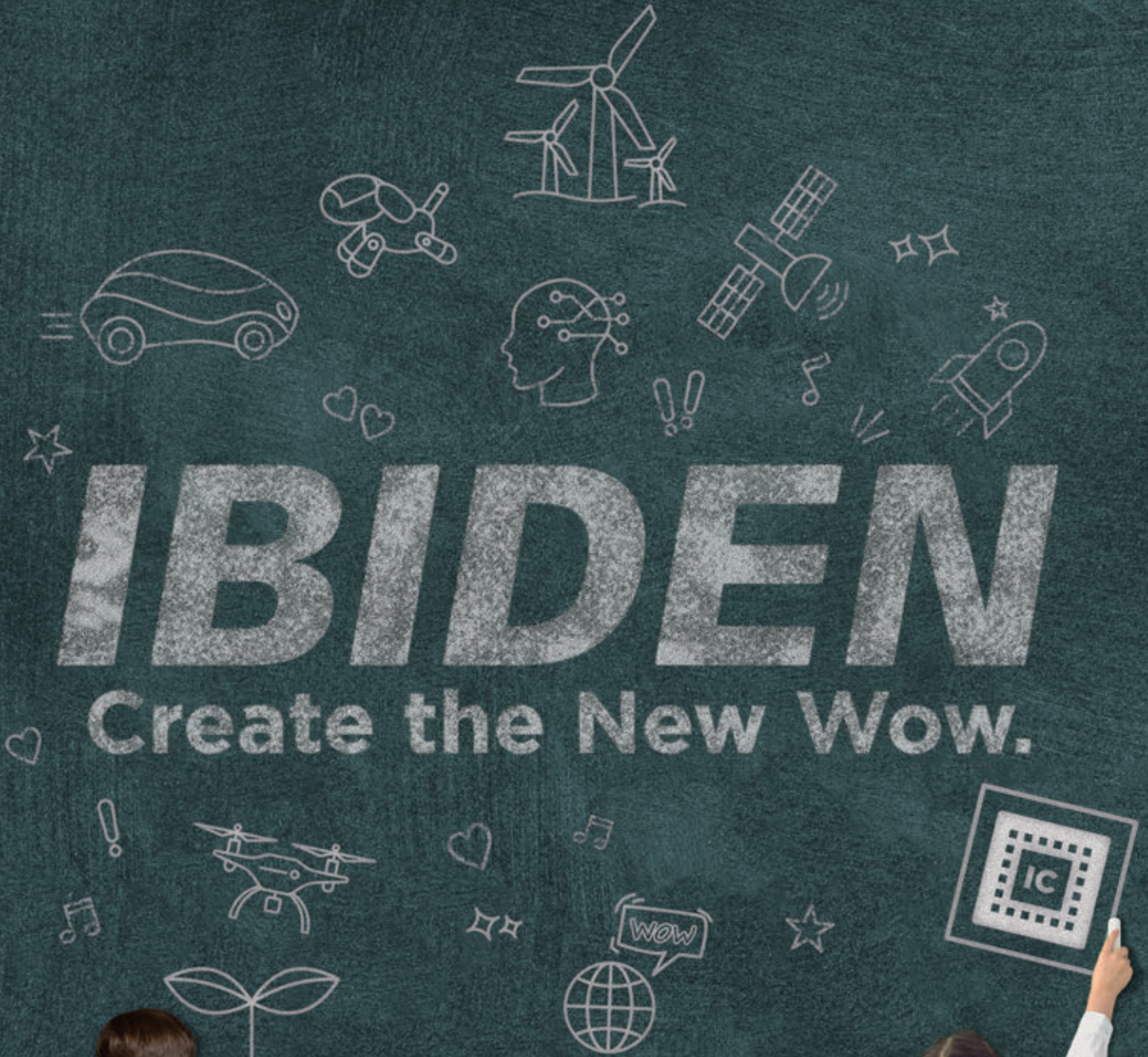




IBIDEN Co., Ltd.
Integrated Report 2024

Year Ended March 31, 2024



Delight for the future

Moving on to our New Stage 115 Plan

MISSION

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

Challenge with Passion

SPIRIT

Trust through Integrity

IBI-TECHNO Innovation

IBIDEN

“Wa” Teamwork and Synergy

IBIDEN

Chairman of the Board, Representative Director, Chairman of the Board Meeting
Takeshi Aoki

Introduction

At the IBIDEN Group, we publish our Integrated Report with the aim of informing shareholders, investors, and other stakeholders about the Group’s medium- to long-term initiatives toward value creation.

In this report, we have compiled financial and non-financial information comprehensively with a focus on initiatives to enhance sustainable corporate value and have summarized our value creation story and specific initiatives to realize our medium- to long-term strategy. This year’s integrated report specifically explains the progress against our medium-term management plan that was initiated last year, as well as our approach to enhancing competitiveness under the new management structure. It also introduces the feedbacks of our outside directors concerning the supervision situation of governance system of the Company and the challenges ahead for achieving sustainable growth through round-table discussion with outside directors.

In preparing the report, all sections of the Company work together in good faith, going through deliberation and approval by the Management Council of its contents and subsequent reporting to the Board of Directors.

We will continue to disclose information to our stakeholders in a timely and appropriate manner, as well as engage in dialogue with you to facilitate further understanding of the Group’s activities.

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Notices on Forward-Looking Statements

This report includes forward-looking statements and future plans based on information currently available to IBIDEN Co., Ltd. Statements contain potential risks and uncertainties and may differ from actual business results and future operational developments. Therefore, the accuracy of forward-looking statements and statements on future plans are not guaranteed.

Period Under Review for Reporting April 1, 2023 to March 31, 2024
※ Some information outside the applicable period is also included.

Scope of Reporting IBIDEN Co., Ltd. and its group companies
※ As a general rule, this report covers IBIDEN Co., Ltd. and consolidated subsidiaries. Some items individually state the scope of reporting.

Guidelines Used as Reference

- Ministry of Economy, Trade and Industry / Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation
- IFRS / The International <IR> Framework
- Task Force on Climate-related Financial Disclosures (TCFD)



Information Disclosure Structure

Financial Information	Investor Relations https://www.ibiden.com/ir/	
	Securities Report https://www.ibiden.co.jp/ir/library/securities/	
Non-Financial Information	ESG Information https://www.ibiden.com/esg/	
	About IBIDEN https://www.ibiden.com/company/	
	Corporate Governance Report https://www.ibiden.com/ir/library/governance/	



Creating New Value to Forge the Future



Electronics Field

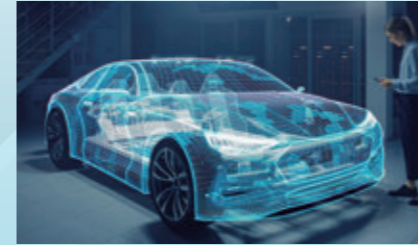


New Field (GX* and others)



* green transformation

NEV* Field



* New Energy Vehicles, including electric vehicles

Businesses and Technology Development to Help Resolve Social Issues

IC Package Substrate for PC-Data Center



Diesel Particulate Filter for Large Commercial Vehicles



Slope greenification for environmental conservation (GT Frame Method*)



Use of Clean Energy

Higashi-Yokoyama Power Plant Hydroelectricity



Kinuura Plant Water Floating Solar Power Generation Plant



Diverse Human Resources



1912



Founded as a Power Generation Company

Established Ibigawa Electric Power Co., Ltd.. Appointed Yujiro Tachikawa as the first president.

1951



Transformed into a Manufacturing Company

Through the postwar recovery, expanded the electric furnace business, which formed the foundation for carbon products.

1974



Overcame Oil Crisis by Creating New Businesses

Entered into the electronic circuits business. Established the first printed wiring board plant.

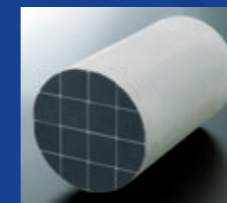
1995



Electronics Operation Grew Significantly

Started transaction with a largest mobile phone manufacturer.

2000

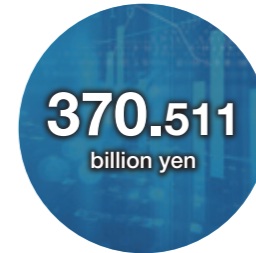


Ceramics Operation Made a Phenomenal Growth by Offering Eco-Friendly Products (SiC-DPF)

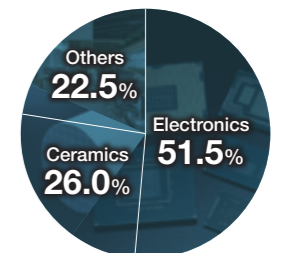
Silicon carbide diesel particulate filters were adopted by a major automobile manufacturer.

At a Glance

Net Sales

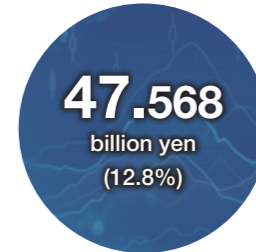


Ratio of Net Sales



See P31-37 Growth Strategies for Operations

Operating Income (Operating Income to Net Sales Ratio)



Capital Expenditures



Number of Employees



See P42-45 Human Capital Management

GHG Emissions



See P38-41 Harmony with Nature

IBIDEN WAY



“Power to overcome many adversities with all our employees and to continue to exist”

“Wisdom and vitality that have achieved dramatic growth in recent years”

IBIDEN WAY

SPIRIT

Trust through Integrity

Gaining customer and societal trust through “Genchi Genbutsu.”*

* Genchi Genbutsu: Go and See for yourself to thoroughly understand the situation.

“Wa” Teamwork and Synergy

Integrating knowledge and wisdom from the employee involvement for greater power.

Challenge with Passion

Anticipating change, and acting boldly to create new value.

IBI-TECHNO Innovation

Evolving by overcoming hurdles through creativity and ingenuity.

※ “IBI-TECHNO”

The common spirit of all company people, expressing our determination to create new technologies through fusions and composites of our proprietary technologies.

IBIDEN Group’s Alignment with the SDGs

We will tackle social problems faced by our society, with our innovative technologies evolved from and combined with the core technologies of the Group, through responsible corporate activities in harmony with human life and the global environment, thereby contributing to solve issues facing society.

Contribution through Cultivated Technological Expertise



As a corporate group oriented toward technology development, IBIDEN Group is dedicated to making contributions to the achievement of the SDGs through its technological expertise, in the environment and other areas. Our primary focus aligns with SDG 9: Industry, innovation and infrastructure.

In the Electronics Operation, we are committed to driving global digital innovation by supplying cutting-edge electronic components that support the innovation of information technology, such as data centers and generative AI, ultimately enriching people’s lives around the world.

Innovative Technology

Technology

SUSTAINABLE DEVELOPMENT GOALS

Basic Activity

Respect for Both Individuals and the Global Environment

Contribution through Basic Activities



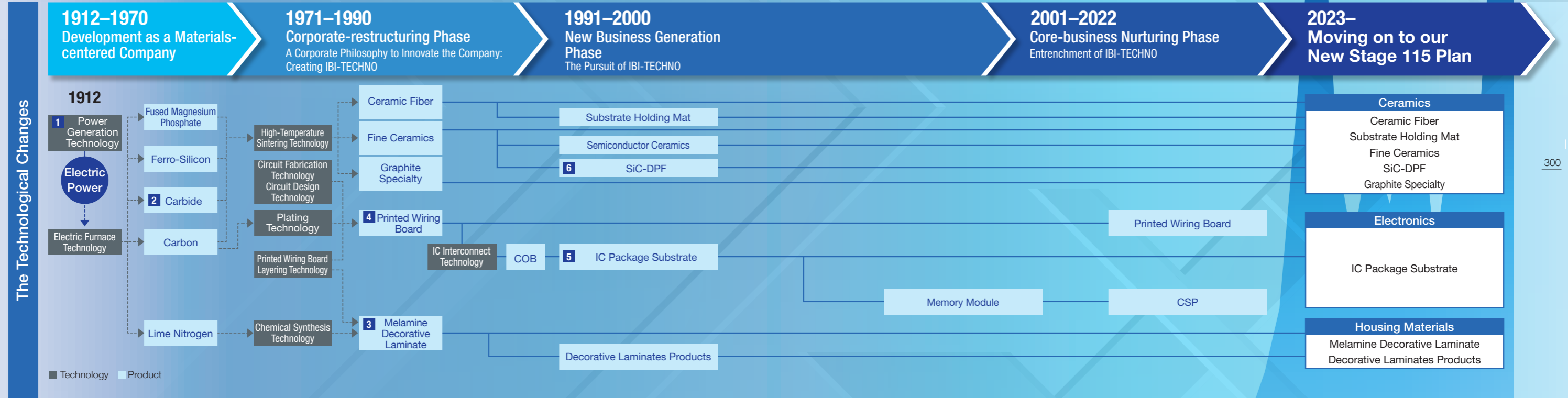
Our mission clearly specifies “with respect for both individuals and the global environment” at the beginning. We energize human resources that support our business and reform our corporate culture. Simultaneously, we are making every effort to minimize the impact on the business environment arising from our business activities.

Looking ahead, we will focus on developing self-sustained human resources and promoting diversity and health and safety activities based on the tenets of human capital management as well as managing greenhouse gas emissions and waste throughout the supply chain.

Changes in Creating Value

IBIDEN's technology stems from hydroelectric power generation. The Company has expanded into the electrochemical business with the aim of utilizing electric power efficiently and has incorporated a variety of technologies such as high-temperature sintering technology, chemical synthesis technology, and printed wiring board layering technology. Changes in our technologies have been steadily inherited by the current Electronics Operation and Ceramics Operation.

(billion yen)
400

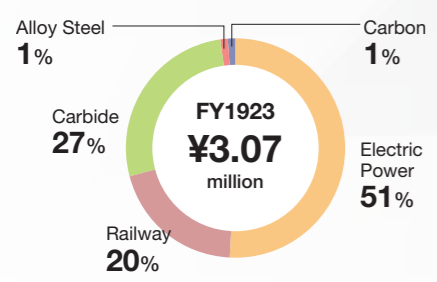


300

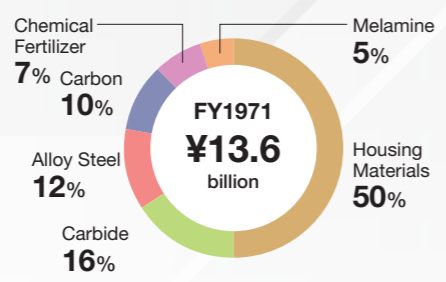
200

Establishment — Promotion of Regional Economy | Restructuring — Expectations for New Businesses | Second Foundation — Structural Reform | Visible Evolution — Expansion Overseas | Moving on to our New Stage 115 Plan

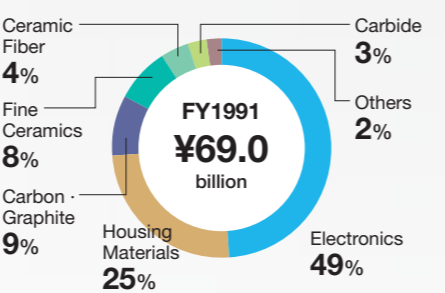
Established as a power generation company with the aim of promoting the regional economy through hydroelectric power generation and then transformed into a "manufacturing company" to make effective use of electric power.



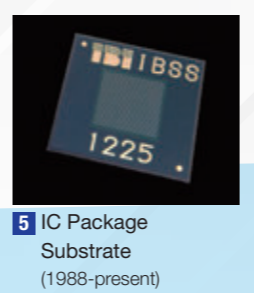
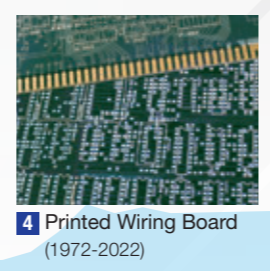
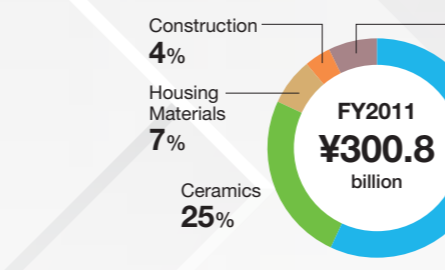
During Japan's high economic growth period, we focused on the demand for housing construction and housing materials business grew by applying the technologies cultivated in the melamine operation.



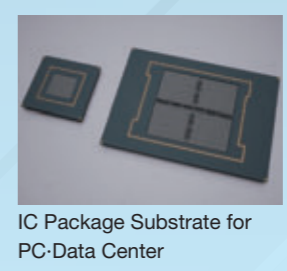
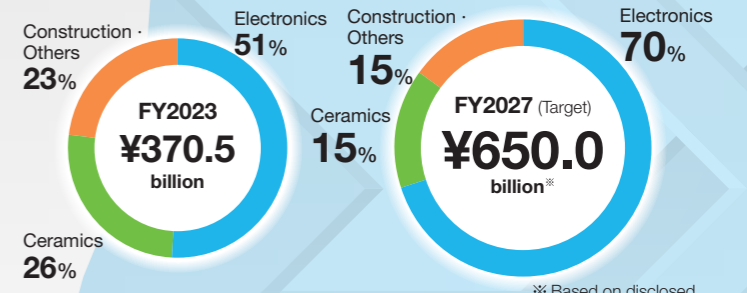
We were among the first to grasp the needs of the digital age, and succeeded in producing printed wiring boards and IC package substrates.



In Ceramics Operation, we have developed products that can contribute to the environment in the exhaust gas field in response to the growing awareness of environmental issues around the world.



We will drive its business toward achieving sustainable growth with the five main reinforcement activities and basic activities as a manufacturer in response to the changing business environment.



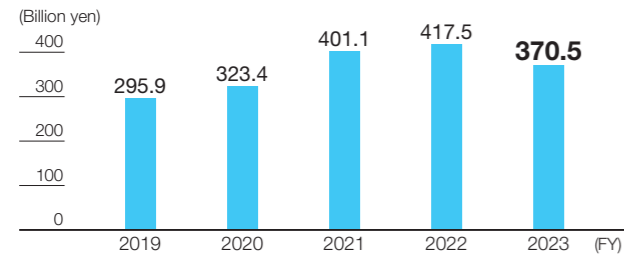
*Based on disclosed information as of May 2024

100

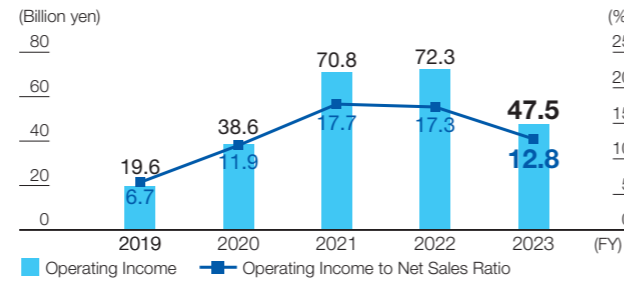
Performance Highlight

Financial Highlight

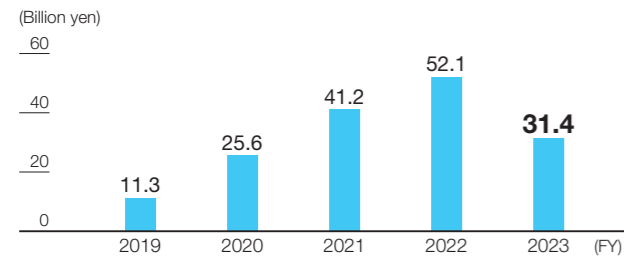
Net Sales
370.5 billion yen



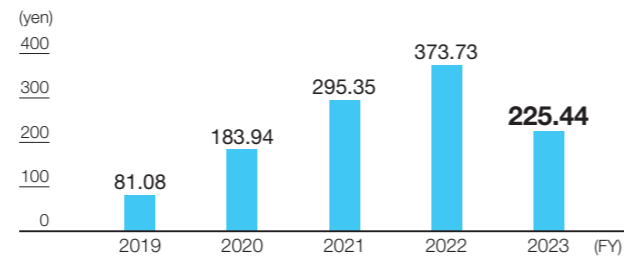
Operating Income
47.5 billion yen | **Operating Income to Net Sales Ratio**
12.8%



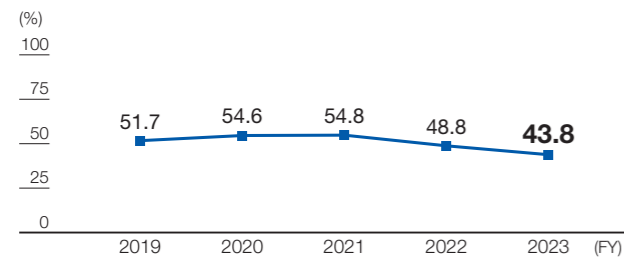
Profit Attributable to Owners of Parent
31.4 billion yen



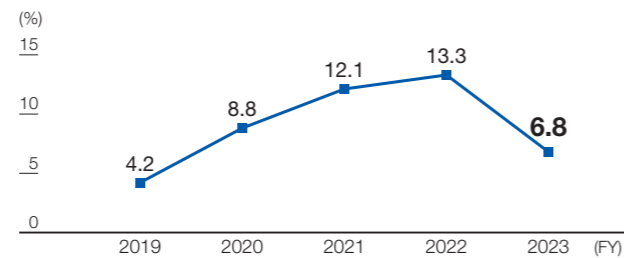
Basic Profit Attributable to Owners of Parent Per Share
225.44 yen



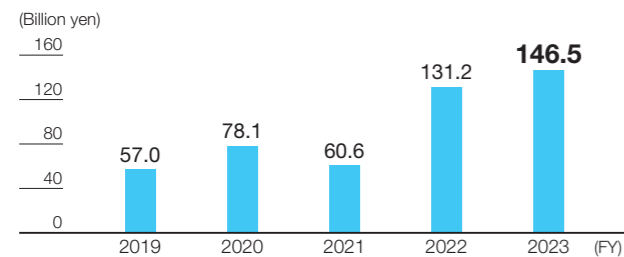
Equity Ratio
43.8%



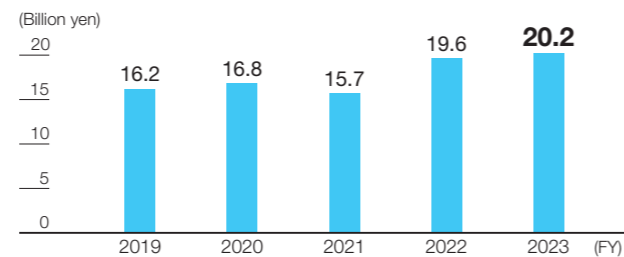
Return on Equity
6.8%



Capital Expenditures
146.5 billion yen

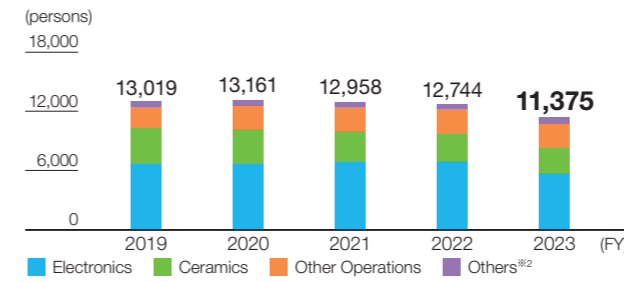


Research and Development Costs
20.2 billion yen

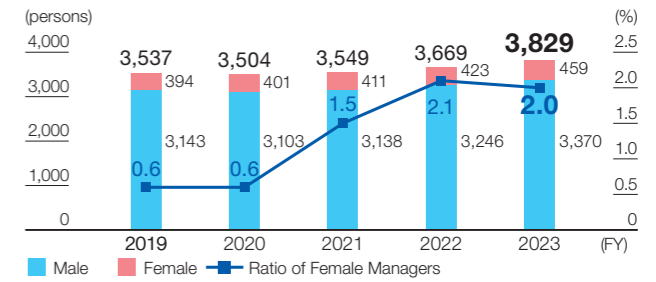


Non-Financial Highlight

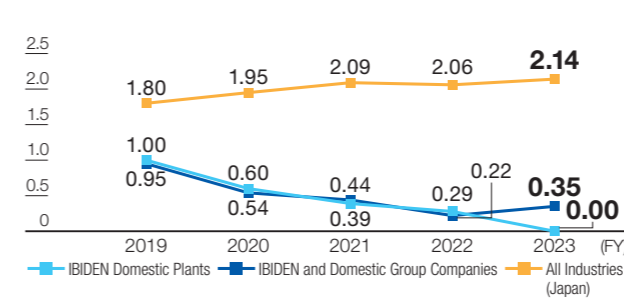
Number of Consolidated Employees by Business^{※1}
11,375



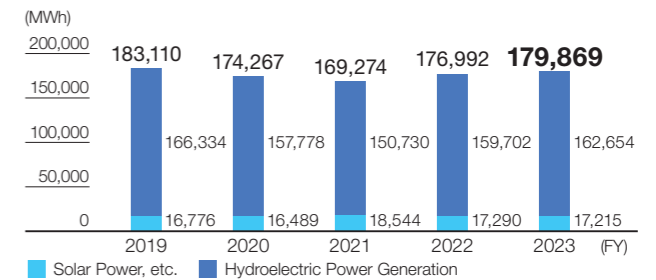
Number of Non-Consolidated Employees by Gender^{※3}
3,829 | **Ratio of Female Managers**^{※4}
2.0%



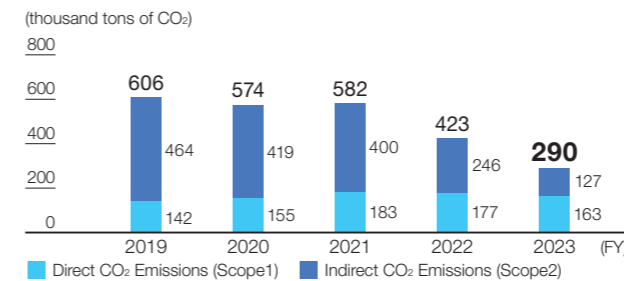
Occupational Accident Frequency Rate^{※5}
0.35



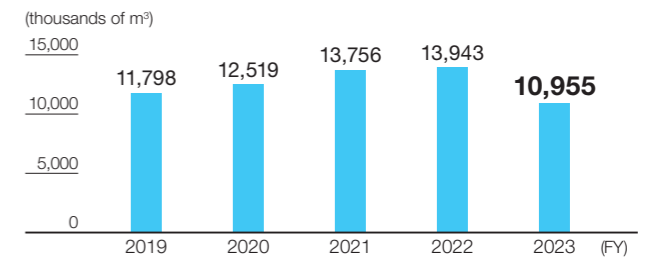
Renewable energy generation^{※6}
179,869 MWh



GHG Emissions^{※6, ※7}
290 thousand tons of CO₂



Water Withdrawal^{※8}
10,955 thousands of m³



※1 This indicates the number of persons in employment, and does not include temporary employees.
 ※2 This indicates employees of the Management Division.
 ※3 Figures are for IBIDEN Co., Ltd.. This indicates the number of persons in employment, and does not include temporary employees. Also, the number of non-consolidated employees does not include seconded employees.
 ※4 Starting from FY2022, figures are calculated based on the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015).
 ※5 This indicates the number of work-related injury or death cases (equivalent to or more serious than cases of occupational accidents resulting in lost workdays) among a total of 1 million actual working hours.
 ※6 Figures are for IBIDEN Group.
 ※7 With regard to the CO₂ emission factor at the time of calculation, we used the factor provided by the "List of Calculation Methods/Emission Factors in the Calculation, Report and Publication System" of the Ministry of the Environment and the Ministry of Economy, Trade and Industry in Japan as well as by gas distribution companies. From FY2020, when calculating the indirect CO₂ emissions (Scope 2), we use the conversion factors (IEA Emissions Factors 2020) published by the International Energy Agency when the CO₂ emission factors of electric utility companies are uncertain, in order to provide information closer to the actual state. The CO₂ emissions in FY2022 are recalculated using the emission factors as of January 2024.
 Please note that we have revised the method of calculating waste volumes since FY2021. More detailed data are now available on our website.

