



**IBIDEN**

CORPORATE PROFILE



**IBIDEN Co.,Ltd.**

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



2-1, Kanda-cho, Ogaki, Gifu 503-8604, Japan Tel : + 81-584-81-3111

■ Issued : Corporate Planning Division, Corporate Planning Operation



# Moving on to our New Stage 115 Plan

FY2023-FY2027

## Five Main Reinforcement Activities



## Top Message

IBIDEN Group started business in 1912 as Ibigawa Electric Power Co., Ltd. with the mission of serving as the engine that would drive the local economy. Throughout our history of over 110 years, we made persistent efforts on the study of our own technology and continued to challenge development of products, which met the needs of the age by banding together in any situation even though the changes in the environment surrounded our group. In preparation for our next leap forward, our company has launched a five-year medium-term management plan, “Moving on to our New Stage 115 Plan,” which culminates in FY 2027. Centered on the five pillars of our activities and our fundamental activities as a manufacturing company, we are working as a united group to respond changes in the business environment and realize sustainable growth. In addition, we will practice human capital management, which is essential to enhance competitiveness, develop independent human resources, transform our company into a flexible organization, and contribute to the development of a sustainable society by continuing to actively promote ESG management. Thank you for continuing to support the Group.

President &amp; CEO

## Net Sales

**417.5** billion yen → **650.0** billion yen

FY2022  
(Final year of our previous  
medium-term management plan)

FY2027  
(Final year of our current  
medium-term management plan)

## Operating Income

**72.3** billion yen → **115.0** billion yen

FY2022  
(Final year of our previous  
medium-term management plan)

FY2027  
(Final year of our current  
medium-term management plan)



# Corporate value

## The IBIDEN WAY

—Our corporate philosophy passed down through generations and across borders.

We strive to achieve sustainable growth by implementing ESG management.

### IBIDEN WAY

#### MISSION

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

#### SPIRIT

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

#### Trust through Integrity

Gaining customer and societal trust through “Genchi Genbutsu”

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

#### “IBI-TECHNO”

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

#### “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.

# IBIDEN WAY

#### [Contribution Through Cultivated Technological Expertise]

We are a corporate group oriented toward technology development. We dedicate to making contributions to the resolution of various social issues in the industrial and environmental fields through its technological expertise, with a focus aligns with SDG 9: Industry, innovation and infrastructure.

#### [Contribution Through Basic Activities]

We will focus on revitalizing the human resources and reforming our corporate culture that support our business, which includes promoting diversity and ensuring health and safety. In addition to this, we are working to control greenhouse gas emissions and waste throughout the supply chain and making efforts to reduce our burden on the global environment generated through our business activities as much as possible.

## IBIDEN GROUP'S ESG Management and Contribution to the SDGs

### [Approach to ESG]

IBIDEN Group upholds a “Harmonious Relationship with the Natural Environment” and the “Realization of the Progression of Society” as key goals in its Corporate Philosophy. The Group has continued to grow by developing products that can lead to solving social problems with its innovative technologies. Considering that contribution to the progression of society and solving social problems through its business is a mission that IBIDEN should fulfill for society.

