

A century of innovation,
Partnering for the future



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



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. As we promote the reform of our corporate culture in the medium-term management plan, we will foster self-sustained human resources with a sense of purpose who can respond to change and create a corporate culture in which people with diverse ways of thinking can share their opinions on an equal footing. Also, we contribute to the development of a sustainable society by continuing to actively promote ESG management. Thank you for continuing to support IBIDEN Group.

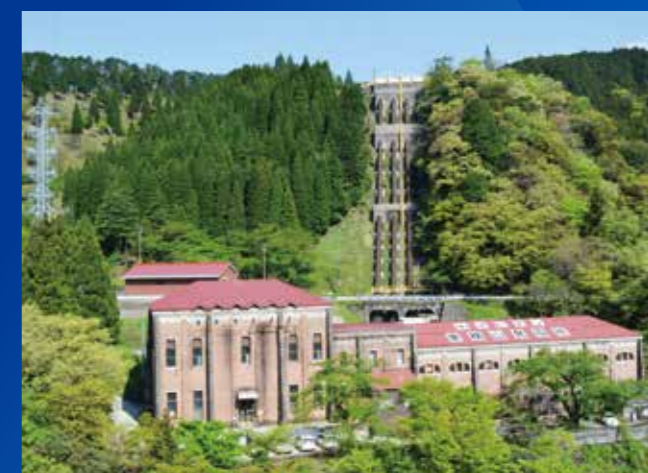
President & CEO

Koji Kawashima

Brand Message

A century of innovation, Partnering for the future

For over a century, IBIDEN Group has been a cornerstone of our community, starting as a hydroelectric power company dedicated to regional economic growth. We've walked hand-in-hand with our community, building a legacy of trust and shared prosperity. Today, we've evolved from a power generator to a leader in power-driven innovation. Drawing upon our deep-rooted expertise, we embrace the challenges of our time, creating groundbreaking products that solve real-world problems.



We believe in the power of partnership and build strong partnership with:

- Our Community
- Our Customers
- Our Employees
- Our Suppliers

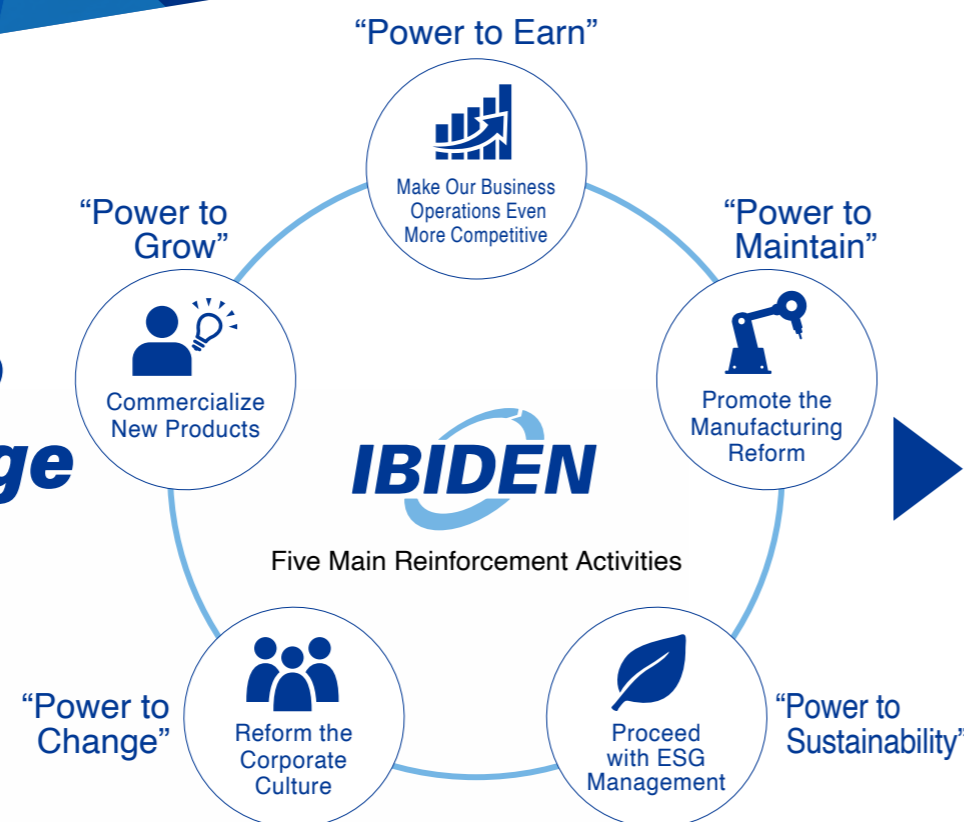
Through our unwavering dedication to technological advancement, we are shaping a future where sustainability and innovation go hand-in-hand.