Please visit our website for details of our social data.
<https://www.ibiden.com/esg/data/social/>



Please visit our website for details of our environmental data.
<https://www.ibiden.com/esg/data/environment/>



» Main Businesses and Core Technology

Electronics



For the development of digital innovation around the world, we will support information and communication technologies such as data centers and AI with high-performance and high-reliability IC package substrates. We will also respond to the need to reduce power consumption.

Growth Strategies | P31

Computer

At the heart of computers, semiconductors are small chips with a size of only a few millimeters to a few dozen millimeters. IC package substrates are used to implement these semiconductors with techniques that allow the chips to function at 100% performance.



Data Center

A large number of microprocessors are used at data centers that process huge quantities of data. The demand for IC packaging substrates used in data centers is on the rise as more and more services are handling big data. IBIDEN supports the superior reliability of data centers with IC packaging featuring high-functionality and high-reliability.



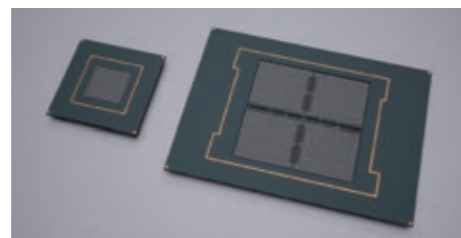
AI

In the development of artificial intelligence (AI), including new areas such as generative AI, there is a necessity for high-performance semiconductors that offer superior information processing capabilities. We contribute to the development of the information society with high-performance IC package substrates that support advanced semiconductor processing.

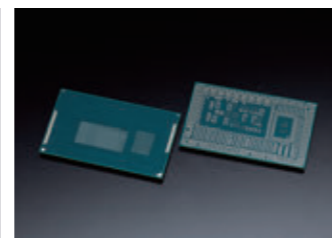


IC Package Substrates

An IC package substrate is a significant part working in conjunction with IC chips. IBIDEN engages in the cutting-edge fields such as CPUs (central processing units) for PCs and data centers and GPUs (graphics processing units) for AI and automated driving. In this context, IC package substrates are becoming increasingly important as semiconductors become more sophisticated.



(Left) IC Package Substrate for Desktop PCs
(Right) IC Package Substrate for Date Centers



IC Package Substrate for Mobile PCs

Visit our website for details of our electronics operation.
<https://www.ibiden.com/product/electronics/merchandise/>

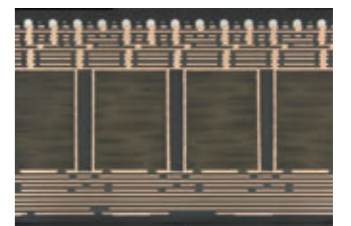


Core Technologies in Electronics

In recent years, as semiconductors have become more sophisticated, there has been a new emphasis on processors running at higher speeds and with lower power consumption, especially for AI systems and data center servers. To meet the demand, the number of connections to IC chips (I/O count) on an IC package substrate has increased remarkably, and the specifications are becoming more challenging, involving larger substrates, multiple laminations, and finer electronic circuits on the substrate.

While specifications are becoming more challenging to meet, we are dedicated to achieving high-quality and stable manufacturing. We accomplish this by harnessing our technology, expertise, and state-of-the-art production facilities that we have cultivated over the past 40-plus years.

We also share a technology roadmap for the future with the world's leading semiconductor manufacturers and are working on the development of new packaging technologies such as 2.5D and 3D, along with the necessary elemental technologies and equipment.



Increasingly multilayered IC package substrate for data center systems (cross section)

» Main Businesses and Core Technology

Ceramics



Contributes to the global improvement of air quality through the supply of automobile exhaust system components, which purify exhaust gas. We also contribute to the development of information and communication technology by supplying Graphite Specialty for semiconductor manufacturing equipment.

Growth Strategies | P33



Automobile

Many products are used, including SiC-DPF which removes the black smoke emitted by diesel engines, and felt-like ceramic fibers (alumina fibers) to fix substrate of catalysts for cleaning exhaust gases installed in exhaust pipes and thereby prevent exhaust gas leakage.

Others

Technologies and products created from “IBI-TECHNO” are inherited to domestic group companies, have unique competitiveness and are contributing to various fields.

Growth Strategies | P37

Operating system and network construction, sales of custom software, including comprehensive health testing systems [TAK CO., LTD.]



Development and production of dehydrated food, development of textured vegetable protein [IBIDEN BUSSAN CO., LTD.]



Auto sales and repair [IBIDEN INDUSTRIES CO., LTD.]

Automobile parts tool boxes [IBIDEN JUSHI CO., LTD.]

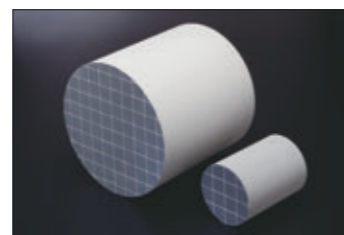


Sale and distribution of industrial gasses and the related product [IBIDEN CHEMICAL CO., LTD.]

Core Technologies in Ceramics

Automotive Exhaust System Components (DPF-AFP)

Although passenger cars will become more electrically powered in the mid- to long-term, demand for vehicles with internal combustion engines is expected to continue, especially in emerging markets (China, India, etc.) We will deliver high-performance automotive exhaust system components, mainly for heavy-duty commercial vehicles, to help reduce environmental impact.



SiC-DPF



Substrate Holding Mat

Graphite Specialty (FGM)

As electric vehicles become more widespread, demand for silicon carbide semiconductors (power semiconductors) as well as silicon semiconductors is expanding. We are engaged in the growth field with high-quality, high-value-added products, leveraging our expertise in high-purity graphite materials and processing and surface treatment technologies.



High Temperature Insulation Material (MFP)

Offering excellent heat resistance and insulating performance, this is available as both material and formed products, and is widely used in industrial products such as sintered bodies and fuel cells.

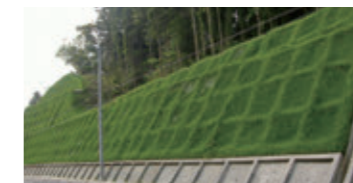


Visit our website for details of our ceramics operation. <https://www.ibiden.com/product/ceramics/merchandise/>



Construction

Our own and innovative technology, which is a fusion of slope facing technology and landscaping, contributes to create better symbiosis between human beings and the natural environment.



Slope Facing Business (GT frame Method) [IBIDEN GREENTEC CO., LTD.]



Rooftop Greening (Waseda Arena) [IBIDEN GREENTEC CO., LTD.]

Contributing SDGs



Housing Materials

To realize a safer and more secure living space, we contribute by providing high-performance products including antiviral coating material centered on melamine decorative laminates.



IBI-BOARD: High-Pressure Decorative Laminates [IBIKEN CO., LTD.]



IBI-BOARD H: Premium Decorative Laminates [IBIKEN CO., LTD.]

Contributing SDGs



Electric Power Business

The Company, which began with a hydroelectric power generation business, still owns three hydroelectric power plants today, including the Higashi Yokoyama Power Plant. In 2016, renovations were conducted to support the renewable energy feed-in tariff (FIT), supporting the Company's business as stable sources of revenue over the medium to long term. Technologies fostered in hydroelectric power generation are deployed in various power generation operations, such as solar power, and contribute to providing renewable energy that puts little stress on the environment.

Visit our website for details of our other operation. <https://www.ibiden.com/product/group/>



Visit our website for details of our group companies in Japan. <https://www.ibiden.com/company/profile/globalization-japan-group/>



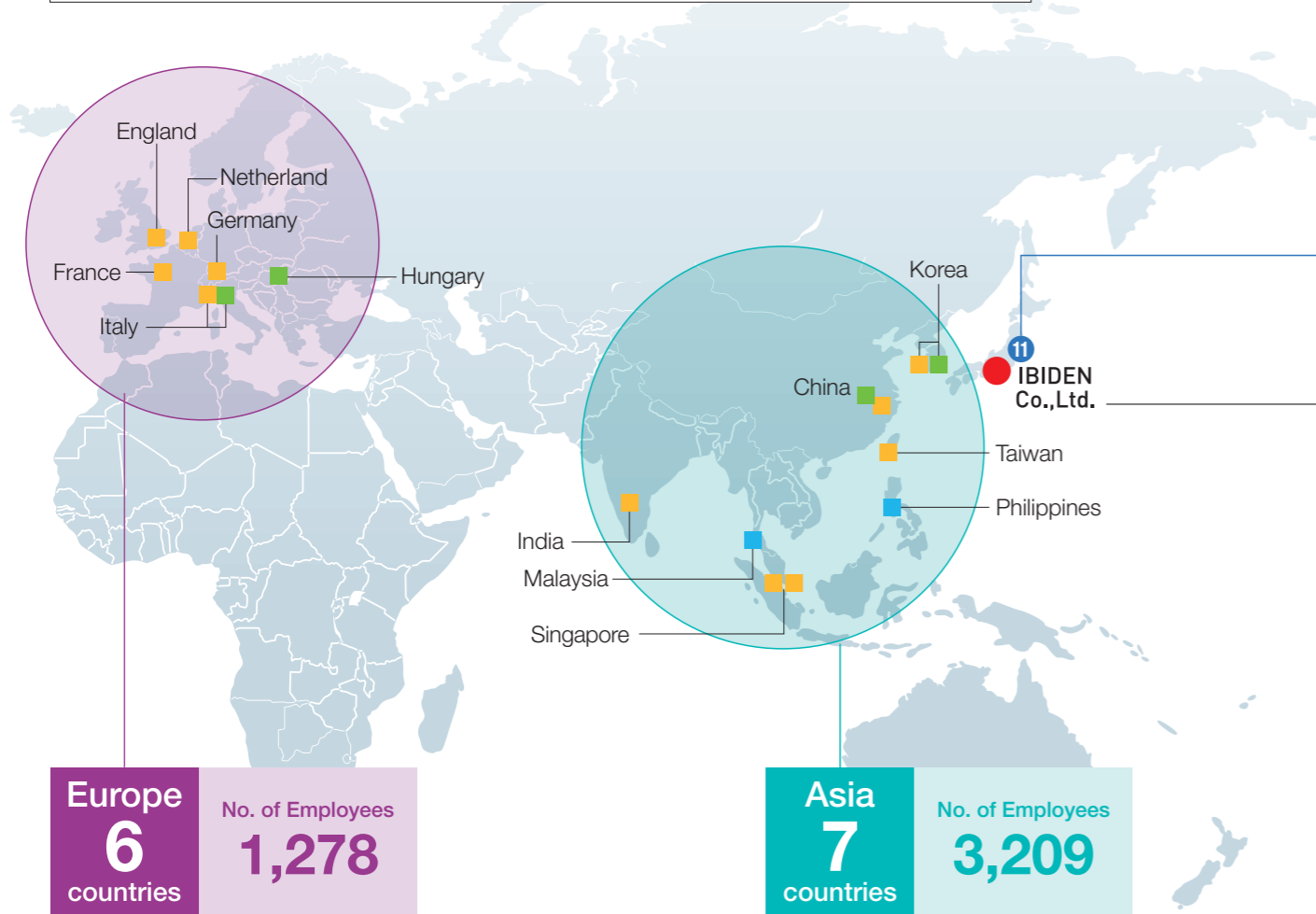
Contributing SDGs



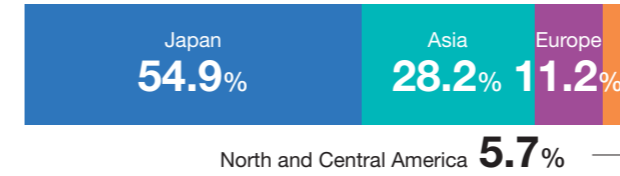
Global Support Structure

Since establishing IBIDEN U.S.A. Corp. in the United States as a foothold for overseas expansion in 1987, the Company has achieved full-blown expansion in overseas areas. Maintaining technology and quality fostered in Japan, we have established a global support structure by adapting to business environments, customer needs, and geographical risk.

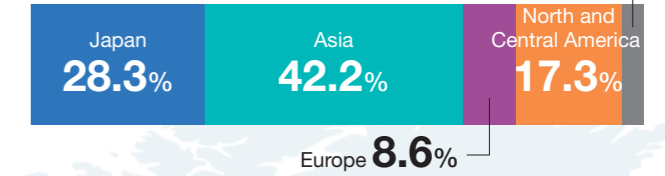
■ Electronic Production Base
 ■ Ceramic Production Base
 ■ Sales Companies and Branches



Ratio of Employees by Region (Ibiden Group)

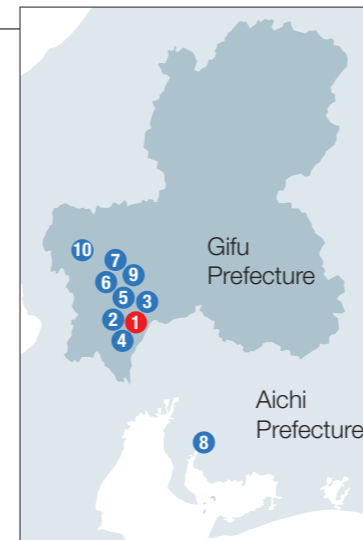


Ratio of Net Sales by Region Other 3.6%

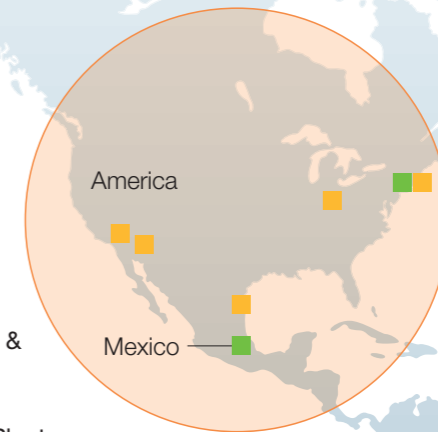


(As of March 31, 2024)

Japan
No. of employees 6,246



- 1 Training Center & Head Office
- 2 Ogaki Plant
- 3 Ogaki Central Plant
- 4 Aoyanagi Plant
- 5 Gama Plant
- 6 Godo Plant
- 7 Ogaki-Kita Plant
- 8 Kinuura Plant
- 9 Ono Plant
- 10 Power Plants (Higashi-Yokoyama, Hirose, and Kawakami)
- 11 Tokyo Branch



North and Central America
2 countries
No. of Employees 642

Electronics Operation

Operates mainly in Asia with the mother plant based in Japan.



Ogaki Plant



Ogaki Central Plant



Ono Plant (rendering image)



IBIDEN Philippines, Inc



IBIDEN Electronics Malaysia Sdn. Bhd.

Ceramics Operation

Operates mainly in four bases in Japan, Asia (China and Korea), Europe, and North and Central America.



Kinuura Plant
(Substrate Holding Mat)



IBIDEN Fine Ceramics (Suzhou) Co., Ltd.
(Substrate Holding Mat)



IBIDEN Hungary Kft.
(SiC-DPF, Substrate Holding Mat)



IBIDEN Mexico, S.A. de C.V.
(SiC-DPF)



IBIDEN Graphite Korea Co., Ltd
(Graphite Specialty)

Value Creation Story

Our company, which was founded as a hydroelectric power generation company intended to promote the regional economy, has long valued people and the global environment, and as a technology development company has contributed to society's development with its state-of-the-art technologies. From now, we will also continue to take up challenges in new value creation by continuously innovating "IBI-TECHNO," which is to develop new technologies by evolving and uniting our original technologies.

Investment in Value Creation/ Evolution of Core Technologies and Correspondence

Major inputs

Human Capital
Self-reliance personnel resources capable of creating a competitive edge to drive the strategy
No. of employees **11,375**
(As of March 31, 2024)

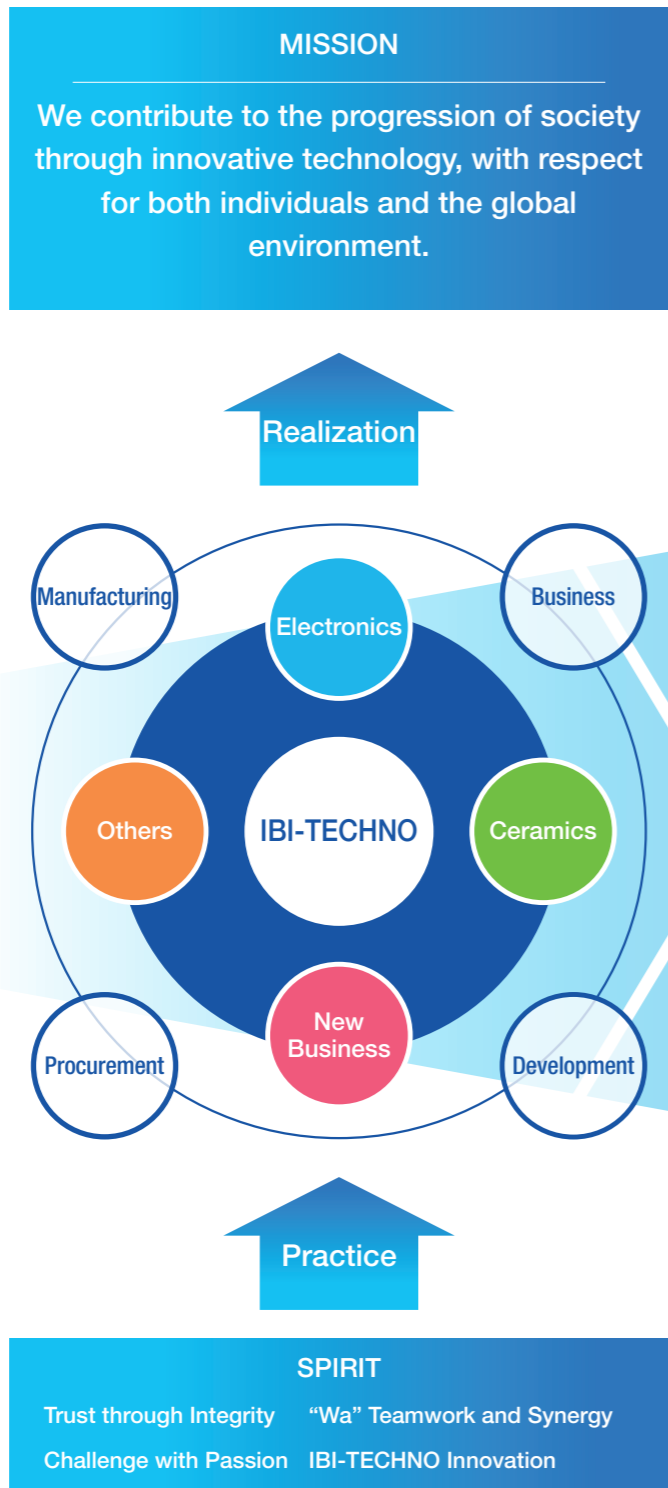
Natural Capital
Hydroelectric power generation utilizing the blessings of nature, supporting business from the foundation
Hydroelectric power generated **162,654MWh** (FY2023)

Social Capital
A global support structure adapting to business environments, customer needs, and country risks
29 bases in 15 countries & regions around the world
(As of March 31, 2024)

Intellectual Capital
Development of various products and materials by applying existing core technologies
Total R&D expenses **20.2 billion yen** (FY2023)
No. of patents held **2,714** (FY2023)

Manufactured Capital
High-quality and high efficiency production capacity backed by advanced facilities
Total capital investment **146.5 billion yen** (FY2023)

Financial capital
A solid financial base underpinning sustainable growth and stable profit
Enterprise ranking **A**
Rating and Investment Information, Inc. (R&I)
(As of March 31, 2024)



Growth Strategy

IC Package Substrate
P11-12

Ceramic Products
P13

New and Other Business Areas
P14

Opportunities

Development of AI and Digital Technology

Transition to a low-carbon society or decarbonized society

Strengthening of environmental regulations in emerging countries

Growing needs for reducing environmental burdens in manufacturing processes



Contributing to the SDGs in Business Processes

Diversity / Improvement of productivity
P42-45

Compliance / Risk management
P61-62

Energy conservation / Resource circulation
P38-41

Outcomes

FY2027 Performance Targets

Net Sales
650 billion yen*

Operating Income (Operating Income to Net Sales Ratio)
115 billion yen (18%)

* Based on disclosed information as of May 2024

Outputs

Products in Core Business

IC Package Substrate

Ceramic Products for Circulation

New and Other Business Areas

Outcomes

Strengthening the Business Foundation

Reinforcement of Human Resources
Management of Both High Job Satisfaction and High Productivity

Sustainable Utilization of Natural Capital
Low-impact Manufacturing Systems

Outcomes

Value that IBIDEN Offers to Society

Development of Digital Innovation
IBIDEN utilizes its high-function and fine IC package substrates to contribute to the evolution of digital technology.
P31-32

Improve Air Quality (environmental pollution)
IBIDEN utilizes its SiC-DPF and substrate holding mats to contribute to the control of air pollution.
P33-34

Transition to a Decarbonized Society
IBIDEN applies the existing technologies for circulation in a low-carbon society or decarbonized society to contribute to the dissemination of high-insulation materials and renewable energy.
P35-37

» Changes in Business Environment and Medium- to Long-Term Management Strategy

Issues of To The Next Stage 110 Plan

Pillars of our activities and priority implementation items	Issues for the new MTMP
1. Strengthening Competitiveness of Existing Businesses	
Electronics <ul style="list-style-type: none"> Maintain market share in existing fields (mobile, PC) Expand in new fields (IoT, AI, data centers, in-vehicle) 	<ul style="list-style-type: none"> Carrying out construction at Gama Plant and Ono Plant as planned to expand IC package business Expanding market share of high value-added products, mainly for server applications
Ceramics <ul style="list-style-type: none"> Expand exhaust gas business in emerging markets 	<ul style="list-style-type: none"> Production in optimal locations utilizing four bases responsive to changes in the business environment Capturing demand in growing emerging markets (China, India, etc.)
Domestic <ul style="list-style-type: none"> Grow stably by building a unique competitive edge (business model) 	<ul style="list-style-type: none"> Expanding core businesses with a unique competitive edge Continuing implementation of selection and concentration
2. Expanding New Business	
<ul style="list-style-type: none"> Expedite commercialization of development center Open innovation through alliances Foster entrepreneurs through an in-house venture system 	<ul style="list-style-type: none"> Business expansion through stable mass production of new products for electric vehicles Building new businesses in PKG and new areas
3. Development of Human Resource	
<ul style="list-style-type: none"> Implement work style reforms to achieve work-life balance 	<ul style="list-style-type: none"> Implementing balanced human capital management from the perspectives of management and employees (well-being*) Transforming management through digital transformation (DX) in both production and administrative divisions
4. Driving ESG-Central Operation	
<ul style="list-style-type: none"> Corporate governance Environmental management Social contribution Shareholder returns 	<ul style="list-style-type: none"> Establishing a specific roadmap toward net zero greenhouse gas emissions in the 2040s Responding to the higher level of governance Contributing to the SDGs through technologies and business activities

* Work environment that is healthy both physically and mentally and that is socially satisfying

Changes in the Business Environment from Macro Perspective

Changes in the Business Environment

Digital Innovation



Growth of the AI field



International Affairs



CASE



Decrease in Domestic working population



Climate change-Decarbonization



Cyber Risks



Risks and Opportunities Related to Changes in Business Environment and Our Measures Impact on the Company

Risks and Opportunities	Impact on the Company	Expected Duration	Responsive Measures for Specific Impact	
Risks	Digital-related technology innovation	A sudden change to the product mix and competitive environment in response to changing demands of IC Package Substrate for PC, data centers	<div style="display: flex; align-items: center;"> short-term } medium-term </div>	Development of business strategy with a long-term technology roadmap and establishment of resource allocation and production framework that allows us to respond flexibly to a change in made-to-order product mix
	Transition to Electrification of Passenger Vehicle Market	Decrease in demand for ICE (internal combustion engines) mainly due to promoted diffusion of BEV in developed countries	<div style="display: flex; align-items: center;"> medium-term } long-term </div>	Transition to a production and supply structure focused on growth markets in response to the contraction of the diesel passenger vehicle market and EV product development
	Soaring Energy and Raw Material prices	Rising energy and raw material procurement costs due to tighter climate change-related regulations and impact of geopolitical tensions, etc.	<div style="display: flex; align-items: center;"> short-term } long-term </div>	Realization of energy-efficient production processes, consideration of alternative products and technologies, and effective use of in-house-generated renewable energy
	Increasing Intensity and Frequency of Natural Disasters	Suspension of operations at our plants or disruption of supply chains due to increasing intensity and frequency of natural disasters	<div style="display: flex; align-items: center;"> short-term } long-term </div>	Enhancing a framework to immediately implement business continuity and recovery plans from natural disasters
	Geopolitical Risks	Suspension of procurements, shipments or operations due to unexpected changes in systems, laws, regulations, etc., arising from political and social tensions in specific regions	<div style="display: flex; align-items: center;"> short-term } medium-term </div>	Flexible operations to mitigate the impact of unexpected events in specific regions, including a global production structure, alternative shipments by leveraging its network, and multiple purchasing
	Cyber Risks	Occurrence of cyber accidents and attacks (information leaks and system failures) due to diversification and complexity of IT services, tools, and applications	<div style="display: flex; align-items: center;"> short-term } long-term </div>	Enhancing technical and physical information security measures, developing business continuity and recovery mechanisms, and continuing security education
	Decrease in domestic working population	Shortage of human resources due to the declining working population caused by the declining birthrate and aging population in Japan	<div style="display: flex; align-items: center;"> medium-term } long-term </div>	Improving efficiency through the use of digital technologies (via DX), etc., and supporting active participation of diverse human resources which we have been working on
Opportunities	Development of AI and Digital Technology	Increase in demand for fine, cutting-edge, next-generation IC package substrates with high functionality, in which we excel, in line with market expansion in data centers, etc., due to the spread of AI and development of digital technologies and services	<div style="display: flex; align-items: center;"> short-term } long-term </div>	Strengthening large-scale production capacity mainly in the Seino district of Gifu Pref. and efficient production through the use of DX to meet the demand for high-performance, state-of-the-art IC package substrate
	Transition to a low-carbon society or decarbonized society	Growing demand for new technologies at the time of transition to low carbon and decarbonization	<div style="display: flex; align-items: center;"> short-term } long-term </div>	R&D of products that contribute to carbon capture and fixation and enhancing businesses that contribute to use of renewable energies.
	Strengthening of environmental regulations in emerging countries	Increase in demand for ceramic products due to stricter exhaust gas related regulations in large vehicle markets in developing countries	<div style="display: flex; align-items: center;"> short-term } medium-term </div>	Establishment of a global ceramic product supply system in four bases, Japan, Asia (China and Korea), Europe, and North and Central America to meet demand in growing markets

» Changes in Business Environment and Medium- to Long-Term Management Strategy

Medium-Term Management Plan

Progress of the Moving on to our New Stage 115 Plan (MNS 115 Plan)

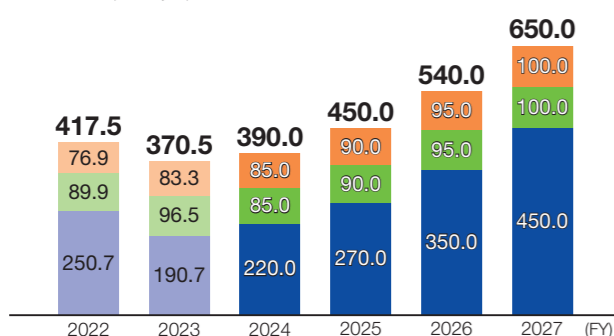
(FY2023-FY2027)

In FY2023, the first year of the medium-term management plan, the recovery of the PC market was more gradual than expected. Despite the continuing harsh market environment, we aim to achieve stable growth over the medium- to long-term by strengthening business competitiveness and commercializing new products under the five main reinforcement activities in the medium-term management plan. We will also promote ESG management, including developing independent human resources essential for growth and addressing to climate change in order to cope with changes in the business environment.