### Innovative Technology



### Technology

**SUSTAINABLE DEVELOPMENT GOALS**

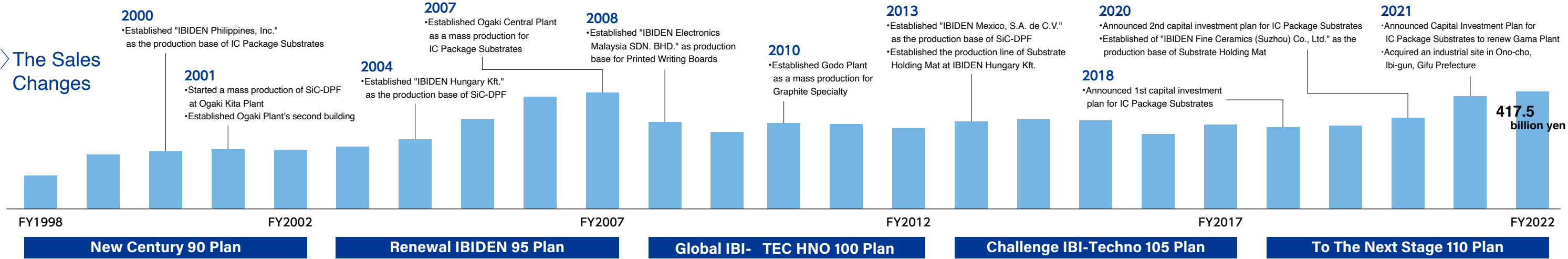
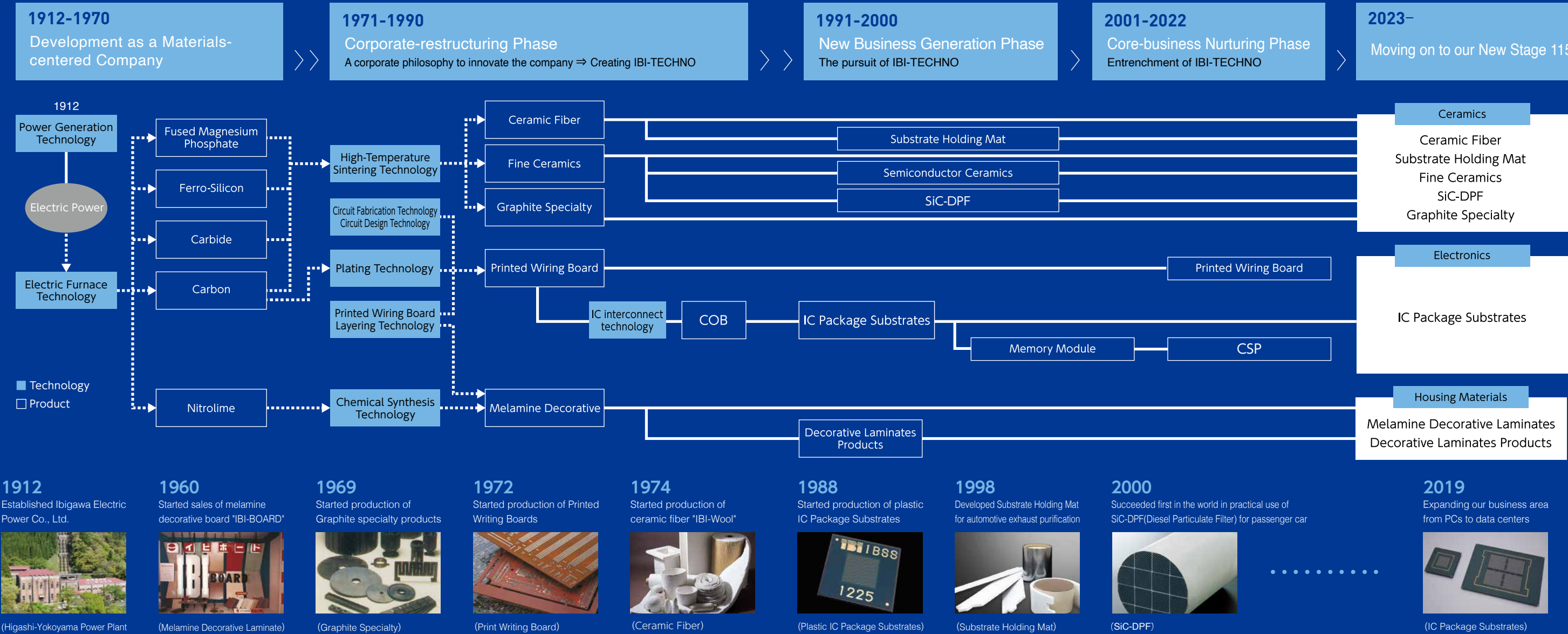
### Basic Activity



**Respect for Both Individuals  
and the Global Environment**

We have expanded our business through creating new products by evolving and combining our own existing technologies.