Corporate Value

IBIDEN GROUP
Medium-Term Management Plan

Moving on to our New Stage 115 Plan

FY2023-FY2027



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.



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

IBIDEN WAY

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.

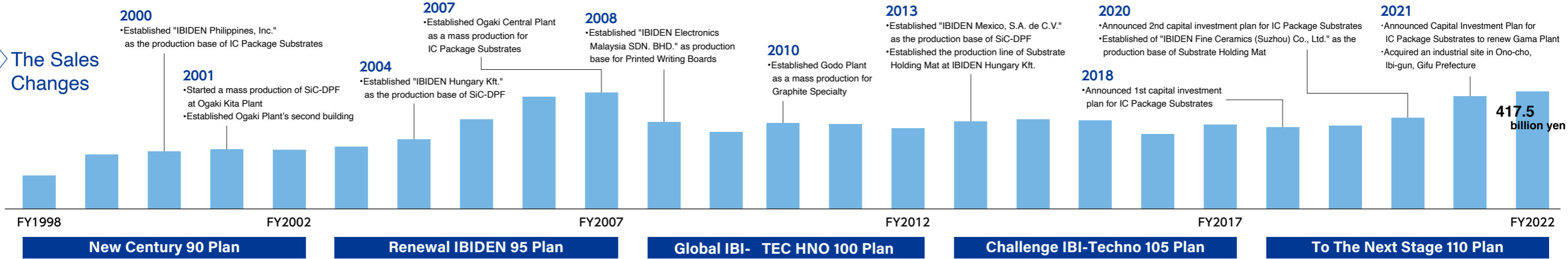
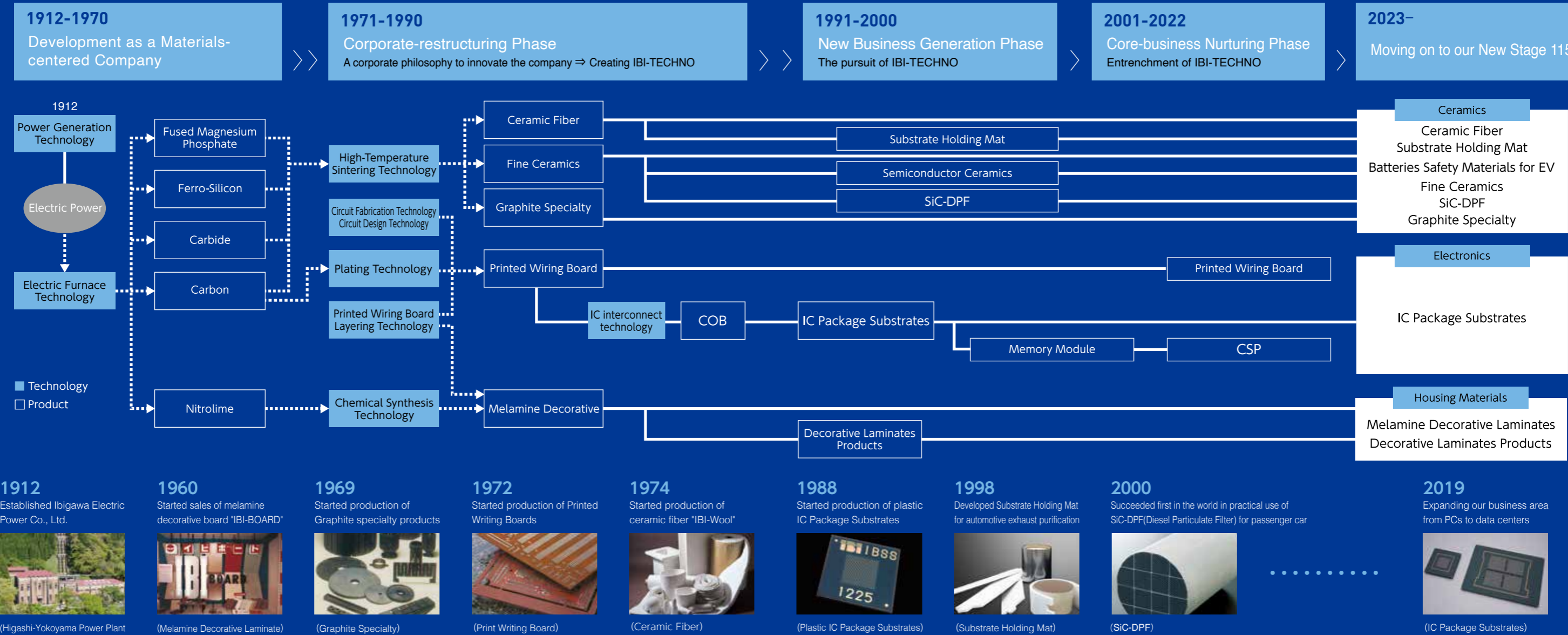
IBI-TECHNO Innovation

