems and electronic devices provided thanks to its proprietary technologies in addition to the production processes, such as improving power storage by using renewable energy, enhancing energy efficiency and resource efficiency, conserving the

environment such as reducing CO<sub>2</sub> emissions, improving infrastructure, and strengthening security measures.

FDK has defined the following four SDGs to emphasize as the FDK Group, including social issues that FDK can help resolve through its existing technologies and products in addition to potential contributes through new business measures and actions in the future.



SDGs Emphasized by the FDK Group	
<p><b>7 AFFORDABLE AND CLEAN ENERGY</b></p> <ul style="list-style-type: none"> <li>• Innovate energy consumption</li> <li>• Power storage and improve efficiency of energy consumption</li> </ul>	<p><b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b></p> <ul style="list-style-type: none"> <li>• Ensure quality as a manufacturer</li> <li>• Innovate recycling processes</li> <li>• Conserve resources and reduce waste and emissions</li> </ul>
<p><b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b></p> <ul style="list-style-type: none"> <li>• Innovate new technologies and processes</li> <li>• Save resources and energy</li> </ul>	<p><b>13 CLIMATE ACTION</b></p> <ul style="list-style-type: none"> <li>• Reduce CO<sub>2</sub></li> <li>• Execute measures against disasters</li> <li>• Execute measures of prevention/reduction disaster</li> </ul>

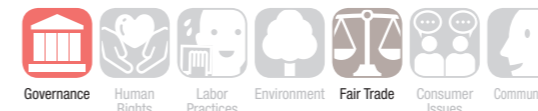


# Seven Prioritized Initiatives

FDK Group promotes CSR activities in accordance with its Seven Prioritized Initiatives. FDK Group actively addresses priority issues that contribute to society as well as achieve the ISO26000, RBA, and items pursued in priority regions, and these priority issues have been set as the prioritized initiatives below for the purpose of promoting responsible management as a global company.

Prioritized Initiatives	Vision	Focus Measures	FY2017 Actions		ISO 26000	Details
			Targets	Achievements		
<b>1 Supplying Batteries and Electronic Devices Which Contribute to Society Across Multiple Platforms</b> The FDK Group aims to become a Smart Energy Manager across multiple platforms to contribute to society, and FDK supplies batteries and electronic devices based on customer satisfaction.	The society recognize FDK Group as a reliable Smart Energy Manager giving customers' satisfaction continuously by developing and supplying products tailored to market needs using proprietary technology and by taking flexible action for the changeable environment.	<Products> Promoting the development of products which provide new value created by differentiated technology.  <Action> Improving Corporate value as a company creating better future through providing products that have been utilized material technology.	<Products> Releasing batteries and electronic devices in the market with value that satisfies market needs.  <Action> Realizing technological development proposals adapted to needs by enhancing market research and rapidly discovering customer and market trends.	<Products> Developed and supplied products tailored to market needs that focused on customization such as batteries which feature highly reliable and high capacity and use of recycled materials and a broad operating temperature range as well as electronic devices to facilitate lower power consumption and a fewer number of parts for customers and also continued development of next-generation batteries.  <Action> Gained new customers and increased the amount of business through market research, proposals to customers and development tailored to market needs.		P17~20
<b>2 Protecting the Global Environment</b> FDK Group intends to contribute to the resolution of global environmental challenges through developing and supplying high performance batteries and electronic devices, as well as reducing the loads on the environment in the process of Procurement, Production and Supply.	FDK Group always thinks about environmental issues and is taking positive action to reduce the loads and risk on the environment through supplying products to realize the Clean Economy society.  • FDK Group continuously proceeds the Energy Saving actions in factories and offices, and the improvement of logistic process for global warming prevention. • FDK Group reduces the loads on the environment through the actions for 3R (Reduce, Re-use, Re-cycle).	Supplying the Eco-conscious Products from the Eco-conscious Factories in all FDK Group companies.  <Reducing the environmental impact of customers> Promoting the development of the Eco-conscious Products considering the life-cycle such as, high efficiency energy saving products and resources saving products.  <Reducing the environmental impact in FDK processes> • Reducing CO <sub>2</sub> emissions and energy consumption. • Reducing waste. • Reducing chemical substances.	Strengthening support and promoting development for proposals of batteries and electronic devices that offer smaller, lighter, low energy consumption and power savings adapted to energy-saving industrial structures.  [Batteries] • Develop one or more efficient energy-saving products annually at each site. • Develop one or more efficient resource-saving products annually at each site.  [Electronic Devices] • Achieve a 50% product development rate of top energy-efficiency products. • Achieve a 5% resource efficiency rate. • Reduce the amount of energy consumption and CO <sub>2</sub> emissions 5% compared to FY2013 by the end of FY2018. • Improve the energy consumption per unit an average of 1% per year (The Energy Conservation Act). • Reduce the amount of waste per unit 3% compared to FY2015 by the end of FY2018. • Improve the PRTR chemical emissions per unit 3% compared to FY2012 by the end of FY2018. • Reduce CO <sub>2</sub> produced by production through the use of renewable energy (not rely on fossil fuels). • Investigate eco-packaging and eco-distribution.	Conducted a total of 65 measures to save manpower and improve product quality through improvements and maintenance of on-site work environments as well as rationalization of production processes.  • Succeeded in product development contributing to improved energy efficiency at four of five sites. • Succeeded in product development contributing to improved resource efficiency at four of five sites. • Reduced the energy consumption CO <sub>2</sub> emissions 15% in FY2017 compared to FY2013. • Succeeded in improving energy consumption per unit an average of 1% per year at three of five sites. • Achieved the target to improve the amount of waste per unit 2% (target for FY2017) compared to FY2015 at all sites. • Succeeded in improving the PRTR chemical emissions per unit 2% (target for FY2017) compared to FY2015 at four of five sites.		P27~P30
<b>3 Embracing Diversity and Inclusion</b> FDK Group will promote diversity in its human resources, irrespective of nationality, gender, age, disability or values to enable individuals to grow with the company.	All the people in FDK Group prohibit all the discrimination* and accept the diversity in its human resources with actual actions. *Violation of human rights by Unreasonable Discrimination in Nationality, Race, Gender, Religion, Policy, Social position, Birthplace, Disability, Sexual orientation or by Sexual harassment, Mental and physical violence.	• Creating the working environment-friendly for all the people. • Improving the personnel treatment system. • Proceeding the educational activity such as trainings and seminars.	• Diversity Efforts. (Reform the corporate culture, support individual activities, and reform work-styles) • Improving the personnel treatment system. (Facilitate multiple career paths, visualize personnel plans, and formulate stratified definitions for each job classification) • Proceeding the educational activity such as trainings and seminars. (Promote the acquisition of public certifications, use certified personnel, etc.)	• Launched an internal homepage regarding diversity • Conducted training for managers (total 11 times) and career advancement training for women as support for the active participation of individuals. • Revised employment regulations and reviewed the flextime work system • Changed the curriculum mainly on personnel system and the job and grade definitions in stratified training. • Restructured the training categories based on the FDK Group plans for nurturing human resources.		P23~P26
<b>4 Developing Human Resources for Their Contribution to Society and the Planet</b> FDK Group will lead the way in cultivating employees who, from a global perspective, are pioneers in contributing to the advancement of society.	FDK develops human resources who can be active from a global perspective through business in a long term.	• Proceeding the systems to develop human resources for their contribution to local community through business. • Cultivating the communication ability through the relation with local community.	• Nurture next-generation business leaders and professional human resources. • Implement plans and measure for global hiring and conduct seminars.	• Continued next-generation leader training and dispatched employees outside of the company. • Revised curriculum in manager training and stratified training such as content about business practices, international law, and cross-cultural communication.		P23~P26
<b>5 Communicating and Collaborating with Stakeholders</b> As a good corporate citizen, FDK Group will pursue a thorough understanding of the multiple needs and expectations of its stakeholders and pursue business activities to meet these needs and expectations.	FDK Group correctively discloses the information to be opened and communicate with stakeholders. FDK Group continuously pursues company activities to contribute to the society by reflecting the communication to the business activities.	• Proceeding communication opportunities with Stakeholders and correct response for requests. • Releasing CSR Report. • Customers: Disclosing correct information for the request from customers. • Shareholders, investors: Studying to realize the communication opportunities like Shareholders meeting, IR meeting, information on Home page, Management policy and Financial results briefing. • Supplier: Proceeding two-way communication. • Employee: Communications with Labor union, Employee satisfaction monitoring, Communication with Top Management. • Local community: Activity to contribute to local community (such as, Communication event with local community, Cleaning activity, Factory tour, Making Battery class, etc.).	• Publish a CSR report. • Appropriate and timely disclosure • Proceeding two-way communication • Conduct local contribution activities tailored to each location	• Published the CSR Report in June 2017 and collected and analyzed feedback for publishing the report for the next fiscal year. • Conducted proper informational disclosure as necessary, such as regular release of information and inquiries from customers and other external entities. • Conducted CSR surveys for business partners, such as procurement partners, outsourcers and personnel dispatching companies. • Conducted local contribution activities at each site.		P21 P22
<b>6 Complying with the law</b> FDK Group will act with sense of ethics and comply with the laws and social codes.	Management and all the Employees always act along the laws and social codes promptly recognizing the new or revised information of the laws.	• Proceeding the activity to improve the company sustainability (evaluation, improvement, education). • Reviewing regulations about compliance. • Planning and performing the education program for Corporate Conduct guidance, business ethics including to the overseas group companies. • Improving monitoring. • Collecting information about new or revised laws and reflecting to business activity correctively.	• Reviewing regulations about compliance. • Conduct e-learning • Improve monitoring through an Internal Reporting Desk • Acquire information and raise internal awareness about enactment or amendments of laws and regulations	• Formulated and revised internal regulations, such as response to the Foreign Exchange and Foreign Trade Act. • Conducted compliance education through the use of e-learning. • Also conducted subsequent education in the stratified training. • Responded appropriately to issues brought by the Internal Reporting Desk. • Distributed new and revised information about laws and regulations through the company intranet.		P13~P16
<b>7 Strengthening Corporate Governance</b> Toward the realization of the CSR policy, aims to improve the transparency and supervision function of management, FDK Group will strengthen the Corporate Governance.	The Managements fully understand the essence of Corporate governance and take the necessary actions to review the Management system and organization.	• Planning to design the Board of Directors to do the correct decision making with fully effective supervision and the separation of supervision and execution. • Evaluating the Board of Directors (Self evaluation and third party's verification, Continuous improvement) and Training to maintain and improve the effectiveness of Board of Directors.	• Smoothly share information and conduct high-quality auditing and supervision with outside directors by putting in place an Audit and Supervisory Committee Office. • Continually conduct self-evaluations of Board of Directors and training for directors • Implement training for executive officers of each Group company.	• Established an Audit and Supervisory Committee Office (April 2017). • Evaluated director performance through discussion based on questionnaires and feedback. This training was held twice throughout the fiscal year with the participation of corporate officers.		P13~P16

The FDK Group believes through compliance to laws and regulations as well as social norms, management transparency, better supervision functions, and greater awareness about corporate ethics founded in the basic CSR policies in addition to becoming a corporate group trusted by society will help continually increase corporate value.



# Corporate Governance

## Basic Concept

FDK Group conducts reviews of the management system as necessary for each measure based on the general principles of the Corporate Governance Code stipulated by the Financial Instruments Exchange as well as establishes organizations and introduces other necessary measures because it believes strengthening corporate governance improves the soundness and transparency of the company and improves the value for FDK shareholders.

FDK strives to heighten fairness and transparency with broad disclosure of information such as the provision of financial information via the Internet while working to quickly release management information.

Moreover, FDK has introduced a corporate officer system composed of two directors and corporate executive officers as well as nine corporate officers to operate businesses that separate the auditing of management and the business operating system.

## Board of Directors

The FDK Board of Directors is composed of four directors (excluding directors who are Audit and Supervisory Committee members) and three directors who are Audit and Supervisory Committee members. Board of Directors meetings are held once every month to determine important management matters and deliberate the progress status of performance and investigate the measures.