The Technological Changes

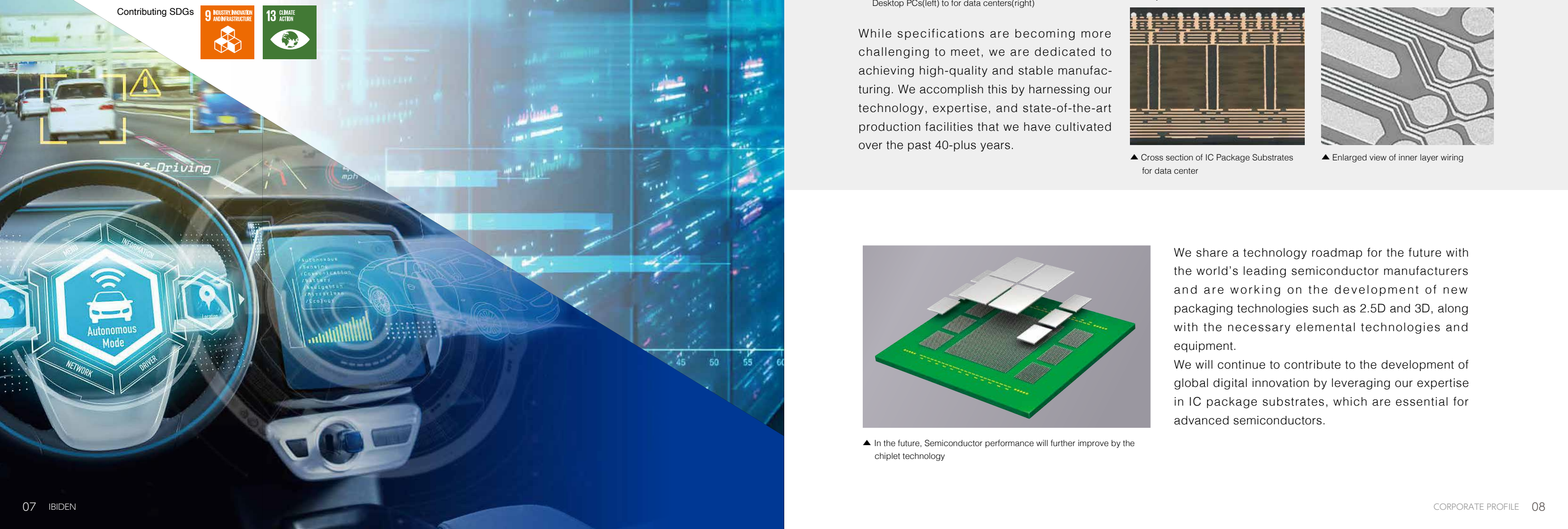




# Electronics

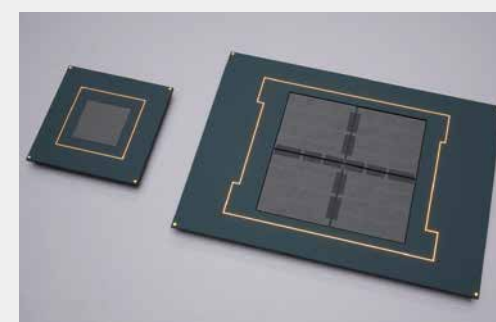
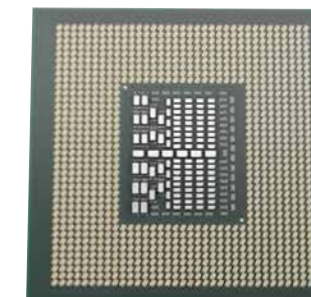
For the development of digital innovation around the world, we will support information and communication technologies such as data centers and AI with high-performance and high-reliability IC package substrates. We will also respond to the need to reduce power consumption.

Contributing SDGs



## IC Package Substrates

An IC package substrate is a significant part working in conjunction with IC chips. We engage 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.

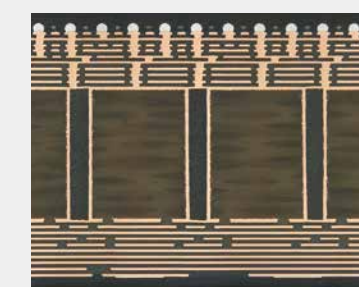


▲ Increase in size of IC Package Substrates from for Desktop PCs(left) to for data centers(right)

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.