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.

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

The Technological Changes



Electronics

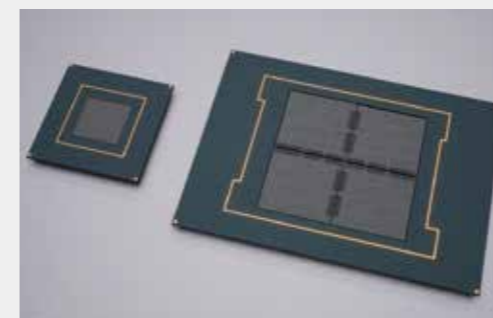
For the development of digital innovation around the world, we will support information and communication technologies such as data centers and AI with high-performance and high-reliability IC package substrates. We will also respond to the need to reduce power consumption.

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.

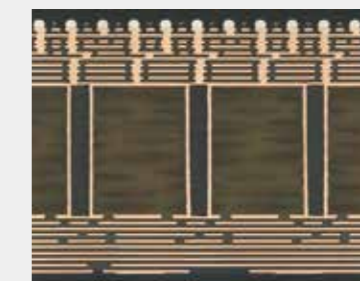


▲ Increase in size of IC package substrates from for Desktop PCs(left) to for data centers(right)

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.

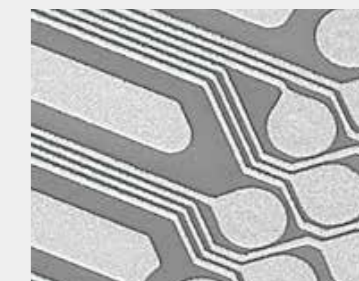
In recent years, as semiconductors have become more sophisticated, there has been a new emphasis on processors running at higher speeds and with lower power consumption, especially for AI systems and data center servers. To meet the demand, the number of connections to IC chips (I/O count) on the IC 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

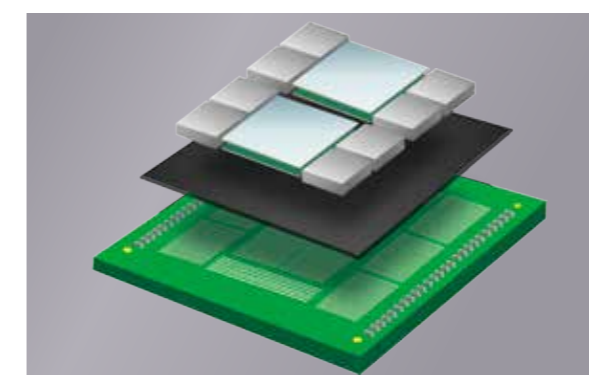


▲ Cross section of IC package substrates for data center

Finer Electronic Circuits



▲ Enlarged view of inner layer wiring



▲ 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 creation of a clean environment by supplying automotive exhaust system components that purify exhaust gas and safety materials that support the electrification of the automotive market. We also support the development of information and communication technology by supplying Graphite Specialty for semiconductor manufacturing equipments.