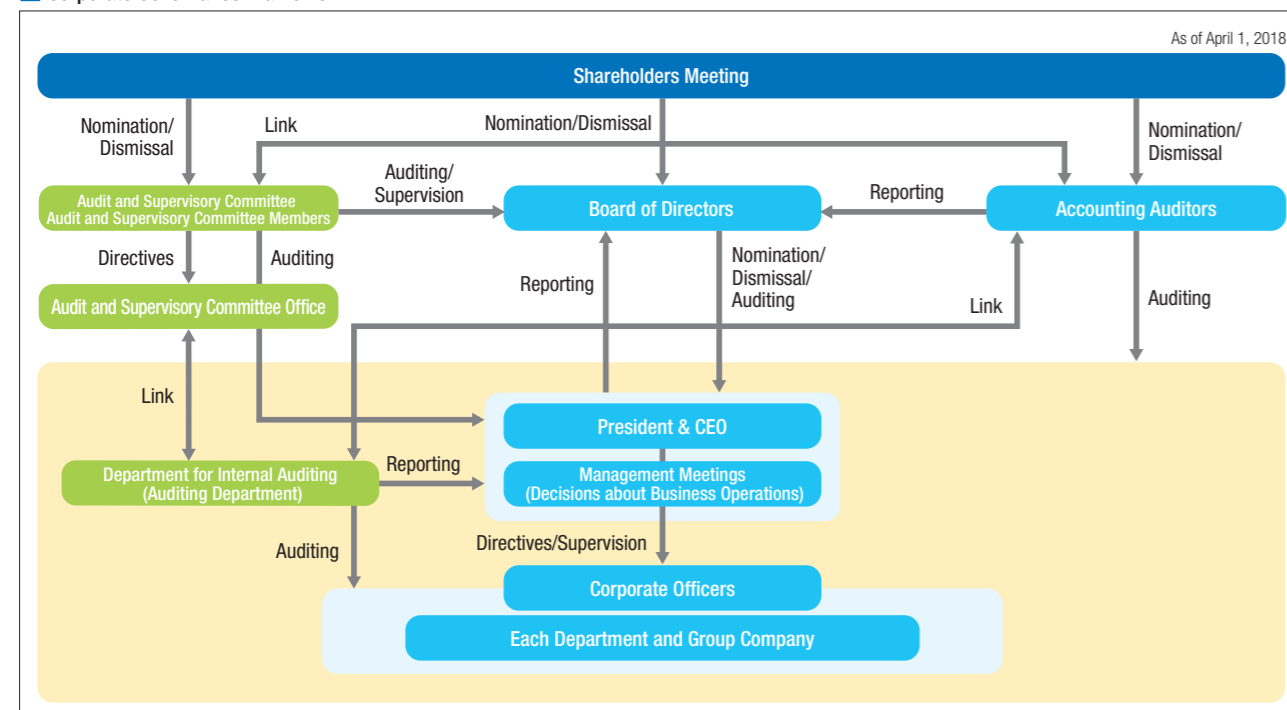
## Audit and Supervisory Committee

The FDK Audit and Supervisory Committee is composed of three directors, including two outside directors, with meetings held once a month and whenever else a meeting is deemed appropriate to monitor and audit the appropriateness and validity of management. Furthermore, each Audit and Supervisory Committee member attends the Board of Directors meetings to share objective and fair insight about overall management and each matter while also auditing the appropriateness and validity of business operations of the directors according to the auditing policies formulated by the Audit and Supervisory Committee.

FDK has established an Audit and Supervisory Committee Office with the purpose to facilitate high-quality auditing and supervision as well as to contribute to the strengthening of governance through smooth informational sharing with outside directors who are Audit and Supervisory Committee members.

FDK aims to improve the effectiveness and efficiency of auditing with close links that include bilateral informational exchange and sharing of opinions between the Audit and Supervisory Committee, Audit and Supervisory Office, Accounting Auditors, and the Auditing Department.

## Corporate Governance Framework



# Internal Control

## Basic Concept

As a means to fulfill corporate social responsibilities, FDK Group approved the "Basic Policy for Establishing an Internal Control System" at the Board of Directors meeting by recognizing the necessity of strengthening corporate governance to maintain a sound and strong relationship with FDK stakeholders from employees to suppliers and local communities while ensuring the appropriateness of operations and reliability of financial reporting in addition to realizing management that complies with relevant laws and the Articles of Incorporation.

## Comply with the Corporate Governance Code

FDK released a corporate governance report in June 2018. In FY2017, FDK endeavored to improve items for compliance.

### ▶ Enhancing and Strengthening "General Principle 4: Responsibilities of the Board of Directors" in the Corporate Governance Code

#### (1) Director Training

FDK held training for corporate officers as well as directors once this year with the objective to reaffirm expert knowledge and learn things outside of that expertise in an effort to increase the expertise and knowledge of FDK directors.

#### (2) Evaluation of performance of Board of Directors

FDK dug deeper into the heart of challenges in an effort to take action to strengthen supervising functions through discussions based on the assessment results with third-party institutes in addition to evaluation methods through conventional questionnaires.



Director Training

# Complying with the Law

## Basic Concept

FDK Group established the "FDK Group Corporate Conduct Guidelines" in 2000 as the standard of conduct for each and every employee. FDK Group strives to earn trust from consumers, customers and suppliers by clarifying the policy that states, "FDK Group acts with a sense of ethics and complies with the laws and social codes", in FDK Action Guidelines. FDK encourages awareness and action of each individual by displaying and allowing every employee to confirm our Action Guidelines on each work site while also publishing them on FDK intranet.

## Conducting Education

FDK Group explains laws and regulations closely related to work from internal regulations to the Foreign Exchange and Foreign Trade Control Law, the Product Liability Act, Antimonopoly Law, and Personal Information Protection Law in stratified training for new employees and new managers to bring about understanding. In addition, FDK conduct various compliance training for all of the employees. FDK also holds trainings annually at each business site related to export management and subcontracting transactions.

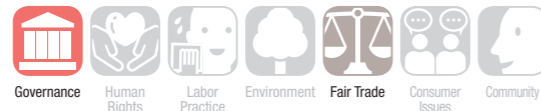
FDK conducted e-Learning related to cartels, collusion, and corruption for all of its employees in FY2017.

In addition, FDK strives to raise awareness about laws and regulations by providing employees a broad range of information about compliance that includes information about amendments to laws and regulations, and an introduction of examples about violations using the intranet. FDK communicated information 17 times in FY2017 on topics that included the Antimonopoly Law and the Specified Commercial Transaction Act.



Group training





Complying with Laws and Regulations Related to Business Operations

The business operations of the FDK Group must comply with a wide range of laws, regulations and standards. In addition to this broad compliance, understanding culture and customs and clearly responding to social trends are part of comprehensive compliance from an ethical perspective. FDK has also put in place dedicated organizations for each field of compliance such as Health and Safety Committee, Environmental Management Committee, Contained Chemical Substance Management Committee, Export Management Committee and Product Safety Promotion Committee in an effort to operate its businesses in compliance with all laws and regulations.

Actions for Health Safety and Safety Activities, Number of Incidents, and Measures Against Occupational Accidents

1. Health and Safety Policy

FDK aims to improve and ensure the safety and health of its employees under the basic principle that occupational accidents must not happen. Every employee participates in building a safe and comfortable workplace by systematizing and continually developing independent occupational health and safety activities for the purpose of eliminating all occupational accidents. FDK also values measures for the mental health of employees from perspectives that not only consider the happiness of the employees and their family but also earning trust as a company and operating business smoothly. These actions have strengthened mental health efforts.



Health Seminars

2. Occupational Safety Promotion System

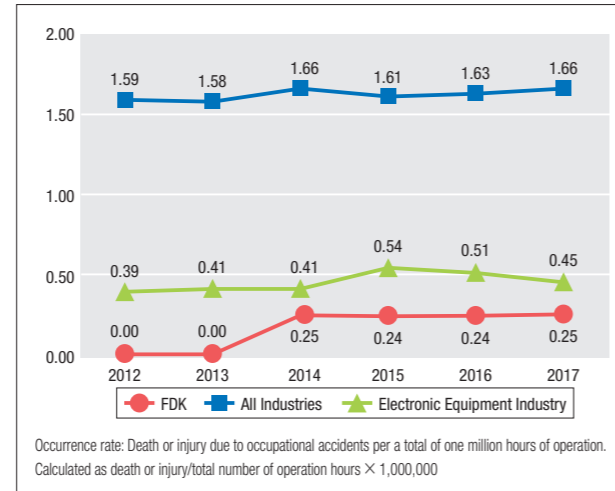
The FDK Group holds the "Central Health and Safety Committee" made up of the president, chairman of the labor union, and other members every quarter as a supervisory function of the "Health and Safety Committees" at each business site to share information about activities at each business site while formulating Group-wide activity plans.

The "On-Site Health and Safety Committees" are held jointly by labor and management at each business site every month to conduct health and safety measures appropriate for that business site. In addition, some business sites have been certified under the OHSAS18001 international occupational health and safety assessment.

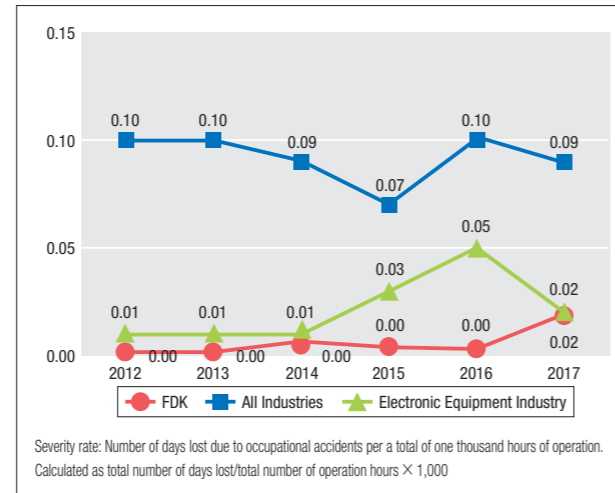
3. Status of Occupational Accidents

Three occupational accidents occurred in FY2017 (four in the previous fiscal year). The occurrence rate and severity rate of occupational accidents of FDK has continued better than the level of the national and the electronic equipment industry average.

Changes in the Annual Occurrence Rate



Changes in Annual Severity Rate



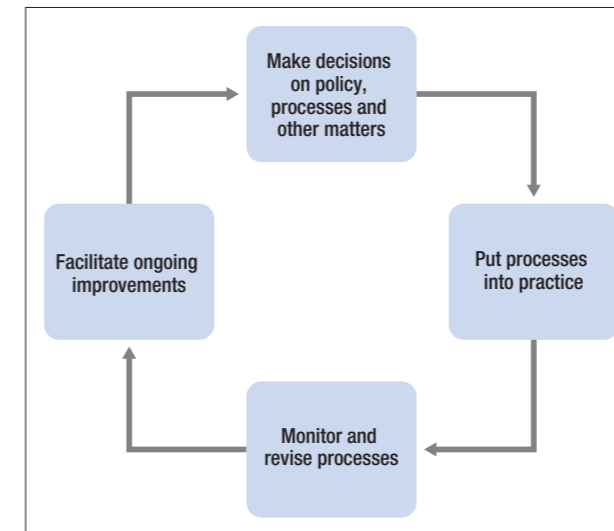
Risk Management

1. Risk & Compliance Committee

FDK has established a Risk & Compliance Committee as the highest decision-making body related to risk management and compliance in accordance with the "Basic Policy for Establishing an Internal Control System" to prevent the manifestation of risks for certain losses in the execution of business by the FDK Group, properly respond to any manifested risks, and prevent any recurrence.

2. Risk Management Framework

The Risk & Compliance Committee grasps the state of risk management throughout the FDK Group, makes decisions about and puts into practice policies, processes and other matters in addition to facilitating ongoing improvements.



3. Risk Management Process

- (1) Each department identifies, evaluates and verifies potential risks inherent to its business activities.
- (2) Each department clarifies the priority of response to each risk and determines risk control policies (avoidance, reduction, migration and retention of risks).
- (3) Each department executes measures to prevent risks before they happen in accordance with the decided policies.