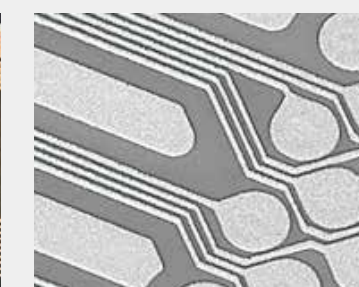
In recent years, as semiconductors have become more sophisticated, there has been a new emphasis on processors running at higher speeds and with lower power consumption, especially for AI systems and data center servers. To meet the demand, the number of connections to IC chips (I/O count) on the IC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

### Multiple Laminations

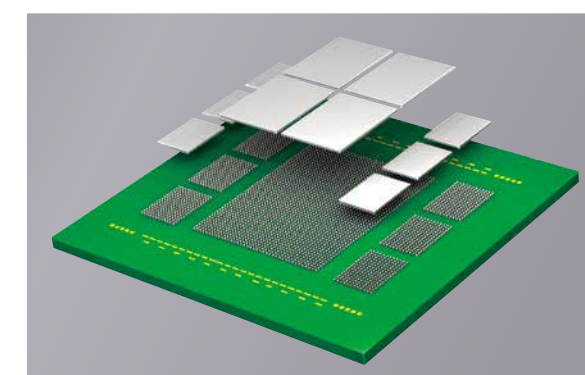


▲ Cross section of IC Package Substrates for data center

### Finer Electronic Circuits



▲ Enlarged view of inner layer wiring for data center



▲ In the future, Semiconductor performance will further improve by the chiplet technology

We 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.

We will continue to contribute to the development of global digital innovation by leveraging our expertise in IC package substrates, which are essential for advanced semiconductors.



# 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.

Contributing SDGs



## Automobile 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 China and emerging markets. 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(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.



Graphite Heater

Graphite Crucible

## 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.



IBI WOOL-E

Contributing SDGs



# Others

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

Contributing SDGs



Melamine Decorative Laminates  
[IBIKEN CO., LTD.]



Low Head Hydro Power System  
[IBIDEN ENGINEERING CO., LTD.]



Rooftop Greening (Photo:Waseda Arena, by Shinkenchiku-sha)  
\*Awarded the Minister of Land, Infrastructure, Transport and Tourism Prize of the Organization for Landscape and Urban Green Infrastructure  
[IBIDEN GREENTEC CO., LTD.]



Logistics  
[IBIDEN INDUSTRIES CO., LTD.]



Health Care Solution  
[TAK CO., LTD.]



Development of Textured Vegetable Protein  
[IBIDEN BUSSAN CO., LTD.]



Filling and Selling Industrial Gases and the Related Product  
[IBIDEN CHEMICAL CO., LTD.]



Electrode for Electric Discharge Machining of Automotive Molds  
[IBIDEN JUSHI CO., LTD.]

Personal Dispatch and Consigned Manufacturing  
[IBIDEN CAREER TECHNO Corp.]

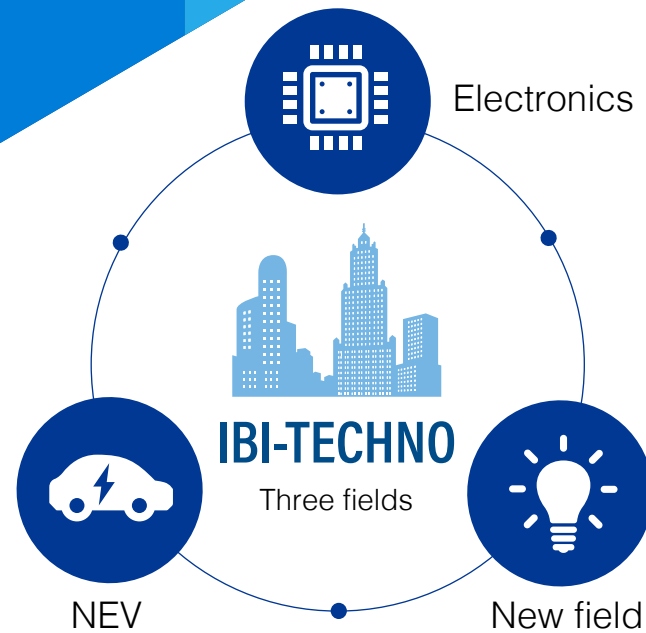
HR and Labor-shared Services for all IBIDEN Group Companies  
[IBIDEN HUMAN NETWORK Co., Ltd.]