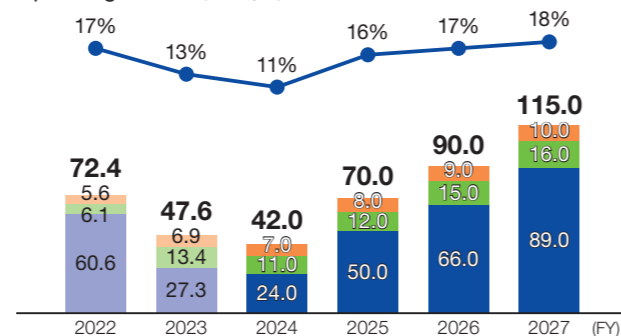
Performance Targets

■ Electronics ■ Ceramics ■ Others

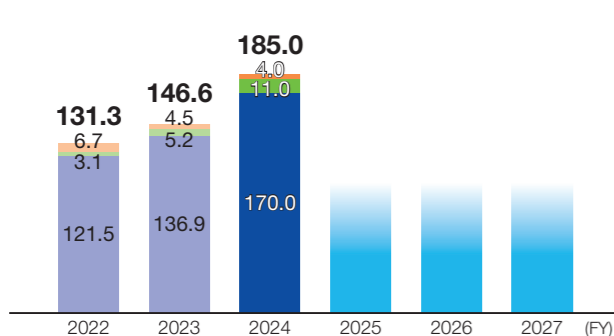
Net Sales (billion yen)



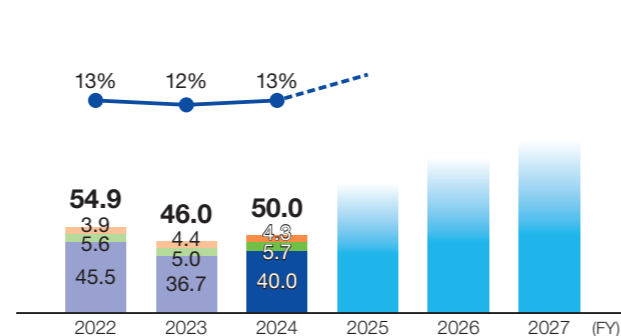
Operating Income (billion yen)



Capital Expenditures (billion yen)



Depreciation (billion yen)



※ Based on disclosed information as of May 2024

Medium-term Non-financial Targets

Indicator	Results for FY2023	Target
Total GHG emissions (Compared to FY2017)	Approx. 56% reduction	30% reduction (FY2030)
Occupational Accident Frequency Rate	0.35	0.10 or less (FY2027)

Indicator	Results for FY2023	Target
Ratio of Female Managers (IBIDEN Co., Ltd.)	2.0%	3% or higher (FY2027)
Training hours per employee (IBIDEN Co., Ltd.)	17.2 hours/year	20.0 hours/year (FY2027)

Five Main Reinforcement Activities and Priority Action Items

- 1** Make Our Business Operations Even More Competitive **Power to Earn**

 - Sustain mindset to take on the challenge of innovation, refusing to accept existing values and business models as the norm
 - Implement a solid business model secured by high product quality that enables us to maintain competitiveness and by contracts
 - Strengthen global management by rolling out a company-wide integrated system
- 2** Commercialize New Products **Power to Grow**

 - Commercialize new products based on market changes, customer needs, and convenience with creative business models
 - Achieve growth on a consolidated group basis through the development of new products and businesses with the participation of affiliates
- 3** Promote the Manufacturing Reform **Power to Maintain**

 - Strengthen on-site capabilities by developing knowledge workers through continuous practice of "improvement and maintenance"
 - Achieve One Factory concept that enables integrated operation of domestic and overseas factories
 - Pass on skills through data-driven approach and mechanism (basic technology) analysis and utilize external knowledge efficiently
- 4** Reform the Corporate Culture **Power to Change**

 - Implement human capital management from the perspectives of management and employees (well-being)
 - Respond to changes with purpose-driven, independent human resources and a flexible organizational structure
- 5** Proceed with ESG Management **Power to Sustainability**

 - Achieve CO₂ emission reduction targets by promoting GX through energy management and environmental management
 - Revitalize and establish activities by linking the SDGs to business
 - Establish an industry-leading governance structure by responding to increasingly challenging external requirements

Basic Activity

Continuous Implementation of Zero Accident Activities	Human Resources Training and Development	Proposal Capability
Zero occupational accidents (safety first) + Zero defects (high quality) + Zero malfunctions (stable mass production)	Professional education + Mindset training (resilience) + Recurrent training + Reskilling training	Intelligence (information strategy and intelligence) + Software (services) + Hardware (product performance)

» Message from the President

We will hone the strengths we have cultivated over the years to boost our competitiveness in these rapidly changing times.



President & CEO

Koji
Kawashima

Upon Assuming the Role of Representative Director

We will continue to build on the strengths cultivated by our predecessors and drive transformation of our corporate culture for further growth

My name is Koji Kawashima, and I assumed the position of President & CEO, Representative Director, in June 2024. I was approached about induction to the President by then-President Takeshi Aoki (now Chairperson of the Board) in December 2023. At the beginning of 2023, we had just committed to large-scale investments in the Electronics Operation, with two new plants, Ono Plant and Gama Plant, under construction simultaneously. As head of the Electronics Operation at the time, I was keenly aware of the critical importance of successfully setting up these two plants. While feeling the weight of responsibility and uncertainty around leading not only the new plant set-ups but the entire IBIDEN Group as President & CEO, I resolved to cast aside any doubts and fully commit myself to the challenge.

I joined IBIDEN right after graduating and have been with the company for over 30 years, with much of that time spent in the Electronics Operation. One of my most memorable experiences was when we secured a contract with the world's largest semiconductor manufacturer for the first mass production of IC package substrates. While taking charge of technical sales in the U.S., I opened an office in Arizona, where the manufacturer's development team was based, and supported the product set-up. We faced numerous challenges, but the entire team worked together to tackle them one by one, and I can still recall the sense of accomplishment when we successfully launched the product after overcoming so many hurdles. At the time, IC package substrates were primarily ceramic, but they faced technical challenges like electrical performance and miniaturization. This contract became the catalyst for the shift from ceramic to plastic, and I was fortunate to witness the whole IC package industry grow dynamically as a result.

Since our founding, IBIDEN has evolved and grown by transforming our core business in various ways. We believe that our fundamental strength lies in our development capabilities to realize the demands of our world-leading clients and the trust relationship with our customers we have built with them over many years through our proven track record. Rather than resting on our laurels, we aim to inherit the culture established by our previous presidents and predecessors while also cultivating a new culture. During the product development process, we will share future roadmaps with our customers and not only work toward realizing these plans but also ensure continued value. And further, under the motto "One Generation Ahead," we will establish a development system capable of anticipating and

responding to state-of-the-art technologies, and promote proposal-based development.

In expanding our existing technologies and product lines, we aim to break away from conventional wisdom in order to swiftly adapt to market changes and become a proactive company that can take initiative in proposing solutions, rather than a reactive one. We will continue to enhance our development capabilities in a proactive way, foster open communication so that issues are immediately reported, and build a company culture where all employees feel free to openly express their views. By further refining these, we make an effort to strengthen our competitiveness in a rapidly changing society.

Reflecting on the First Year of the Medium-Term Management Plan

This past year, we implemented measures such as adjusting the timeline for launching new plant in order to adapt to the changing business environment

In terms of the overall environment surrounding our businesses in FY2023, the global economy was generally on a recovery trend. However, uncertainty and instability persisted due to factors such as the impact of global monetary tightening, the economic slowdown in China, continued geopolitical risks, and rising prices here in Japan.

In the semiconductor and electronic components market, while inventory adjustments associated with the sharp drop in demand in the PC market since the second half of FY2022 have largely been completed, the recovery has been slower than expected, and uncertainty persists. In the server market, while new growth areas, particularly those related to generative AI, have performed well, continued investment restraint by major users and ongoing inventory adjustments in the traditional data center-oriented server market have created a challenging environment for the Electronics Operation as a whole.

The market for exhaust system components in the automotive industry recovered from the effects of the global semiconductor shortage and the supply chain disruption following the COVID-19 outbreak. Still, the growth in global automobile production was slow compared with initial forecasts due to the economic slowdown in China.

Amid these circumstances, we revised our plans for the Electronics Operation, aiming to launch Ono Plant in FY2025 and Gama Plant in FY2026, anticipating medium- to long-term demand growth driven by generative AI and the diversity of customers and applications. This adjustment is part of our efforts to maintain and expand our strong market share in response to the shifts and growth in the semiconductor market. There is no change

» Message from the President

in our view that we will need to increase production capacity for high-performance IC package substrates in the medium term.

In the Ceramics Operation, alongside positive developments such as the recovery of the global automotive market, we are shifting orders toward products for large commercial vehicles and optimizing our production system. Additionally, profitability is improving, partly due to effects to set appropriate prices in agreement with customers to address rising energy and procurement costs. As for graphite products (FGM), demand for products for both Si semiconductors and SiC power semiconductors has remained strong, resulting in increases in both sales and profits for the business as a whole compared to the previous year.

Both the Electronics and Ceramics Operations made progress in adapting to changes in the market environment, but in FY2023, consolidated results showed decreases in revenue and profit compared to the previous fiscal year. Sales were ¥370.5 billion, operating profit was ¥47.5 billion, ordinary profit was ¥51.1 billion, and profit attributable to owners of the parent was ¥31.4 billion.

Key Initiatives in the Medium-Term Management Plan

Parallel set-up of Ono and Gama Plants, and progress toward realizing the One Factory concept

While the results for FY2023 were challenging, our vision for the future remains unchanged. Throughout our long history, we have cultivated the “power to overcome many adversities with all our employees and to make IBIDEN continue to exist” and the “wisdom and vitality that have achieved dramatic growth in recent years.” By keeping the “IBIDEN WAY” in our heart (page 5), which systematizes these values so they can be passed down across generations and nationalities, we remain committed to uniting our collective strength to overcome difficulties and continue striving for sustainable business growth. In our current medium-term management plan, we are targeting net sales of ¥650 billion and operating income of ¥115 billion in FY2027.

The top priority in achieving this goal is the parallel launch of Ono and Gama Plants. Going forward, we will move straight into the launch of Gama Plant following the opening of Ono Plant. We plan to preferentially concentrate our management resources to ensure that our largest-ever investment in anticipation of the increasing demand for IC package substrates will surely lead to the result. I believe that accomplishing this major investment as a valuable opportunity will not only contribute to the Company's development but also to our employees' growth and confidence.

In response to the increasingly challenging business environment and to strengthen our operational foundation, we started the new “One Factory” initiative in FY2024. The concept One Factory aims to unify our operations, management, and mechanisms among production bases in Japan and overseas and build the system to enable stable quality and production by regarding all sites as just like a single factory through leveraging digital technology to consolidate, share, and utilize information from each base. We aim to achieve integrated operations where all sites are connected in real time, allowing for the simultaneous rollout of improvements, methodologies, and new technologies. Under this concept, Ono plant, scheduled to begin operations in FY2025, has been designated as the model site, and we will continue enhancing our production technologies and systems that fully leverage digital technology.

While pushing forward with key initiatives like the parallel launch of Ono and Gama Plants and the One Factory concept, we are also strengthening our collaboration with customers. As semiconductor technology continues to advance, the importance of packaging technology in the back-end process is growing, and more sophisticated technology is being demanded for the IC package substrates we supply. We are sharing future technology roadmaps with our key customers and advancing development in line with them. At the same time, we are participating in a joint development alliance for 3D packaging, led by major semiconductor foundries and the concept of photoelectric fusion integration technology, a next-generation technology. By pursuing such joint development initiatives, we will continue to create new products and technologies on all fronts based on future technological trends, further solidifying our position as a leading provider of IC package substrates while expanding our market share and increasing revenue.

As for the automotive exhaust systems market in the Ceramics Operation, we are currently seeing a rebound following the rapid shift toward electrification in the passenger vehicle market, particularly in developed countries. However, in the long term, the electrification of internal combustion engines remains an irreversible trend. Our strategy for internal combustion engine products is to steadily capture demand for trucks, construction machinery, and other industrial vehicles in emerging markets, where medium-term growth is expected. Aside from automotive, for specialty carbon products, we anticipate growing demand for Si semiconductors and SiC power semiconductors in the high-speed communications and industrial equipment fields. We will establish a production system to meet these demands and work toward expanding the business.

Additionally, to ensure the sustainable, long-term growth of our Ceramics Operation in light of the

progression of automotive electrification, we are pursuing research and development in the NEV (New Energy Vehicle) field. We are also applying the manufacturing technology for high-temperature insulation material we have cultivated over the years to strengthen to expand the sales of batteries safety components for EV. Our new NEV products have already been adopted by several major automakers, and to further expand sales, we are conducting research and development of new products from various angles in terms of battery safety. We aim to achieve net sales of 10 billion yen in the NEV field by FY2027.

In addition, to contribute to the development of a sustainable society and foster further business growth, we are pursuing a collaboration with Gifu University, part of the Tokai National Higher Education and Research System, with whom we have signed a comprehensive partnership agreement on industry-academia collaboration to create new technologies aimed at solving societal issues. Utilizing the core technologies developed through our business activities and Gifu University's educational and research resources, we are conducting research in fields such as Green Transformation (GX), biomaterials, and resource recycling. Our mission values both individuals and the global environment, and we will continue to contribute to a sustainable society by developing carbon-free technologies and other innovations that will contribute to the global environment through our business activities.

Human Resources Development and Manufacturing: the pillars supporting IBIDEN's foundation

We will cultivate self-reliant human resources while preserving the culture IBIDEN has built over the years

In aiming for medium- to long-term growth, it is essential to practice human capital management that supports to enhance our competitiveness. Employees grow, become the source of business competitiveness, and are the key drivers in creating greater value. With recognizing this firmly in mind, we are committed to pursuing *human resources development*. In our medium-term management plan, we have made *reforming the corporate culture* one of the key pillars. We will focus on nurturing self-reliant, purpose-driven human resources who are quick to grasp changes in the market environment. To develop such individuals, we believe that open communication at all levels of the organization, from top to bottom, is crucial, and we are currently working on several ideas to facilitate this. As part of IBIDEN's corporate culture, we have long fostered an environment where employees can openly share their opinions. However, with today's rapidly changing external environment, we feel it's necessary to further enhance openness to enable more agile working. We believe that



» Message from the President



diversity also means employees at all levels, from new hires to managers, feeling safe in expressing their opinions. With that in mind, we will engage in dialogue with employees and propose initiatives to create a culture where they can freely share their thoughts.

One of the key challenges in human resources development is nurturing master-level human resources and passing down specialized skills. As mentioned earlier, we are pursuing initiatives like the One Factory concept that leverage digital technologies. However, the knowledges and experiences of our veteran skilled technicians, who have supported the Company for many years, remain a hugely valued asset for us. In the new plants, we are considering how to involve these veteran technicians, who are familiar with existing equipment issues, in development teams so that their knowledges and experiences can be incorporated into the design of manufacturing processes and the construction of production lines. By utilizing digital technologies and passing on on-site knowledges and experiences to the younger generation, we will cultivate efficient and highly advanced manufacturing capabilities.

The launch of new factories, such as Ono and Gama plants, is one of our most critical projects, and we will invest our resources—human resources, materials, and capital—to the fullest extent. Among these, human resources are the fundamental element. While the successful launch of these new plants is undoubtedly important, I believe that the growth of the employees involved in the launch through its success is just as critical. We aim to create an environment where employees can actively thrive and feel truly glad to have joined this Company through such successful experiences by fostering a cycle where the Company's growth is personally felt and individual growth contributes to the Company.

Driving further growth on the foundation of a strong governance structure

Through agile decision-making and execution, we will respond swiftly to changes in the business environment and address both risks and opportunities effectively

Our mainstay businesses, the Electronics and Ceramics Operations, are facing a rapidly changing business environment where delays in decision-making can lead to a loss of competitiveness. To address this, we have been strengthening our governance structure to enable us to nimbly adapt to environmental changes and speed up decision-making and execution. Examples of this include our transition to a company with an Audit and Supervisory Committee in 2017 and the reduction in the number of executive officers through the discontinuation of the Executive Officer System in 2020. Even with the large-scale investments in the Electronics Operation, we have enacted swift decision-making, such as moving forward with the early launch of Ono plant in view of changes in the business environment, while discussing the necessary risk taking for business growth. Going forward, we will continue to speed up decision-making and execution while aiming to build an improved governance structure that enables the Board of Directors to fully exercise its supervisory function for the Company's sustainable growth.

In this message, I have focused on how we are adapting to changes and strengthening our competitiveness. Charles Darwin is said to have advocated the following theory: "it is not the strongest who survive, nor the most intelligent, but those most adaptable to change." This concept closely aligns with IBIDEN's history. We began with hydroelectric power generation business, turning society's expectations and needs into shapes with technology and creating new businesses one after another by adapting to the changing times. In this way, we have continued our business for over 110 years. As we look toward a new era, we are keenly aware that survival depends on our ability to adapt to environmental changes and will continue our business activity while incorporating fresh winds into the good culture established by our predecessors. We ask for unwavering support from our stakeholders for the Company going forward.

Financial Strategy

Financial Base

The group, under the medium-term management plan "Moving on to the New Stage 115 Plan," we have set goals to maintain a solid financial base and are working to achieve sustainable growth and generate stable profit toward the next 100 years. Our mainstay Electronics Operation, serving as a driving force behind our earnings, is in an industry with large market fluctuations. To respond to such volatility, we need to build a solid financial base demonstrated by a high equity ratio.

While the equity ratio currently stays below 50% primarily due to an increase in borrowings for prior

investments, we assume that the ratio will recover to 60% or higher over the medium term by improving earning power through investments and steadily reducing interest-bearing debt. In addition, we aim to achieve ROE of at least 10% as a metric indicating that we generate profits commensurate with the cost of capital. With these plans for expanding our revenue base, we aim to stably maintain a single A rating from Rating and Investment Information, Inc. (R&I), or even seek to obtain a higher rating, to allow for more flexible fund procurement.

Target Financial Ratios



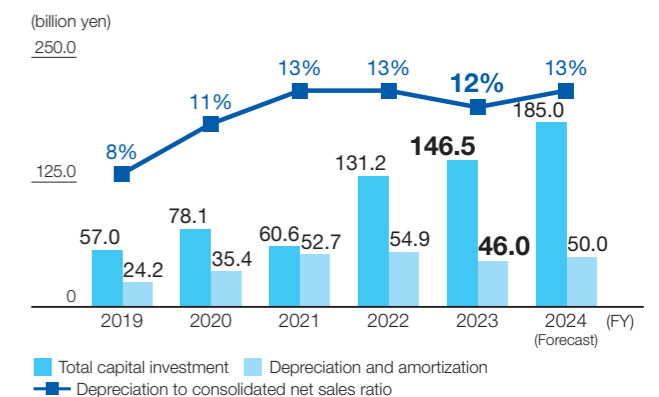
Growth Investments

The Group has grown by adapting technologies derived from core technologies to meet the needs of customers and society and by making aggressive capital investments in growing markets.

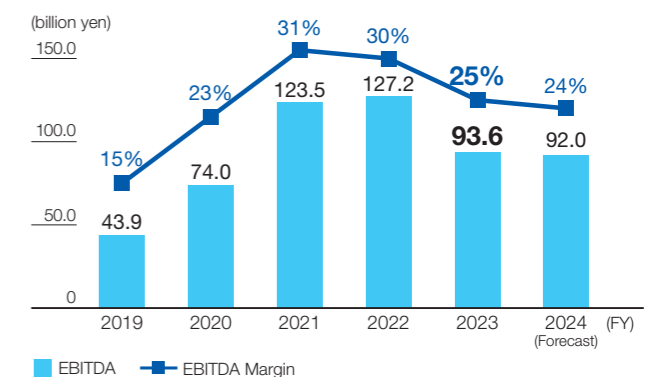
In response to the significant changes in the semiconductor market during the previous fiscal year, we reviewed our business plan, including the timing of the launch of new factories. We will continue to aim to expand shareholder value by growing our group's business and improving profitability. Specifically, we will proceed with the construction of new factories at Ono Plant and Gama Plant to increase production capacity for IC package substrates, as medium- to long-term demand for such substrates is expected to grow.

The burden of depreciation associated with capital investment is expected to increase. However, we aim to minimize the risk of investment recovery and achieve ROE that exceeds our cost of capital by increasing the proportion of high-value-added products, mainly for state-of-the-art, high-performance servers, including generative AI.

Total Capital Investment/Depreciation and Amortization



EBITDA/EBITDA Margin



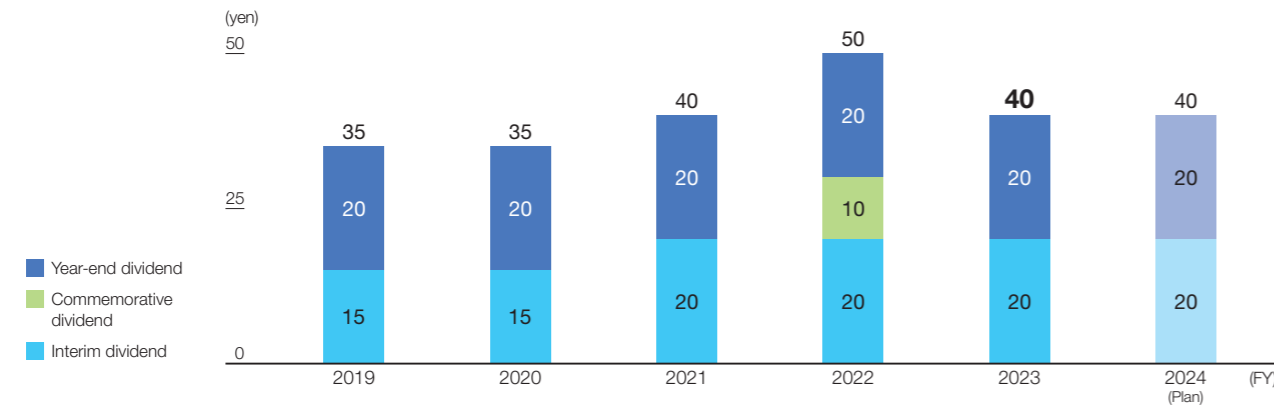
» Financial Strategy

Shareholder Returns

In implementing shareholder returns, we comprehensively consider the balance between capital investment and long-term, stable payment of dividends. Nevertheless, our approach to capital allocation for the time being is to prioritize capital investment for IC package substrates in

preparation for business expansion. The annual dividend per share for FY2023 was ¥40, equivalent to FY2022, except for the commemorative interim dividend of ¥10 per share paid in the FY2022 to celebrate the 110th anniversary of the Company's founding.

Dividends Per Share



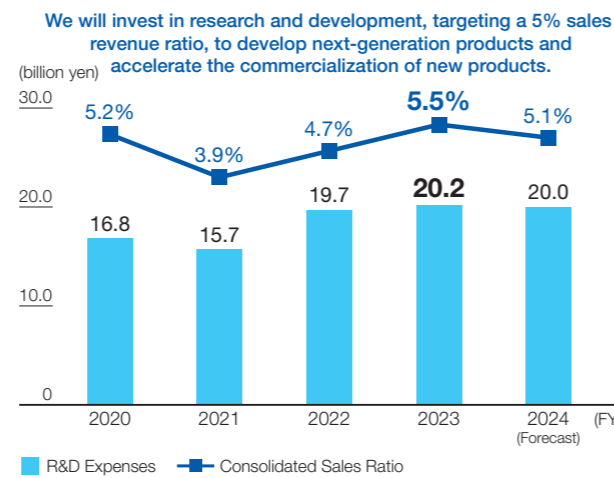
R&D Activities

The Group's R&D activities are widely conducted by the Company's R&D sections and production technology sections as core functions, as well as technology sections of each Operation and subsidiaries and associates.

The R&D sections have built a business development system incorporating multiple functions to quickly identify customers' future needs and social issues and link them to commercialization. In addition to deepening the existing core technologies, they also explore business opportunities in new technology areas.

The production technology sections consistently engage in providing support for further improving productivity and quality by leveraging DX, and developing new construction methods and facilities.

Total R&D Expenses



R&D by Major Segment (FY2023)

Segment	R&D expenses (billion yen)	Status of Activities
Electronics	17.0	We engage in product design and development of elemental technologies and process technologies to expand our business into evolving markets, as well as high-density, high-performance IC package substrates to meet the demand for high-speed transmission and low loss.
Ceramics	3.0	We develop components that contribute to improved safety of new energy vehicles (NEV), those required for semiconductor-related applications, and those designed for high-performance exhaust systems still in demand.

» Approach to ESG-central Operation and Implementation Framework

Promoting ESG-central Operation

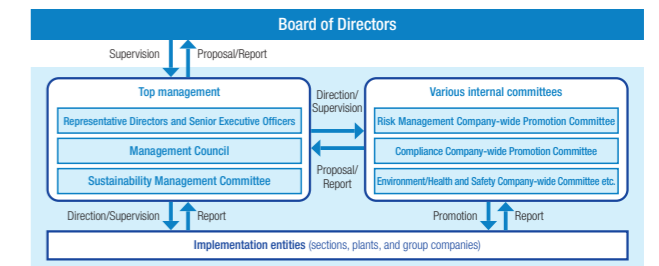
By fulfilling our corporate social responsibility, we aim to contribute to the development of society as well as the enduring existence of our Group. Based on the Corporate Philosophy and Group Charter of Behavior, the Group has built a foundation for meeting its Corporate Social Responsibility as part of its CSR management. Lately, we have conducted relevant activities as part of our ESG

management, being highly rated by external evaluation for our performance of the activities from the perspective of ESG (environment, society and governance). In the future, we will offer solutions to social problems with our technologies to achieve a sustainable society, which the international community jointly aims to realize, through our businesses and operational activities.

Governance Structure for Sustainability

The Sustainability Management Committee consisted mainly of the management, discusses and decides on important matters among sustainability-related risks and opportunities surrounding the Company.

Implementing measures against the sustainability issues is delegated from the management to the implementation entities through various internal committees. The Management Council and other executive meeting bodies deliberate the measures, and major issues are proposed or reported to the Board of Directors.



Risk Management for Sustainability

The company-wide risk management process, centered around the Company-wide Risk Management Promotion Committee chaired by the Representative Director and President, analyzes significant risk events identified and various risks affecting operational organizations, and promotes responses to these risk events.

The major risks and opportunities related to sustainability, such as climate change and human capital, are identified and assessed by the sections responsible for relevant risk categories at the meeting bodies, and then the response policy is deliberated and determined.

Key issues and SDGs addressed by the IBIDEN Group

The IBIDEN Group recognizes the important issues it must contribute to through its business change and mid-term management plan to realize a sustainable society as stated in our Corporate Philosophy. Also, from the perspective of the importance for external stakeholders,

such as the expectations and demands that customers, investors, and markets have, we will make contribution by taking on challenges through technology and business activities and strengthening our fundamental activities.

Contribution through Technologies and Business Activities

Development of Digital Innovation

9 INNOVATIVE ENVIRONMENT FOR PRODUCTION: Contribution to ICT technology through highly functional and reliable IC package substrates and graphite products for semiconductor manufacturing equipment

Improve Air Quality (environmental pollution)

11 SUSTAINABLE CITY AND COMMUNITIES: Cleaning exhaust gasses by supplying SIC-DPF and substrate holding mats for catalysts

Transition to a Decarbonized Society

13 CLIMATE ACTION, 7 AFFORDABLE AND CLEAN ENERGY: Supply of clean energy, Advanced ceramics products, Forest conservation, Enhanced disaster prevention, etc.