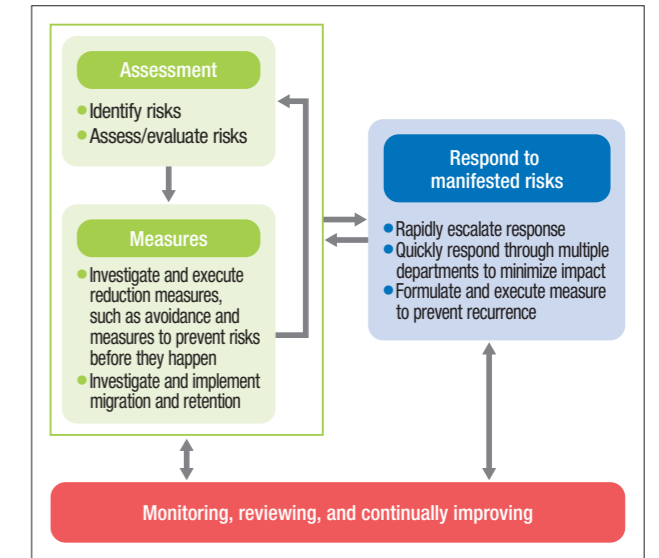
Each department rapidly escalates response in the event any risks do manifest. Any issues are resolved as quickly as possible to minimize the impact through an appropriate response in cooperation with each relevant department and the Risk & Compliance Committee Secretariat as well as working to identify the underlying causes in addition to formulating and executing plans to prevent recurrence.

FDK checks the progress of execution during each of these steps and makes improvements as necessary.

Examples of Crisis (Manifested Risks)

- 1 Natural disasters/accidents
- 2 Product trouble
- 3 Corporate attacks/compliance breaches
- 4 Informational security trouble
- 5 Environmental issues, etc.

Chart of Risk Management Process

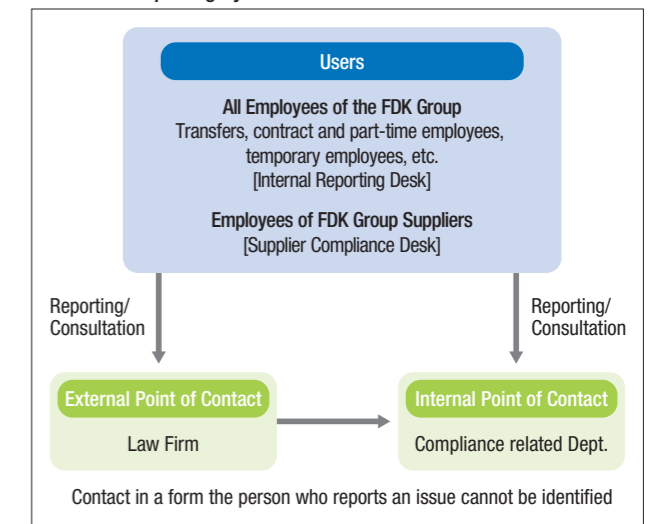


Internal Reporting System

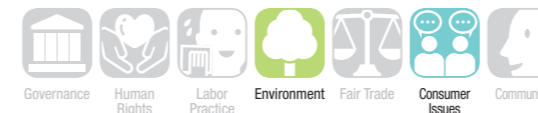
FDK has established an "Internal Reporting Desk" and "Supplier Compliance Desk" to receive reports and consultations about internal rule breaches and actions that violate laws or regulations.

The "Internal Reporting Desk," "Supplier Compliance Desk," and the "Internal Reporting Regulations" guarantee anonymity of anyone who reports a violation in addition to ensuring no harm is done as a result of reporting an issue. Any issue discovered as a result of investigation into a report is immediately addressed with reform measures. There was one report in FY2017 which was addressed appropriately.

Internal Reporting System



The FDK Group contributes globally to society with technology that uses electric energy efficiently as a Smart Energy Manager by “providing value through One FDK” to customers primarily in the mobility business region. The FDK Group also promotes activities to bring satisfaction to customers and earn trust by flexibly adapting to changes in the environment.



# Supplying Batteries and Electronic Devices Which Contribute to Society Across Multiple Platforms

## Basic Concept

The FDK Group strives to build product development, supply and quality assurance systems in-line with market needs and promote green procurement based on concepts for continually developing and supplying high-quality, safe, environmentally-friendly batteries and electronic devices able to satisfy customers by leveraging proprietary technology to respond to those market needs.

## FDK Group Initiatives

FDK Group continues to provide batteries and electronic devices that use environmentally-friendly materials by complying with environmental laws and regulations to further heighten value as a company cultivating the future. As one part of business, we work to develop products able to provide new added value brought about by using differentiated technology accumulated from our experience up until now.

## “Offering Safety” and “Fulfilling Our Responsibility to the Environment” with Unique Differentiated Technology

FDK is a unique corporate group globally that combines and possesses technologies for batteries and electronic devices.

For example, differentiated technology that utilizes this uniqueness has succeeded in making FDK power storage systems a technology that integrates the advantages of both batteries and electronic devices.

FDK strives in product development with care to always provide environmentally-friendly products in demand by customers as well as the market.

FDK is also actively demonstrating these ingenuities at various exhibitions to generate greater affinity with FDK products.

## Introduction to FDK Customers in FY2017

FDK exhibited at a total of 11 exhibitions in FY2017, including the “MEDTEC” medical device tradeshow, the “TECHNO-FRONTIER 2017” advanced electronic devices and components exhibition, and the BATTERY JAPAN Int’l Rechargeable Battery Expo, which is the world’s largest exhibition for the development and manufacture of secondary batteries and storage batteries. FDK generated appeal for the technical strength of the FDK Group in new products as well as for the products that contribute to solutions of social issues through efforts that included the introduction of technology for batteries and electronic devices as well as products.

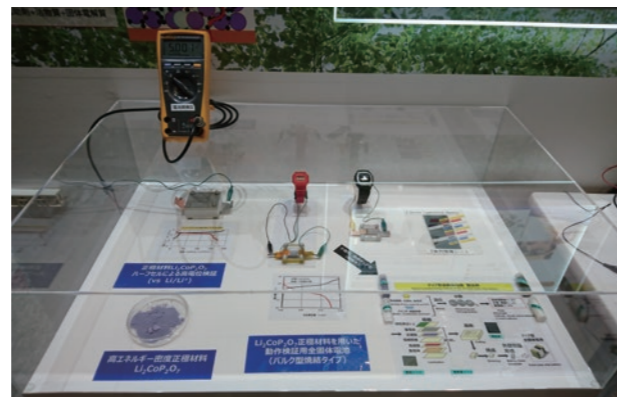


BATTERY JAPAN Int’l Rechargeable Battery Expo

## Product Development for the Next Generation

### ▶ Developing All-Solid Batteries with High energy Density

FDK proceeds the development of All-Solid batteries with greater safety than existing Lithium-ion batteries that primarily use flammable organic materials by preventing leaks because all the material is solid. This contributes to the miniaturization of devices such as the Internet of Things (IoT) as well as wearable and mobile devices!



All-solid batteries (prototype for operational validation)

## FY2017 Targets and Achievements

### Products

- FDK group continues to promote valuable products that conform to market needs in industrial markets with high potential
- FDK Group releases synergy products that make use of proprietary technologies from the Batteries and Electronic Devices Businesses into the industrial market to respond to market needs
- FDK Group develops new magnetic materials having both high performance and high quality and advances its products.
- FDK Group develops power supply products with greater added value by taking advantage of large-scale power supply technologies

### Action

- FDK Group realizes technological development proposals adapted to needs by enhancing market research and rapidly discovering customer and market trends.
- FDK Group reinforces relationships built on trust through sales activities that surpass customer and market expectations.
- FDK Group continually makes improvements based on its Business Continuity Plan (BCP) to recover as quickly as possible in the event various risks manifest.

### Products

#### • Alkaline batteries

FDK Group continues to develop alkaline batteries according to a development schedule for the development of highly reliable (unused leakage, better over discharge leakage performance), high-performance batteries.

#### • Ni-MH batteries

FDK Group has striven to develop and mass produce products suited to the requirements of customers and environmental issues, such as improving performance and recyclability.

#### • System Business

FDK Group has endeavored to and succeed in commercializing products responding to customer requirements based on models adaptable to high voltage and low cost models and continues to improve these products even further.

#### • Lithium batteries

FDK Group made efforts to expand business in thin-type lithium primary batteries and commercialize products for a thin-type lithium secondary battery in addition to developing models for telematics devices.

### • Electronic Devices

FDK Group continues to advance improvements to further enhance product performance in addition to completing development of ferrite, coil devices and multilayer power indicators that contribute to the reduction of customer power consumption.

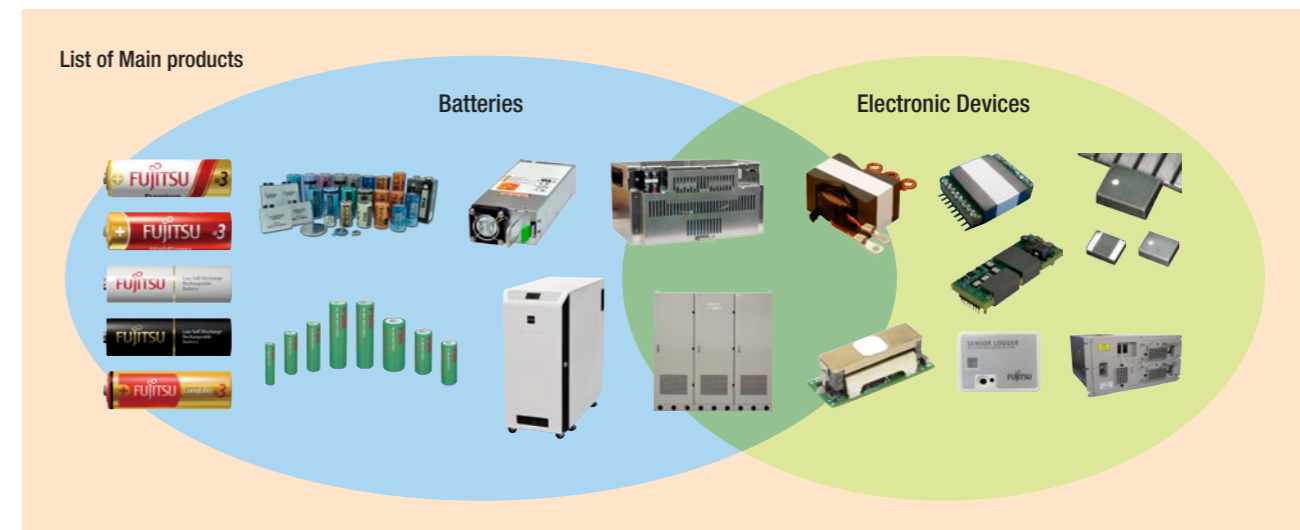
FDK also continues to engage in development of various module products that contribute to lowering power consumption and reducing the number of parts, such as the development of smaller customized new model of DC-DC power modules.

### • Research and Development

FDK Group advanced the development of practical technologies for early product sample shipments in addition to continuing the development of highly safe all-solid batteries and enhancement of cathode material performance for all-solid batteries developed in the last term.

### Action

FDK Group revised the organizational structure to strengthen market research, rapidly identify customer and market trends, and achieve technological development proposals tailored to those needs. FDK Group continued the BCM operations also in this fiscal year built in the previous fiscal year.





Development Considering Quality and Safety

1. FDK Group Quality Policy

Slogan

Quality Policy: "We will provide customers with quality they can rely on."

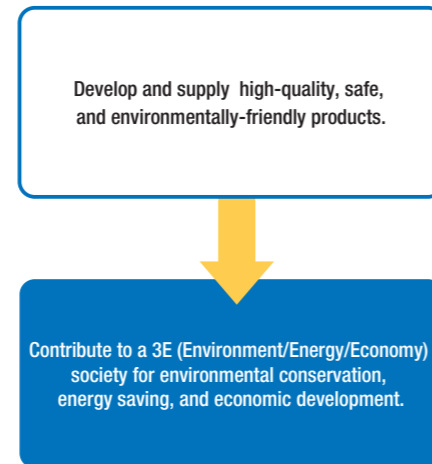
Philosophy

FDK Group is based on the concept of quality first and the mission to contribute to realizing 3E (Environment, Energy, Economy) development for society. We do this by providing and developing such batteries and electrical components that are high quality and safety, are eco-friendly, and satisfy the customer.

FDK Group strongly adheres to the principle of never causing such serious quality issues or violations of international regulations as to be held responsible at a corporate level. In order to achieve this, all of FDK Group; including sales, research, planning, development, design, manufacturing and customer service departments shall conduct solid quality management at all stages of their work from the viewpoint of the customer.