Factory Maintenance  
[IBIDEN OASIS Co., Ltd.]  
(Special Subsidiary Company)



# Strategy

In anticipation of the next 100 years, IBIDEN has selected and focused on the three areas of “Electronics”, “NEV”, and “New field” to invest resources to develop future businesses.



## Technology Development Concept

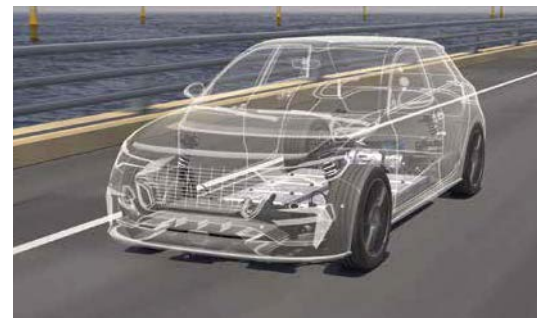
“Use core technology to manufacture products that are needed by society in the future.”  
With this DNA, IBIDEN has identified the needs of the global market and society and developed products for its customers. We will pass on the “DNA” and spirit of IBIDEN to developers of the next generation and contribute to realizing a sustainable society with a broad perspective beyond technology.



### Electronics

To realize next-generation high-speed, high-capacity communications, there are expectations to switch from conventional electrical signals to optical signals in the future. We are working on the development of new electronic components by utilizing the core technology we have cultivated over many years.

**NEV** New mobility developments are underway, including autonomous driving and the use of new energies such as hydrogen. We are working to develop new products, including battery safety materials, by bringing together diverse wisdom in electronics and ceramics.



### New field

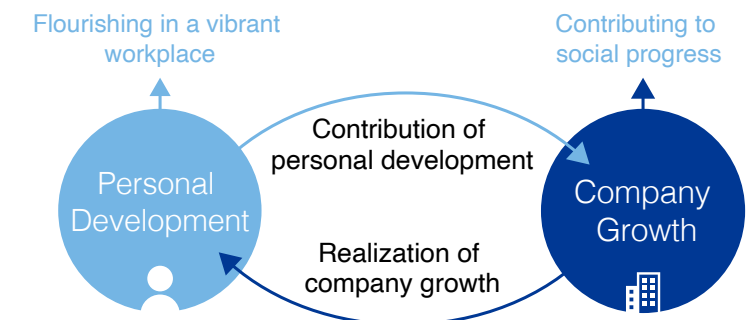
We believe that foreseeing future social issues and creating new innovations will lead to stable growth for our company. We are proceeding with research and development, such as a plant activator, GX including CO<sub>2</sub> capture and fixation, and small high-output motors, aiming to build new businesses.



## Approach to Human Capital



Employees are the driving force that enables us to run our business and provide the public with valued service. IBIDEN pursue human capital management. Specifically, while promoting the development of self-reliant human personnel and flexible organizational management, we will implement well-being initiatives that seek to provide a physically and mentally healthy and socially satisfying work environment, with the aim of realizing the continuous growth of individual employees and strengthening the competitiveness of the company.



### Three Enhancement Activities



#### Human Resource Development

Through specialized education and career planning training in manufacturing, we aim to develop independent human resources who have a sense of ownership, who can think for themselves about what they should do, and who can move quickly.



#### Diversity & Inclusion

We aim 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.



#### Occupational Health and Safety

We are working on occupational health and safety activities to enable all employees to work with high spirits and establish a safe and comfortable workplace across the IBIDEN Group, with employee awareness of the “Safety First” policy.

### IBIDEN Group

#### Environmental Vision 2050

We aim for harmony with nature in order to mitigate the environmental burden from corporate activities, and to hand down the environment to future generations.

#### Four perspectives

Energy    Blessing of Water    Waste    Chemical Substances

## Approach to Climate Change

To reduce environmental burden and make the globe a better place for the next generation, we set the Environmental Vision 2050 to strive for the harmony with nature.

#### Energy (climate change)

Aim for zero CO<sub>2</sub> emissions with the energy conservation and the use of renewable energy, and business contributions.

#### Blessing of Water

Value the blessing of water and reduce the impact on water resources to the minimum.

#### Waste (resources)

Reduce waste by minimizing the use of resources and maximizing recycling.

#### Chemical Substances

Thoroughly control chemical substances contained in raw materials on a global basis.