New Challenges to Resolve Social Issues

13 CLIMATE ACTION: Contribution to decarbonization via the development of IC package substrates with low-power consumption and mass-production of batteries safety materials for EV

2 ZERO HUNGER, LEAFENERGY: Support healthy plant growth for sustainable agriculture

Contribution by Enhancing Basic Activities

Activate Human Resources and Corporate Culture

5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH: Promotion of diversity (female advancement, etc.), Realizing both rewarding work for employees and high productivity, Safe and secure working environment

Reduce Environmental Impact in a Product Lifecycle

12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION: Emission control of greenhouse gases, Reduction in water usage and thorough control over wastewater, Control of wastes and chemicals

※The group's technology and business activities contribute to a wide range of SDGs beyond those listed here.

Growth Strategies for Operations

Electronics



President of Electronics Operation
Hisashi Kato

Contributing to Society through Our Businesses

The evolution and penetration of information technology is essential to enriching people's lives. Information and our daily lives are becoming more closely interconnected, and access to information communication technology (ICTs) are gaining more importance around the world.

By creating highly functional and highly reliable IC package substrates, IBIDEN's Electronics Operation supports advanced information and communication technologies such as generative AI and data centers, and contributes to the advancement of digital innovation around the world.

Societal Issues	Initiatives by the Company (Output)	Provided Societal Value (Outcome)
Development of Digital Innovations 	<ul style="list-style-type: none"> Technology development of IC package substrates that realize advanced information and communication technology such as generative AI Improving the performance and quality of semiconductor manufacturer through the supply of highly functional and reliable IC package substrates 	Contribution to the spread of cutting-edge semiconductors as a key player in the supply chain
Realizing Carbon Neutrality 	<ul style="list-style-type: none"> Establishment of development and mass production technology for IC package substrates with refined wiring and multilayering to minimize transmission loss 	Reduction of power consumption in data centers that handle vast amounts of data (making servers more energy efficient)

Business Environment

Our Strengths

Technologies

IC package substrates featuring high-functionality and high-reliability which are realized by multilayering, refined wiring through the multi-year experience

Trusted Relationship with Customers

Sharing the future roadmap with the world's leading customers

Manufacturing Structure to Meet Strong Demand

Aggressive investment on an unprecedented scale to increase high-quality, high-efficiency production capacity through the introduction of cutting-edge equipment

Risks and Opportunities

Risks and Opportunities		Impact on the Company
Risks 	Digital-related technology innovation	A sudden change to the product mix and competitive environment in response to changing demands of IC Package Substrate for PC, data centers
	Decrease in domestic working population	Shortage of human resources due to the declining working population caused by the declining birthrate and aging population in Japan
Opportunities 	Development of AI and Digital Technology	Increase in demand for fine, cutting-edge, next-generation IC package substrates with high functionality, in which we excel, in line with market expansion in data centers, etc., due to the spread of AI and development of digital technologies and services

Market Trends

PC Market

Inventory adjustments in the PC market following the sharp slowdown in demand from the second half of FY2022 have run their course. From the second half of FY2024 onwards, replacement demand is expected to increase when support for major operating system ends.

Data Center Market

Demand continues to expand in new growth fields centered on generative AI. The market for general-purpose servers for existing data centers has bottomed out and is recovering gradually.

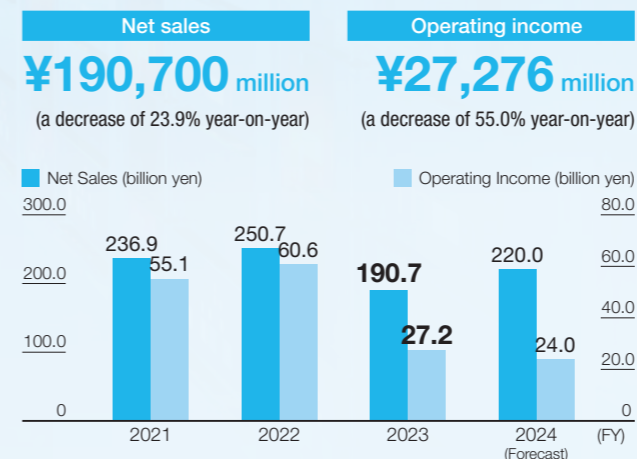
Growth Strategy

In the market of the Electronics Operation, demand for servers for generative AI is steady, while demand for PCs and general-purpose servers is still in a difficult situation. However, from the second half of FY2024, demand for high-performance IC package substrates overall, including those for general-purpose servers, is expected to recover due to further growth in the AI field and a recovery in investment in hyperscalers.

In light of this situation, we will proceed with the construction of Ono Plant as planned. In addition, towards

regrowth after market recovery, we will strengthen our on-site capabilities by enhancing our global quality capabilities and fostering skilled human resources based on the One Factory concept, which aims to achieve high-efficiency, high-quality manufacturing using digital technology. We will also keep up with changes in the competitive environment by strengthening collaboration between industry, academia, and government in Japan and building a robust development and production system.

Results for FY2023



IC Package Substrates (PKG) Operation

Orders received for servers for generative AI were generally strong, despite some impact from supply constraints in the semiconductor supply chain. On the other hand, both net sales and operating income for mainstay PCs and general-purpose servers decreased from the previous fiscal year due to factors such as a decrease in sales accompanying a decline in demand and the price-reduction pressure from the intensification of the competitive environment.

TOPICS

Contribution to Technological Innovation through Partnership with TSMC

We are jointly developing automated wiring technology for IC package substrates with TSMC.

At the TSMC 2023 Japan OIP Ecosystem Forum held in October 2023, Koji Kawashima, then President of Electronics Operation (currently President & CEO), took the stage and introduced the target of improving the productivity of IC package substrates required for advanced semiconductors by 10 times compared to conventional levels with the use of the OIP ecosystem^{※1} and 3Dblox^{※2}, etc.

Going forward, while making proposals that meet the needs of our customers, we will strengthen to collaborate with them and work to expand our business further and contribute to technological innovation in the semiconductor manufacturing process.



※1 A framework for open innovation in semiconductor manufacturing led by TSMC

※2 A standard that enables the mutual use of tools and materials in 3D implementation process

Growth Strategies for Operations

Ceramics



President of Ceramics Operation
Koji Kunieda

Contributing to Society through Our Businesses

We will contribute to creating towns where people can continue to live for generations by providing ceramic products that minimize the negative effect that our lives and activities have on the environment. Many countries are introducing tighter environmental regulations including for reduction of air pollution to create a cleaner environment across the world, and the entire industrial sector is being called upon to contribute. IBIDEN's Ceramics Operation contributes to the improvement of air quality across the world through provision of diesel particulate filters (DPF) that purify exhaust gas and substrate holding mats (AFP).

Graphite Specialty (FGM), used in a wide range of semiconductor manufacturing, supports the stable supply of semiconductor products and contributes to the development of communication technology and the realization of digital innovations that enrich society.

Societal Issues	Initiatives by the Company (Output)	Provided Societal Value (Outcome)
Air Pollution Reduction 	<ul style="list-style-type: none"> Expanding sales of DPF products that purify exhaust gas from industrial vehicles (trucks and construction machinery) in China and emerging countries 	Control of air pollution caused by exhaust emissions in emerging countries
Realizing Digital Innovations 	<ul style="list-style-type: none"> Mass-producing and supplying graphite products, a non-oxidizing, high-heat-resistant material that is widely used in the semiconductor (single crystal) manufacturing process 	Contribution to the stable supply of semiconductor products

Business Environment

Our Strengths

Technologies

Unique ceramics technologies driven by high-temperature sintering technology

Trusted relationship with customers

Sales capabilities to identify and understand top-tier customer needs, development capabilities to address those needs, and manufacturing capabilities to realize them

Global manufacturing system

Developing the Supply system through bases in Japan, Asia (China, South Korea), Europe, and North and Central America.

Risks and Opportunities

Risks and Opportunities	Impact on the Company
Risks <ul style="list-style-type: none"> Electrification of Passenger Vehicle Market Changes in the raw materials procurement environment 	<ul style="list-style-type: none"> Decrease in demand for internal combustion engines (ICE) in developed countries due to the promoted diffusion of battery electric vehicles (BEV), etc. Changes in the supply chain, such as the withdrawal of businesses due to the impact of strengthened regulations and geopolitical tensions
Opportunities <ul style="list-style-type: none"> Strengthening of Environmental Regulations in Emerging Countries 	<ul style="list-style-type: none"> Increase in demand for ceramic products due to stricter exhaust gas-related regulations in large vehicle markets in developing countries

Market Trends

Vehicle Market

There has been a backlash from the rapid electrification of the passenger vehicle market, mainly in developed countries, and we are maintaining a certain share in the market of vehicles with internal combustion engines in the medium term.

Power Semiconductor Market

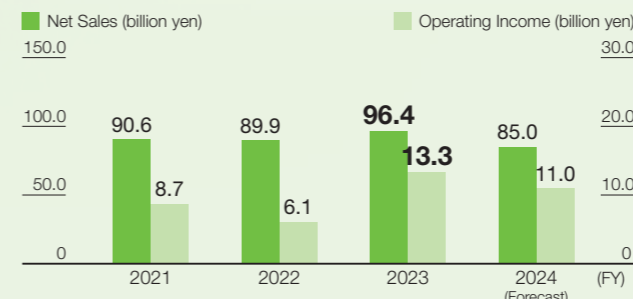
Demand for Si semiconductors and SiC power semiconductors is expanding not only in the automotive field, where electrification is progressing, but also in high-speed communications and industrial equipment fields.

Growth Strategy

As for the market of the DPF and AFP Operations, although it is expected that a backlash from the rapid electrification of the passenger vehicle market mainly in developed countries will continue for the time being, we foresee a decrease in demand for products for internal combustion engines in the medium- to long-term. In response to this demand shift, we will work to capture the demand for industrial vehicles (trucks, construction machinery, etc.) in the growing emerging markets

(China, India, etc.) while also strengthening our efforts to expand sales of batteries safety materials for EV by keeping a close eye on the progress of electrification in the passenger vehicle market. In the FGM Operation, we will expand the business by making proactive capital investments to meet the medium- to long-term growth in demand for semiconductors including SiC power semiconductors.

Results for FY2023



shift in orders received to products for large commercial vehicles and the optimization including the consolidation of the production system and the effect of passing on the increased costs centered on energy costs to sales prices based on customer agreements.

Substrate Holding Mats (AFP)

Both net sales and operating income increased from the previous fiscal year. This increase was attributable to the global recovery in the vehicle market, partly thanks to the elimination of semiconductor shortages, despite being affected to some extent by the slowdown in the Chinese economy.

Fine Graphite Material (FGM)

Both net sales and operating income increased from the previous fiscal year thanks to strong sales of products for SiC power semiconductors in addition to steady sales of products for Si semiconductors.

Diesel Particulate Filters (DPF)

Both net sales and operating income increased from the previous fiscal year. This increase was mainly due to the

TOPICS

Strengthening Customer Partnerships Leads to Business Expansion and Award Recognition

The Ceramics Operation is striving to develop partnerships with customers to create value together. Our group company IBIDEN Electronics (Shanghai) Co., Ltd. (ISH) has won the Best Value Creation and Best Quality awards at the 2024 Best Supplier Awards hosted by Forvia China. ISH was regarded as having gained the trust of its customers for its flexible response to customer requests and sever changes in the market, as well as its commitment to quality improvement.

In addition, the FGM Operation received a letter of appreciation for its significant contribution to customer value including the quality and stable supply of the silicon wafers, main product of Shin-Etsu Handotai Co., Ltd. The FGM Operation was appreciated for its 100% on-time delivery rate, long-term record of zero quality complaints, and sincere efforts to meet its customers' technical requirements.

We will continue to take on new challenges to realize the future vision that our customers and society aim for.

Growth Strategies for Operations

R&D



President of R&D Operation
Keiji Yamada

Contributing to Society through Our Businesses

Social environment is exposed to rapid changes brought about, for example, by the advancement in digital technology and the increase in the global demand for decarbonization. Accordingly, issues affecting the whole society has become more evident, including those set out in SDGs. IBIDEN will contribute to the advancement of society by leveraging our innovative technology to promptly commercialize products that solve these emerging challenges.

Driven by our corporate DNA of “we provide customer delight through creating what will be needed by the society in the future based on our cultivated core technologies.” We have accumulated knowledge, research, and data as the source of competitiveness for our long history. We will quickly achieve successful commercialization through efficient development by fully utilizing information we have accumulated and digital technologies and through covering missing parts with stronger collaboration with industry, academia and government.

Challenges in New Business Fields

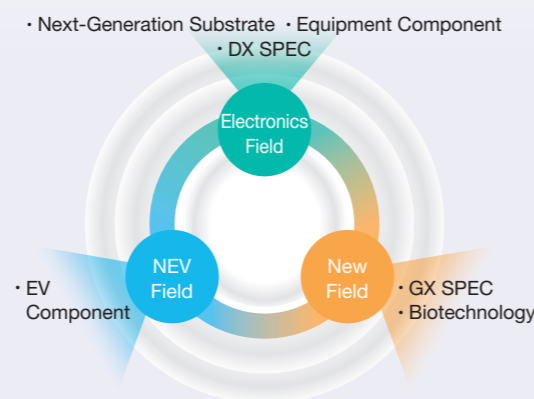
Our R&D is aimed at contributing to SDGs by helping resolve social issues as required by the society.

In the electronics field, where the technology is key to supporting progress of digital innovation such as AI, we are developing next-generation IC package substrates and new packaging technology further ahead of the next-generation substrates.

In the Ceramics Operation, in addition to developing next-generation materials (such as SiC) that contribute to the semiconductor field, which is essential for DX, we are promoting product development such as batteries safety materials for EV, and business expansion in the NEV field which aims to achieve a decarbonized society.

Furthermore, we are developing and commercializing products that contribute to solving social issues in new fields such as carbon recycling based on the green transformation (GX) technology to respond to climate change, and bio-business that contributes to environment conservation and food crisis.

We will continue contributing to building infrastructure for industry and technological innovation by constantly evolving our own technologies.



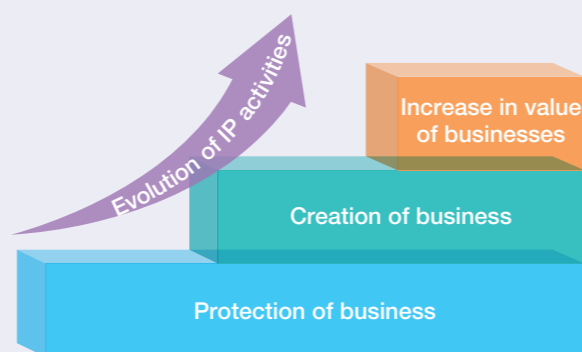
Intellectual Property Strategy

As a technology development-oriented company that has created new value from its core technologies cultivated over its long history, we consider the intellectual property strategy to be crucial to ensure our technological competitive advantage.

The basic strategy focuses on protection of our business. We will promote acquisition of IP rights on our core technologies to maintain our products' competitiveness by building a network of patents for our business and products, while avoiding infringement of our competitors' patents. Specifically, we aim to build a higher barrier to entry and a more competitive advantage of our business, particularly by increasing applications of important patents on our differentiated technologies.

At the same time, we will analyze and utilize patent information to provide information useful for formulating business and R&D policies and making relevant decisions, which may lead to creating businesses. Furthermore, we

will perform value analysis of our patents and products, whereby we will ensure highly profitable IP rights leading to competitive advantage of our business. In this way, we will evolve our IP activities so that they can contribute to enhancing the value of businesses.



System to Bridge R&D and Commercialization

Driven by our corporate DNA of “creating what will be needed by the society in the future based on our cultivated core technologies, we engage in development activities by identifying the global market and social needs and working closely in partnership with our customers.

The strengths of our R&D practice lie in that we always set commercialization of products as a goal and that our knowledge, experience, and research data we have obtained over the years are accumulated in a way readily available to fulfill the purpose. From these accumulations, we will accelerate development through the use of digital technology and collaboration with industry, academia, and government, as well as utilizing our extensive in-house evaluation system to quickly achieve successful commercialization leading to mass production. In FY2024, the NEV Unit under the R&D Operation will introduce mass-production lines for new products and start shipping the mass-produced products. In new fields, we will accelerate the expansion of domestic sales of the plant activator LEAFENERGY®, while also promoting its overseas development.

To develop human resources engaged in R&D, we actively support the acquisition of qualifications and encourage exchange of knowledge and insight with external organizations and academic institutions. In

addition, we are working to develop a culture that allows developers to pursue self-chosen challenges and enhance motivation by setting aside time for developers to allow themselves to think outside the box on their own initiative. In terms of manufacturing, we support the development and launch of new products with a short lead time by utilizing simulation technology and MI* technology. We are also aiming to realize the One Factory concept, which leverages digital technology to enable to share information of manufacturing sites anywhere in the world.

※ Materials Informatics



TOPICS

1 Starting Mass Production of Batteries Safety Materials for EV

To respond to the rising global demand for technologies that contribute to low-carbon and decarbonization, the passenger vehicle market is shifting significantly toward electrification.

The NEV Unit, newly established in 2023, started mass production of batteries safety materials for EV, which we have developed by leveraging the technologies we have cultivated in the ceramic field. The NEV Unit is aiming to achieve annual sales of ¥10 billion in in FY2027 by capturing the growing domestic and overseas demand for batteries safety materials for EV.

We will continue to work together as a whole company to expand sales to customers and develop

next-generation products, pursuing further business expansion.



2 Industry–Academia Collaboration Agreement with Gifu University

In March 2024, we concluded a comprehensive partnership agreement on industry–academia collaboration with Gifu University.

The aim of this agreement is to contribute to the sustainable development of local communities by creating new technologies that contribute to solving social issues through integrating the educational and research resources of Gifu University and the technologies developed through our business activities. At the signing ceremony, then-President Takeshi Aoki (currently Chairman) said, “We want to create innovations to solve societal issues with Gifu

University and expand the industry–academia network that supports this initiative.”

Looking ahead, we will work with Gifu University to create innovation, contribute to the development of a sustainable society, and help to train the human resources who will support future industries.



Growth Strategies for Operations

Others

Ratio of net sales by operation
22.5%

Contributing to Society through Our Businesses

Construction	Our own and innovative technology, which is a fusion of slope facing technology and landscaping, contributes to create better symbiosis between human beings and the natural environment.	11 SUSTAINABLE CRISIS AND COMPLIANCE	13 CLIMATE ACTION
Housing Materials	To realize a safer and more secure living space, we contribute by providing high-performance products including antiviral coating material centered on melamine decorative laminates.	3 GOOD HEALTH AND WELL-BEING	11 SUSTAINABLE CRISIS AND COMPLIANCE
Others	Contributing in a variety of fields, including environmental engineering technology and medical software packages, with a view to a new society.	3 GOOD HEALTH AND WELL-BEING	12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Growth Strategy

We will ensure that the Other Operations will grow as the third pillar of revenue following the Electronics and Ceramics Operations by expanding business with products featuring each domestic company's unique competitive edge, as well as by enjoying stable earnings from the electric power business.

Results for FY2023

Construction

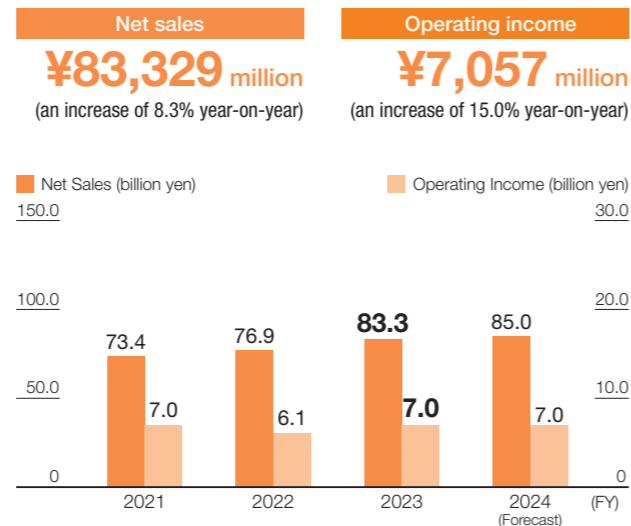
Both net sales and operating income increased from the previous fiscal year due to favorable orders received for construction work on power substation and power generators as well as the smooth progress of construction work.

Housing Materials

Both net sales and operating income increased from the previous fiscal year due to the effect of strengthening the housing materials business despite the impact of a decline in housing starts.

Other Operations

In the landscaping business, net sales increased from the previous fiscal year due to the steady progress of construction on large-scale projects. In addition, overall net sales and operating income increased from the previous fiscal year due to factors such as the sales expansion of new products in the food processing business and a recovery in orders received in the automotive field in the synthetic resin processing business.



TOPICS

Successfully Developed Sustainable Interior Materials

Our group company, IBIKEN Co., Ltd. has launched the IBIKEN Sustaina-Lab project, which up-cycles waste wood scraps and transforms them into interior materials.

Applying the technology used to manufacture melamine boards, we have developed UP-BORN LEATHER, a recycled leather made from offcuts from the production process of leather goods. We also developed PIECE WOOD, a wall paneling made from off-spec pieces of wood that are left over from the production process of high-grade veneer and furniture.

We will continue to develop new materials using offcuts and expand their sales, providing new options for creating spaces where design and sustainability harmonize.



▲ Sustaina-Lab website

Please visit the website at: <https://www.ibiboard.jp/product/sustainalab/> (Japanese only)

Harmony with Nature

We conduct the environmental load reduction activity with all concerned people under IBIDEN way. By doing so, we strive to solve environmental challenges through our business operation and, in our capacity as a company, aggressively promote improvements in the environment for the next generation, with the ultimate goal of creating harmony with the global environment and building an enriched society.



Visit our website for details of environmental data including greenhouse gas emissions (Scope 1, 2, and 3).
<https://www.ibiden.com/esg/data/environment/>



Response to Climate Change

Structure in Response to Climate Change (Governance)

The risks and opportunities of climate change surrounding us and the proposed countermeasures are discussed at the Company-wide Environment and OHS Committee. Subsequently, the president of each operation is responsible for the implementation in the Company.

The director in charge of GX promotion regularly reports how the entire company plans to respond to climate change and how these plans are executed to the Board of Directors, which supervises the matter. To turn the policy into the activities in which all employees participate, the environment committee established at each plant discusses and decides on its own activities.

Risk Management

In the company-wide risk management process, we analyze a wide variety of risks surrounding management and addresses items that will seriously impact our business. The company-wide Risk Management Committee chaired by the President & CEO is held annually to confirm material risks and decide how to respond to them including how to avoid them or how to mitigate impacts in case they occur.

The risks related to climate change are also regarded as major risks. These risks and opportunities are recognized by sections responsible for each risk category, followed by the confirmation and assessment in the appropriate meeting such as the Environment Committee and each department meeting as necessary, and then the response policy is discussed and determined.

Metrics and Targets

We set the FY2030 target for the reduction of GHG emissions to achieve our Environmental Vision 2050.

Target for Carbon Neutrality

To achieve net zero GHG emissions at the earliest possible stage by 2040's.

Milestone Targets for FY2030

To reduce total emissions by 30% and carbon intensity by 50% or more compared to FY2017.

Note: We revised the target set in FY2020.



Roadmap toward Target for Carbon Neutrality

	2020s	2030s	2040s
Actions to Reduce Emissions (facility improvement and technological innovation)	Introduction of high energy efficient production facilities		
	Introduction of production technologies that reduce GHG emissions		
	Optimization of production efficiency and energy use efficiency through DX		
Energy Transformation	Considering use of new energy (fuel)	Introduction of new energy (fuel)	
	Procurement of renewable energy electricity (overseas)	Procurement of renewable energy electricity (in Japan)	
		Use of in-house power generation with renewable energy	
Others (technology development)	Development of technologies that promote carbon capture		(Creation of GHG emission credits with capture technologies [offsetting])

» Harmony with Nature

Climate Scenario Analysis

With the impact of climate change, such as the fluctuation of markets and severe disasters becoming more apparent, we conduct scenario analysis to assess and analyze the impact of climate risks and opportunities on our business.

Reference Scenario and the Circumstances Affecting Our Business (excerpt)

- (1) The transition risks where markets and regulations change as measures progress to keep temperature changes below 2°C (or 1.5°C).
- (2) The physical risks where the countermeasures for climate change are not aggressively taken, global temperature increases by 4°C, and the impact of climate change materializes significantly.

For the transition risks, we refer to the assumed scenarios from various reports issued by International Energy Agency (IEA), while for the physical risks, the IPCC's Representative Concentration pathway (RCP) Scenarios concerning the climate change.

Transition Risks (2°C scenario)	Opportunities	<ul style="list-style-type: none"> Emergence and growth of new markets (new energy vehicles [NEV]), high energy efficient electronic devices) Increase value of renewable energy
	Risks	<ul style="list-style-type: none"> Rapid shrink of certain market (internal combustion engine) Rise in the cost of energy and material procurement (carbon taxes, emission credits trades, soaring demand for rare metals)
Physical Risks (4°C scenario)	Risks	<ul style="list-style-type: none"> Intensification of weather disasters (increasing frequency of typhoons, river and coastal flooding, extreme hot weather, heat waves) Decrease in available water resources (water scarcity and water quality changes)

Major Risks and Opportunities of Climate Changes on Business Operation

	Major Potential Impacts	Response Policies
Risks	Fuel efficiency regulations and emission reduction policies in various countries will accelerate electrification in the passenger vehicle market, while dwindle the diesel market where an internal combustion engine is mainly used, reducing demand for products for passenger vehicles.	Demand for ceramic products has shifted from passenger vehicles to large commercial vehicles. Stricter emission control will propel the demand for ceramics from large vehicle market.
	Introduction of carbon taxes on fossil fuel and emission credits trade will raise the cost of purchased electricity and fuel. If the current level of energy consumption continued, the estimated impact would be approx. 3,500–4,500 million yen*.	In preparation for the introduction of future taxation and emission credits trade, the Group sets our emission reduction target globally, controlling emission from each plant.
	It is expected that extreme weather events occur more frequently and disasters cause more severe damage. Especially, increased flood risk at production sites in Southeast Asia is estimated to multiply the damage.	The Group lays out a business continuity and recovery plan in the event of natural disaster, and prepares for the facility damage in anticipation of flooding.
Opportunities	Tighter emission control in various countries propels demand for the technologies and products serving for decarbonization in the market. Among our related businesses, demand for the products that enable power-saving servers and electrification of passenger vehicles will also grow.	The Group makes a further capital expenditure for production increase of IC package substrates catering for high-function servers. We also apply the cultivated core technologies to launch new products such as those for electric vehicles.
	The Group has three hydroelectric power generation, with an aggregate capacity of 27,900 kW. While demand for carbon-free renewable energy rises amid tighter emission control policies, the Group is able to procure renewable energy steadily from the off-grid power plant.	To maintain high power generation capacity on an ongoing basis, the Group does maintenance of the hydroelectric facilities, and conducts periodical upgrade of the equipment.

* Calculated from the assumed prices of the carbon tax and electricity levy if the current decarbonization policy were to be implemented, based on the current GHG emissions from fuel consumption (ca. 150–180 thousand tons) and purchased electricity consumption (approx. 700–1,000 GWh).

Harmony with Nature Our Recognition of SDGs Issues



- We will contribute to the supply of renewable energy including hydroelectric power generation, which is the origin of our business and solar power generation.
- We will reduce environmental loads from the whole supply chain by properly managing the harmful chemical substances.
- We will reduce the environmental effect within our operational process. (reduction in water usage and waste)
- We will contribute to the reduction of greenhouse gas emissions through our products and business.

Use of Clean Energy

Blessings from Our Ancestors with Hydroelectric Power Generation

Hydraulic power generation is clean energy without greenhouse gas emissions. IBIDEN has owned and operated hydraulic power generation plants since our foundation, and currently operates three facilities, Higashi yokoyama Power Plant, Hirose Power Plant, and Kawakami Power Plant, located at the upstream section

of Ibigawa River in Gifu Prefecture (27.90MW in total). We will strive to maintain and increase power output by systematically implementing repair work, including Water supply tunnels* renovation and upgrading generators to the latest models. Moreover, we install solar power generation.