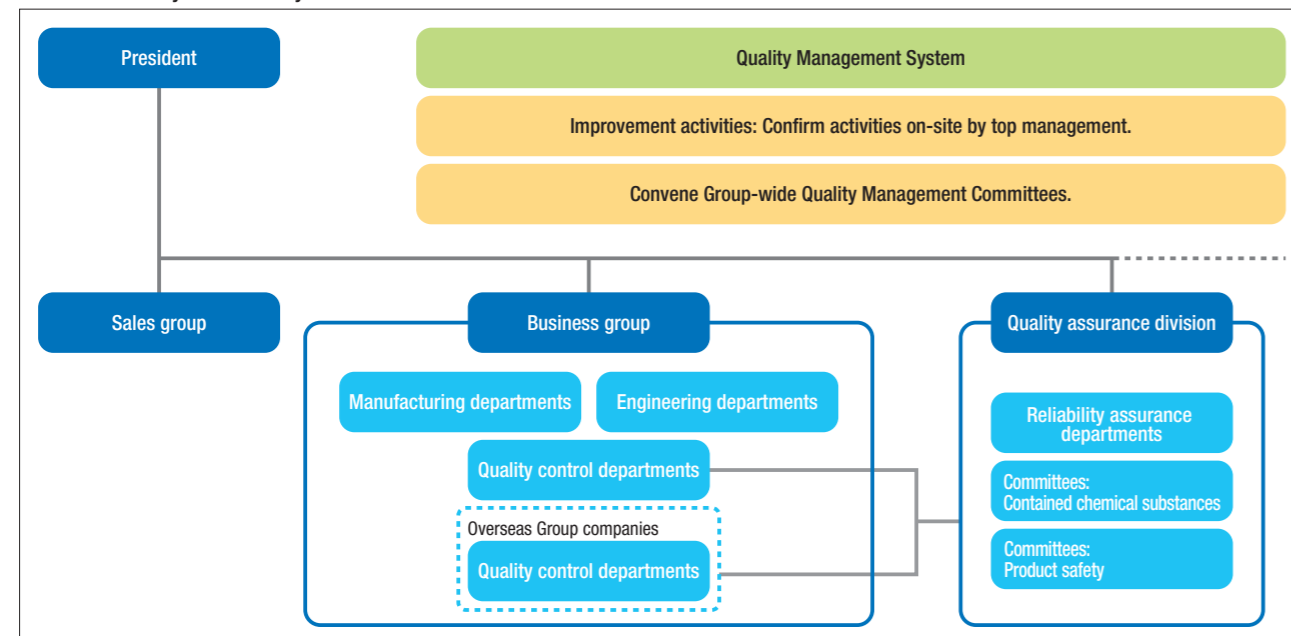
Action Guidelines

1. We will ensure that meeting customers' quality expectations is our first priority and will earn customer satisfaction with quick and helpful action.
2. We will strengthen fundamental activities in the development stage that realize the quality, price and delivery period which will satisfy customers and take into consideration environmental conservation to prevent quality issues before they happen in the mass production stage, adhere to delivery schedules and improve environmental conservation.
3. We will continuously strengthen our risk management procedures relating to compliance issues such as product safety and chemical substance content.
4. We will conduct quality management more effectively through continuous improvements to our quality management system.



2. Framework and System for Quality Assurance Activities

Chart of Quality Assurance System



3. Acquisition Status of ISO 9001/IATF 16949

FDK strives for ongoing process improvements based on the Quality Management System (QMS). As of the end of FY2017, all 13 sites, including locations overseas, have acquired the ISO 9001 certification and 5 of those sites have acquired the IATF 16949.

4. Quality Assurance Initiatives

(1) Quality Assurance System

FDK fosters cooperation between management and various departments and it needs the participation of every employee in activities across every stage of its corporate activities to provide quality products and services that satisfy the function and performance requirements and other needs of customers. Thus, it needs the systems and frameworks to unify the organization for ongoing activities.

FDK has built and operates QMS and will achieve and assure quality able to satisfy customers at each step from product planning to manufacture, shipment and aftercare services.

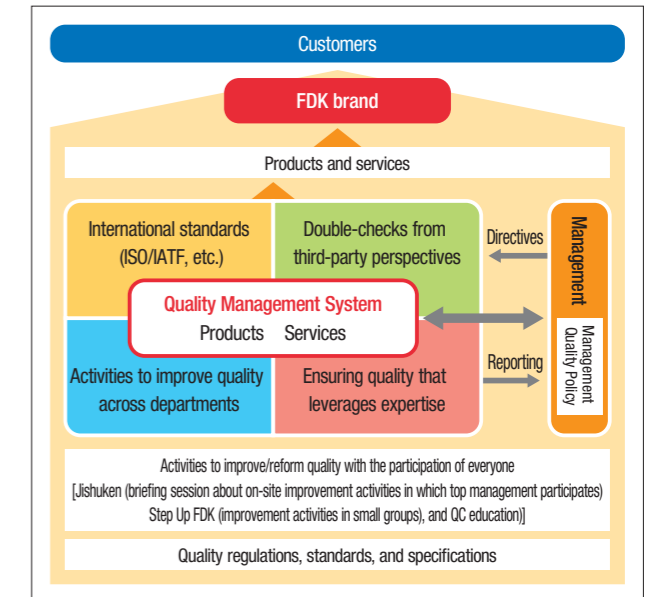
QMS of FDK runs through a PDCA (Plan, Do, Check, Action) management cycle in accordance with ISO and other international standards with the aim of higher quality and ongoing improvements.

(2) Promotion System for Quality Assurance

FDK engages in the collaborative activities with "One FDK" set as a goal in the quality assurance activities of each business site, including those overseas across a broad

product line-up. Quality assurance divisions regularly have meetings with all business departments that drive these activities and actively works to share information, formulate quality proposals, escalate responses in the event of problems and quality issues related to compliance, conduct education to nurture human resources, and horizontally share other information such as examples of defects as well as expertise.

Quality Assurance Framework



Improvement Processes of Actions to Strengthen Quality Assurance

1. Quality Assurance Activities for Products and Services through Objective Points-of-View

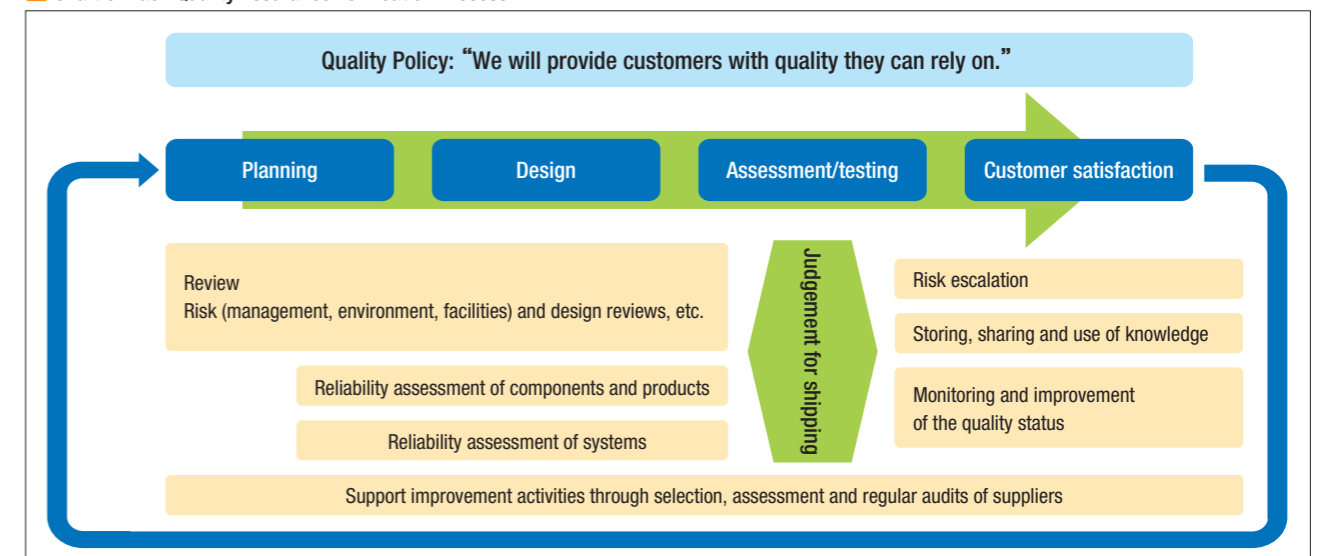
FDK conducts reviews from broad standpoints in One FDK that involves not only a single department but all other departments through the entire verification process from planning to mass production in accordance with quality standards and regulations while reinforcing greater objectivity in these assessments to supply quality that provides trust for customers, which is the quality policy of the FDK Group.

2. Green Procurement Initiatives

FDK Group contributes to the development of a more sustainable society by conducting business activities that consider the environmental burden and providing environmentally-friendly products.

FDK Group is providing environmentally-friendly products to customers through the use of materials that consider the environment based on the "FDK Group Green Procurement Standards".

Chart of Each Quality Assurance Verification Process





# Communicating and Collaborating with Stakeholders

## Basic Concept

As a good corporate citizen, FDK Group will pursue a thorough understanding of the multiple needs and expectations of its stakeholders and pursue business activities as a fundamental policy to meet these needs and expectations.

FDK Group works to heighten corporate value by continually engaging in corporate activities that contribute to society through proper disclosure of information and a dialogue with stakeholders which can be reflected in FDK Group business activities.

## FY2017 Targets and Achievements

### Proceeding communication opportunities with Stakeholders and correct response for requests.

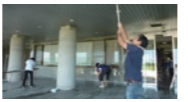







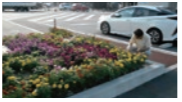


- 1 Releasing CSR Report.  
(FY2016 report has already been published and the planning and production of the FY2017 report is underway)
- 2 Customers: Disclosing correct information for the request from customers.
- 3 Shareholders, Investors: Studying to realize the communication opportunities like Shareholders meeting, IR meeting, information on Home page, Management policy and Financial results briefing.
- 4 Supplier: Proceeding two-way communication.
- 5 Employee: Dialogue between labor and management, satisfaction surveys, a communication with top management and promote risk management
- 6 Local community: Activity to contribute to local community (such as, Communication event with local community, Cleaning activity, Factory tour, Making Battery class, etc.).

- FDK Group published the FY2017 CSR Report in June 2017. FDK also confirmed assessment from employees and external parties to advance considerations for the FY2018 report.
- FDK Group answered inquiries such as those about the corporate profile from customers, exhibited at exhibitions, and worked to provide accurate information to customers.
- FDK Group worked to disclose accurate information to external stakeholders on its homepage as necessary
- FDK Group conducted CSR surveys at procurement partners, outsourcers and personnel dispatching companies and expanded the voluntary company check list which primarily focuses on labor conditions
- FDK Group strove to engage in regular ongoing dialogue between labor and management for employees. FDK also promoted risk management in FY2017 and established the Risk & Compliance Committee in September 2017.
- FDK Group conducted the contribution activities listed in the table below for local communities.

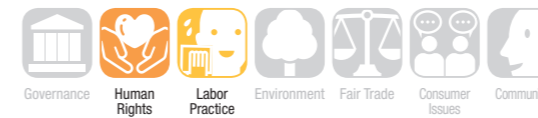
## Contribution Activities for Local Communities

FDK Group actively engages in activities that contribute to local communities as one action to strengthen opportunities to communicate with stakeholders.

FDK Group hosts various activities throughout the year at all business sites, including Group company plants, such as handmade dry battery classes and outside environmental classrooms in elementary and junior high schools that utilize the features of FDK businesses in addition to plant tours, cleaning activities close to the local community, and participation, donations, contributions for events as well as blood donation.