### 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





1 Training Center & Head Office



2-1, Kanda-cho, Ogaki, Gifu 503-8604, Japan  
Tel: +81-584-81-3111  
Established: December, 1917

2 Ogaki Plant



905, Kido-cho, Ogaki, Gifu 503-0973, Japan  
Tel: +81-584-81-3102  
Established: December, 1917  
Land Area: 77,626m<sup>2</sup>  
Product Items: IC Package Substrates

3 Ogaki Central Plant



100-1, Kasanui-cho, Ogaki, Gifu 503-0027, Japan  
Tel: +81-584-83-8620  
Established: April, 2007  
Land Area: 113,059m<sup>2</sup>  
Product Items: IC Package Substrates

4 Aoyanagi Plant



300, Aoyanagi-cho, Ogaki, Gifu 503-8503, Japan  
Tel: +81-584-89-3312  
Established: November, 1943  
Land Area: 98,777m<sup>2</sup>  
Product Items: IC Package Substrates, Graphite Specialty

5 Gama Plant



3-200, Gama-cho, Ogaki, Gifu 503-8559, Japan  
Tel: +81-584-81-4472  
Established: August, 1939  
Land Area: 56,237m<sup>2</sup>  
Product Items: IC Package Substrates

6 Godo Plant



1120-1, Suemori, Goudo-cho, Anabachi-gun, Gifu 503-2321, Japan  
Tel: +81-584-28-1150  
Established: October, 2010  
Land Area: 68,239m<sup>2</sup>  
Product Items: Graphite Specialty

7 Ogaki-Kita Plant



1-1, Kitagata, Ibigawa-cho, Ibi-gun, Gifu 501-0695, Japan  
Tel: +81-585-22-1111  
Established: April, 1989  
Land Area: 104,000m<sup>2</sup>  
Product Items: Graphite Specialty, Fine Ceramics Products

8 Kinuura Plant



5-1-7, Shinden-cho, Takahama, Aichi 444-1301, Japan  
Tel: +81-566-53-4111  
Established: June, 1969  
Land Area: 142,214m<sup>2</sup>  
Product Items: Substrate Holding Mat, Graphite Specialty, Foamed-resin Products, Interior Housing Materials

9 Ono plant



237-1, Shimoiso, Onocho, Ibigun, Gifu 501-0532, Japan  
Established: After handing over the site (estimated in 2024)  
Land Area: About 150,000m<sup>2</sup>  
Product Items: IC Package Substrates

10 Power Plant (Higashi-Yokoyama • Hirose • Kawakami)



Higashi-Yokoyama Power Plant  
Electric Power Supply Inception: June, 1921  
Power Output (Total of three facilities): 27,900kW (As of Mar. 31, 2024)

Electronics

- 1 IBIDEN Philippines, Inc.
- 2 IBIDEN Electronics Malaysia SDN. BHD.