* Water supply tunnels: Tunnels for providing water to power plants



Higashi-Yokoyama Power Plant



Hirose Power Plant



Kawakami Power Plant

Contribution to Expansion of the Renewable Energy Market by the Power Generation Business

IBIDEN ENGINEERING CO., LTD., one of the Group companies, engages in the energy solution business. It has a track record in many power generation projects ranging from equipment for hydroelectric power plants and power substations to systems for solar power generation plants and small hydroelectric power plants, through an integrated approach, in which its business includes design proposal, construction and maintenance. We will continue to promote business solutions for energy problems within and beyond the Group.



Water floating solar power generation plant (Kinuura Plant)

Low Carbon Energy by In-house Power Generation

IBIDEN employs a highly energy efficient in-house power generation gas engine cogeneration system that generates electricity and steam. We aim to establish a system whereby each plant is connected to our own power grid so that privately generated electricity and waste heat recovery can be optimally utilized in accordance with demand between each plant.



Cogeneration system (Ogaki Central Plant)

» Harmony with Nature

Visit our website for details of environmental data including water intake and waste generation.
<https://www.ibiden.com/esg/data/environment/>



Blessing of Water

A large amount of water resources is used in the manufacturing process of electronic products, particularly for cleansing. Ogaki City in Gifu Prefecture, where our domestic production bases are concentrated, is rich in underground water thanks to the Ibigawa River system. However, water shortages are a serious problem in the world today. We assess the water risks at each plant in reference to the database, such as the Aqueduct released by the World Resources Institute (WRI).

Although we do not have any plants with high water risk, we are making group-wide efforts to conserve water. We have set a target to reduce the basic unit of water withdrawal per net sales by 5% compared to FY2022 in our medium-term management plan and are making steady progress in our activities to achieve the target.
 ※ Tools for assessing the water risks

Chemical Control

A variety of chemical substances are used in the manufacturing process in the Group. They may cause environmental pollution or pose health hazards to humans. It is a great responsibility for businesses to properly manage chemical substances to secure product safety, reduce environmental burdens, and promote occupational safety. Regarding chemical substances, the laws and regulations of each country, including the REACH

Environmental Contribution through Business and Products

Under our mission, the Group aims to contribute to the growth of a wealthy society through our products and services that our business activities offer.

Our automobile exhaust system components contribute to cleaning air by reducing particulate matters in exhaust gas. We will continue to develop high-efficiency and high-function exhaust gas purification systems based on our ceramic molding and sintering technology which aim for cleaner emissions.



Slope constructed using the GT frame®

Resource Circulating Activities

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

Currently, each plant and Group companies are working on sorting out and recycling wastes. Along with improving production efficiency, we have set a target to reduce the waste basic unit per net sales by 5% compared to FY2022 in our medium-term management plan and are making steady progress in our activities to achieve the target.

Regulations and the RoHS Directive, as well as the standards demanded by our customers, are becoming increasingly stringent.

To prevent risks caused by chemical substances, we are working to properly manage chemical substances throughout the entire supply chain by identifying substances whose use should be eliminated or reduced in the Green Procurement Guidelines.

The Group's associated businesses also provide products and services that reduce environmental burden, by leveraging the technologies we have accumulated.

IBIDEN GREENTEC CO., LTD. continues to provide new construction methods that achieve both disaster prevention and environmental protection, such as the "Totally Green" method.

IBIDEN ENGINEERING CO., LTD. engages in the construction and maintenance of the renewable energy facilities.



Solar power generation equipment



Human Capital Management

Basic Approach

Employees are the foundation of our business competitive strength and the driving force that enables us to provide the society with valued service. We aim to create a highly productive and satisfying work environment where individual employees gain a thorough understanding of the Company's policies and business strategies and have a role to play that enables them to contribute to both the Company's growth and society.

In the medium-term management plan, we have set Transforming of our corporate culture as one of the reinforcement activities and selected human capital management as a priority implementation item. We drive our activities through discussions from the perspectives of management and employees (well-being) and determining of performance indicators from the measures required for our growth.

Implementation of Human Capital Management

Under our medium-term management plan, we are promoting growth investment centered on our mainstay Electronics Operation, but the environment is undergoing rapid changes. To achieve our management strategy, we are adjusting our organization structure to respond flexibly to changes in the business environment. At the same time, we are developing self-sustained human resources who can make optimal decisions on the spot rather than relying on top-down management, with each employee possessing a sense of purpose.

In addition, as launching of new manufacturing bases for the Electronics Operation and new businesses such as the NEV Unit are being progressed in Japan, there is a pressing necessity to nurture human resources for manufacturing. Moreover, by hiring DX human resources to promote to leverage digital technology, we will establish a system to maximize the individual abilities of our employees.



Indicators and Targets on Human Capital

We have set management indicators and employee indicators to realize the medium-term management plan.

Some of the management indicators are hiring necessary employees to meet the needs to expand businesses in Japan, maintaining the optimal composition of regular and non-regular workers, and maintaining the preset hours of training per employee to enhance training programs for personal development.

We also work on reduction of the occupational accident frequency rate by establishing safe work environment for our employees and spreading safety-first mind throughout the environment. These initiatives are described later in detail.

Human Resource Development **Our Recognition of SDGs Issues**



- We aim to realize a work environment where diverse human resources, including female employees, people with disabilities and foreign workers, can exercise their abilities, thereby creating an active corporate culture.
- By utilizing IT tools and taking other measures to achieve efficiency, we will realize both rewarding work for employees and high productivity.
- We will foster a corporate culture that minimizes risks for employees and negative impact on their health, and gives priority to safety.

» Human Capital Management

Development of Self-sustained Human Resources

Self-sustained human resources have a sense of ownership, think what to do on their own, and swiftly address to matters. We aim to develop human resources who can realize their personal development and company growth and create and strengthen competitiveness on their own. We will improve employee engagement by creating an educational environment that promotes personal development and an environment where employee can work feeling with living satisfaction, and developing self-sustained human resources.



Human Resource Training System

The Company has established Systematic human resource training systems in an effort to develop the human resources necessary to accurately grasp changes in the business environment and create new products and technologies.

Specifically, we implement standardized education across the Company (stratified training programs by age group and by job grade) and provide specialized education for selected personnel based on our basic education and training structure. The training programs by age group were completely revised from life plan-based training to career plan-based training in line with changes in our times such as the extension of the mandatory retirement age to 65, while in specialized education, we opened the Human Resource Development Center in

2017. Following the integration of the Center into the Human Resources Division in April 2021, systems are in place for conducting the education of personnel capable of underpinning manufacturing operations, in a manner consistent with the company's personnel strategy.

We also focus on the development of personnel who can flourish globally by promoting not only foreign language but also cross-cultural communication training programs.

We have revised our medium-term target for per-employee training hours, aiming to provide 20.0 hours per year by FY2027. Per-employee training hours totaled 17.2 hours per year in FY2023, exceeding the initial target of 17.0 hours per year.

Productivity Improvement and IT Utilization

We promote the use of IT technology aggressively to keep competitive advantage continuously. At Ogaki Central Plant where high-function IC package substrates are put into mass production, we use ICT to network all equipment information to maximize production efficiency, stabilize and enhance product quality, and reduce cost. Advanced data analysis driven by accumulating various data from facility abnormality to quality information and processing information helps accelerate an improvement. The use of digital technology has brought about more efficient production and transportation, and has also contributed to a reduction in the energy consumption of IT infrastructure.

In addition, we create an environment that enables to keep the operation safe even in an emergency such as the spread of infectious diseases and cyberattacks by providing environment and robust security for tele work.



Through Work Hour Management

In Japan, rectifying the practice of long work hours has become one of the important issues to be addressed. Even though laws and regulations relating to work hours have been tightened, mental illness and occupational accidents caused by long work hours have become a serious problem, and companies are being asked to further efforts to rectify the practice.

IBIDEN and its Group companies in Japan set a goal of reducing the average annual work hours per employee to less than 2,000 hours. Based on this goal, presidents of Operations established their policies on work hours and

heads of departments set their targets, and are tracking progress toward those targets. Measures to encourage employees to take annual paid holidays and reduce overtime are also being taken.

To make managers better able to handle the complex labor management processes, we provide them with necessary training, added a chat bot that immediately answers questions twenty-four hours a day every day on the company intranet, and make sure that all of them understand the processes.

Creation of Environment in which Diverse Employees Can Play Active Roles (Diversity & Inclusion)

Our Group aims to realize a work environment and climate in which diverse human resources can exercise their individual abilities and can feel reasons for living and job satisfaction amidst a trend of advancing globalization and diversification of values. We promote personal development of our employees with diverse knowledge by providing an environment where they can play active roles, regardless of gender, nationality and other personal identities. Through the Company's growth that this brings about, employees are helped to enhance their individual work-life balance as they come to recognize their roles in contributing to the development of society. We thus work to create a vibrant work environment where all employees can flourish.

Female Advancement

Since FY2017 when the Company launched a training program called the Action on Promotion for Women's Empowerment, we have been reforming awareness of the workplace including that of the supervisors of female employees, in addition to supporting development and promotion of female employees. We consider promoting more female employees to a managerial position is crucial, and have set a medium-term target as below.

※ Junior management or higher-ranked management

Scope: IBIDEN CO., LTD.

		April 2016 (Prior to the training program)	April 2024	[reference] the IBIDEN Group March 2024
Number of female managers	JM ^{※1}	2	19	
	MM ^{※1} or higher	0	10	
Ratio of female managers ^{※1}		0%	2.7%	7.4% ^{※2}

Medium-Term Target

Ratio of female managers 3% or higher

※1 JM: Junior management, MM: Middle management. Management ratios are calculated based on the number of MM and above.

※2 Managerial positions at overseas group companies are defined based on the laws of each country and the standards of each company.

Acquisition of Childcare Leave and Other Related Leave by Male Employees

Due to the efforts we made to enhance and promote the work-life balance support system, more male employees are proactively participating in child rearing and becoming aware of the importance of the balance between work

and personal life. The acquisition rate of Rate of male employees taking childcare leave (statutory) and the average number of days of statutory childcare leave taken by male employees are as follows.

Scope: IBIDEN CO., LTD.

	FY2022	FY2023
Rate of male employees taking childcare leave (statutory)	45.3%	47.7%
Average number of days of statutory childcare leave taken by male employees	45 days	65 days

Interaction with Overseas Employees as Technical Interns

The Company accepts employees from IBIDEN Philippines, Inc., our overseas group company, through the technical intern training program. Allowing the interns to learn state-of-the-art technologies in Japan and to bring the knowhow to their countries will help upgrade the technical levels of our overseas group companies.

We conduct programs for cross-cultural training and financial literacy as well as for Japanese language training and provide support in daily lives by the specialized staff so that overseas employees can work safely and without worry in an unfamiliar environment.



Training for technical interns

Visit our website for details of social data including diversity indicators
<https://www.ibiden.com/esg/data/social/>



Respect for Human Rights

Respect for Worker Rights and Human Rights Education

The IBIDEN Group clarifies in the IBIDEN Standards for Employee Behavior our respect for the basic rights of workers as internationally declared and that we will not aid in the infringement of human rights including the use of form of forced or involuntary labor or child labor.

We provide training on fair employment and human rights to those in charge of labor affairs management as well as staff members and managers in charge of hiring while striving to keep all employees well-informed on workers' rights through our Standards for Employee Behavior.

In Japan, we provide managers and employees with human rights-related training programs in efforts to prevent any form of abuse of power. Our manager training programs teach participants things they should know and practice as managers, including daily communication

skills, responses when being consulted by staff members and the handling of information.

Human Rights Due Diligence

We believe that it is important to work on the issue of human rights with the entire supply chain as well as within the Group. We have established CSR guidelines for the supply chain based on the code of conduct of the Responsible Business Alliance (RBA). We request our direct suppliers to comply with these guidelines, and are working on issues through communication in conducting surveys, etc.

We periodically undergo formal audits by the RBA at our bases mainly for the Electronics Operation to verify the state of due diligence in the Company. To maintain the current favorable compliance rates, we will promote a daily inspections and operational improvement cycle.

Measures for Occupational Health and Safety

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

Basic Activities and Specialized Activities of Occupational Health and Safety

As part of the basic activities intended to develop a corporate climate in which the top priority is always placed on health & safety and compliance with laws and regulations, we have continued to engage in “Workplace Safety Circles’ Activities,” “Safety Patrol,” and “Raising Awareness through Safety Education.”

We are providing safety education in a systematic way, so that all employees can take the relevant training. The introduction of our hazard-simulation safety education has led to employees raising their safety awareness and acquiring the ability to avoid risks. We also provide employees assigned to a new workplace with overall education designed for newly appointed personnel, including health and safety education. Furthermore, we offer special education on health and safety to employees involved in hazardous operations.

The Workplace Safety Circles, in which all workers working in the premises of IBIDEN participate, promote raising awareness of safety through repetitive learning of safety confirmation points in the workplace and risk prediction training.

As part of our specialized activities, we have reduced risks by assessing the equipment and operations with thorough implementation of the Operational Safety and Environment Assessment, which is a mechanism of safety design, legal compliance, and completion tests, and the Health and Safety Risk Assessment, which targets all sites.

Strengthening Activity for Zero Occupational Accidents

Our group aims to achieve zero serious accidents, as a medium-term and a frequency rate of occupational accidents of 0.10 or less. Starting from our activities to reduce failures, we have started Safety-II activities to maximize successful examples. We will develop safety success factors that take preventive measures for occupational accident in advance, such as automatic monitoring of unsafe behavior using AI, to each workplace and group companies including overseas. We are addressing occupational health and safety activities to establish a safe and comfortable workplace with employee awareness of the “Safety First” policy across the IBIDEN Group, and to enable all employees to work with high spirits, from this time forward, too.

The occupational accident frequency rate of our group in FY2023 stands at 0.35, which is lower than the average in all industries throughout Japan. With a view to further

reducing occupational accidents, we are making an effort to strengthen our management so as to prevent similar accidents from occurring by analyzing the causes and true reasons of past accidents, and by taking the necessary recurrence prevention measures.

Promoting Health and Productivity Management

Our group believes that the physical and mental health of each and every employee constitutes the basis for supporting the Group’s competitiveness, and actively helps employees maintain good health.

Having established, as a promoting structure, the Health Subcommittee, which consists of the Health Management Promotion Center (industrial physicians, public health Nurses), Labor Union, Health Insurance Society, Environment, Health and Safety Division, Human Resources Division, and full-time staff for health promotion at plants, the Group actively provides employees with information for and raise their awareness of their health promotion and management.

As measures to support employees’ mental health, the employees, workplaces, the Health Management Promotion Center, and Human Resources respectively play their roles, and use external resources for the prevention and treatment of mental health issues.

In FY2023, we held a hybrid event that our employees and their families can join in-person or online and get into the habit of exercising in their daily lives.

Acquired Recognition for “the Certified Health & Productivity Management Outstanding Organization – White 500”

We were again certified as the Health & Productivity Management Outstanding Organization for 2024. In the program, the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi recognize outstanding enterprises engaging in efforts for health and productivity management. Our activities to encourage employees to get into the habit of exercising by joining walking events, etc. and the excellent support system of our Health Management Promotion Center were highly evaluated.



Visit our website for details of Ividen’s health report.
<https://www.ibiden.com/esg/social/healthandsafety/>



Visit our website for details of Ividen Group health indicators.
<https://www.ibiden.com/esg/data/social/>



TOPICS

New Stage of Health 115 Plan Established

The Company has announced the Declaration of Health & Productivity Management in FY2017 and has actively been promoting its activities based on the belief that the physical and mental health (well-being) of our employees leads to the sound growth of the Company. While the “The second term of the National Health Promotion Movement in the 21st Century (Health Japan 21 (the second term))” is being promoted by the Ministry of Health, Labour and Welfare, the Company as well as its domestic Group companies have been encouraging health maintenance and promotion by formulating the “New Stage of Health 115 Plan,” the five-year plan from FY2023 to FY2027. We will foster activities to change our employees’ awareness to maintain good health, aiming to achieve “rate of habituation of exercise of 30% or more” and “smoking rate of 20% or less” by 2027.

Relationship with the Society

Basic Approach

Based on our corporate philosophy, the IBIDEN WAY, we carry out global corporate citizenship activities to be a company trusted by the international community. These activities encompass community-rooted environmental conservation, the development of future leaders, and support for organizations that advocate these initiatives.

Regional Alliance for Promotion of Employment of Persons with Disabilities

IBIDEN OASIS Co., Ltd. was certified as a special-subsidary and started its operation in April 2019. We will work with organizations related to the employment of persons with disabilities to stably employ disabled persons with a desire to work, and will provide support for occupational self-reliance through the creation of a safe work environment and the development of their potential abilities.

We will also collaborate with local communities to increase employment opportunities for disabled persons, such as by cooperating in the research of a model for an at-home training program using ICT devices to provide employment opportunities to orthopedically impaired or sickly students attending special-needs schools in collaboration with the education board of Gifu Prefecture. By expanding the scope of employment, we will further support the independence of persons with disabilities and contribute to our business.

Conserving Biodiversity and Concrete Approach to its Sustainable Use

We will contribute to conserving biodiversity in local communities and its sustainable use by practicing forest conservation activities that support stable water source and social contribution activities in collaboration with the local community mainly upstream along the Ibi River, where the IBIDEN Group originated.

In these activities, we also work together with organizations outside of the Company including local municipal governments, and we participate in the Keidanren Initiative for Biodiversity Conservation promoted by Keidanren (Japan Business Federation) and other organizations for information sharing.

Delivered a Guest Lesson at Koubun Elementary School

Last year, on our 110th anniversary, we made a donation for future city planning to Ogaki City in Gifu Prefecture. Using part of this fund, the City equipped 32 elementary and junior high schools with portable solar power generators.

When the first generator was delivered to Ogaki Koubun Elementary School in October 2023, as part of the school’s electricity studies, our ESG Division staff gave a lesson using footage from the Higashi-Yokoyama Power Plant (hydroelectric) that we have owned since our founding.

We are honored to know that the donation is used as a source of funding for the development of a vibrant city.



Guest lesson at the elementary school

Gave a Special Lecture at Nagoya University

At the first anniversary ceremony of establishing the Research Platform for Low-temperature Plasma Sciences of the Tokai National Higher Education and Research System, our President Koji Kawashima gave a special lecture titled “Semiconductors and Supporting Packaging Technologies: Today and Tomorrow.”

More than 200 graduate students and researchers attended the ceremony. In his lecture, he explained the role of IC package substrates and the evolution of the technology. He concluded by emphasizing the importance of industry-academia collaboration with a message to the trailblazing students.

We will continue to advance collaboration and strengthen our relationships with academic institutions such as the Tokai National Higher Education and Research System, contributing to the development of human resources who will lead future industries and foster a sustainable society.



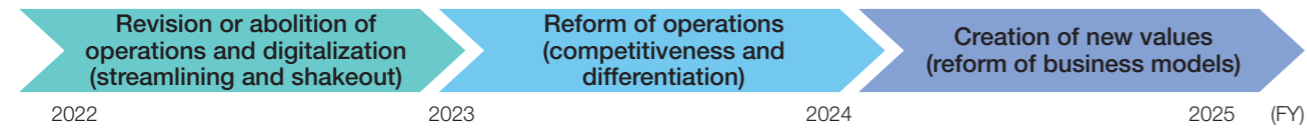
Lecture by President Koji Kawashima

Basic Views and Roadmap

Through Digital Transformation (DX), the Company aims at enhancing its productivity and manufacturing competitiveness by promoting DX of both the manufacturing processes and the functional divisions.

Through DX of the manufacturing processes, we will centralize management of information on facilities such as processing conditions and abnormalities, information on

inspection machines that affects quality, and information of production control to accelerate reform of the processes. Through DX of the functional divisions, we will revise or abolish uneven, overburdened, or wasteful operations and digitalize the rest, not only to improve but to renovate and reform the operations.



Promotion Structure and Focused Activity Areas

We have been promoting DX in all sections and departments, and in FY2022, we established the DX Promotion Management Division under the Strategic Corporate Planning Operation to control the digitalization company-wide and consolidate in-house systems into an organized one. We have a plan to make our new plant smart, and established the DX Promotion Unit under the Electronics Operation to proactively conduct our initiatives.

Under the One Factory concept, we will optimally use our managerial resources and maximize our production

efficiency by introducing and organizing a company-wide IT platform to capitalize on digital data.

In addition, we deploy initiatives to enhance on-site capabilities in the transformation of manufacturing under the medium-term management plan. Utilizing digital technologies such as data-driven approaches and mechanism analyses will cultivate efficient and high-level manufacturing capabilities.

TOPICS

Enhancing Productivity and Work Quality through IBIDEN AI Connect (IAC) Utilization

Amid the rapid development of generative AI technology, we have introduced and started operating IAC that utilizes external models to contribute to work style reform by promoting digitalization that shortens working hours and standardizes work level. IAC uses language AI technology to mainly generate ideas, proofread and correct sentences, prepare minutes, and more.

To further enhance the system's usability for in-house use, we will enable it to learn internal information and data in addition to general information, thereby improving its ability to respond to inquiries. We are also planning to expand the application areas of the system, such as using it as a chatbot or for on-site improvement activities, by developing an environment for introducing image AI and sound AI technologies. In the medium- to long-term, we also aim to use it as an AI assistant that can make proposals and serve as a substitute for employees in specific tasks, thus further improving productivity and work quality.

Development of Human Resources Engaged in DX

The Company has disseminated information on plans for DX and advanced cases to all employees through the intranet and prepared a company-wide training system to reform their awareness and advance their knowledge on DX.

Fostering human resources for DX is an important factor for the success of the One Factory concept. We will

promote the One Factory concept by clarifying the necessary skill sets, developing effective training programs, and establishing an environment that motivates employees to learn.



Supply Chain Management

Basic Approach

To earn the trust of international community while operating business globally, both the Group and the entire supply chain must responsibly take actions that respond to social demands.

Basic Procurement Policy

- 1 We will comply with laws, regulations and customs and build relationships based on mutual cooperation and trust with suppliers.
- 2 We will offer fair trading opportunities to suppliers.
- 3 We will fulfill our human rights, environmental and other social responsibilities through our procurement activities.

IBIDEN Group Supply Chain CSR Guidelines

Recognizing the importance of CSR in the supply chain, we have released requests to suppliers and published the IBIDEN Group Green Procurement Guidelines since 2008. In 2011, we published the IBIDEN Group Supplier CSR Guidelines covering labor, health and safety, environmental conservation, ethics, fair trade, and more. These CSR guidelines meet the requirements of the industry organization RBA's code of conduct. In 2023, in order to meet the demands of the international community, which aims for sustainable development, we have changed the name of the Guidelines to the IBIDEN Group Supply Chain CSR Guidelines as a policy to be addressed by the entire IBIDEN Group and its supply chain. We are strengthening CSR management throughout our supply chain by requiring our suppliers in Japan and overseas to comply with our guidelines and providing training to those in charge in the procurement division.

Visit our website for details of our supply chain management.
<https://www.ibiden.com/esg/social/suppliers/>



Communication and Cooperation with Suppliers

We conduct CSR surveys to check the actual situation of suppliers and promote improvements. If it is deemed necessary for any of the suppliers to improve on any important items, we conduct audits and site visits to confirm the status and request that such supplier make corrections and improvements as needed. Furthermore, we manage risks in the supply chain by evaluating the questions in the CSR survey using a five-level rating system based on each company's responses.

Also, the IBIDEN Group controls the whole supply chain, not limited to the suppliers from whom we procure materials. In Japan, with regard to contractors and dispatched workers, labor management is becoming complicated by various factors such as the increased number of foreign workers. Amid such circumstances, the risk management of the supply chain has become increasingly crucial for us. To ensure the soundness of the supply chain, we periodically share information through personal interviews and confirm the current status in cooperation with our suppliers. We also hold presentations on ESG initiatives for suppliers to explain the Group's ideas and the background to our initiatives, including changes in the business environment.

Quality Management

Basic Approach

By consistently developing cutting-edge technologies, IBIDEN contributes to the creation of a comfortable IT society as well as a society where cars and nature coexist through the proposal and supply of high-value-added products. Based on its "customer first" policy, the Group meets the needs of customers through unique technologies and designs that take into account the global environment. We understand that our greatest mission is to consistently supply safe and reliable products.

The basic policy for the quality

Electronics

Based on the concept of quality first, we will achieve customer satisfaction by clearly grasping customer needs and producing and providing reliable products through IBI-TECHNO.

Ceramics

Through IBI-TECHNO, we will incorporate customers' real and potential needs and add values to such needs while striving to provide moving experiences to customers through our product making, which continually gives top priority to quality.

IBIDEN Management System "IMS"

We globally roll out the IBIDEN Management System (IMS) for the aim of continuous improvement of our business competitiveness and customer satisfaction. We integrate our environment management system (ISO14001), occupational health and safety management system (ISO45001), and corporate management systems with our quality management systems (ISO9001 and IATF16949) as its basis to improve the quality of every single operation process. We continue to build and maintain systems that allow us to globally provide high quality products, thereby offering products and services exceeding the expectations of society and our customers.

Measures to Improve Quality

We aim to contribute to the society and our customers through the quality of our products. We hold design review meetings and quality assurance meetings at each process phase from development of cutting-edge technologies, product planning and design to mass production in order to consider design and specifications. For improved quality, we offer guidance and audits, including evaluation by President & CEO, to our domestic and overseas plants and group companies. Our suppliers also receive guidance to improve quality.

Visit our website for details of our management system.
<https://www.ibiden.com/esg/data/iso/>



Corporate Governance

Basic Views

The Group considers corporate governance to be a key management mechanism for transparent, fair, prompt and resolute decision-making, and all Group companies are thus actively committed to improving corporate governance. As part of our Group's corporate governance, we are enhancing internal control by proactively undertaking activities to advance compliance and risk management and we are expanding/strengthening the management oversight functions of our

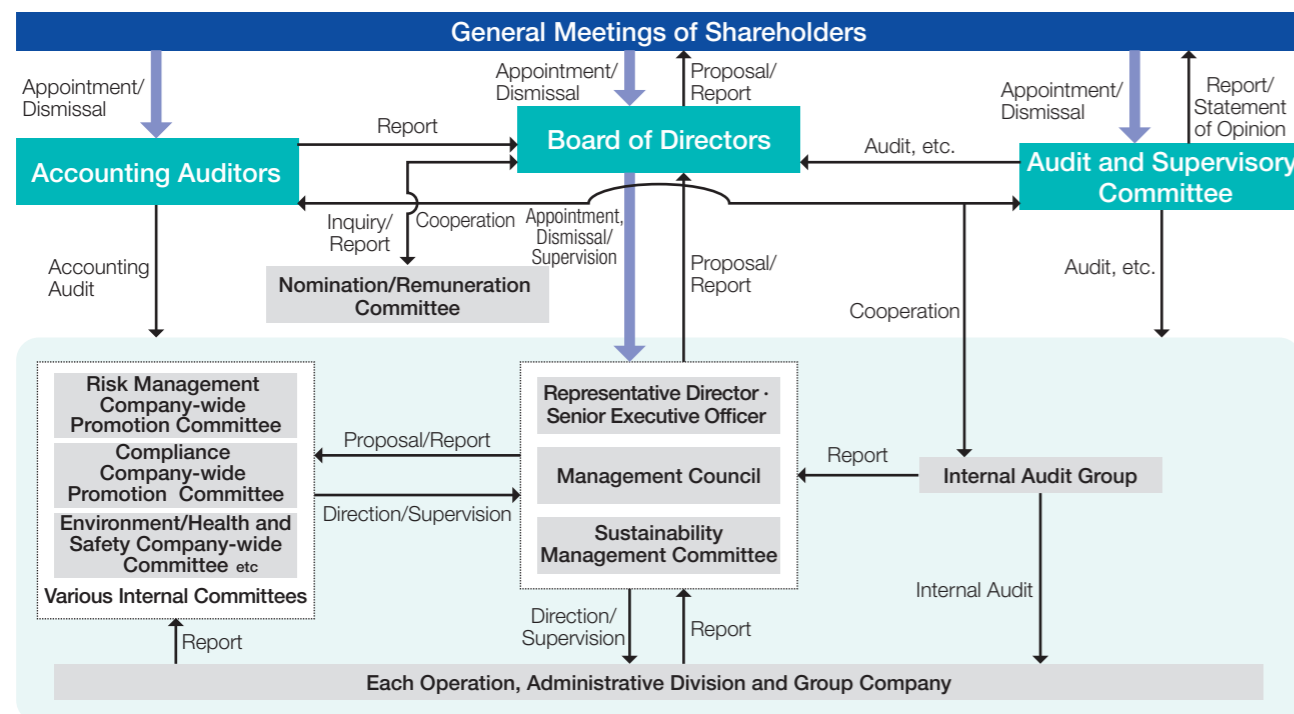
board of directors and the audit functions of our Audit and Supervisory Committee Members. These steps will enable us to construct a transparent corporate governance system worthy of the trust of shareholders and other stakeholders and fulfill our corporate social responsibilities, and will help us improve our corporate value through sustained growth.

