

IBIDEN Co., Ltd.
<https://www.ibiden.com/>



2-1, Kanda-cho, Ogaki, Gifu
503-8604, Japan
Tel: 0584-81-3111

■ Issued : Corporate Planning Group, Corporate Planning Division



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CORPORATE
PROFILE





Our aim is to be a company
that grows stably by
developing human resources,
creating a place where
more diverse people can
play lively and active roles.

IBIDEN Group started business in 1912 as Ibigawa Electric Power Co., Ltd. with the mission of being the engine that would drive the local economy. In its over-100-year history the environment around our group has drastically changed. However, our company has a history of taking up challenges in product development that meets the needs of the time by working together toward the same goals under any circumstances, and by tirelessly mastering our original technologies.

In fiscal 2018, we launched our five-year mid-term management plan, “To the Next Stage 110 Plan” in order to realize sustainable growth toward the next 100 years by overcoming environmental changes. Under our basic policy, “What supports corporate activities is human resources,” we will actively invest our management resources in the growing market on the basis of human resources, realize our stable growth by strengthening the competitiveness of our existing businesses and by expanding new businesses, and drive our ESG-central operation in order to become a company trusted by all stakeholders.

We look forward to your continued support for the IBIDEN Group for many years to come.

President & CEO

Mid-Term Management Plan

To The Next Stage 110 Plan

FY2018 to FY2022

To realize our sustainable growth toward in the next 100 years, IBIDEN Group launched our five-year mid-term management plan from fiscal 2018 to fiscal 2022, “To the Next Stage 110 Plan”. We will promote our ESG business management in order to become a company trusted by all stakeholders.

Pillar of the strategy

- Strengthening competitiveness of existing businesses
- Expanding new businesses
- Development of human resources
- Driving ESG-central operation

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IBIDEN Group Charter of Behavior

We have established the IBIDEN Group Charter of Behavior by reflecting our roles as a global corporation as well as requests from our stakeholders in order to share the goals for the entire Group.

- Article 1: Compliance with laws, regulations, and ethics
- Article 2: Development together with stakeholders
- Article 3: Providing customer delight
- Article 4: Management based on global standards
- Article 5: Harmony with nature
- Article 6: Attractive and vibrant company

The IBIDEN WAY

—our corporate philosophy passed down through generations and across borders. We strive to achieve sustainable growth by implementing ESG management.

IBIDEN Brand Logo Mark



This cycle reflects the attitudes of people brought together from around the world to become recognized professionals in their fields as they work continuously to meet new challenges.

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

“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”

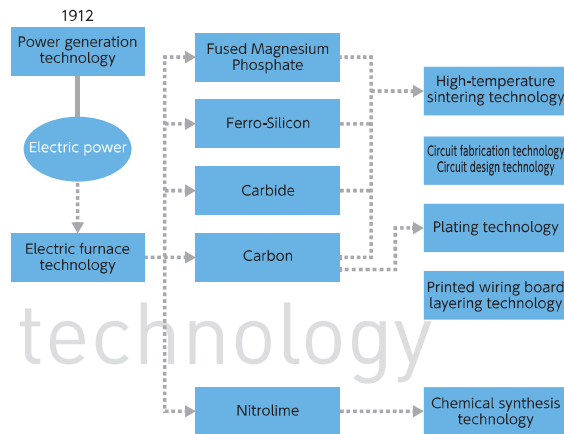
The common spirit of all company people, expressing our determination to create new technologies through fusions and composites of our proprietary technologies.