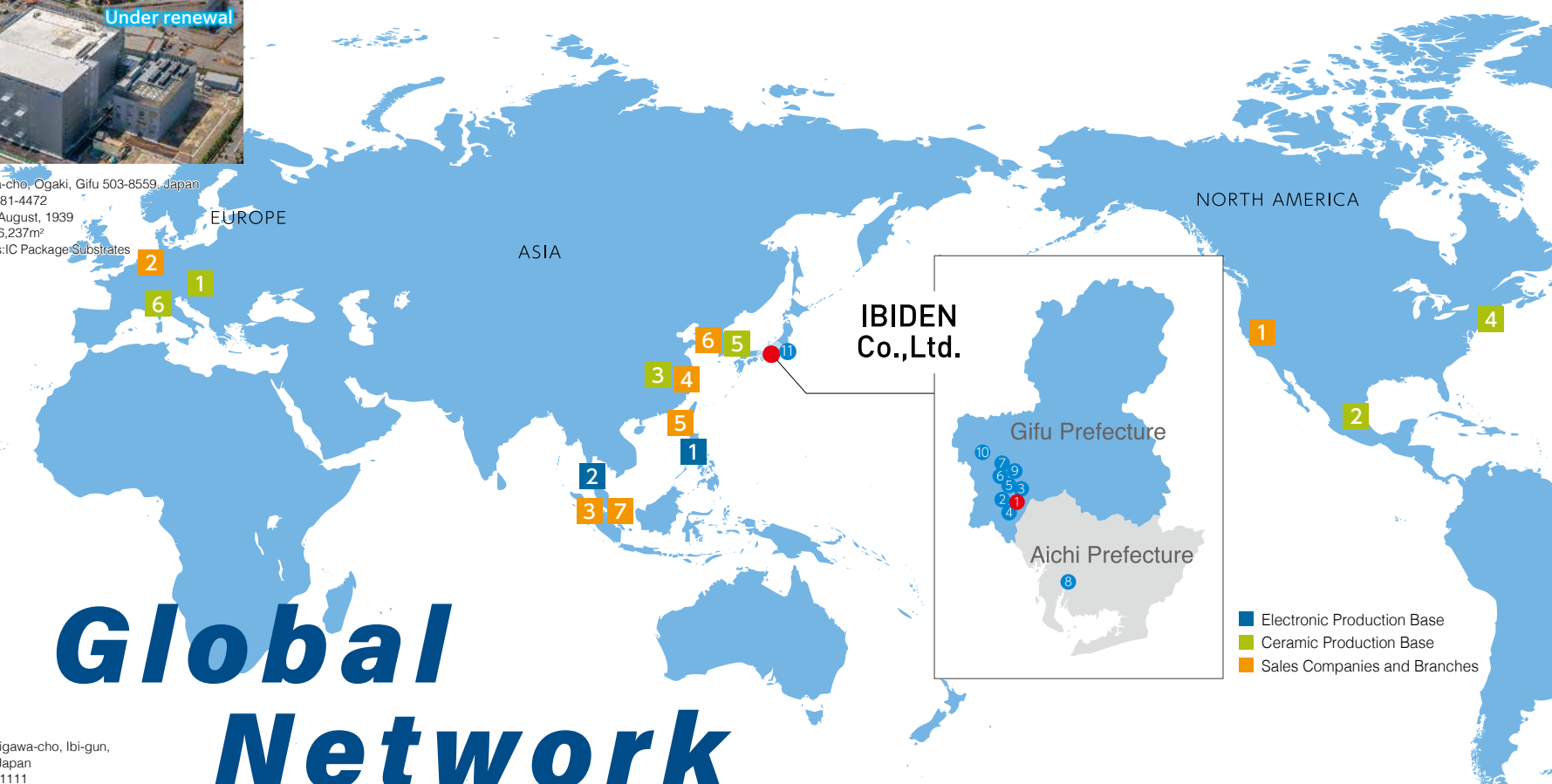
Ceramics

- 1 IBIDEN Hungary Kft.
- 2 IBIDEN Mexico, S.A. de C.V.
- 3 IBIDEN Fine Ceramics (Suzhou) Co., Ltd.
- 4 Micro-Mech, Inc.
- 5 IBIDEN Graphite Korea Co., Ltd.
- 6 L.G. Graphite S.r.l.

Others

- 1 IBIDEN U.S.A. Corp.
- 2 IBIDEN Europe B.V.
- 3 IBIDEN Asia Holdings Pte. Ltd.
- 4 IBIDEN Electronics (Shanghai) Co., Ltd.
- 5 IBIDEN Taiwan Co., Ltd.
- 6 IBIDEN Korea Co., Ltd.
- 7 IBIDEN Singapore Pte Ltd.

# Global Network



IBIDEN Philippines, Inc.  
(IC Package Substrates)



IBIDEN Electronics Malaysia SDN. BHD.  
(IC Package Substrates)



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



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



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



Micro-Mech, Inc.  
(Graphite Specialty)



IBIDEN Graphite Korea Co., Ltd.  
(Graphite Specialty)



L.G. Graphite S.r.l.  
(Graphite Specialty)

## Company Overview

Company Name	IBIDEN Co., Ltd.
Established	November 25, 1912
Capital	¥64,152 million
Representative	Koji Kawashima President&CEO
Head Office	2-1, Kanda-cho, Ogaki, Gifu 503-8604, Japan Tel +81-584-81-3111
Product items	IC Package Substrates, SiC-DPF, Substrate Holding Mat, Graphite Specialty, High Temperature Insulation Material



Company Information



Investor Relations