Overview of the Corporate Governance Structure

The Company has adopted the organizational form of a company with Audit and Supervisory Committee. To ensure fair and transparent company management, six Outside Directors attend the Board of Directors meetings and there provide advice on company management. For fair and transparent procedures applied to nominate these Outside Directors and to determine their compensation, the Company has established Nomination/Remuneration Committee chaired by an independent Outside Director.

An Executive Officer System has been introduced to permit rapid management decision-making and quicker execution of operations, which can clarify each role for Executive Directors and Senior Executive Directors and can get the right person in the right place with flexibility and mobility. The Audit and Supervisory Committee has also been given robust check-and-balance functions to help them monitor decision-making by the Board of Directors and the execution of operations by representative Directors.

Chart of IBIDEN Group's Internal Control System



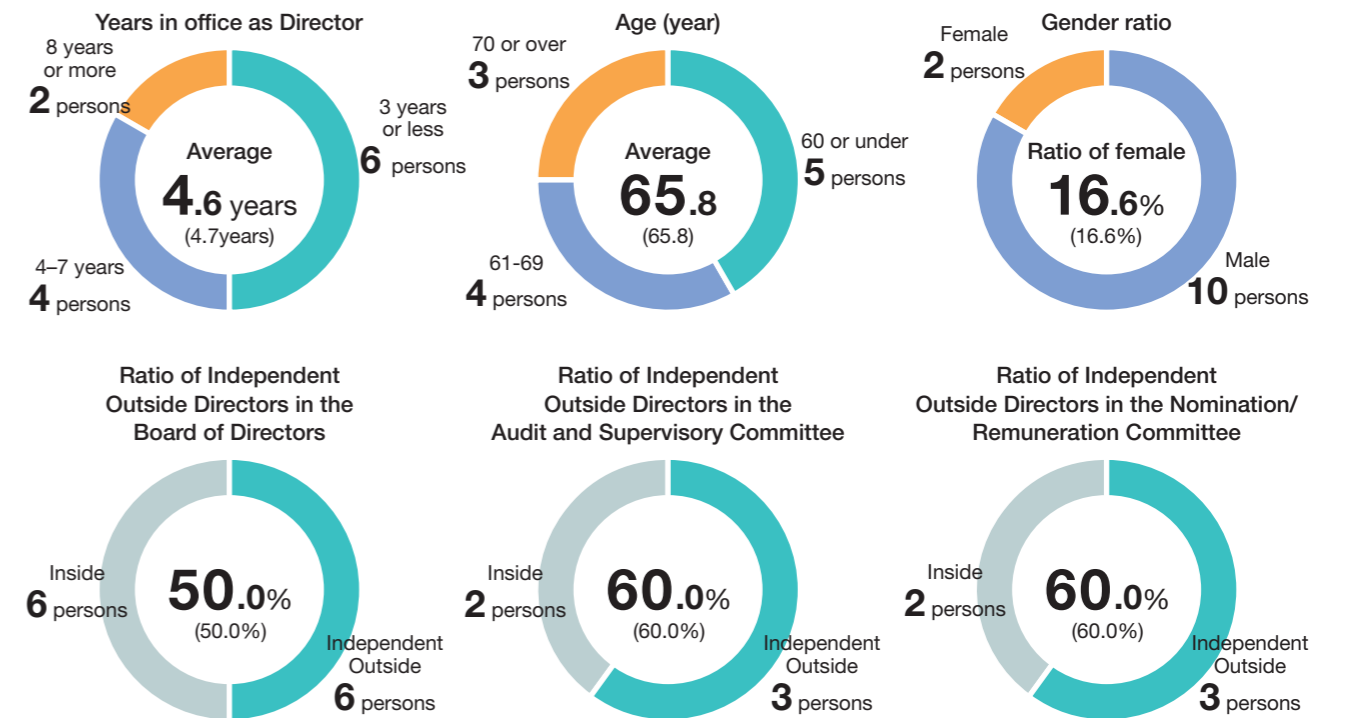
Posting of Information on Securing Independent Directors

Our company adopts a principle of ensuring that outside directors account for one-third or more of the Board of Directors so that they can contribute to appropriate corporate governance at the Company and offer advice on our standards of conduct. The Company has determined that Mr. Yamaguchi, Ms. Asai and Mr. Koike as Outside Directors and Mr. Kato, Mr. Horie and Ms.

Yabu as Outside Audit and Supervisory Committee Members present no potential conflict of interest with general shareholders and, convinced that we can count on them to contribute to appropriate corporate governance at the Company and to offer advice on our standards of conduct, we have assigned them as Independent Directors.

Corporate Governance Highlight (As of June 13, 2024)

*Figures for the last fiscal year are shown in parentheses for reference.



Toward Strengthening Corporate Governance

FY	History of Corporate Governance Enhancement
2017	<ul style="list-style-type: none"> Shift from a Company with a Board of Auditors to Company with an Audit and Supervisory Committee Introduction of a New Stock Compensation Plan Increase of the numbers of Outside and female Directors
2020	<ul style="list-style-type: none"> Discontinuation of Executive Officer System Increase of the numbers of female Directors Change of the evaluating method of effectiveness of Board of Directors from self- to third-party evaluation
2021	<ul style="list-style-type: none"> Major revision of authority regulations including rules for presenting proposals to the Board of Directors (transfer of substantial authority to execution divisions)

The Electronics and Ceramics Operations, which are both our main businesses, are confronted with a rapidly changing business environment. We have continuously worked on corporate governance enhancement with the purpose of streamlining management, expediting decision-making, and reinforcing audit and supervisory functions, including institutional design change made in FY2017.

In April 2022, the Company moved to the Prime Market of the Tokyo Stock Exchange, which requires a higher level of governance structure. We will continue our efforts to further improve the system, such as increasing the female ratio in the Board of Directors.

» Corporate Governance

Evaluation of Effectiveness of Board of Directors

The Company conducts annual analysis and evaluation on the effectiveness of the Board of Directors, in order to improve the function of the Board of Directors as a whole, through a continuous process of reviewing whether the Board of Directors is functioning effectively as a whole and taking appropriate measures such as rectifying problems and enhancing strengths based on the result of such review. We discuss the results at the Board of Directors meetings and disclose the summary thereof.

Process



Challenges and Issues Recognized and Further Company Actions

FY2022		FY2023	
Challenges and Issues	Company Actions Taken	Challenges and Issues	Direction for Further Company Actions
Comprehensive discussion of ESG, SDGs, and other basic sustainability policies, and efforts and disclosures to improve them	Since FY2021, we have presented an annual Climate Change Response Status and Plan Report at the Board of Directors meeting. We will also hold regular discussions on non-climate-related ESG issues (e.g., occupational health and safety) and their corresponding initiatives and disclosure. As part of the process of preparing the Integrated Report, the Board of Directors reports on and discusses this issue. We have disclosed our understanding and response policy on the SDGs in the Integrated Report. Moving forward, we will expand our focus beyond reporting ESG risk issues to exploring business opportunities associated with SDGs and discuss our policies, initiatives, and disclosures for addressing these issues.	① Create opportunities to further discuss sustainability-related risks and opportunities as they are becoming increasingly important ② Create opportunities to report on and discuss the progress and issues after investing in large-scale capital projects	We present an annual Climate Change Response and Health and Safety Activity Status and Plan Report at the Board of Directors meeting. As the Board of Directors is required to be more deeply involved in risks and business opportunities related to sustainability, we will establish a new meeting body to discuss these issues by the Company's management, and create opportunities to report on and discuss the issues and measures identified by the new meeting body at the Board of Directors meeting. Any material changes to large-scale capital investment projects after approval are reported to the Board of Directors. As the large-scale capital investment projects in the Electronics Operation is being transited from the proposal stage to the execution stage, we will establish opportunities for reporting and discussing the progress and issues at the Board of Directors meetings, regardless of any changes.

Policy on Cross-Shareholding

Our basic policy when engaging in investment for purposes other than pure investment is to verify the need for holding each individual stock from the perspective of its importance in implementing our business strategy and strengthening business alliances for the sake of improving our corporate value over the medium-to-long term. Meanwhile, the Company is aiming to reduce crossshareholdings by appropriately selling those shares deemed unnecessary.

Furthermore, the Company verifies the benefits and risks of holding listed shares for cross-shareholding purposes along with profitability in light of capital costs and other factors at the Board of Directors on an annual basis. Regarding the shares that are deemed necessary to be held by the Company, we disclose the purpose of such holding in Securities Reports.

Transition of Cross-Shareholdings (Consolidated)

FY	2019	2020	2021	2022	2023
Carrying amount (million yen)	34,461	68,198	64,638	61,342	110,166
Net assets (million yen)	273,934	321,863	370,728	425,606	501,796
Percentage in net assets (%)	12.6	21.2	17.4	14.4	22.0

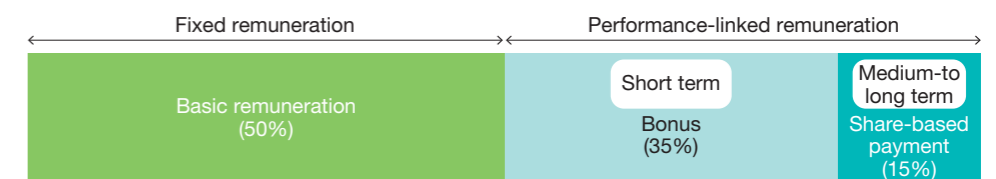
Compensation of the Senior Management and Directors

Based on the corporate philosophy, the Company has designed its officers' compensation system in a way that clarifies management responsibilities while also providing an incentive toward improving our corporate value over the medium-to-long term through sustained growth.

The remuneration for the Company's Corporate Directors who are not Audit and Supervisory Committee Members and Senior Executive Officers

It comprises (1) a fixed monthly remuneration, (2) bonuses, as - 3 - performance-linked remuneration, and (3) stock compensation, at a ratio of roughly 50%, 35%, and 15%, respectively.

Basic policy on compensation configuration (Company's Corporate Directors who are not Audit and Supervisory Committee Members)



<Company's Corporate Directors who are not Audit and Supervisory Committee Members>

Monthly remuneration

The monthly remuneration for Corporate Directors who are not Audit and Supervisory Committee Members is calculated within the limits approved by the general meeting of shareholders, based on the remuneration table provided in the internal regulations according to their job positions, with broad consideration to their job responsibilities and external remuneration survey data, among others. The Board of Directors has resolved to subsequently re-entrust the determination of such remuneration to President & CEO, who is best qualified to make a comprehensive assessment of each recipient including their job performance, in accordance with deliberations and reports by the Nomination/Remuneration Committee on individual payment amounts.

Bonus

Bonuses are paid in cash once a year after the end of each fiscal year within the scope of a total amount based on a prescribed formula approved by the general meeting of shareholders.

<Senior Executive Officers>

Monthly remuneration

The monthly remuneration for Senior Executive Officers is calculated based on the remuneration table provided in internal regulations according to their positions, with broad consideration to the suitable balance with Corporate Directors who are not Audit and Supervisory Committee Members, evaluation of their individual job performance, and external remuneration survey data. The Board of Directors has resolved to entrust the determination of such remuneration to President & CEO in accordance with deliberations and reports by the Nomination/Remuneration Committee.

Bonus

Bonuses are calculated based on the degree of contribution to the Company's operating results made by each Senior Executive Officer, and the Board of Directors has resolved to entrust the determination of such bonuses to President & CEO in accordance with deliberations and reports by the Nomination/Remuneration Committee.

Outside Directors who are not Audit and Supervisory Committee Members and Members of the Audit and Supervisory Committee

Outside Directors who are not Audit and Supervisory Committee Members and Members of the Audit and Supervisory Committee, being in positions independent of the execution of operations, are only paid fixed remuneration of a certain amount within the limits approved by the general meeting of shareholders.

Amount of compensation, etc., of Directors (FY2023)

(million yen)

Position	Number of recipients (persons)	Total remuneration paid	Total amount of remuneration by type			
			Basic remuneration	Bonus	Share-based payment	
Directors who are not Audit and Supervisory Committee Members	Directors	5	357	171	122	64
	Outside Directors	3	38	38		
	Subtotal	8	396	209	122	64
Directors who are Audit and Supervisory Committee Members	Directors	2	55	55		
	Outside Directors	3	38	38		
	Subtotal	5	93	93		
Total	13	490	303	122	64	

※ These figures are rounded down to nearest million yen.

※ Our stock compensation plan, based on our Stock Grant Regulations, grants a certain number of points annually to directors and other executives. Upon retirement, they receive company stock based on the accumulated number of points, or a cash payment equivalent to the value of the stock.

» Round-table Discussion with Outside Directors



Toshikazu KOIKE Outside Director	Noriko ASAI Outside Director	Chiaki YAMAGUCHI Outside Director, Chairman of Nomination/Remuneration Committee	Fumio KATO Outside Director, Outside Member of Audit and Supervisory Committee, Chairman of Audit and Supervisory Committee	Yukiko YABU Outside Director, Outside Member of Audit and Supervisory Committee	Masaki HORIE Outside Director, Outside Member of Audit and Supervisory Committee
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The Board of Directors' current level of oversight

Q.: Could you share your thoughts on the current state of the Board of Directors, including its key features, past changes, and your expectations under the new structure?

Yamaguchi: I feel the Board of Directors is functioning extremely well, with Outside Directors making up half of the membership and actively involved in discussions. I assumed the position of Outside Director ten years ago, in 2014, and I still remember when I firstly attended the Board of Directors meeting. I was pleasantly surprised by the open atmosphere, with not only the Internal Directors but also the Outside Directors encouraged to share their views. This tradition continues today, and I hope it will be inherited and developed.

The Company has also actively worked to enhance its governance structure, early establishing the Board of Directors with Outside Directors accounting for half its members. Amid the background of the fast-paced nature of our semiconductor-focused business, I believe the Company has consistently improved its governance in a timely and responsive way, without lagging behind the industry trends. As the business environment continues to change significantly, the new organization is expected to ensure that even negative information reaches Outside Directors more swiftly than before. To support this, I hope efforts will continue to improve open communication within the Company even further.

Kato: From my experience of having served as an auditor for various different companies, I have found the Board of

Directors in each company to hold their own unique character and atmosphere. I share Mr. Yamaguchi's view. In the Company's case, successive chairpersons have fostered an environment conducive to open discussions, which has allowed Outside Directors, in their independent roles, to bring diverse viewpoints grounded in their own experience. One distinctive aspect of the Board of Directors meetings is that among the manufacturing industry, a large number of its agendas focus on capital investment projects, particularly in the cutting-edge Electronics Operation, thus assessing the actual situation can be challenging at times. However, we have opportunities to attend prior briefings specifically for Outside Directors. This allows us to confirm the details of proposed agenda and helps the Board of Directors meetings run smoothly. Under the new organization from June, we continue to have an open environment that encourages candid questions on a variety of proposals.

Koike: I assumed the position of Outside Director for IBIDEN in June 2024. I haven't attended many the Board of Directors meetings in the Company yet. However, utilizing my experiences, I have operated the Board of Directors meetings in an open and dynamic way, welcoming individuals from diverse fields and encouraging open and candid expression of views, even from those outside the company. I feel that there is a similar atmosphere within the Company, where people can ask questions about topics they may not fully understand and share their thoughts freely. The prior briefings are thorough, helping to clarify any concerns or questions, which enables decision-making to proceed smoothly.

I also believe it's important for Outside Directors to engage with a variety of employees in the Company and observe their personalities and opinions. This helps us

gain a deeper understanding of the organization with our eyes focused on future succession planning.

Recognizing the challenges toward achieving sustainable growth

Q.: With the growing need for sustainability initiatives, could you comment on the current discussions within the Board of Directors, as well as the specific issues and challenges the Company is facing in this area?

Asai: To tackle societal issues on the path to sustainable growth, we need to take a broad perspective that encompasses social, economic, and security aspects. Being in an external role allows us to see things from an independent vantage point. While advancements in science and technology are helping to realize humanity's dreams and open up new pathways, we are also confronting serious global challenges, including human-induced climate change and biodiversity loss. Rather than becoming complacent with structures built on past successes, it is essential for external parties to take an objective view grounded in reality, identify key influencing factors, and make inquiries based on priorities, and thoroughly discuss regarding risks. In recent years, IBIDEN has engaged in discussions with a sense of speed and taken risks on capital investments and plant construction. If we don't continue to push for further innovation, we risk falling behind amid fierce international competition. Our strength lies in our mindset of challenging ourselves to innovate, rather than to accept existing values and business models as the norm. This approach empowers us to continually take on the challenge of creating new value that contributes to society and addresses humanity's problems.

The Ono Plant, currently under construction for the mass production of high-performance FC-BGA substrates—essential for next-generation semiconductors that will support future social infrastructure—has been accredited under the government's "Plans for Ensuring Stable Supply." As miniaturization and layering technologies advance, the technical fields we need to examine will continue to grow more complex. However, under the "One Factory" concept which the Company is promoting, by enhancing productivity, quality, and yield as

well as passing down skills to younger employees, we would like to help pushing forward with the development of stable quality on a global scale.

Yabu: Nowadays, the term "sustainability" is often used as a buzzword, but if we look back at IBIDEN's history, we began our hydroelectric power business by harnessing the Ibi River over 100 years ago. Through continuous innovation, we have built a long history as a responsible company committed to harmony with both people and the global environment. In order to inherit and develop these original DNA to address the societal issues of next generation, I believe it's essential for the entire Group to discuss and update the medium- to long-term targets and issues at the Board of Directors meetings—covering areas such as carbon neutrality, human resources as a source of business competitiveness, and supply chain initiatives. In regard to human resources specifically, many companies are working on a range of initiatives, including human resources recruitment, training, and workstyle reforms. In this context, the Company is focusing on empowering women in the workplace. Since FY2017, we have been implementing the "Positive Action for Women's Empowerment" initiative, which supports the development of female managers and contributes to enhancing overall



employee value and strengthening our human resources. I believe it is important to actively communicate our sustainability efforts to stakeholders, as this directly ties into IBIDEN's brand image. I also believe it is necessary to link our sustainability initiatives to the strengthening of our brand, as the brand represents the society's trust.

Horie: As Ms. Yabu mentioned, IBIDEN began its clean hydroelectric power generation efforts well before terms like sustainability and carbon neutrality even came into existence. For IBIDEN's business to move forward in a sustainable way, it's essential for us as Directors who are Audit and Supervisory Committee Members to be actively involved. Currently, the Board of Directors primarily focuses on deliberative matters, and when sustainability-related investments, such as SDGs, are needed, they are brought forward as deliberative matters. This setup allows us, as Audit and Supervisory Committee members, to check these initiatives. We also receive an annual sustainability report. As we work to further advance our sustainable business going forward, I believe it would be beneficial for relevant departments to provide regular progress updates on SDG themes for Outside Directors'



» Round-table Discussion with Outside Directors



understanding. This would make it easier for the Board of the Directors to discuss these topics. Since many of our major clients are overseas companies especially, it's important for all Directors to stay informed about key issues, like carbon neutrality and human rights concerns such as conflict minerals, which are attracting global attention.

Human Resources management essential for sustainable growth

Q.: What are your expectations for IBIDEN as we move forward with our medium-term management Plan, focusing on the implementation of human resources management and reforming the corporate culture?

Yamaguchi: IBIDEN is currently making significant investments here in Japan and is in the process of setting up two large new plants. In Japan today, against the background of declining population and labor shortages due to low birthrate and longevity, securing human resources has become one of the most critical challenges for many companies. While improving working conditions and creating a comfortable, supportive work environment are essential, I believe the most important factor for a company's long-term growth and development is its mission. It's vital to continually inquire again for what purpose we have made an effort and whether we are required from the society. Sharing these basic values with as many employees as possible is key to enhancing retention and loyalty. Since our founding, IBIDEN has experienced a long history of change for more than 110 years. I believe this is one of our strengths. We've built up a wealth of diverse experiences and human resources along the way. While assessing whether we're maintaining our strengths in our current businesses, I believe it's essential for us to tackle our business model by continuously considering which products or services can best leverage our strengths and contribute to society through flexibly adapting to changing times and environments all the time. While we work hard every day to stay competitive, it's important to occasionally pause and reflect on where we stand. In my view, offering guidance in this area is one of the key roles of an Outside Director.

Asai: We are now in an era where individuals and organizations select—and are selected by—each other. Young, talented human resources are choosing companies that support their own technological aspirations. It's becoming increasingly important for companies to show that they can keep pace with new technologies and support their employees' drive to take on new challenges. I am paying close attention to open innovation, and the Company is driving business model innovation by enhancing synergies both internally and externally through global open innovation with major semiconductor manufacturers. Leading these new directions—ones that go beyond the traditional path—is the self-sustained human resources we are cultivating. From my interactions with students, I have seen how having a strong sense of purpose and a willingness to take on challenges can unlock limitless potential. When passionate and ambitious people have a clear sense of purpose, the results can be remarkable. I hope we can create the mechanisms to support such driven human resources. I believe that by creating a workplace environment and culture where diverse human resources can fully utilize their individual abilities and feel reasons for living and job satisfaction, we can foster a setting where everyone can maximize their potential. This will surely help them grow into self-sustained, competitive human resources. I hope to oversee the development of a structure where individuals can truly feel that their personal growth contributes directly to the growth of the Company.

Kato: As I tour our production sites and reflect on the evolution of our businesses, I can see that since



transitioning to the Ceramics Operation and the Electronics Operation, technological innovations have transformed our facilities into clean factories, creating an ideal work environment. Now, we are continuing to expand our operations with the construction of two new plants. As technological innovations continue, increasing the number of employees at our plants will be essential to continue our business. However, with an anticipated decline in birth rates and a population shift away from rural areas, it will be crucial to secure diverse human resources from various fields, regardless of nationality or gender. Historically, the Company has had somewhat low visibility for its size, and many of our technical employees tend to come from the local Chukyo region. Going forward, we need to consider how best to enhance our

image to attract and retain top human resources in a balanced way. With new leadership and more active engagement with the business community, I look forward to seeing IBIDEN further establish itself as a global company and strengthen its visibility on the world stage. In terms of human resources development, I've started to see more female colleagues effectively presenting their fields of expertise in meetings. I believe it's essential to provide more opportunities for motivated female employees, as well as younger staff members, to take active roles in key meetings and other important forums.

Insight-based recommendations and expectations

Q.: Based on your own insights and roles on our Board of Directors, could you share how you plan to contribute to enhancing IBIDEN's medium- to long-term value in the coming years?

Koike: Our business environment is in a constant state of significant change. This is true for many companies, but we cannot expect to achieve sustainable growth by simply continuing along our current path. While we need to further hone our existing business and strengthen our technical capabilities to become a global leader, we also need to transform our business portfolio to ensure sustainable growth by continually building networks for new technologies and business opportunities. The foundation for driving these efforts forward lies in our human resources. I want to support them with a strong sense of ownership and a broad perspective—employees who think about the future of the Company beyond their own departments or business areas and are willing to take on the challenges of new businesses. Drawing from my own experiences, including past failures, I aim to offer advice and propose ideas on how IBIDEN should transform itself from an outside perspective. Additionally, by participating in human resources training programs, such as speaking at internal and external seminars, I hope to contribute, even in a small way, to enhancing our corporate value.

I believe it's essential to drive the company's growth in an agile manner, with a perspective that goes beyond one's own business. We are no longer in an era where passing down technical knowledge from senior to junior employees can rely solely on traditional, in-person methods like face-to-face conversations. In fields like sports, digital tools and science are enabling growth at an unimaginable pace. I think it's crucial to achieve something similar in the business world.

Horie: At present, our main revenue is generated by the Electronics Operation. This field is particularly dynamic in changes, and rather than simply following established business practices, we are diversifying our customer base to include clients expanding in areas like generative AI, allowing us to reduce our dependence on a few key customers. In my role as an Audit and Supervisory Committee member, I will continue to monitor the status



of our product development and business transactions to ensure they align with the diverse needs of our customers. With regard to the Ceramics Operation, while information from various automakers indicates a significant shift toward electrification, overall automobile production is expected to continue increasing. I am also committed to monitoring whether the relevant departments are expanding product sales in emerging markets, beyond buses and trucks. Additionally, as an Audit and Supervisory Committee member, I will be monitoring our SDG-related initiatives aimed at sustainable business operations to ensure they are implemented with a focus on cost-effectiveness.

Yabu: As Mr. Horie mentioned, the role of Audit and Supervisory Committee members is to monitor. Having been involved in technology development and manufacturing for many years myself, I have a strong affinity for on-site work. I accompany inspections, visiting sites both in Japan and abroad, and reviewing documentation from an external perspective. During meetings, I also make it a point to check for anything that seems unusual. In addition to collaborating with the internal audit department, the Audit and Supervisory Committee maintains frequent communication with our external audit firms to ensure the appropriateness and transparency of our audit and supervision processes, providing recommendations based on these insights. As a member of the Audit and Supervisory Committee, which is consisted of individuals with diverse areas of expertise, I am committed to fulfilling my responsibilities by drawing on my experience in technology development, marketing, and knowledge of DE&I[※]. In my conversations with the presidents of the business operations, what I find particularly impressive is that our research team goes beyond just R&D—they also think through commercialization and business models, giving shape to the ideas and putting them into practice. I believe this is one of the Company's strengths. With a focus on the importance of intellectual capital and intellectual property, I hope to continue contributing to sustainable growth and improved governance as a member of the Audit and Supervisory Committee.

※ Diversity, equity, and inclusion.