	April	May	June	July	August	September	October	November	December	January	February	March
<b>Head Office</b>	<ul style="list-style-type: none"> <li>Conducted a battery making class at the Fujitsu Kawasaki Plant Spring Festival</li> </ul>											
<b>Kosai Plant</b>		<ul style="list-style-type: none"> <li>Held the "Festa FDK"</li> </ul>	<ul style="list-style-type: none"> <li>Participated in Operation Hamanako Clean</li> <li>Held a blood donation at plants</li> </ul>	<ul style="list-style-type: none"> <li>Participated in the national citizen summer traffic safety campaign</li> <li>Provided stand guard in front of Washizu Station</li> </ul>	<ul style="list-style-type: none"> <li>Participated in the Kosai Oiden Festival</li> <li>Conducted a battery making class on Family Day at the Fujitsu Tokai Branch</li> </ul>	<ul style="list-style-type: none"> <li>Participated in the national summer traffic safety campaign</li> <li>Provided stand guard in front of Washizu Station</li> </ul>		<ul style="list-style-type: none"> <li>Deployed in-school training lecturers to Shizuoka Prefectural Arai High School</li> <li>Kosai City</li> <li>Participated in youth science experiments</li> </ul>	<ul style="list-style-type: none"> <li>Participated in the end of the year national traffic safety campaign</li> <li>Provided stand guard in front of Washizu Station</li> </ul>			
<b>Sanyo Plant</b>	<ul style="list-style-type: none"> <li>Held a blood donation at plants</li> <li>Conducted cleaning activities around plants</li> </ul>	<ul style="list-style-type: none"> <li>Conducted cleaning activities around plants</li> </ul>	<ul style="list-style-type: none"> <li>Conducted cleaning activities around plants</li> </ul>	<ul style="list-style-type: none"> <li>Conducted cleaning activities around plants</li> </ul>	<ul style="list-style-type: none"> <li>Conducted volunteer cleaning activities at long-term care facilities for the elderly</li> </ul>  <ul style="list-style-type: none"> <li>Conducted cleaning activities around plants</li> </ul>	<ul style="list-style-type: none"> <li>Participated in the Islands Cleaning Campaign</li> <li>Conducted cleaning activities around plants</li> </ul>	<ul style="list-style-type: none"> <li>Conducted cleaning activities around plants (every business day)</li> </ul>	<ul style="list-style-type: none"> <li>Conducted cleaning activities around plants (every business day)</li> </ul>	<ul style="list-style-type: none"> <li>Conducted cleaning activities around plants (every business day)</li> </ul>		<ul style="list-style-type: none"> <li>Conducted cleaning activities around plants (every business day)</li> </ul>	<ul style="list-style-type: none"> <li>Conducted cleaning activities around plants (every business day)</li> </ul>
<b>Washizu Plant</b>		<ul style="list-style-type: none"> <li>Helped run the Festa FDK</li> </ul>	<ul style="list-style-type: none"> <li>Participated in Operation Hamanako Clean</li> <li>Conducted cleaning activities on prefectural roads in front of plants</li> </ul> 	<ul style="list-style-type: none"> <li>Offered plant tours to teachers of Toyohashi City, Tame Elementary School</li> </ul>	<ul style="list-style-type: none"> <li>Conducted the "9th Parent-Child Battery Making Class" sponsored by Kyorindo</li> <li>Conducted the handmade battery class at the "Eco Classroom" sponsored by Numazu City</li> <li>Venue: Fujitsu Numazu Plant</li> <li>Conducted a "Parent-Child Battery Making Class" sponsored by Okuhamanako National Inn</li> </ul> 	<ul style="list-style-type: none"> <li>Donated old stamps and bell marks to the Kosai City Council of Social Welfare</li> </ul>	<ul style="list-style-type: none"> <li>Offered plant tours to third grade students from Kosai City, Washizu Elementary School</li> </ul> 	<ul style="list-style-type: none"> <li>Offered second grade students from Kosai City, Washizu Junior High School work experience</li> </ul>	<ul style="list-style-type: none"> <li>Offered plant tours to Tokai Polytechnic College Hamamatsu</li> </ul> 	<ul style="list-style-type: none"> <li>Held a blood donation at plants</li> <li>Provided internships to Shizuoka Prefectural Arai High School</li> <li>Offered plant tours to the senior club in the Okasaki District of Kosai City</li> <li>Offered plant tours to Hamamatsu Technical High School</li> </ul>	<ul style="list-style-type: none"> <li>Conducted cleaning activities around plants</li> <li>Conducted seminars of nursing care insurance system and dementia</li> <li>Offered one-day internships to freshman university students</li> </ul> 	<ul style="list-style-type: none"> <li>Donated old stamps and bell marks to the Kosai City Council of Social Welfare</li> </ul>
<b>Takasaki Plant</b>	<ul style="list-style-type: none"> <li>Held plant tours for families and conducted an environment class</li> </ul>	<ul style="list-style-type: none"> <li>Held a blood donation at plants</li> </ul>	<ul style="list-style-type: none"> <li>Conducted cleaning activities around plants</li> </ul>		<ul style="list-style-type: none"> <li>Assisted with the recycling station at the 43rd Takasaki Festival</li> </ul>		<ul style="list-style-type: none"> <li>Conducted classes at the Gunma National College of Technology</li> <li>Held parent-child environment classes for fourth grade students from Takasaki City, Hamajiri Elementary School</li> </ul> 	<ul style="list-style-type: none"> <li>Held a donation drive at plants</li> </ul>				
<b>Tottori Plant</b>	<ul style="list-style-type: none"> <li>Conducted cleaning activities and weeded flower beds on the roadside station premises</li> </ul>	<ul style="list-style-type: none"> <li>Conducted cleaning activities on roadside station premises</li> </ul>	<ul style="list-style-type: none"> <li>Conducted cleaning activities and replaced the soil in flower beds on the roadside station premises</li> </ul> 	<ul style="list-style-type: none"> <li>Held a blood donation at plants</li> <li>Conducted cleaning activities on roadside station premises</li> </ul>  <ul style="list-style-type: none"> <li>Presented the "Prize from the Minister of Land, Infrastructure and Transport" that recognizes station volunteer activities on Iwami roadside station</li> </ul>	<ul style="list-style-type: none"> <li>Offered plant tours to teachers transferred to Iwami</li> <li>Conducted local contribution activities (participated in cleaning the Uradome Coast)</li> </ul> 	<ul style="list-style-type: none"> <li>Conducted cleaning activities roadside station premises</li> </ul> 	<ul style="list-style-type: none"> <li>Conducted cleaning activities and planted flowers in flower beds on the roadside station premises</li> </ul>	<ul style="list-style-type: none"> <li>Conducted cleaning activities on roadside station premises</li> </ul>	<ul style="list-style-type: none"> <li>Shoveled snow from sidewalks in the Kawasaki District</li> <li>Provided New Year wreaths to employees made by the Iwami-cho Silver Human resource Center</li> </ul>		<ul style="list-style-type: none"> <li>Shoveled snow from sidewalks in the Kawasaki District</li> <li>Formed a group to cheer on the PFU Blue Cats in the challenged league</li> </ul>	
<b>FDK ENGINEERING</b>			<ul style="list-style-type: none"> <li>Conducted Operation EG Clean around plant</li> </ul>						<ul style="list-style-type: none"> <li>Conducted Operation EG Clean around plant</li> </ul>			

FDK Group engages in various initiatives to sufficiently drive the full potential of each and every employee, encourage high aspirations to contribute to society, and foster growth together with the organization.



# Embracing Diversity and Inclusion, Developing Human Resources for Their Contribution to Society and the Planet

## Basic Concept

FDK Group believes each employee should grow together with the organization by embracing diverse human resources and mutually respecting one another regardless of nationality, gender, age or disability, and incorporate various values and work styles in an effort toward diversity as a “management strategy” to heighten corporate value.

FDK strives to cultivate employees who, from a global perspective, have high aspirations to contribute to the advancement of society.

## Human Rights Initiatives

FDK Group engages in enlightenment activities through training and seminars for everyone who works at the FDK Group to eliminate all discrimination, embrace diverse human resources and take actual action toward inclusion.

## Diversity Efforts

### Milestones

<b>1st Term: FY2014 - FY2016 Awareness/Understanding</b> Understand the success support project for women Build an environment that allows women to participate	<b>2nd Term: FY2016 - FY2017 Understanding/Practice</b> Build a company with diverse values as a strength Improve diverse work styles and productivity	<b>3rd Term: FY 2018 Onward Practice/Business Contribution</b> Improve the growth and motivation of individuals
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### 1st Term: FY2014 - FY2016 (Awareness/Understanding)

- FDK Group launched the “Success Support Project for Women” for the purpose of expanding and supporting opportunities for women to succeed in an effort to heighten awareness and improve the work itself.
- FDK Group subscribes to “gender equality” at each of the Group locations to realize a balanced life between work, family and community lifestyles.



- FDK Group set a target to increase the number of female employees in management and supervisory roles 125% by FY2021 compared to FY2015 with the formulation of the “The Act on Promotion of Women’s Participation and Advancement in the Workplace” in August 2015 in an effort to build an environment women can feel secure to actively participate.

## FY2017 Targets and Achievements Related to the Respect for Human Rights

### Human Rights Enlightenment Activities

FDK Group expanded awareness about the respect for human rights by conducting human rights enlightenment activities in conjunction with the Human Rights Week in December.

- Held seminars for the purpose of improving human rights awareness
- Distributed “human rights promotion leaflets” to every employee

### Human Rights Education and Training

FDK Group has incorporated human rights training in the various training curriculum to put in place opportunities for employees to actively think about human rights.

- Management training
- New manager training
- Supervisor promotion training
- Mid-level employee training, etc.



Human rights seminars

## Diversity Promotion Framework

FDK Group has worked to build a women-friendly workplace since FY2014, and it has been promoting diversity thereafter around the two axes of “supporting the success of diverse human resources” and “realizing diverse work styles” with the aim of facilitating individual growth regardless of gender to create new value therein.

### Diversity Policy

FDK Group is promoting diversity around the two principles below based on issues identified in our Employee Satisfaction (ES) Survey, the feedback received in discussions between the President and employees, and the results of a diversity questionnaire that targeted female employees.

#### Improve the growth and motivation of individuals

Each and every employee shall accept one another to drive added value and contribute to the organization in their own unique way.

#### Enhance corporate competitiveness and growth

FDK Group management and employees shall freely debate matters from diverse perspectives to continually forge new knowledge and technology.

## FY2017 Targets and Achievements Related to Diversity

### Renewing Awareness and Reforming the Corporate culture

- Conducted workplace management seminars for all managers

### Improving Motivation to Drive the Will of Each Person

- Conducted stratified leadership training for upper-level employees
- Formulated career paths and strengthened relevant support

### Reducing Total Working Hours to Improve Awareness about Work-Life Balance

- Built an environment to produce higher results in a shorter period of time
- Standardized operations and created procedural manuals to abolish single-person tasks
- Reduced meetings and the time to create materials
- Put in place a comprehensive no overtime day

### The Act on Promotion of Women’s Participation and Advancement in the Workplace

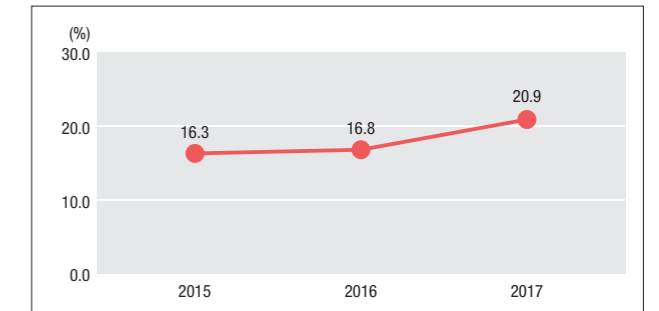
- Renewed awareness about women and increased the number of female supervisors



Career advancement seminar for women

FDK held a total of 20 seminars related to diversity in FY2017, including those above.