IBIDEN WAY

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

1912–1970

Development as a materials-centered company



1971–1990

Corporate-restructuring phase

A corporate philosophy to innovate the company: Creating IBI-TECHNO

1991–2001

New business generation phase

The pursuit of IBI-TECHNO

2002–2011

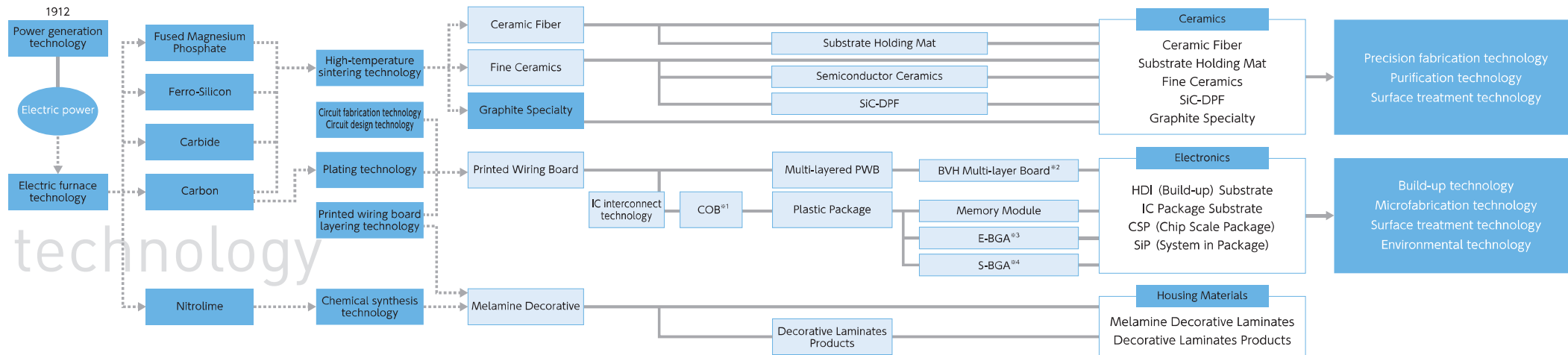
Core-business nurturing phase

Entrenchment of IBI-TECHNO

2012–

Toward the next 100 years

100th anniversary of IBIDEN foundation



1912 Ibigawa Electric Power Co., Ltd. is established in Ogakicho (head office in Akasaka-ku, Tokyo).

1917 The Ogaki Plant is opened, manufacture and sale of carbide begin.
Carbide (1917-1991)

1921 The Higashi-Yokoyama Power Plant begins operation.
Higashi-Yokoyama Power Plant (1921-present)

1949 Japan's first electric tunnel furnace for carbon sintering is established at the Aoyanagi Plant.

1960 Sale of "IBI-BOARD" melamine decorative laminate begins.

1972 The PC Project Team begins manufacture of Printed Wiring Boards.
Print Wiring Board (1972-present)

1982 The Company celebrates its 70th anniversary; the Company's name is changed to IBIDEN Co., Ltd.

1988 Manufacture of Plastic IC Package Substrates begins at the Gama Plant.
IC Package Substrate (1988-present)

2000 • IBIDEN Philippines, Inc. is established as a manufacturer of IC package substrates in the Philippines.
• The world's first SiC-DPF (Diesel Particulate Filter) for passenger cars is put into practical use.

2004 IBIDEN Hungary Kft. is established as a manufacturer of SiC-DPFs in Hungary.

2008 IBIDEN Electronics Malaysia Sdn. Bhd. is established as a mass production base for PWBs in Malaysia.

2011 IBIDEN Graphite Korea Co., Ltd. is established as a manufacturer of Graphite Specialty in South Korea.

2013 IBIDEN Mexico, S.A. de C.V. is established as a manufacturer of DPFs in Mexico.

1916 The Nishi-Yokoyama Power Plant begins operation.

1935 Manufacture of nitrolime begins.

1919 Manufacture and sale of carbon products begin.

1958 The Company receives the fourth Okochi Memorial Production Award for mechanizing manufacture of carbon electrodes for films.

1969 Manufacture of graphite specialty products begins.
Graphite Specialty (1969-present)

1974 Manufacture of "IBI-Wool" ceramic fiber begins.
Ceramic Fiber (1974-present)

1998 • Manufacture of IC Package Substrates begins at the Ogaki Plant.
• Catalyst carrier holding alumina mats for automotive exhaust purification are developed.

2007 The Ogaki Central Plant is established as a mass production and R&D base for IC Package Substrate.

2001 • Mass production of DPFs begins at the Ogaki-Kita Plant.
• IBIDEN Electronics (Beijing) Co., Ltd. is established as a manufacturer of PWBs in China.

2010 The Godo Plant is established as a mass production for Graphite Specialty.

2012 The Company celebrates its 100th anniversary.

2017 Capital and business alliance with DENSO CORPORATION is formed.

2020 IBIDEN Fine Ceramics (Suzhou) Co., Ltd. established in China to manufacture catalyst carrier supports and sealing materials.

※1 COB=Chip On Board ※2 BVH=Blind Via Hole ※3 E-BGA=Enhanced Ball Grid Array ※4 S-BGA=Simple Ball Grid Array

We will realize sustainable value creation through innovating “IBI-TECHNO”, with respect for both “individuals” and “environment”.