Senior Management and Directors (As of September 2024)



Takeshi AOKI

Chairman of the Board, Representative Director, Chairman of the Board Meeting

- April 1981 Joined IBIDEN Co., Ltd.
- April 2008 Corporate Officer
- June 2013 Director & Corporate Officer
- April 2014 Director & Managing Officer
- March 2016 Executive Vice President, Representative Director, President of Ceramics Operation
- April 2017 Administrator of Corporate Business Operation, Corporate Executive Director of Ceramics Operation
- June 2017 President & CEO, Representative Director
- June 2018 Corporate Executive Director of R&D Operation
- April 2019 Corporate Executive Director of Internal Audit Division
- June 2024 Chairman of the Board, Representative Director (present)



Koji KAWASHIMA

President & CEO, Representative Director, Administrator of Corporate Business Operation, R&D Operation Officer

- April 1987 Joined IBIDEN Co., Ltd.
- April 2008 Director
- April 2010 Corporate Officer, President of PKG Operation
- April 2014 Human Resources Director of Strategic Corporate Planning Operations
- March 2016 Executive Managing Officer
- April 2017 President of Electronics Operation
- April 2019 President of PKG Operation
- April 2020 Senior Executive Officer
- April 2022 Electronics Business Officer
- June 2022 Director & Senior Executive Officer
- April 2023 President of Electronics Operation
- April 2024 Administrator of Corporate Business Operation (present), R&D Operation Officer (present)
- June 2024 President & CEO, Representative Director (present)



Toshikazu KOIKE

Outside Director

- April 1979 Joined BROTHER INDUSTRIES, LTD.
- August 1982 Seconded to Brother International Corporation (U.S.A)
- October 1992 Director of Brother International Corporation (U.S.A)
- January 2000 Director & President of Brother International Corporation (U.S.A)
- June 2004 Director of BROTHER INDUSTRIES, LTD.
- January 2005 Director & Chairman of Brother International Corporation (U.S.A)
- April 2005 Director & Managing Executive Officer of BROTHER INDUSTRIES, LTD.
- April 2006 Director & Senior Managing Executive Officer of BROTHER INDUSTRIES, LTD.
- June 2006 Representative Director & Senior Managing Executive Officer of BROTHER INDUSTRIES, LTD.
- June 2007 Representative Director & President of BROTHER INDUSTRIES, LTD.
- June 2018 Representative Director & Chairman of BROTHER INDUSTRIES, LTD.
- June 2020 Outside Director of Toyo Seikan Group Holdings, Ltd. (retired on June 2024)
- May 2021 Outside Director (member of the Audit and Supervisory Committee) of YASUKAWA Electric Corporation (present)
- June 2022 Director & Chairman of BROTHER INDUSTRIES, LTD. (present)
- June 2024 Outside Director of IBIDEN Co., Ltd. (present)



Yoichi KUWAYAMA

Full-time Member of Audit and Supervisory Committee

- April 1983 Joined IBIDEN Co., Ltd.
- April 2008 Corporate Officer
- April 2011 President of DPF Unit
- April 2012 Managing Officer
- June 2012 Director & Managing Officer
- April 2014 Director & Executive Managing Officer, President of Ceramics Unit
- March 2016 Corporate Executive Director of Audit
- June 2016 Full-time Corporate Auditor
- June 2017 Full-time Member of Audit and Supervisory Committee (present)



Ayumi SUZUKI

Director & Senior Executive Officer, Quality Unit Officer, Engineering Unit Officer, Production Unit Officer, GX Promotion Officer, President of Strategic Manufacturing Operation, Energy Control Unit Officer and Internal Audit Division Officer

- May 1989 Joined IBIDEN Co., Ltd.
- April 2005 Group Manager of PKG Group, Quality Control Division, Electronic Substrate Operation
- April 2009 Quality Assurance Division Manager of DPF Unit
- April 2018 President of IBIDEN Hungary Kft. (secondment)
- April 2021 Senior Management
- April 2022 Production Division Manager of ECP Unit
- April 2023 Senior Executive Officer, GX Promotion Unit Officer (present), President of Strategic Manufacturing Operation (present), IPIA Planning Division Manager, Energy Control Unit Officer (present), Internal Audit Division Officer (present)
- June 2023 Director & Senior Executive Officer (present), Quality Unit Officer (present), Engineering Unit Officer (present), Production Unit Officer (present)



Hisashi KATO

Director & Senior Executive Officer, Electronics Business Officer, Production Engineering Officer, Vice President of Electronics Operation, Vice President of Electronics Operation, Engineering Management Unit

- April 1988 Joined IBIDEN Co., Ltd.
- April 2004 Business Unit Manager of PKG Unit, Electronic Substrate Operation
- December 2012 Executive Vice President of IBIDEN Electronics Malaysia SDN. BHD. (secondment)
- April 2020 Senior Management
- April 2021 Vice President of PKG Operation, Production Engineering Unit
- April 2022 Senior Executive Officer, Production Engineering Officer (present), New Plant Start-up Project Manager
- April 2023 Vice President of Electronics Operation, Engineering Management Unit (present)
- April 2024 Electronics Business Officer (present), President of Electronics Operation (present)
- June 2024 Director & Senior Executive Officer (present)



Koji MATSUBAYASHI

Full-time Member of Audit and Supervisory Committee

- April 1987 Joined The Sumitomo Bank, Ltd.
- October 1994 Deputy Chicago Branch General Manager
- October 1996 New York Deputy US Credit Director of US Headquarters
- April 2001 Manager of Sale Credit Division 1 in Sumitomo Mitsui Banking Corporation
- April 2010 Deputy Manager of Corporate Sales in Saitama
- May 2014 London Credit Manager and Joint Audit Manager in Europe Region
- April 2017 Singapore Audit Manager
- October 2020 Joined IBIDEN Co., Ltd Manager of Internal Audit Unit (present)
- June 2021 Full-time Member of Audit and Supervisory Committee (present)



Fumio KATO

Outside Director, Outside Member of Audit and Supervisory Committee, Chairman of Audit and Supervisory Committee

- July 2000 Deputy Manager of Investigation Department Nagoya Regional Taxation Bureau
- July 2001 Superintendent of Showa Tax Office
- August 2002 Registered as certified tax accountant, Established Fumio Kato Certified Tax Accountant Office, Representative of Fumio Kato Certified Tax Accountant Office (present)
- July 2004 Outside Corporate Auditor of Seino Holdings Co., Ltd. (retired June 2020)
- May 2009 Chairman of the Fixed Asset Valuation Review Committee of Kitagata-cho, Motosu-gun, Gifu (present)
- November 2014 Outside Corporate Auditor of HIMARAYA Co., Ltd.
- June 2015 Outside Corporate Auditor of IBIDEN Co., Ltd.
- November 2015 Outside Director who is an Audit and Supervisory Committee Member of HIMARAYA Co. Ltd. (retired March 2022)
- June 2017 Outside Corporate Director who is Audit and Supervisory Committee Member of IBIDEN Co., Ltd. (present)



Chiaki YAMAGUCHI

Outside Director, Chairman of Nomination/Remuneration Committee

- April 1972 Joined TOYOTA MOTOR CORPORATION
- June 2003 Full-time Corporate Auditor of Toyota Motor Corporation (retired on June 2011)
- June 2011 Executive Managing Director of Toyota Industries Corporation
- June 2012 Representative Director & Senior Vice President of Toyota Industries Corporation (retired on June 2015)
- June 2014 Outside Director of IBIDEN Co., Ltd. (present)
- June 2015 President & Representative Director of TOYOTA FUDOSAN CO., LTD., formerly Towa Real Estate Co., Ltd. (retired on June, 2018), Outside Director of Nakanihon KOGYO Co., Ltd. (retired on June 2019)
- June 2018 Contract Officer for Special Duties of TOYOTA MOTOR CORPORATION (retired on June 2023), Outside Auditor of Central Nippon Expressway Company Limited (retired on June 2022) Corporate Advisor of TOYOTA FUDOSAN CO., LTD., formerly Towa Real Estate Co., Ltd. (retired on June 2019)
- June 2019 Contract Officer for Special Duties of TOYOTA FUDOSAN CO., LTD., formerly Towa Real Estate Co., Ltd. as former President & Representative Director (present)



Noriko ASAI

Outside Director

- April 1997 Assistant Instructor of the School of Economics at Nagoya University
- March 1999 Nagoya University Ph.D. in Economics
- April 2007 Professor at the School of Management of Chukyo University
- June 2015 Outside Director of CKD Corporation (retired on June 2023)
- June 2020 Outside Director of IBIDEN Co., Ltd. (present)
- June 2021 Outside Director of OKUMA Corporation (present)
- October 2021 Guest Faculty Member of Graduate School /School of Economics of Nagoya University (present)
- November 2023 Outside Director of SHINWA Co., Ltd. (present)
- April 2024 Management Committee Member of Toyohashi University of Technology (present)



Masaki HORIE

Outside Director, Outside Member of Audit and Supervisory Committee

- April 1973 Joined PricewaterhouseCoopers Co., Ltd.
- November 1980 Joined Ito Accounting & Consultancy Office
- July 1997 Senior Partner of Ito Accounting & Consultancy Office
- January 2001 Senior Partner of Chuo-Aoyama Audit Corporation
- September 2006 Senior Partner of Arata Audit Corporation
- July 2010 Established Masaki HORIE Certified Public Accountant Office, Director of the Office (present)
- June 2011 Outside Corporate Auditor of Tokai Rika Co., Ltd. (retired June 2015)
- June 2015 Outside Corporate Auditor of Futaba Industrial Co., Ltd.
- June 2016 Outside Corporate Director of Futaba Industrial Co., Ltd. (retired June 2024), Outside Auditor of IBIDEN Co., Ltd.
- June 2017 Outside Corporate Director who is Audit and Supervisory Committee Member of IBIDEN Co., Ltd. (present)
- September 2023 Outside Director of Kagayaki Holdings, Inc. (present)



Yukiko YABU

Outside Director, Outside Member of Audit and Supervisory Committee

- April 1981 Joined Matsushita Electric Industrial Co., Ltd.
- January 2006 Director of Lifestyle Value Research Laboratory, R&D Headquarters, Home Appliances Company, Panasonic Corporation
- January 2011 Director of Global Consumer Research Center, Corporate Brand Strategy Division, Panasonic Corporation
- April 2013 Director and Group Manager responsible for consumer research at the Global Marketing Planning Center, Appliances Company, Panasonic Corporation
- March 2014 Retired from Panasonic Corporation
- June 2014 Outside Director of DUSKIN CO., LTD. (retired 2017)
- June 2015 Outside Director of TAKARA HOLDINGS INC. (retired 2018)
- June 2016 Outside Director of Daiwa House Industry Co., Ltd. (retired June 2024)
- June 2019 Outside Director of Furukawa Electric Co., Ltd. (present)
- June 2021 Outside Corporate Director who is Audit and Supervisory Committee Member of IBIDEN Co., Ltd. (present)

Overview of the Board of Directors (As of June 13, 2024)

In selecting Director candidates, to allocate a right person to right work, as a comprehensive deliberation, the sufficient number of the Board of Directors Members that enables the Board of Directors to make eligible and prompt decision and overall balance of knowledge, experience and skill with diversity including gender, internationality, career and age among the members of the Board of Directors are considered while referring to the reports by the Nomination/Remuneration Committee. Besides, we disclose the skill set required for the Board of Directors of the Company.

Name	Expected skills								
	Independence (Outside Directors only)	Corporate management and strategy	Finance, accounting and tax	Knowledge of our business	International business	Innovation	Manufacturing Technologies	Risk management	Internal control Governance
Takeshi AOKI		●	●	●	●			●	●
Koji KAWASHIMA		●		●	●	●	●	●	●
Ayumi SUZUKI				●		●	●	●	●
Hisashi KATO		●		●	●	●	●	●	
Chiaki YAMAGUCHI	●	●	●		●			●	●
Noriko ASAI	●	●				●		●	
Toshikazu KOIKE	●	●			●	●		●	●
Yoichi KUWAYAMA				●	●			●	●
Koji MATSUBAYASHI			●		●			●	●
Fumio KATO	●		●						●
Masaki HORIE	●		●						●
Yukiko YABU	●					●		●	●

Note: The above skills matrix does not cover all skills that the candidates for Directors and the Audit and Supervisory Committee Members have, but shows those that the Company particularly expects them to have within the skill set required for the Board of Directors.

Skill Set Required for the Board of Directors

Required skills	Reasons
Corporate management and strategy	Extensive knowledge, experience, and skills are required to make critical management decisions as a manager responsible for corporate management and organizational operations in Japan and overseas amidst a rapidly changing and uncertain business environment.
Finance, accounting and tax	As a manufacturer focused on the IC package substrate business, it is essential to make continuous capital investments and procure flexible and cost-competitive financing to support these investments. At the same time, it is necessary to build a sound and strong financial structure to prepare for risks. Therefore, specialized and advanced knowledge, such as finance, accounting, tax, is required to monitor and oversee that these are achieved in optimum balance and that financial and tax compliance is ensured.
Knowledge of our business	Deep knowledge of the Company's business is required in order to make high-level business management decisions, including business policies, and to appropriately manage and supervise the business execution by business sections, which is required for the Board of Directors of monitoring role.
International business	Our main customers are from overseas, and we have production and sales bases all over the world. Therefore, international business experience and skills are required to make management decisions based on country risks including geopolitical risks as well as market and customer trends.
Innovation	To realize our mission of "contributing to the progression of society through innovative technology" as a technology development company, it is necessary to correctly recognize social issues and customer needs, and to create innovations to solve them, not only with our own proprietary technologies, but also in collaboration with external parties. A deep knowledge of innovation is required to properly monitor and supervise these activities.
Manufacturing Technologies	As a manufacturing company focused on cutting-edge IC package substrates and advanced ceramic components, we need to build superior competitiveness in our own production facilities and manufacturing processes in order to survive in the global competitive environment. A deep knowledge of manufacturing and technology is required to properly monitor and supervise these activities.
Risk management	In order to sustainably improve corporate value over the medium- to long-term, we must be sensitive to changes in the external environment, and identify and respond to risks appropriately. To make this possible, a high level of sensitivity to risk and risk management skills that enable prompt and determined management decisions are required.
Internal control Governance	In order to establish, monitor, and supervise a corporate governance system and fair and transparent decision-making processes that earn the trust of shareholders and other stakeholders, advanced knowledge of internal control and corporate governance and a high level of awareness of legal compliance are required.

Refer to the Corporate Governance Report for details on the governance system, including the reasons for the appointment of outside directors. <https://www.ibiden.com/ir/library/governance/>



● Corporate Directors ● Outside Directors ● Chairperson

Gender	Members and attendance of each committee and meeting					
	Board of Directors	Audit and Supervisory Committee	Nomination / Remuneration Committee	Management Council	Risk Management Company-wide Promotion Committee	Compliance Company-wide Promotion Committee
Male	10/10		8/8	13/13	1/1	1/1
Female	10/10			13/13	1/1	1/1
	8/8 ^(※)			13/13	1/1	1/1
	—			13/13	1/1	1/1
	10/10		8/8			
	10/10		8/8			
	—		—			
	10/10	13/13		13/13	1/1	1/1
	10/10	13/13		13/13	1/1	1/1
	10/10	13/13				
	10/10	13/13				
	10/10	13/13				

(※) Attendance after taking office on June 15, 2023.

Policy for the Development of Next Generation Management Executives

For the development of next generation management executives, we newly established a Senior Management system in FY2020. We position employees in Senior Management positions as next generation management executive candidates, and have these employees

participate in Executive training. In addition, by developing the educational program for employees in Senior Management positions, we will develop human resources in a planned way.

Communication with Shareholders and Investors

IBIDEN takes steps to disclose information at appropriate times to shareholders and investors in a fair, accurate, and easy-to-understand manner.

We held a general meeting of shareholders in the multi-purpose hall in the IBIDEN Headquarters Building on June 13, 2024. We have sought to establish a more open environment by adopting the voting rights exercise platform and making possible the exercise of voting rights via the Internet and smart phones, etc., for shareholders who are unable to attend the meeting. In addition, to ensure prompt disclosure, the Notice of Ordinary General

Meeting of Shareholders is available on our website and platform by a week before mailing it to shareholders. As for other IR activities, we hold periodic briefings for analysts and institutional investors after the announcement of business results for the full year and those for the interim term, and release materials for the briefings on our website. The opinions of shareholders ascertained through dialogue are fed back to the Board of Directors, the President & CEO, and relevant Directors and sections as necessary to share and utilize the information.

Visit our website for details of our investor relations. <https://www.ibiden.com/ir/>



Risk Management

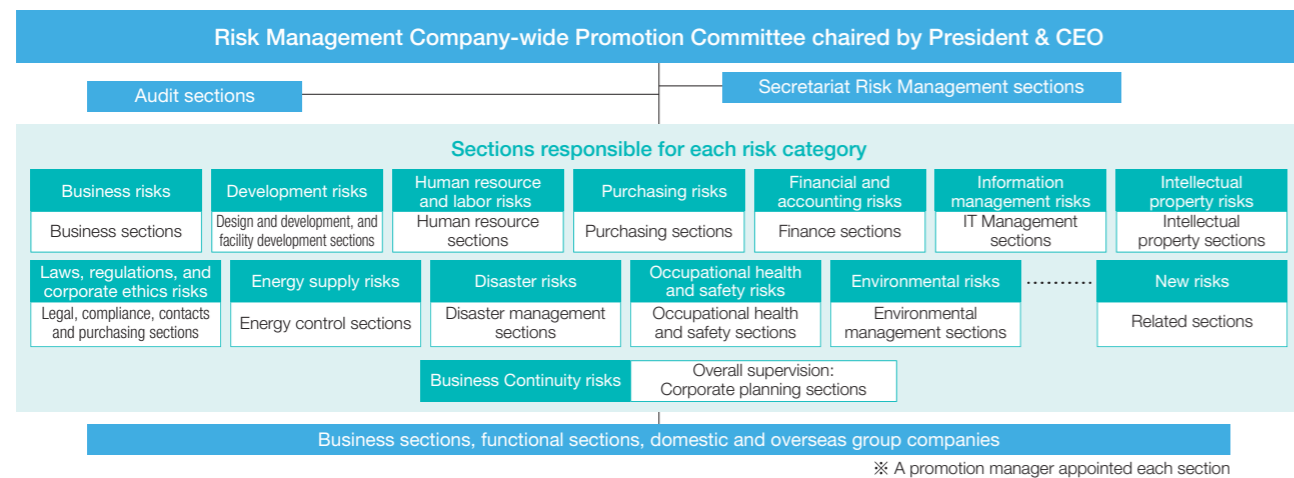
Risk Management Basic Approach

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

Structure for Advancing Risk Management

We established Risk Management Company-wide Promotion Committee as an organization to promote risk management, where we review and decide the overall risk management, and report the countermeasures to the major risks and the progress. To embody the policies, the

Committee decided, we assign a department in charge by each risk category to promote the risk management activities suitable to the situation and operational type of domestic and overseas Group companies.



Activities for Advancing Risk Management

1 Business Continuity Plan and Readiness for Natural Disaster

We have identified large-scale disasters, including natural disasters such as earthquakes or floods, equipment accidents, infectious diseases, cyberattacks, and serious crimes, as risks that can have significant impacts on our business continuity. We also have established an initial response policy and are working on countermeasures in preparation for the event of such a crisis.

In the event of a large-scale natural disaster, we believe that lifesaving comes first, followed by the early recovery of product supply to customers. Accordingly, we have established a system to deal with specific risks including the confirmation of the safety of employees and equipment failure.

2 Information Security Measures

Information concerning the operation, technologies and management of the Company is a valuable asset, and proper management of information including confidential information of customers and suppliers and prevention of leakage are important issues and responsibilities.

We have established a framework for information security promotion to block illegal access, etc. from the outside, and laid down a basic policy for proper use and custody of the information assets we own such as trade secrets, personal information and IT security environment under the "Regulations for Information Management."

Visit our website for details of our risk management.
<https://www.ibiden.com/esg/governance/risk-management/>



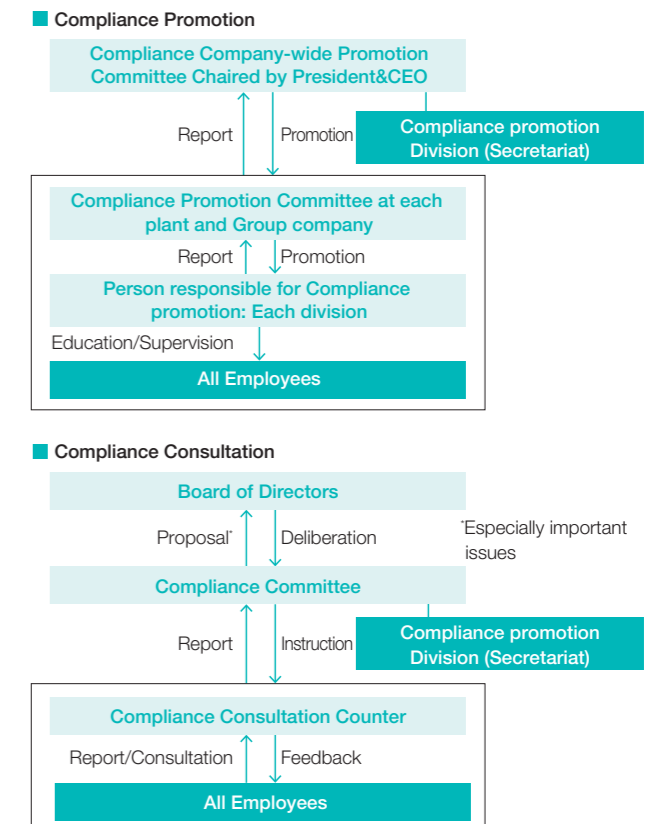
Compliance

Compliance Basic Policy

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

Structure for Promoting Compliance Program

To raise awareness of compliance across the Group, we established Compliance Company-wide Promotion Committee, which promotes, manages, reports and reviews the company-wide compliance activities. The policies and plans the Committee decides are announced to each plant as well as domestic and overseas Group companies, and then rolled out.



Whistleblowing System

In addition to the formal channel of reporting, the Group has established a compliance consultation service to facilitate reporting when an officer or employee discovers a violation of compliance. The company's consultation counter includes a counter through which the whistleblower can report nominally to the person in charge of the consultation service, and a counter through which the whistleblower can report anonymously to an outside expert. The consultation counters have been operated with due consideration for the protection of rights of whistleblowers, such as anonymity assurance, privacy protection and ensuring no disadvantageous treatment.

Should an incident related to compliance occur, the Compliance Committee chaired by the Executive Officer in charge of compliance promotion is called and discussions take place on appropriate actions to address the situation as well as preventative measures for future incidents. Serious incidents in particular are reported to the Board of Directors.

Bolstering Compliance Activities

1 Compliance Education

When promoting compliance activities, it is crucial that employee awareness is continuously maintained at a high level. The Company has established an environment enabling all those working at on-site workplaces (including part-time workers and contract workers) to systematically receive education and training immediately after their employment regarding the Standards for Employee Behavior, which sets forth the compliance standards to be followed by officers and employees. In addition, we are promoting special education programs, including ones focused on various laws and regulations and corporate taxation.

2 Efforts for Fraud Prevention including Anti-bribery

The Group upholds the IBIDEN Group Charter of Behavior to make efforts to prevent every form of corruption. In the Standards for Employee Behavior also, we demand ethical behavior from all workers (including part-time and contract workers) and strictly prohibit unlawful actions and acts of conflict of interest including bribery. To avoid misconduct, we have appropriately developed a system for ensuring a certain prevention of corruption in line with the current conditions of each site, including measures such as stricter authorization when paying social expenses, the establishment of Gift-giving and -receiving Guidelines, and the development of a Whistleblowing System.

Visit our website for details of our compliance.
<https://www.ibiden.com/esg/governance/compliance/>



» Main Financial and Non-Financial Data

Fiscal years ended on March 31

		161th FY2013	162th FY2014	163th FY2015	164th FY2016	165th FY2017	166th FY2018	167th FY2019	168th FY2020	169th ^{**4} FY2021	170th FY2022	171th FY2023
Financial Data												
Net sales	(million yen)	310,268	318,072	314,119	266,459	300,403	291,125	295,999	323,461	401,138	417,549	370,511
Operating income	(million yen)	23,442	26,039	22,570	7,141	16,702	10,137	19,685	38,634	70,821	72,362	47,568
Operating income to net sales ratio	(%)	7.56	8.19	7.19	2.68	5.56	3.48	6.65	11.94	17.66	17.33	12.84
Ordinary profit	(million yen)	28,401	31,314	20,798	2,301	17,603	12,600	21,364	40,716	74,394	76,176	51,140
Profit (loss) attributable to owners of parent	(million yen)	17,479	19,107	7,530	(62,848)	11,583	3,306	11,329	25,698	41,232	52,187	31,490
Total assets	(million yen)	462,113	519,847	476,110	405,783	436,425 ^{*1}	423,056	518,619	578,518	664,332	857,508	1,129,991
Return on assets	(%)	3.92	3.89	1.51	(14.25)	2.76 ^{*2}	0.77	2.41	4.68	6.64	6.86	3.17
Total net assets	(million yen)	322,562	360,091	331,520	260,940	286,367	276,305	273,934	321,863	370,728	425,606	501,796
Equity ratio	(%)	68.91	68.50	68.75	63.21	64.43 ^{*3}	64.03	51.74	54.61	54.88	48.89	43.80
Return on equity	(%)	5.82	5.67	2.20	(21.53)	4.31	1.20	4.20	8.80	12.12	13.32	6.89
Interest-bearing debt	(million yen)	61,574	75,855	70,128	70,062	70,005	70,030	150,030	150,175	170,030	270,030	343,476
Free cash flow	(million yen)	11,729	6,659	20,060	2,532	5,736	519	(11,987)	(43,390)	40,650	21,728	67,957
Capital expenditures	(million yen)	37,731	56,350	40,955	20,997	22,409	22,892	57,076	78,189	60,615	131,275	146,583
Depreciation and amortization	(million yen)	35,702	39,428	44,056	33,147	24,566	25,136	24,222	35,413	52,715	54,914	46,032
Research and development costs	(million yen)	15,031	15,512	15,203	14,111	15,368	14,753	16,200	16,841	15,733	19,682	20,229
Net assets per share	(yen)	2,305.93	2,578.85	2,459.63	1,927.53	2,012.60	1,938.59	1,920.19	2,262.99	2,611.43	3,002.08	3,543.06
Basic profit (loss) attributable to owners of parent per share	(yen)	126.58	138.37	55.29	(472.26)	83.21	23.66	81.08	183.94	295.35	373.73	225.44
Dividends per share	(yen)	30	35	35	35	35	35	35	35	40	50	40
Dividend payout ratio	(%)	23.70	25.29	63.30	—	42.06	147.90	43.17	19.03	13.54	13.38	17.74
Non-Financial Data												
Numbers of employees	(persons)	14,122	14,306	14,290	13,961	15,574	14,718	13,019	13,161	12,958	12,744	11,375
Numbers of non-consolidated employees	(persons)	3,554	3,549	3,614	3,544	3,515	3,525	3,537	3,504	3,549	3,669	3,829
GHG emissions ^{**5}	(thousand tons of CO ₂)	641	718	762	602	666	649	606	574	582	423	290
Of which Scope 1 ^{**5}	(thousand tons of CO ₂)	147	124	127	136	134	144	142	155	183	177	163
Of which Scope 2 ^{**5}	(thousand tons of CO ₂)	494	593	635	466	532	505	464	419	400	246	127
Water withdrawal	(thousands of m ³)	12,044	11,754	11,251	10,573	11,961	11,986	11,798	12,519	13,756	13,943	10,955
Renewable energy generation	(MWh)	97,379	165,271	118,015	163,004	176,276	176,203	183,110	174,267	169,274	176,992	179,869
Of which hydroelectric power generation	(MWh)	—	163,630	111,682	151,452	161,079	159,218	166,334	157,778	150,730	159,702	162,654
Of which solar power generation and others	(MWh)	—	1,641	6,333	11,552	15,197	16,985	16,776	16,489	18,544	17,290	17,215
Occupational accident frequency rate ^{**6}		0.31	0.26	0.54	0.33	0.52	1.42	0.95	0.54	0.44	0.22	0.35

※1 Net assets per share are calculated based on the total number of shares issued and outstanding at the end of the fiscal year.

※2 Basic earnings (loss) per share is calculated based on the average number of shares issued and outstanding during the period. The average number of shares issued and outstanding during the period is based on the number of shares after deducting the number of treasury shares.

※3 "Partial Amendments to Accounting Standard for Tax Effect Accounting, etc." (ASBJ Statement No. 28, February 16, 2018) have been applied from the beginning of the 166th term, and the main management indicators, etc. related to the 165th term are indicators, etc. after retroactively applying the said accounting standard, etc.

※4 "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020) has been applied from the beginning of the 169th term, and the main management indicators, etc. related to the 169th term are indicators, etc. after applying the said accounting standard, etc.