## Employment Rate of Female Employees



## Communicating Messages to Promote Diversity and Inclusion as well as Promoting Enlightenment Activities

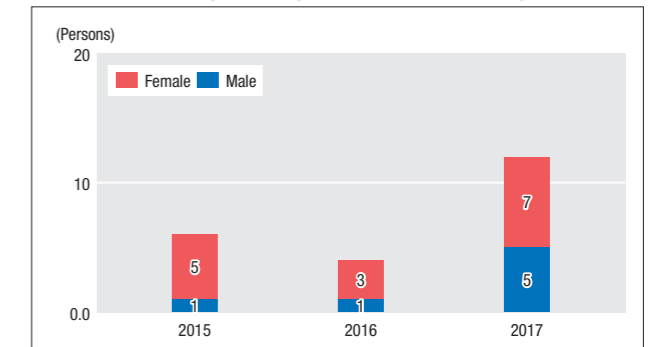
- Corporate officers committed to the Iku-Boss Declaration
- Cultivated awareness through enlightenment materials



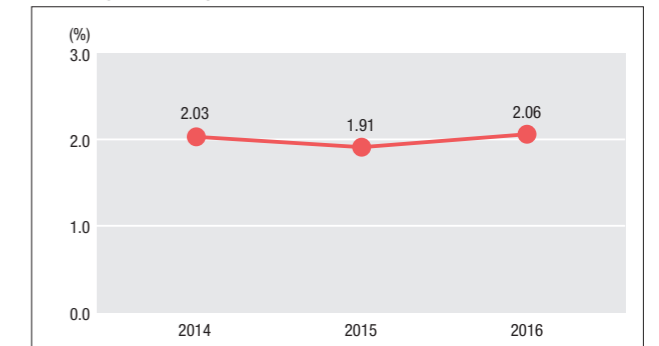
Corporate Officers’ Iku-Boss Declaration (Note)

Iku-Boss: Manager who supports employees to care of their children

## Number of Employees Using the Childcare Leave Program



## Change in Employment Rate of Handicapped People





VOICE



Becoming a “Mutually Recognize, Capitalize and Grow” Organization!

Diversity Promotion Office Manager  
Misao Nozawa

Everyone has their own unique way of thinking, living and working because no one person is the same as anyone else.

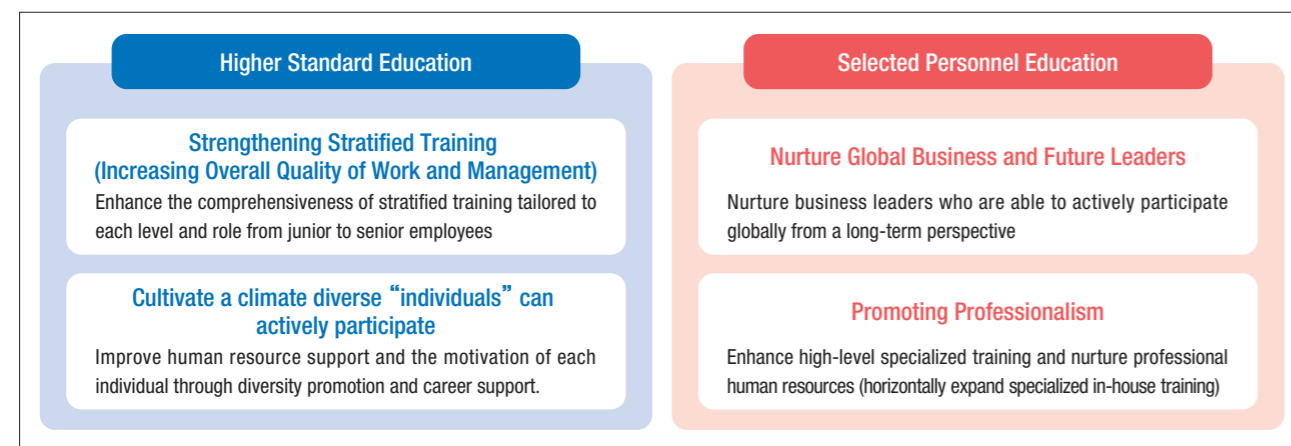
I hope we can build a company where diverse human resources who have different perspectives, inspirations and values can reach their full potential by first noticing the “differences” between people and then “recognizing” one another.

FDK will further strengthen systems so that people can choose the most efficient work style suited to the changes brought on by life events to create the “Best Work Life Balance Company in electronics industry” in which every employee can continue to actively participate while enjoying a work-friendly environment.

Human Resource Development Policy

► Four Themes to Nurture Human Resources

FDK Group strives to nurture human resources by categorizing human resource development into four main themes.



Examples of Initiatives

► Enhancing Stratified Training

FDK has adopted new training categories for the purpose of enhancing stratified training and revised the curriculum as of FY2017.

Newly Adopted Training Categories

● **New general manager training**  
This training aims to heighten the organizational and on-site management required of general managers by reaffirming their position and role in the organization and strengthening the ability for changing, creating, and developing skills required for management strategies and various management roles.

● **Mid-Level employee training (advanced)**  
This training teaches awareness and action to mid-level employees and improves the necessary knowledge and technical skills (aiming to produce results while engaging relevant parties such as supervisors and subordinates). The program also heightens the level of management to drive the organization.

Revised Curriculum (Addition of TPS and 2S/5S Activities)

- New executive manager training
- Supervisor promotion training
- Mid-level employee training (basic)

► Enhancing Specialized Skills

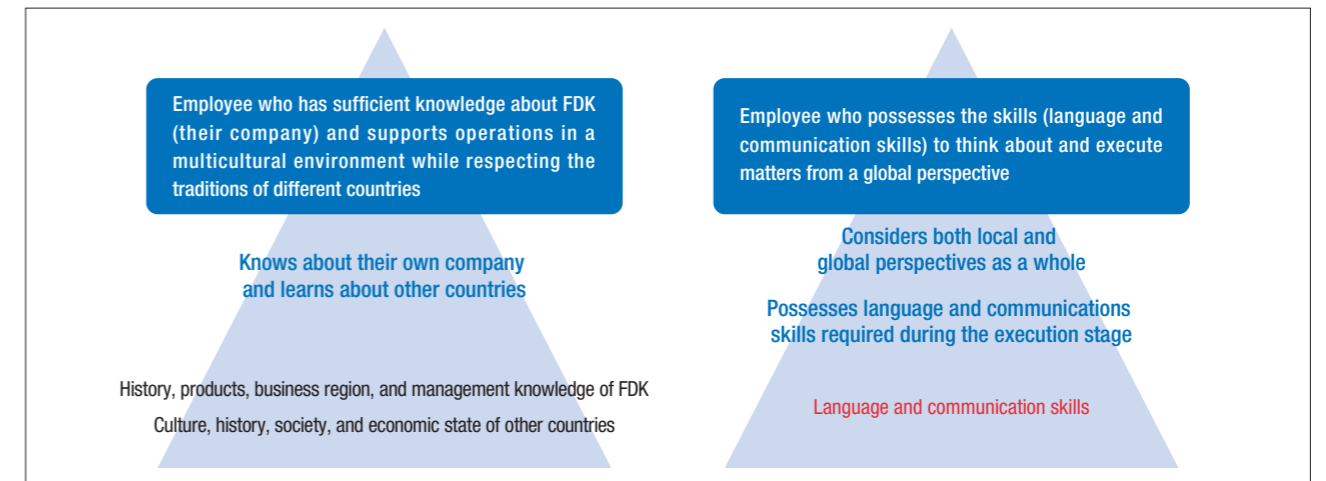
FDK held a “Power Electronics Seminar” by inviting professors from the Shizuoka University Electrical and Electronic Engineering undergraduate courses.

FDK Group aims to become a “Smart Energy Manager Across Multiple Platforms” by bringing together an engineer group that pursues bold technical innovation as well as overcoming the challenges in further refining technology.

► Developing Global business Leaders

FDK defines global human resources as “people who have sufficient knowledge about their company and can work in operations in a multicultural environment while respecting the traditions of different countries” in addition to “possessing the skills (language and communication skills) to think about and execute matters from a global perspective”.

Picture of a Global Human Resource



FDK revised its learning environment to teach the language skills necessary for global human resources in FY2017.

FDK has added affiliate companies to independent learning programs and provide equal learning opportunities to all business sites to provide a selection with a variety of learning styles (schools, e-learning, and online English language courses).

By implementing the “TOEIC” test in the stratified training, FDK is also providing an opportunity for employees to verify their own language ability.

► Development training for the next generation of business leaders

FDK holds training to cultivate the next generation of business leaders for the purpose of realizing a strong organization able to accurately assess environmental changes and respond to those changes by nurturing “self-reliant and independent individuals” that hold a broad perspective anticipating their relationship with society while internally growing and proliferating

reformation to the awareness and thinking of FDK Group employees.

The training is built around looking at and thinking about things from various points-of-view to heighten ideas without exception as well as nurture new inspiration and an ability in discovery. 18 people participated throughout the year in FY2017.

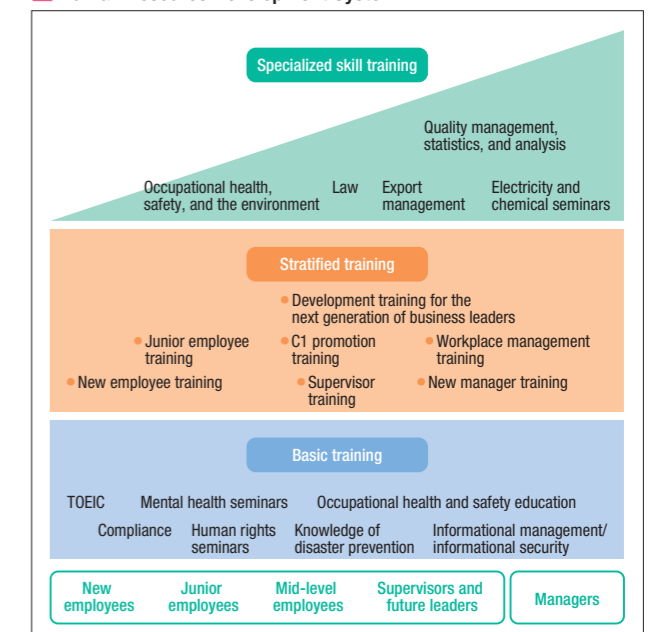


Development training for the next generation of business leaders

Human Resource Development System

FDK Group is conducting education in-line with three categories; “basic training” related to the knowledge, skills, and code of conduct that should be shared with all employees, “stratified training” in-line with the level and role of each employee from new employees to management, and “specialized skill training” to heighten the expertise of employees in their occupations.

Human Resource Development System



The FDK Group is always aware of environmental issues and strives to reduce the environmental burden in its procurement, production and distribution in addition to contributing to the reduction of the environmental burden and environmental risks throughout society through the supply of batteries and electronic devices.

# Protecting the Global Environment

## Basic Concept

FDK Group positions environmental conservation as one of the most important items of management to further environmental management reflected in its unique businesses under the slogan, "FDK Group Cares about Nature and Safeguards our Planet" to pass down a beautiful Earth to the next generation.

## FDK Group Environmental Policy

As a member of the FUJITSU Group, the FDK Group recognizes the need for action toward the realization of an independently sustainable and recycle-oriented society with initiatives toward environmental conservation that follow the business activities of the company, which include not only legal compliance in each country and region, greenhouse gas reduction, waste reduction, and thorough management of chemical substances but also the reduction of our environmental impact through the products that FDK provides.

FDK has established the "FDK Group Environmental Policy" to promote even more comprehensive environmental management overall and has revised this policy as shown below to incorporate the mission of the FDK Group.

### FDK Group Environmental Policy

#### FDK Group Environmental Policy

The FDK Group will promote environmental management under its slogan based on the environmental philosophy below.

#### Philosophy

The FDK Group has set a mission to "contribute globally to society with technology that efficiently uses electric energy" as a Smart Energy Manager and will contribute to the realization of a sustainable society by developing and supplying batteries and electronic devices products which benefit the environment while bringing satisfaction to customers.

Moreover, the FDK Group will promote environmental initiatives as "One FDK" with the help of each and every employee through fair corporate activities which comply with environmental laws and regulations to pass down a beautiful global environment rich with nature to the next generation.

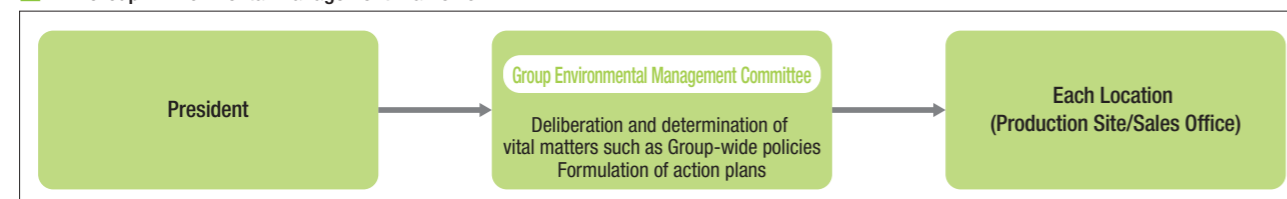
#### FDK Group Slogan

FDK Group Cares about Nature and Safeguards our Planet.