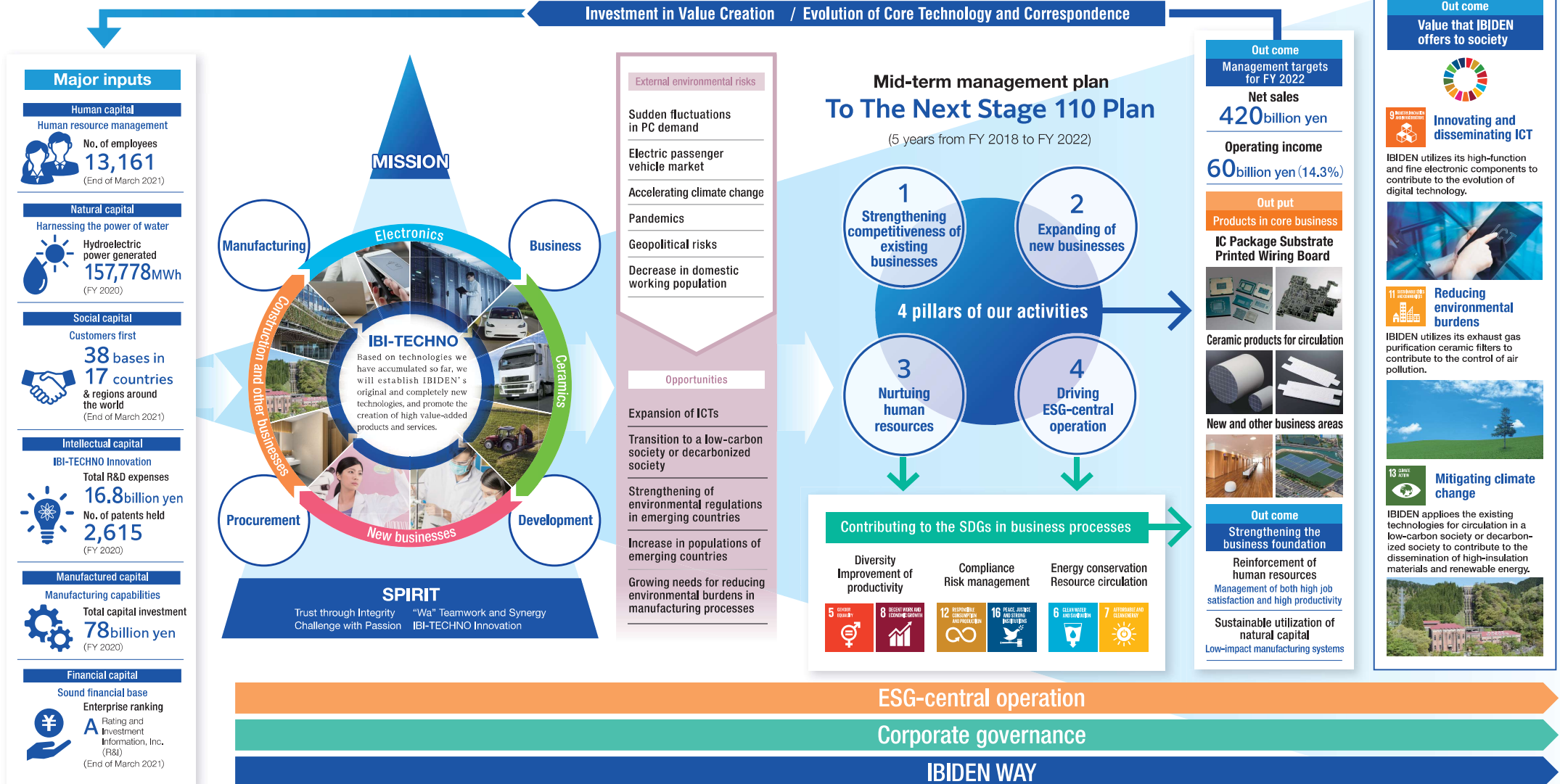
Our company, which was founded as a hydroelectric power generation company intended to promote the regional economy, has long valued people and the global environment, and as a technology development company has contributed to society's development with its state-of-the-art technologies. From now, we 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.