※5 With regard to the CO₂ emission factor at the time of calculation, we used the factor provided by the "List of Calculation Methods/Emission Factors in the Calculation, Report and Publication System" of the Ministry of the Environment and the Ministry of Economy, Trade and Industry in Japan as well as by gas distribution companies. From fiscal year 2020, when calculating the indirect CO₂ emissions (Scope 2), we use the conversion factors (IEA Emissions Factors 2020) published by the International Energy Agency when the CO₂ emission factors of electric utility companies are uncertain, in order to provide information closer to the actual state. The CO₂ emissions in fiscal year 2022 are recalculated using the emission factors as of January 2024.

※6 This indicates the number of work-related injury or death cases (equivalent to or more serious than cases of occupational accidents resulting in lost workdays) among a total of 1 million actual working hours. This is for IBIDEN and Domestic Group companies up to FY2017, and IBIDEN Group from FY 2018.

» Analysis of Our Business Performance and Financial Condition

Overview of the Fiscal Year under Review

During the fiscal year under review, the global economy was overall on a recovery trend, but the situation remained uncertain and unstable due to factors such as the impact of global monetary tightening, the economic slowdown in China, and the continued geopolitical risks. In the domestic economy, despite the ongoing gradual recovery, the situation remained less optimistic, with persistent concerns about rising prices and a downturn originating in the global economy.

In the semiconductors and electronic components market, while inventory adjustments in the PC market following the sharp slowdown in demand from the second half of FY2022 have run their course, the pace of recovery has been slower than expected and the situation remained uncertain. In the server market, while new growth areas centered on generative AI-related products performed well, the existing market for data center servers experienced continued investment restraint and inventory adjustments by major users, and overall market conditions remained challenging.

The market for exhaust system components in the automotive industry recovered from the effects of the global semiconductor shortage and the supply chain disruption following the COVID-19 outbreak. Still, the growth in global automobile production volume slowed

compared to initial forecasts due to the economic slowdown in China.

Given this situation, under the five-year medium-term management plan “Moving on to our New Stage 115 Plan,” which started in FY2023, we have been taking steps to achieve both response to changes in the business environment and sustainable growth, based on the five main reinforcement activities (five powers to be strengthened) and fundamental activities as a manufacturing company. These include strengthening business competitiveness, centered on the development of a strong and flexible business model, and reforming manufacturing by leveraging DX.

As a result, net sales for the fiscal year under review amounted to ¥370,511 million, a decrease of ¥47,037 million (11.3%) compared to the previous fiscal year. Operating income totaled ¥47,568 million, a decrease of ¥24,793 million (34.3%) compared to the previous fiscal year. Ordinary profit amounted to ¥51,140 million, a decrease of ¥25,035 million (32.9%) compared to the previous fiscal year. Profit attributable to owners of parent for the period stood at ¥31,490 million, a decrease of ¥20,697 million (39.7%) compared to the previous fiscal year.

Analysis of Financial Situation

1 Assets

Total assets at the end of the fiscal year under review were ¥1,129,991 million (an increase of 31.8% compared to the end of the previous fiscal year). Current assets amounted to ¥600,810 million (a 26.0% increase), and fixed assets were ¥529,180 million (a 39.0% increase).

The significant contributor to the increase in current assets was an increase of ¥141,164 million in cash and deposits.

The significant contributor to the increase in fixed assets was an increase of ¥115,870 million in construction in progress.

2 Liabilities

Total liabilities at the end of the fiscal year under review were ¥628,194 million (a 45.4% increase). Current liabilities amounted to ¥358,362 million (a 60.5% increase), and long-term liabilities were ¥269,832 million (a 29.4% increase).

The significant contributors to the increase in current liabilities were increases of ¥49,325 million in advances

received, ¥36,743 million in accounts payable - other, and ¥26,329 million in electronically recorded obligations - facilities.

The significant contributor to the increase in long-term liabilities was an increase of ¥73,476 million in convertible-bond-type bonds with share acquisition rights.

3 Net Assets

Total net assets at the end of the fiscal year under review were ¥501,796 million (a 17.9% increase).

The significant contributors to the increase in net assets were increases of ¥25,894 million in retained earnings and ¥34,227 million in valuation difference on available-for-sale securities.

As a result, the equity ratio decreased from 48.9% at the end of the previous fiscal year to 43.8%. In addition, net assets per share increased from ¥3,002.08 at the end of the previous fiscal year to ¥3,543.06.

Analysis of Management Results

1 Net Sales and Operating Income

Net sales amounted to ¥370,511 million (a decrease of 11.3% year on year).

Cost of sales was ¥268,040 million (a decrease of 7.6% year on year). The cost-to-sales ratio decreased 2.9 percentage points to 72.3%.

Accordingly, operating income totaled ¥47,568 million (a decrease of 34.3% year on year).

2 Non-operating Income and Expenses and Ordinary Profit

Non-operating income (net of non-operating expenses) decreased from ¥3,814 million in the previous fiscal year to ¥3,571 million in the fiscal year under review. This was mainly due to a decrease of ¥326 million in foreign exchange gain, net.

Accordingly, ordinary profit amounted to ¥51,140 million (a decrease of 32.9% year on year).

3 Extraordinary Income or Loss

Extraordinary losses (net of extraordinary income) decreased from ¥4,474 million in the previous fiscal year to ¥3,705 million in the fiscal year under review. This was mainly due to increases of ¥3,067 million in gain on sales of shares of subsidiaries and ¥3,156 million in compensation expenses and a decrease of ¥1,316 million in loss on retirement of non-current assets.

Accordingly, profit before income taxes amounted to ¥47,435 million (a decrease of 33.8% year on year).

4 Income Taxes (Including Income Taxes – Deferred)

Income taxes decreased from ¥19,288 million in the previous fiscal year to ¥15,685 million in the fiscal year under review.

Accordingly, profit amounted to ¥31,749 million (a decrease of 39.4% year on year).

5 Profit Attributable Non-controlling Interests

Profit attributable to non-controlling interests increased from ¥226 million in the previous fiscal year to ¥259 million in the fiscal year under review.

6 Profit Attributable to Owners of Parent

Profit attributable to owners of parent was ¥31,490 million (a decrease of 39.7% year on year).

Basic earnings per share was ¥225.44.

Return on equity (ROE) stood at 6.9%.

Cash Flow Conditions

Cash and cash equivalents (hereinafter “net cash”) at the end of the fiscal year under review amounted to ¥443,583 million, up ¥141,164 million compared to the end of the previous fiscal year.

The following is a summary of cash flow activities.

1 Cash Flows from Operating Activities

Net cash provided by operating activities totaled ¥145,231 million (versus ¥125,748 million for the previous fiscal year). This primarily reflected the cash inflow factors of ¥47,435 million in profit before income taxes, ¥46,032 million in depreciation and amortization, and an increase of ¥49,325 million in advances received.

2 Cash Flows from Investing Activities

Net cash used in investing activities totaled ¥77,274 million (versus ¥104,019 million used for the previous fiscal year). This was mainly due to a decrease of ¥85,456 million for purchases of property, plant and equipment.

3 Cash Flows from Financing Activities

Net cash provided by financing activities totaled ¥67,526 million (versus ¥92,585 million in the previous fiscal year). This primarily reflected the cash inflow factor of ¥73,500 million in issuance of convertible-bond-type bonds with share acquisition rights, partially offset by the cash outflow factor of ¥5,595 million in cash dividends paid.

Consolidated Financial Statements

Consolidated Balance Sheet

	Millions of yen		Thousands of U.S. dollars (Note)
	2024	2023	2024
Assets			
Current assets:			
Cash and deposits	¥ 443,584	¥ 302,420	\$ 2,931,235
Notes, accounts receivable and contract assets:			
Trade	60,981	75,942	402,966
Other	4,174	2,950	27,582
Allowance for doubtful accounts	(82)	(60)	(540)
Electronically recorded monetary claims	4,432	3,563	29,284
Inventories:			
Merchandise and finished goods	19,827	30,872	131,021
Work in process	19,757	21,191	130,558
Raw materials and supplies	25,735	27,133	170,056
Other current assets	22,403	12,815	148,041
Total current assets	600,811	476,826	3,970,203
Property, plant and equipment:			
Land	20,690	20,360	136,719
Buildings and structures	229,978	227,466	1,519,715
Machinery and equipment	533,870	540,210	3,527,853
Leased assets	706	628	4,665
Construction in progress	234,909	119,038	1,552,296
Accumulated depreciation and impairment loss	1,020,153 (611,375)	907,702 (600,735)	6,741,248 (4,040,014)
Property, plant and equipment, net	408,778	306,967	2,701,234
Investments and other assets:			
Investment securities:			
Affiliates	29	27	192
Other	110,137	61,316	727,796
Long-term loans receivable	8	8	53
Deferred tax assets	4,253	5,534	28,104
Other assets	6,174	7,069	40,794
Allowance for doubtful accounts	(198)	(238)	(1,307)
Total investments and other assets	120,403	73,716	795,632
Total assets	¥ 1,129,992	¥ 857,509	\$ 7,467,069

	Millions of yen		Thousands of U.S. dollars (Note)
	2024	2023	2024
Liabilities and Net Assets			
Current liabilities:			
Short-term borrowings and current portion of long-term debt	¥ 90,000	¥ 65,030	\$ 594,727
Notes and accounts payable			
Trade	28,043	23,496	185,312
Other	62,388	27,076	412,266
Electronically recorded obligations:			
Operating	12,507	12,169	82,645
Facilities	52,931	26,602	349,775
Lease obligations	128	93	845
Accrued expenses	7,254	7,695	47,936
Income taxes payable	4,145	14,269	27,389
Provision for bonuses for employees	4,872	5,139	32,191
Provision for bonuses for directors and audit and supervisory board members	122	186	806
Advances received	80,098	30,773	529,295
Other current liabilities	15,875	10,793	104,900
Total current liabilities	358,363	223,321	2,368,087
Long-term liabilities:			
Long-term debt	253,477	205,000	1,674,994
Lease obligations	130	167	861
Liability for retirement benefits	752	574	4,968
Provision for share-based compensation	564	548	3,729
Deferred tax liabilities	13,434	825	88,770
Other long-term liabilities	1,475	1,468	9,749
Total long-term liabilities	269,832	208,582	1,783,071
Net Assets:			
Shareholders' equity:			
Common stock:			
Authorized – 230,000,000 shares			
Issued – 140,860,557 shares in 2024 and 2023	64,152	64,152	423,926
Capital surplus	64,494	64,494	426,183
Retained earnings	255,698	229,804	1,689,675
Less treasury stock, at cost	(2,983)	(3,127)	(19,714)
Total shareholders' equity	381,361	355,323	2,520,070
Accumulated other comprehensive income:			
Net unrealized holding gain on other securities	58,658	24,431	387,616
Deferred gains or losses on hedges	1	—	5
Surplus arising from land revaluation	160	160	1,058
Translation adjustments	54,764	39,324	361,881
Total accumulated other comprehensive income	113,583	63,915	750,560
Non-controlling interests	6,853	6,368	45,281
Total net assets	501,797	425,606	3,315,911
Total liabilities and net assets	¥ 1,129,992	¥ 857,509	\$ 7,467,069

Consolidated Statement of Income

	Millions of yen		Thousands of U.S. dollars (Note)
	2024	2023	2024
Net sales	¥ 370,512	¥ 417,549	\$ 2,448,370
Cost of sales	268,041	290,034	1,771,233
Gross profit	102,471	127,515	677,137
Selling, general and administrative expenses	54,902	55,153	362,798
Operating income	47,569	72,362	314,339
Other income (expenses):			
Interest and dividend income	2,925	2,506	19,327
Interest expenses	(711)	(370)	(4,698)
Gain (loss) on sales of investment securities	69	295	455
Gain on sales of shares of subsidiaries and associates	3,067	—	20,267
Subsidy income	1,882	—	12,436
Loss on tax purpose reduction entry of non-current asset	(1,882)	—	(12,436)
Others, net	(5,484)	(3,091)	(36,236)
Profit before income taxes	47,435	71,702	313,454
Income taxes			
Current	(15,385)	(23,773)	(101,668)
Deferred	(300)	4,484	(1,980)
	(15,685)	(19,289)	(103,648)
Profit	31,750	52,413	209,806
Profit attributable to:			
Non-controlling interests	(260)	(226)	(1,718)
Owners of parent	¥ 31,490	¥ 52,187	\$ 208,088

Note : U.S. dollar amounts have been converted for convenience only at the rate of ¥151.33 = US\$1, the rate of exchange on March 31, 2024.

Consolidated Statement of Comprehensive Income

	Millions of yen		Thousands of U.S. dollars (Note)
	2024	2023	2024
Profit	¥ 31,750	¥ 52,413	\$ 209,806
Other comprehensive income (loss):			
Net unrealized holding gain (loss) on other securities	34,429	(2,196)	227,508
Deferred gains or losses on hedging instruments	1	—	5
Translation adjustments	15,478	11,532	102,280
Total other comprehensive income (loss)	49,908	9,336	329,793
Comprehensive income (loss)	¥ 81,658	¥ 61,749	\$ 539,599
Comprehensive income (loss) attributable to:			
Owners of parent	¥ 81,158	¥ 61,519	\$ 536,300
Non-controlling interests	500	230	3,299

» Consolidated Financial Statements

Consolidated Statement of Changes in Net Assets

Millions of yen

	Number of shares issued (Thousands)	Common stock	Capital surplus	Retained earnings	Treasury stock, at cost	Net unrealized holding gain on other securities	Deferred gains or losses on hedging instruments	Surplus arising from land revaluation	Translation adjustments	Non-controlling interests	Total net assets
Balance at March 31, 2022	140,861	¥ 64,152	¥ 64,494	¥ 184,612	¥ (3,265)	¥ 26,626	¥ —	¥ 160	¥ 27,796	¥ 6,153	¥ 370,728
Cash dividends	—	—	—	(6,995)	—	—	—	—	—	—	(6,995)
Profit attributable to owners of parent	—	—	—	52,187	—	—	—	—	—	—	52,187
Purchases of treasury stock	—	—	—	—	(9)	—	—	—	—	—	(9)
Disposal of treasury stock	—	—	0	—	147	—	—	—	—	—	147
Other changes	—	—	—	—	—	(2,195)	—	—	11,528	215	9,548
Balance at March 31, 2023	140,861	¥ 64,152	¥ 64,494	¥ 229,804	¥ (3,127)	¥ 24,431	¥ —	¥ 160	¥ 39,324	¥ 6,368	¥ 425,606
Cash dividends	—	—	—	(5,596)	—	—	—	—	—	—	(5,596)
Profit attributable to owners of parent	—	—	—	31,490	—	—	—	—	—	—	31,490
Purchases of treasury stock	—	—	—	—	(12)	—	—	—	—	—	(12)
Disposal of treasury stock	—	—	—	—	156	—	—	—	—	—	156
Other changes	—	—	—	—	—	34,227	1	—	15,440	485	50,153
Balance at March 31, 2024	140,861	¥ 64,152	¥ 64,494	¥ 255,698	¥ (2,983)	¥ 58,658	¥ 1	¥ 160	¥ 54,764	¥ 6,853	¥ 501,797

Thousands of U.S. dollars

	Common stock	Capital surplus	Retained earnings	Treasury stock, at cost	Net unrealized holding gain on other securities	Deferred gains or losses on hedging instruments	Surplus arising from land revaluation	Translation adjustments	Non-controlling interests	Total net assets
Balance at March 31, 2023	\$ 423,926	\$ 426,183	\$ 1,518,565	\$ (20,663)	\$ 161,440	\$ —	\$ 1,058	\$ 259,850	\$ 42,078	\$ 2,812,437
Cash dividends	—	—	(36,978)	—	—	—	—	—	—	(36,978)
Profit attributable to owners of parent	—	—	208,088	—	—	—	—	—	—	208,088
Purchases of treasury stock	—	—	—	(83)	—	—	—	—	—	(83)
Disposal of treasury stock	—	—	—	1,032	—	—	—	—	—	1,032
Other changes	—	—	—	—	226,176	5	—	102,031	3,203	331,415
Balance at March 31, 2024	\$ 423,926	\$ 426,183	\$ 1,689,675	\$ (19,714)	\$ 387,616	\$ 5	\$ 1,058	\$ 361,881	\$ 45,281	\$ 3,315,911

Consolidated Statement of Cash Flows

Millions of yen

Thousands of
U.S. dollars (Note)

	2024	2023	2024
Operating activities			
Profit before income taxes	¥ 47,435	¥ 71,702	\$ 313,454
Adjustments to reconcile profit before income taxes to net cash provided by operating activities:			
Depreciation and amortization	46,033	54,915	304,188
Loss on impairment of fixed assets	573	844	3,788
Increase (decrease) provision for bonuses for employees	(267)	(246)	(1,764)
Increase (decrease) provision for bonuses for directors	(64)	13	(423)
Increase (decrease) allowance for doubtful accounts	(19)	(44)	(125)
Increase (decrease) in liability for retirement benefits	178	(5)	1,177
Interest and dividend income	(2,925)	(2,506)	(19,327)
Interest expenses	711	370	4,698
Share of profit of entities accounted for using equity method	(2)	(2)	(16)
Gain on sales of property, plant and equipment	(25)	(82)	(165)
Loss on disposal of property, plant and equipment	2,416	3,732	15,962
Gain (loss) on sales of investment securities	(69)	(295)	(455)
Gain on sales of shares of subsidiaries and associates	(3,067)	—	(20,267)
Decrease (increase) in notes and accounts receivable-trade	14,832	15,820	98,008
Decrease (increase) in inventories	15,882	(2,345)	104,947
Increase (decrease) in notes and accounts payable	2,781	(12,029)	18,377
Increase (decrease) in accrued expenses	(441)	640	(2,913)
Increase (decrease) in advances received	49,326	28,043	325,947
Loss on tax purpose reduction entry of non-current asset	1,882	—	12,436
Subsidy income	(1,882)	—	(12,436)
Others, net	(6,486)	(10,297)	(42,857)
Subtotal	166,802	148,228	1,102,234
Interest and dividends received	2,901	2,507	19,173
Interest paid	(711)	(370)	(4,698)
Subsidies received	1,882	—	12,436
Income taxes paid	(25,642)	(24,617)	(169,442)
Net cash provided by operating activities	¥ 145,232	¥ 125,748	\$ 959,703
Investing activities			
Purchases of property, plant and equipment	¥ (85,456)	¥ (103,234)	\$ (564,702)
Proceeds from sales of property, plant and equipment	190	192	1,256
Purchases of intangible assets	(966)	(799)	(6,384)
Purchases of investment securities	(40)	(40)	(268)
Proceeds from sales of investment securities	182	402	1,206
Sale of shares of subsidiaries resulting in change in scope of consolidation	8,686	—	57,400
Collection of long-term loans receivable	0	0	2
Others, net	130	(540)	855
Net cash used in investing activities	(77,274)	(104,019)	(510,635)
Financing activities			
Increase in short-term borrowings, net	(30)	—	(198)
Increase in long-term debt	45,000	70,000	297,363
Repayment of long-term debt	(45,000)	—	(297,363)
Proceeds from issuance of bonds	—	50,000	—
Redemption of bonds	—	(20,000)	—
Proceeds from issuance of convertible bonds with share acquisition rights	73,500	—	485,694
Purchases of treasury stock	(12)	(9)	(83)
Proceeds from sales of treasury stock	156	147	1,032
Cash dividends paid	(5,596)	(6,995)	(36,978)
Cash dividends paid to non-controlling interests	(15)	(15)	(97)
Repayments of lease obligations	(345)	(542)	(2,280)
Others, net	(132)	—	(871)
Net cash provided by financing activities	67,526	92,586	446,219
Effect of exchange rate changes on cash and cash equivalents	5,680	2,513	37,536
Increase (decrease) in cash and cash equivalents	141,164	116,828	932,823
Cash and cash equivalents at beginning of year	302,420	185,592	1,998,412
Cash and cash equivalents at end of year	¥ 443,584	¥ 302,420	\$ 2,931,235

Note : U.S. dollar amounts have been converted for convenience only at the rate of ¥151.33 = US\$1, the rate of exchange on March 31, 2024.

Corporate Information / Stock Information (As of March 31, 2024)

Corporate Data

Trade name	IBIDEN CO., LTD.
Established	November 25, 1912
Capital	¥64,152 million
Number of employees	Consolidated: 11,375 Non-consolidated: 3,829
Plants	Head office 2-1, Kanda-cho, Ogaki City, Gifu 503-8604, Japan Tokyo branch Marunouchi Bldg. 29F, 2-4-1, Marunouchi, Chiyoda-ku, Tokyo 100-6329, Japan Plants Gifu Prefecture: Ogaki, Ogaki Central, Aoyanagi, Gama, Ogaki-Kita, Godo Aichi Prefecture: Kinuura
Number of subsidiaries	Consolidated subsidiaries:31 (15 in Japan, 16 overseas)

Stock Information

Fiscal year-end	March 31
Annual meeting of shareholders	June
Independent Auditors	KPMG AZSA LLC
Domestic stock exchange listings	Tokyo Stock Exchange, Prime Market Nagoya Stock Exchange, Premier Market
Date of record for dividend payout	Interim dividend: September 30 Year-end dividend: March 31
Authorized shares	230,000,000
Shares issued and outstanding	140,860,557 (including 965,514 shares of treasury stock)
Number of shareholders	33,491

Principal Shareholders (top 10)

Name of Shareholder	The number of shares held (thousands)	Percentage of owned shares to outstanding shares (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	20,533	14.7
Custody Bank of Japan, Ltd. (Trust Account)	11,713	8.4
Toyota Industries Corporation	6,221	4.4
IBIDEN Partner Shareholding Association	3,837	2.7
The Juroku Bank, Ltd.	3,630	2.6
The Ogaki Kyoritsu Bank, Ltd.	3,200	2.3
TAIJU LIFE INSURANCE COMPANY LIMITED	2,539	1.8
Sumitomo Mitsui Banking Corporation	2,308	1.7
STATE STREET BANK WEST CLIENT - TREATY 505234	2,274	1.6
STATE STREET BANK AND TRUST COMPANY 505025	2,262	1.6

Disclosure of Financial Information

IBIDEN takes steps to disclose information at appropriate times to shareholders and investors in a fair, accurate, and easy-to-understand manner.

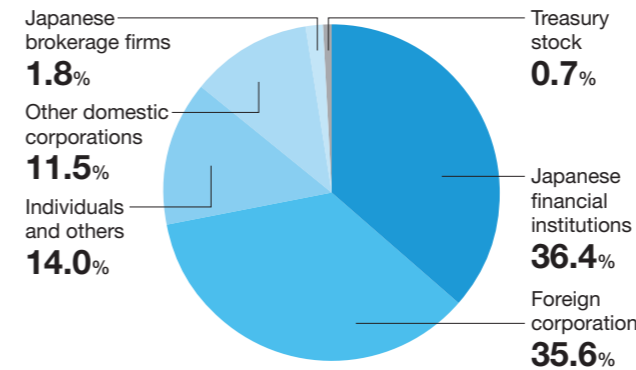
Pursuant to the Timely Disclosure Rule of the Tokyo Stock Exchange, our information disclosure standards require the disclosure of information relevant to our operations, scope of business, and assets that could significantly affect investment judgments, as well as any changes or suspension of important corporate information that has already been published.

We will also disclose corporate information that could significantly influence investment judgments even if the Timely Disclosure Rule does not apply, as accurately, promptly and appropriately as possible.

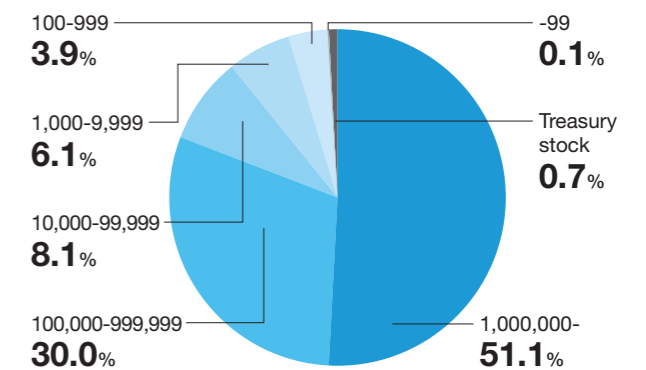
Website for shareholders and investors
<https://www.ibiden.com/ir/>



Breakdown by Type of Shareholder



Breakdown by Size of Holding



External Corporate Evaluation regarding ESG

(As of the end of September, 2024)

Our company, after being assessed by external assessment bodies, was selected as a component of major ESG investment-related indexes.

FTSE4Good Index Series ※1

FTSE Blossom Japan Index ※1

FTSE Blossom Japan Sector Relative Index ※1

MSCI ESG Leaders Indexes ※2

MSCI ESG Ratings AAA ※3

MSCI Japan ESG Select Leaders Index ※2

S&P/JPX Carbon Efficient Index

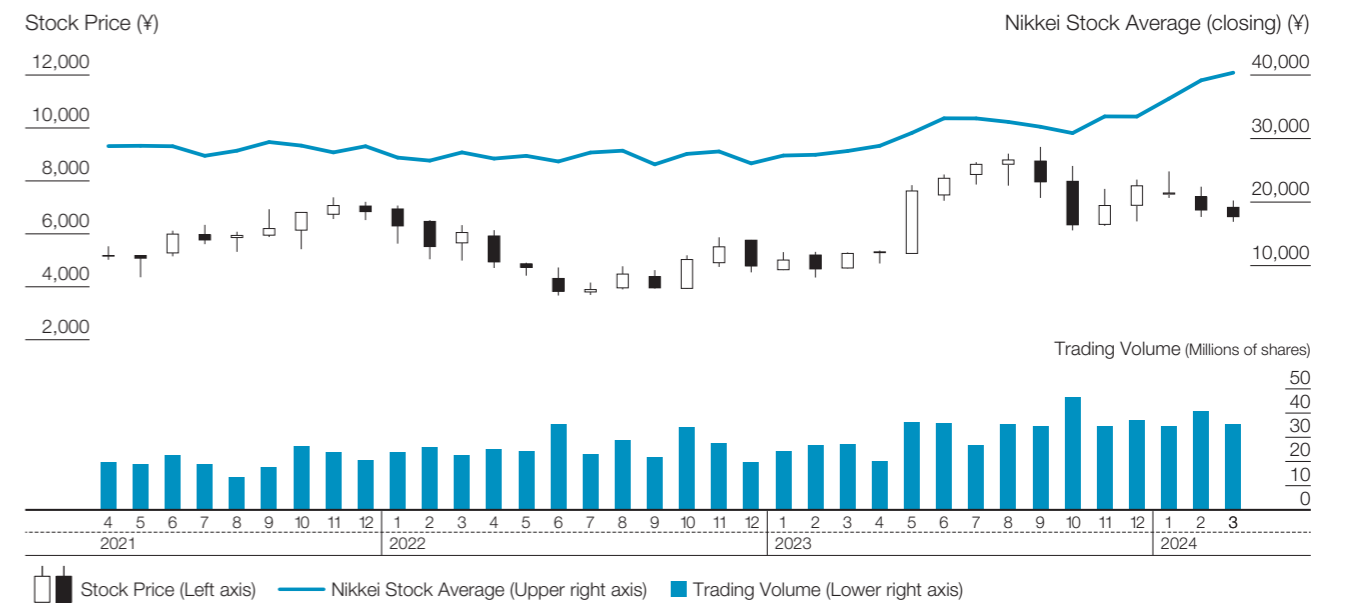
SOMPO Sustainability Index

※1 FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that IBIDEN Co., Ltd. has been independently assessed according to the FTSE4Good criteria, FTSE Blossom Japan criteria and FTSE Blossom Japan Sector Relative criteria, and has satisfied the requirements to become constituents of these Index Series. Created by the global index provider FTSE Russell, these indices are designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. These indices are used by a wide variety of market participants to create and assess responsible investment funds and other products. Visit below website for each index details.
FTSE4Good: <https://www.iiseg.com/en/ftse-russell/indices/ftse4good>
FTSE Blossom Japan Index and FTSE Blossom Japan Sector Relative Index: <https://www.iiseg.com/en/ftse-russell/indices/blossom-japan>

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Stock Price Range and Trading Volume (Common Stock)





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