This policy applies to locations as well as FDK affiliate companies both inside and outside of Japan while surpassing the application scope of the international ISO14001 standard.

## FDK Group Environmental Management Framework

### FDK Group Environmental Management Framework



## FDK Group 8th Environmental Action Plan (FY2016 to FY2018)

The FDK Group has formulated a three year plan that conforms to the Fujitsu Group Environmental Action Plan and it has been promoting environmental initiatives. Through these policies and targets, FDK Group contributes to reducing the environmental impact of customers and society while striving to reduce the environment impact of the FDK Group by strategically and

continuously expanding these activities to all FDK business regions. The results of efforts in FY2017 are shown in the table below. FDK will respond to themes it was unable to achieve by analyzing the factors which prevented success to build new frameworks.

Items	Action Plan (2016 - 2018)	FY2017	
		Targets	Achievements
Design for environment	Develop at least one battery product or electronic device annually that contributes to better energy efficiency (energy savings).	Develop at least one battery or electronic device annually at each site	Kosai: Developed DC-DC module and transformer Sanyo: Developed multilayer power indicators Takasaki: Developed Ni-MH battery for a low self-discharge model Tottori: Improved the capacity of Cylindrical-type Lithium batteries
	Develop at least one battery product or electronic device annually that contributes to better resource efficiency (resource savings).	Develop at least one battery or electronic device annually at each site	Kosai: Reduced the weight of power storage systems Sanyo: Reduced the weight of ferrite products Takasaki: Developed an Ni-MH battery that uses recycled materials Tottori: Reduced the material loss of Lithium batteries
Reduction of greenhouse gases	Reduce the amount of energy consumption and CO <sub>2</sub> emissions 14% compared to FY2013 by the end of FY2018. (48,181 t or less)	Reduce emissions 15% compared to FY2013 through the entire FDK Group in Japan (less than 47,776 t)	Achieved 45,945 t Measures included renewing aged equipment and transitioning to LED lighting
Energy efficiency	Improve the energy consumption per unit an average of 1% per year.	Improve an average of 1% per year	Achieved target at three of five locations
Reduction of chemical substances	Improve the PRTR* chemical emissions per unit 3% compared to FY2015 by the end of FY2018.	Improve 2% compared to FY2015 at each location	Achieved target at four of five locations
Reduction of waste	Reduce the amount of waste per unit 3% compared to FY2015 by the end of FY2018.	Improve 2% compared to FY2015 at each location	Achieved target at all five locations Promoted a reduction in waste loss via comprehensive sorting and manufacturing processes
Local environment/social contributions	Conduct at least two initiatives a year toward local environmental efforts and social contribution activities.	Conduct at least two initiatives a year at each site	Please see page 21 and page 22.

PRTR (Pollutant Release and Transfer Register): The publicly accessible database has companies measure emissions to the environment of chemical substances that could be harmful to the health of people or the ecosystem (air/water/soil) from their business sites as well as emissions transferred off-site as waste to report those emissions to their country. Their country then releases the quantity of emissions and transfer off-site based on the reported data and measurements.

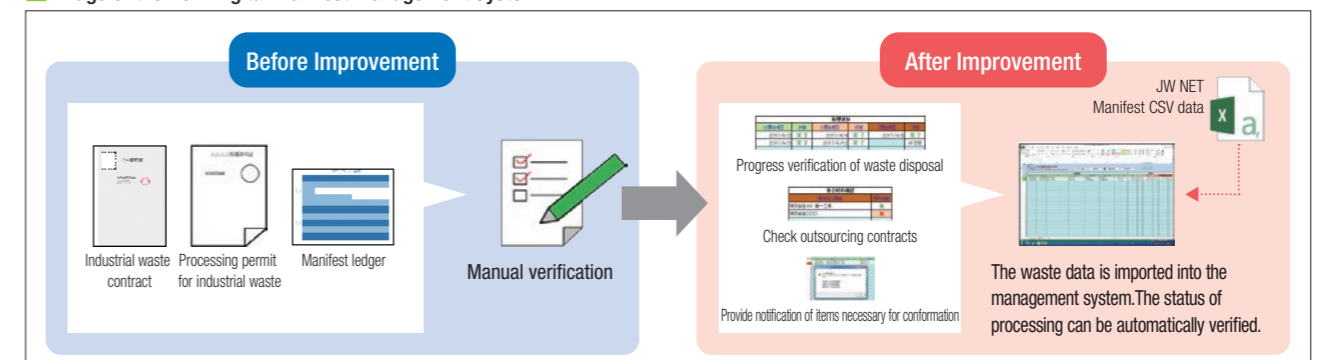
## Developing a Digital Manifest Management System for Industrial Waste Processing

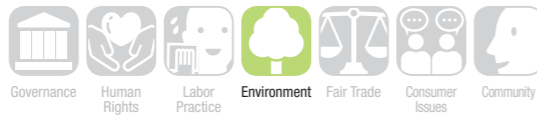
Business proprietors emitting industrial waste are required by law to collect the amount of industrial waste in a manifest (industrial waste management ledger) that includes a record of processing by concluding a contract with an outsourcer in advance and issuing this manifest to that outsourcer to manage the transfer of industrial waste and prevent illegal dumping when outsourcing the transport and processing of industrial waste. Presently, the

Ministry of the Environment can accelerate and rationalize informational exchange by adopting a digital manifest to promote wider standardization, but a person in charge still has to check each and every entry in a conventional manner.

FDK has developed an in-house system to automatically confirm the ledger using data from the digital manifest to facilitate more efficient operations.

### Image of the New Digital Manifest Management System

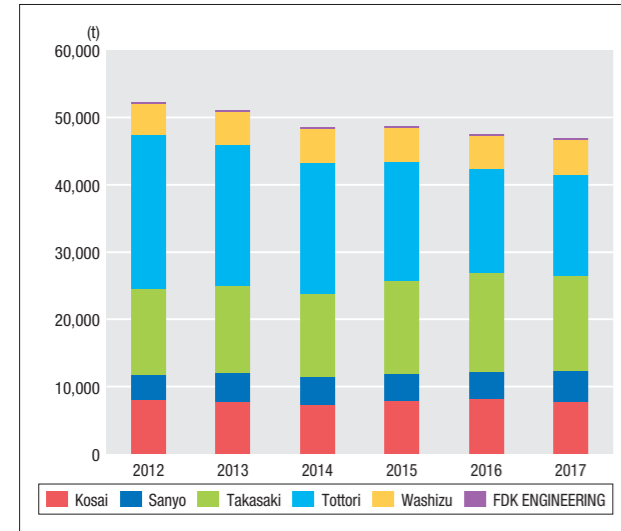




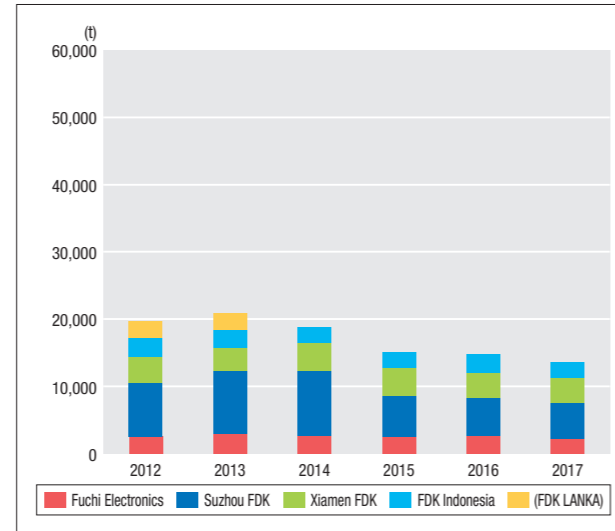
Environmental Performance

Change in CO<sub>2</sub> Emissions (Japan/Overseas) FY2012 to FY2017

Change in CO<sub>2</sub> Emissions (Japan)

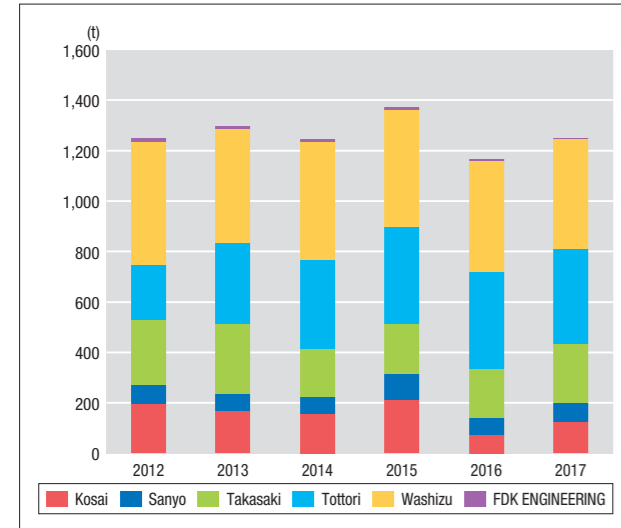


Change in CO<sub>2</sub> Emissions (Overseas)

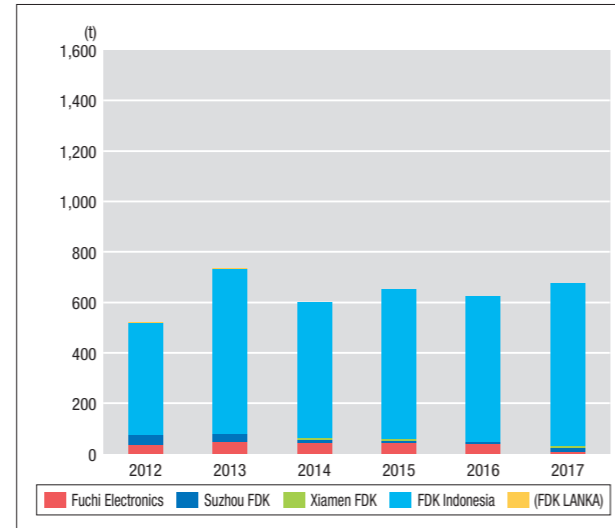


Change in Amount of Waste (Japan/Overseas) FY2012 to FY2017

Change in Amount of Waste (Japan)



Change in Amount of Waste (Overseas)



FY2017 Performance Data by Business Site (Results for the Previous Fiscal Year)