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 (AFP)

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.

Contributing SDGs



Graphite Heater

Graphite Crucible

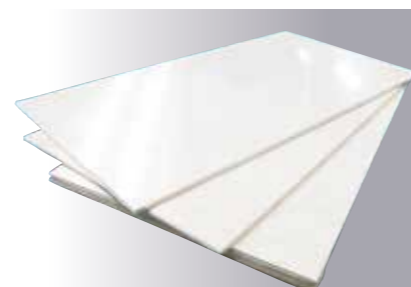
High Temperature Insulation Materials (MFP)

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

Utilize the proprietary core technologies of the ceramics business, such as high-temperature insulation technology. The product will meet the growing needs of the automotive market in terms of battery safety in response to the shift to electrification.



Intercell Separator

Batteries Safety Materials for EV

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.]Producing Dried Foods, and Developing
Alternative Foods
[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.]

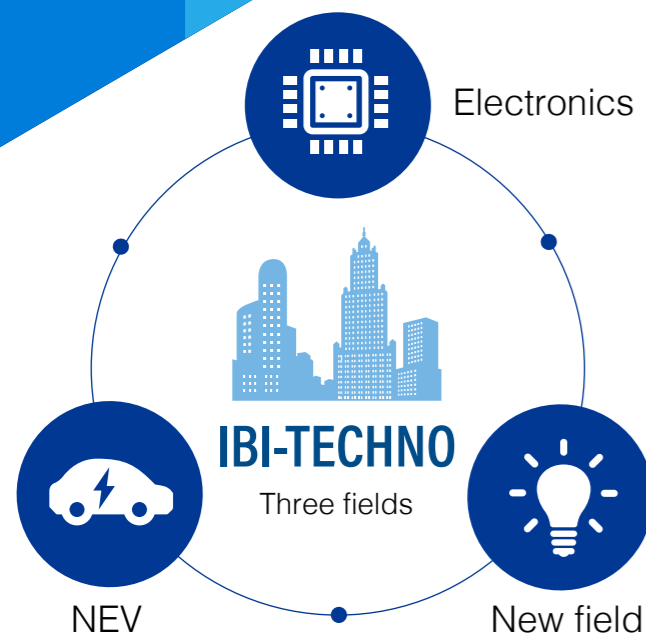
Personal Dispatch and Consigned
Manufacturing
[IBIDEN CAREER TECHNO Corp.]

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

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

Strategies

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 batteries safety materials, by bringing together diverse wisdom in electronics and ceramics.



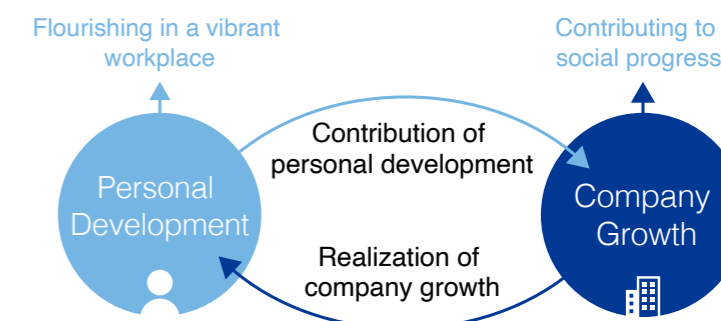
New field

We believe that foreseeing future social issues and creating new innovations will lead to stable growth for our company. Industry-academia-government collaboration is underway for research and development to build new businesses that realize green transformation, including plant activators and CO₂ capture and immobilization.