IBIDEN and the SDGs

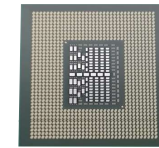
In September 2015, the “Transforming our world: 2030 Agenda for Sustainable Development” was adopted by the United Nations General Assembly. In this agenda, the “SDGs: Sustainable Development Goals,” which comprise 17 goals and 169 targets, were formulated. Upholding the realization of harmony with the natural environment and an affluent society as its corporate philosophy, IBIDEN has continued to develop by creating products that lead to solving social issues with its innovative technologies. We believe that to positively contribute to achieving the SDGs through its businesses is a mission that IBIDEN should fulfill for society based on the IBIDEN WAY.



Investment in Value Creation / Evolution of Core Technology and Correspondence

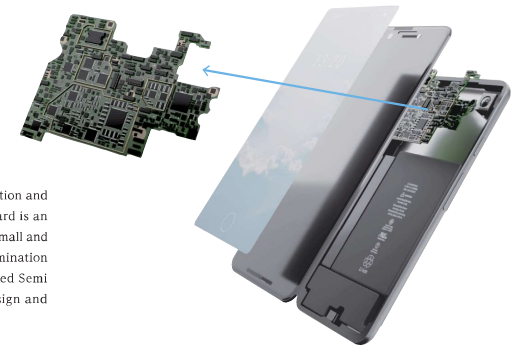


With our leading - edge technologies,
we lead the world in the electronics field.



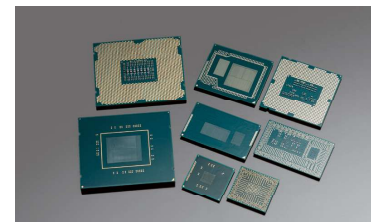
IC Package Substrate

Focusing on MPUs (micro processor unit) for personal computers and the Data Center, and GPUs (graphic processor unit) for AI and vehicle-mounted applications, we provide state-of-the-art IC packaging substrates. IC packaging substrate is an important component that functions together with IC chips. IBIDEN has always enhanced added values along with IC chip evolution.

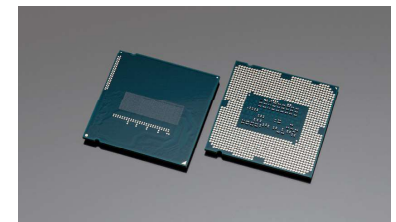


Printed Wiring Board

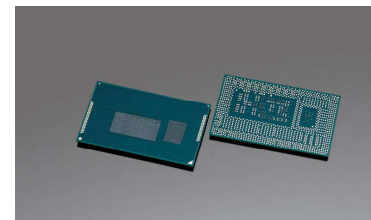
Focusing on high-end smartphones, we provide high-function and high-density printed circuit boards. A printed circuit board is an important component that supports the manufacturing of small and high-function products in line with the full-fledged dissemination of 5G. IBIDEN meets its customers' needs using Modified Semi Additive Process (MSAP) which enables free circuit design and high-density wiring.



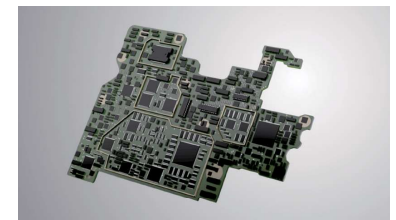
IC Package Substrate



IC Package Substrate for desktop PC



IC Package Substrate for mobile PC



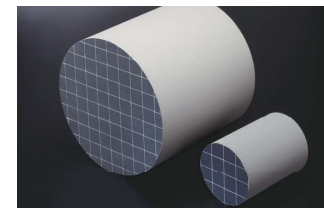
Printed Wiring Board for Smartphones



We explore new possibilities for ceramic products by evolving our core technologies nurtured over many years.

Automotive Exhaust System Components (DPF•AFP)

Diesel Particulate Filter (DPF), have grown as a standard component of the industry due to their performance and reliability. In the category of Substrate Holding Mat (MAT), we also provide products that meet market trends, achieving a high reputation and share in the market. We will continue to develop high-performance products and to reduce damage to the environment for the next generation.



SiC-DPF (Diesel Particulate Filter)



Substrate Holding Mat (MAT)



Graphite Specialty (FGM)

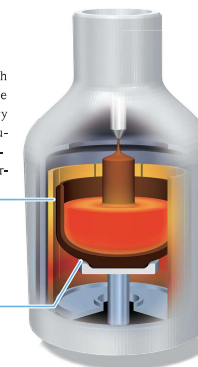
Made with the excellent properties of high strength, high purity and highly durability, our graphite products are contributing to the growth of leading-edge industries of every type including high-grade materials for semiconductor manufacturing equipment, electrode materials for electric-discharge machining use, materials for solar cell manufacturing equipment, and more.