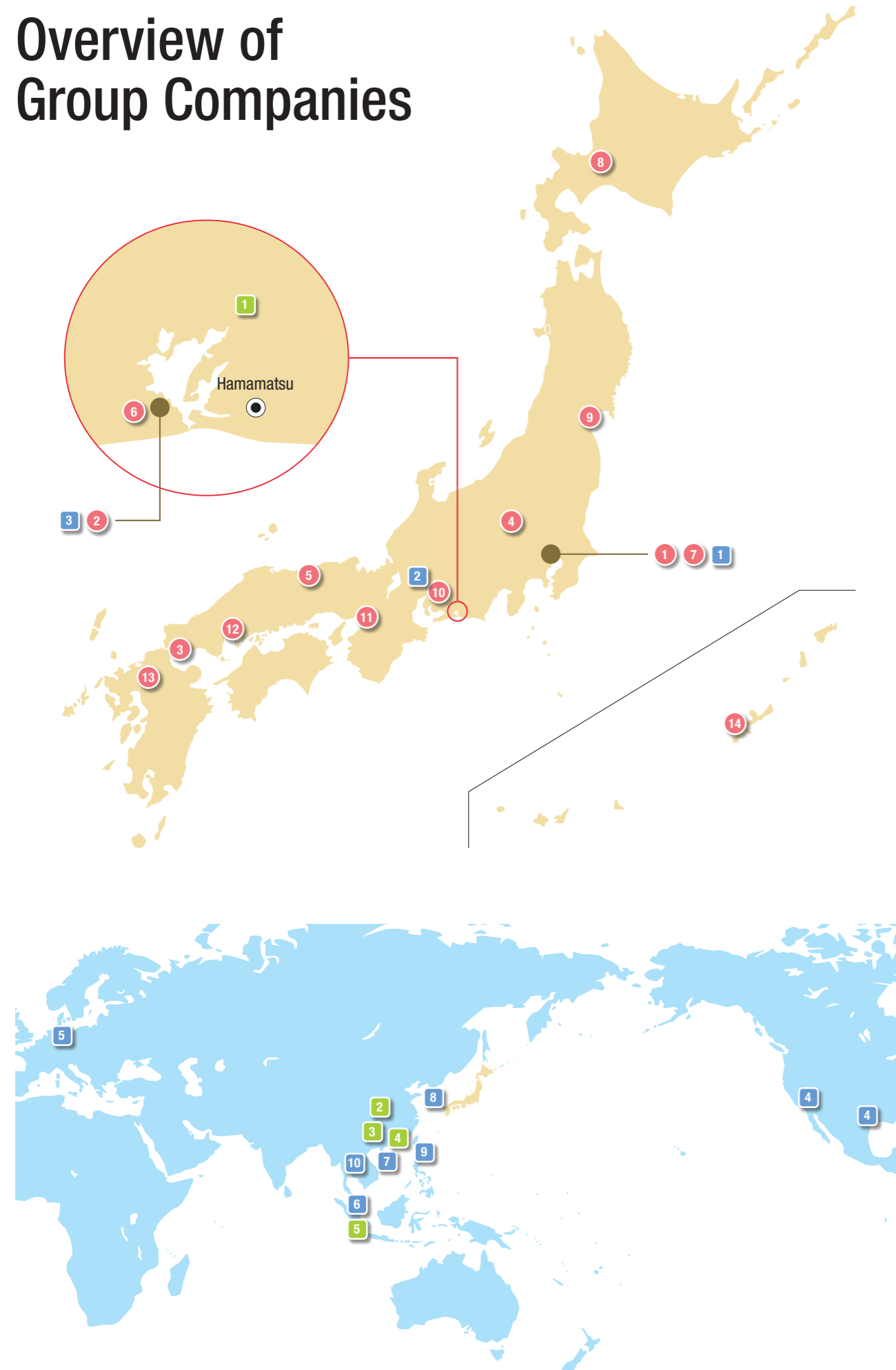
Items (Unit)	Kosai Plant	Sanyo Plant	Takasaki Plant	Tottori Plant	Washizu Plant	FDK ENGINEERING
CO <sub>2</sub> emissions (t-CO <sub>2</sub> )	7,772 (8,201)	4,619 (4,008)	14,171 (14,671)	15,004 (15,552)	5,105 (4,877)	239 (231)
Water usage (m <sup>3</sup> )	84,024 (138,845)	29,413 (28,460)	24,179 (24,640)	98,717 (115,395)	46,691 (51,508)	739 (530)
PRTR chemical emissions (kg)	3 (8)	0 (2)	182 (92)	178 (189)	— (—)	— (—)
SOx emissions (kg)	—	— (—)	— (—)	— (0)	— (—)	— (—)
NOx emissions (kg)	167 (186)	— (—)	— (—)	4,688 (6,093)	— (—)	— (—)
Soot (kg)	— (—)	— (—)	— (—)	— (—)	— (—)	— (—)
Waste water (m <sup>3</sup> )	84,024 (138,845)	29,685 (28,460)	23,629 (24,167)	51,816 (54,035)	46,691 (51,508)	739 (530)
Waste (tons)	122 (72)	79 (65)	231 (195)	380 (388)	433 (437)	5 (8)
Local/social contributions (Activities)	9 (6)	3 (4)	3 (3)	9 (2)	14 (13)	2 (2)

Items (Unit)	FDK ECOTEC	Suzhou FDK	Xiamen FDK	Fuchi Electronics	FDK Indonesia
CO <sub>2</sub> emissions (t-CO <sub>2</sub> )	25 (24)	5,297 (5,732)	3,720 (3,560)	2,227 (2,708)	2,412 (2,698)
Water usage (m <sup>3</sup> )	— (—)	9,590 (9,170)	20,633 (19,554)	7,892 (10,814)	11,366 (27,187)
PRTR chemical emissions (kg)	— (—)	— (—)	— (—)	— (—)	— (—)
SOx emissions (kg)	— (—)	— (—)	— (—)	— (—)	— (—)
NOx emissions (kg)	— (—)	— (—)	— (—)	— (—)	— (—)
Soot (kg)	— (—)	— (—)	— (—)	— (—)	— (—)
Waste water (m <sup>3</sup> )	— (—)	9,590 (9,170)	20,633 (19,554)	7,892 (10,814)	11,366 (27,187)
Waste (tons)	— (—)	14 (9)	10 (3)	7 (36)	645 (575)
Local/social contributions (Activities)	2 (2)	— (—)	1 (2)	— (2)	— (—)

• “—” indicates an item not measured in that fiscal year because it is outside the scope for that plant or it is not relevant, or the obligation of measurement is every other year.  
 • The CO<sub>2</sub> conversion coefficient for utility power is recalculated as 0.57t-CO<sub>2</sub>/MWh  
 • FDK LANKA has been excluded from collection after FY2014 due to a transfer of business.



# Overview of Group Companies



## Head Office/Business Site/Sales Office

### Head Office

Business Site	Address	ISO14001	ISO 9000's and TS/IATF16949
1 Head Office	Shinagawa Crystal Square Bldg., 1-6-41 Konan, Minato-ku, Tokyo 108-8212 Japan TEL: +81-3-5715-7400	EC98J2005	—

### Business Site

Business Site	Address	ISO14001	ISO 9000's and TS/IATF16949
2 Kosai Plant	2281 Washizu, Kosai-shi, Shizuoka 431-0495 Japan TEL: +81-53-576-2151	EC98J2005	4745
3 Sanyo Plant	5-ku Hon-machi, Sanyo Onoda-shi, Yamaguchi 757-8585 Japan TEL: +81-836-72-1311	EC98J2005	ISO9001:3560381 IATF16949:290535
4 Takasaki Plant	307-2 Koyagi-machi, Takasaki-shi, Gunma, 370-0071, Japan TEL: +81-27-361-7575	EC98J2005	4681
5 Tottori Plant	28 Ohta, Iwami-cho, Iwami-gun, Tottori 681-0063 Japan TEL: +81-857-73-1771	EC98J2005	ISO9001:4193838 IATF16949:281965
6 Washizu Plant	614 Washizu, Kosai-shi, Shizuoka 431-0431 Japan TEL: +81-53-576-2111	EC98J2005	JQA-0459

### Sales Office

Business Site	Address	ISO14001	ISO 9000's and TS/IATF16949
7 Tokyo Metropolitan Area Sales Office	Shinagawa Crystal Square Bldg., 1-6-41 Konan, Minato-ku, Tokyo 108-8212 Japan TEL: +81-3-5715-7436	—	—
8 Sapporo Sales Office	Tsukamoto Bldg. 7 Goukan, 13-9-1 Kita 7 Jo-Nishi, Chuo-ku, Sapporo-shi, Hokkaido 060-0007 Japan TEL: +81-11-798-4699	—	—
9 Sendai Sales Office	Ciero Sendai-Higashiguchi Bldg., 4-12-1 Tsutsujigaoka, Miyagino-ku, Sendai-shi, Miyagi 983-0852 Japan TEL: +81-22-293-5265	—	—
10 Nagoya Sales Office	Orchid Bldg., 2-38-2 Meieki, Nakamura-ku, Nagoya-shi, Aichi 450-0002 Japan TEL: +81-52-561-3141	—	—
11 Osaka Sales Office	Terasaki No. 2 Bldg., 1-8-29 Nishimiyahara, Yodogawa-ku, Osaka-shi, Osaka 532-0004 Japan (Battery Sales) Tel: +81-6-6350-4883 (Electronic Device Sales) Tel: +81-6-6350-4877	—	—
12 Hiroshima Sales Office	UPEC Hikari-machi Bldg., 2-9-27 Hikari-machi, Higashi-ku, Hiroshima-shi, Hiroshima 732-0052 Japan TEL: +81-82-535-1450	—	—
13 Fukuoka Sales Office	Ichigo Hakata Bldg., 1-28 Gion-machi, Hakata-ku, Fukuoka-shi, Fukuoka 812-0038 Japan TEL: +81-92-291-9421	—	—
14 Okinawa Sales Center	1-9-6 Inanse, Urasoe-shi, Okinawa 901-2128 Japan (Ryukyu Freight Forwarders Co., Ltd T.C. Division) TEL: +81-98-868-8685	—	—

## Group Companies (Manufacturing Companies)

Business Site	Address	ISO14001	ISO 9000's and TS/IATF16949
1 FDK ENGINEERING CO., LTD.	281 Hirooka, Hosoe-cho, Kita-ku, Hamamatsu-shi, Shizuoka 431-1302 Japan TEL: +81-53-522-5280	EC98J2005	JQA-QMA15241
2 SUZHOU FDK CO., LTD.	43 Building Fengqiao Industrial Park 158-88 Huashan Road, Suzhou New District Jiangsu, China TEL:+86-512-6661-9392	EMS 599587	ISO9001:FM 79598 IATF16949:253888
3 XIAMEN FDK CORPORATION	No. 16, Malong Road, Huoju Garden, Huoju Hi-Tech District, Xiamen, Fujian, China TEL:+86-592-603-0576	00117E20324R3M/3502	ISO9001:00117030657R3M/3502 IATF16949:298607
4 FUJCHI ELECTRONICS CO., LTD.	No. 355, Section 2, Nankan Road, Rutsu Shan, Tao Yuan, Taiwan TEL:+886-3-322-2124	4E9E001-10	ISO9001:2015/69024.2 TS16949:0223086
5 PT FDK INDONESIA	Kawasan Industri MM2100, Blok MM-1 Jatiwangi Cikarang Barat, Bekasi 17520 Jawa Barat, Indonesia TEL:+62-21-8998-2111	13/02329	13/02328

## Group Companies (Sales Companies, etc.)

Business Site	Address	ISO14001	ISO 9000's and TS/IATF16949
1 FDK SALES CO., LTD.	Shinagawa Crystal Square Bldg., 1-6-41 Konan, Minato-ku, Tokyo 108-8212 Japan TEL: +81-3-5715-7430	EC98J2005	—
2 FDK ECOTEC CO., LTD. (Gifu Site)	478 Ehigashi, Aza, Tsuchikura, Hirata-cho, Kaizu-shi, Gifu 503-0322 Japan Tel: +81-584-66-4781	EC98J2005	—
3 FDK PARTNERS CORPORATION	2281 Washizu, Kosai-shi, Shizuoka 431-0431 Japan TEL: +81-53-576-3121	EC98J2005	—
4 FDK AMERICA, INC.	(Head Office) 1280 E. Arques Avenue, MS310, Sunnyvale, CA 94085, U.S.A. TEL:+1-408-746-6815 (Dallas Office) 2801 Telecom Parkway, MS C1R, Richardson, Texas 75082, U.S.A. TEL:+1-972-231-2531	—	—
5 FDK ELECTRONICS GMBH	Einsteinring 24, 85609 Aschheim/Munich, Germany TEL:+49-89-3306680-0	—	91110693/2
6 FDK SINGAPORE PTE. LTD.	4, Leng Kee Road, #04-08 SiS Bldg., Singapore 159088, Singapore TEL:+65-6472-2328	—	—
7 FDK HONG KONG LTD.	Suite 1607-1608A, 16/F., Tower 3, China Hong Kong City, 33 Canton Road, Tsim Sha Tsui, Kowloon, Hong Kong TEL:+852-2799-9773	—	—
8 FDK KOREA LTD.	11F, Kyobo Life Insurance Bldg., 1, Jong-ro, Jongno-Gu, Seoul 03154, Republic of Korea TEL:+82-2-582-8452	—	—
9 FDK TAIWAN LTD.	8F-4, No.57, Sec. 1, Chongqing S. Rd., Zhongzheng Dist., Taipei City 100, Taiwan TEL:+886-2-2311-5161	—	—
10 FDK (THAILAND) CO., LTD.	23rd Floor, Exchange Tower, 388 Sukhumvit Road, Kwaeng Klongtoey, Khet Klongtoey, Bangkok 10110 Thailand TEL:+66-2-302-1517	—	—

The acquisition status of third-party certifications such as the ISO 14001, ISO 9000's and TS/IATF16949 is as of March 31, 2018



**FDK** FDK CORPORATION

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