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 resources 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 self-sustained 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 CO₂ 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: 77,626m²
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: 113,059m²
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: 98,777m²
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: 56,237m²
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: 68,239m²
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: 104,000m²
Product Items: Graphite Specialty, Batteries Safety Materials for EV

8 Kinuura Plant



5-1-7, Shinden-cho, Takahama, Aichi 444-1301, Japan
Tel: +81-566-53-4111
Established: June, 1969
Land Area: 142,214m²
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
Scheduled in FY2025
Land Area: About 150,000m²
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, 2025)

Electronics

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

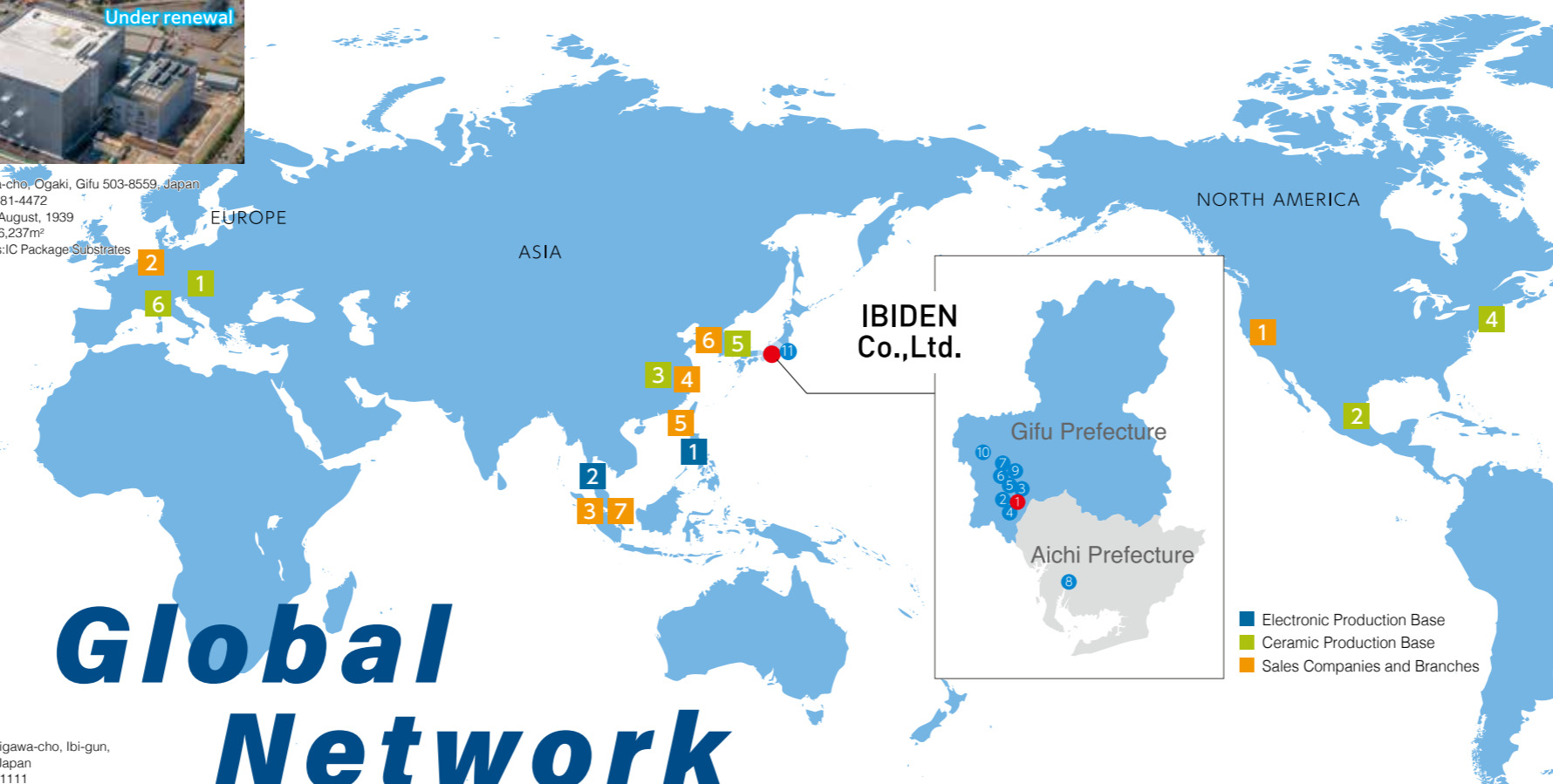
Ceramics

- 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 Materials, Batteries Safety Materials for EV



Company Information



Investor Relations