Graphite Heater



Graphite Crucible



Silicon mono crystalline ingot puller

High Temperature Insulation Wool

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



Heat resistant components



Electrodes for electric discharge machining EDX-7



IBI WOOL-E 2PM

Technologies and products developed through“IBI-TEC HNO” are applied extensively in a variety of fields.



Wall greenification system (photo: OTEMACHI PLACE EAST TOWER)
[IBIDEN Greentec Co., Ltd.]



Roof greenification system (photo: Waseda Arena, by Shinkenchiku photo club)
* Awarded the Minister of Land, Infrastructure, Transport and Tourism Prize of the
Organization for Landscape and Urban Green Infrastructure
[IBIDEN Greentec Co., Ltd.]



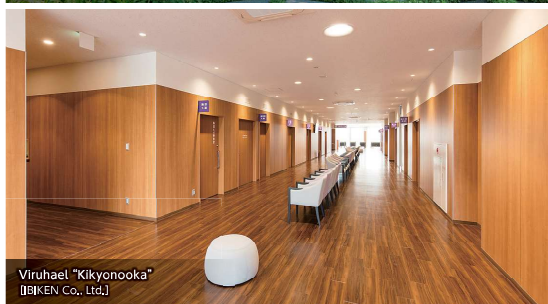
GT Frame (Slope protection construction)
[IBIDEN Greentec Co., Ltd.]



Gas station (photo: Nakasone Self Station)
[IBIDEN Industries Co., Ltd.]



DOMA LONE “Bino”
[IBIKEN Co., Ltd.]



Viruhael “Kikyonooka”
[IBIKEN Co., Ltd.]



Water floating solar power generation plant
[IBIDEN Engineering Co., Ltd.]



Low head hydro power system
[IBIDEN Engineering Co., Ltd.]



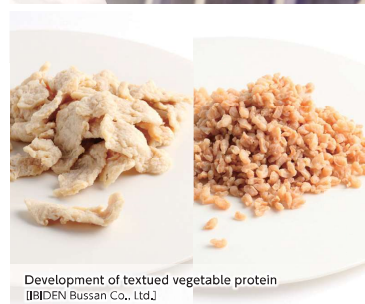
Operating System and
network construction
[TAK Co., Ltd.]



Electrode for Electric Discharge Machining of
Automotive Molds
[IBIDEN Graphite Co., Ltd.]



Automobile parts tool boxes
[IBIDEN Jushi Co., Ltd.]



Development of textured vegetable protein
[IBIDEN Bussan Co., Ltd.]



Development and production of
dehydrated food
[IBIDEN Bussan Co., Ltd.]



Sale and distribution of industrial gases and
the related product
[IBIDEN Chemical Co., Ltd.]

IBIKEN Co., Ltd.

1-60, Gama-cho, Ogaki, Gifu 503-8561, Japan
Tel: 0584-74-3355

Manufacture and sale of interior decorative
plywood, residential equipment, housing materials,
unique component housing etc.

IBIDEN Engineering Co., Ltd.

1122, Kido-cho, Ogaki, Gifu 503-0973, Japan
Tel: 0584-75-2301

Environmental measurement and analysis, design
and installation of mechanical facilities

IBIDEN Greentec Co., Ltd.

3-55, Gama-cho, Ogaki, Gifu 503-0021, Japan
Tel: 0584-81-6111

Slope and garden construction, greenery planting,
etc.

IBIDEN Bussan Co., Ltd.

339, Arisato, Motosu, Gifu 501-0415, Japan
Tel: 058-324-1151

Processing and sale of agricultural and marine
products

IBIDEN Graphite Co., Ltd.

1120-1, Godo, Godo-cho, Anpachi-gun Gifu 503-2321,
Japan
Tel: 0584-47-7327

Machining and sale of graphite products

IBIDEN Chemical Co., Ltd.

300, Aoyanagi-cho, Ogaki, Gifu 503-8503, Japan
Tel: 0584-89-7491

Manufacture and sale of industrial gases, the
related products and chemical goods, as well as
environmental business

IBIDEN Industries Co., Ltd.

1-197, Uchiwara, Ogaki, Gifu 503-0936, Japan
Tel: 0584-89-0777

Sale of petroleum products, mobile communica-
tions equipment, sale and maintenance of
automobiles, services of logistics etc.

TAK Co., Ltd.

4-35-12, Kono, Ogaki, Gifu 503-0803, Japan
Tel: 0584-75-6501

Software development, network design and
construction

IBIDEN Jushi Co., Ltd.

360, Shirotori, Ikeda-cho, Ibi-gun, Gifu 503-2413, Japan
Tel: 0585-45-2405

Manufacture and sale of foamed-resin products

IBIDEN CAREER TECHNO Corp.

300, Aoyanagi-cho, Ogaki, Gifu 503-8503, Japan
Tel: 0584-89-7435

Personal dispatch and consigned manufacturing

San Koki Co., Ltd.

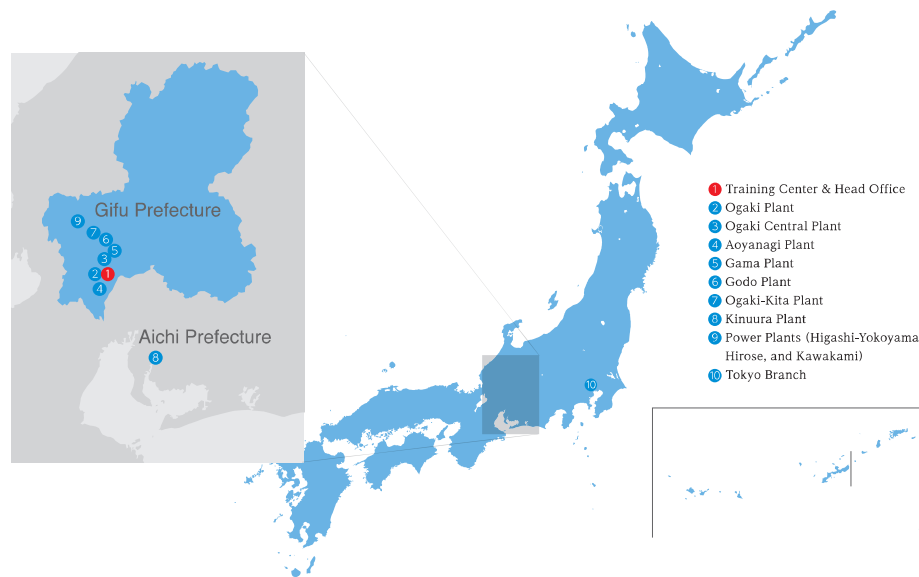
300, Aoyanagi-cho, Ogaki, Gifu 503-8503, Japan
Tel: 0584-89-7449

Consigned manufacturing

IBIDEN OASIS Co., Ltd. (Special-purpose subsidiary)

100-1, Kasanui-cho, Ogaki, Gifu 503-0027, Japan
Tel: 0584-47-5181

Factory maintenance



1 Training Center & Head Office



2-1, Kanda-cho, Ogaki, Gifu
503-8604, Japan
Tel: 0584-81-3111
Established: December, 1917

4 Aoyanagi Plant



300, Aoyanagi-cho, Ogaki, Gifu
503-8503, Japan
Tel: 0584-89-3312
Established: November, 1943
Land area: 98,777m²
Products: Printed Wiring Board, Graphite Specialty,
Melamine Decorative Laminates

7 Ogaki-Kita Plant



1-1, Kitagata, Ibigawa-cho, Ibi-gun, Gifu
501-0695, Japan
Tel: 0585-22-1111
Established: April, 1989
Land area: 104,000m²
Products: SIC-DPF, Graphite Specialty,
Fine Ceramics products

2 Ogaki Plant



905, Kido-cho, Ogaki, Gifu
503-0973, Japan
Tel: 0584-81-3102
Established: December, 1917
Land area: 77,626m²
Products: IC Package Substrate

5 Gama Plant

*being renewed



3-200, Gama-cho, Ogaki, Gifu
503-8559, Japan
Tel: 0584-81-4472
Established: August, 1939
Land area: 56,237m²
Products: IC Package Substrate

8 Kinuura Plant



5-1-7, Shinden-cho, Takahama, Aichi
444-1301, Japan
Tel: 0566-53-4111
Established: June, 1969
Land area: 142,214m²
Products: Substrate Holding Mat,
Graphite Specialty, Foamed-resin products

3 Ogaki Central Plant



100-1, Kasanui-cho, Ogaki, Gifu
503-0027, Japan
Tel: 0584-83-8620
Established: April, 2007
Land area: 113,059m²
Products: IC Package Substrate

6 Godo Plant

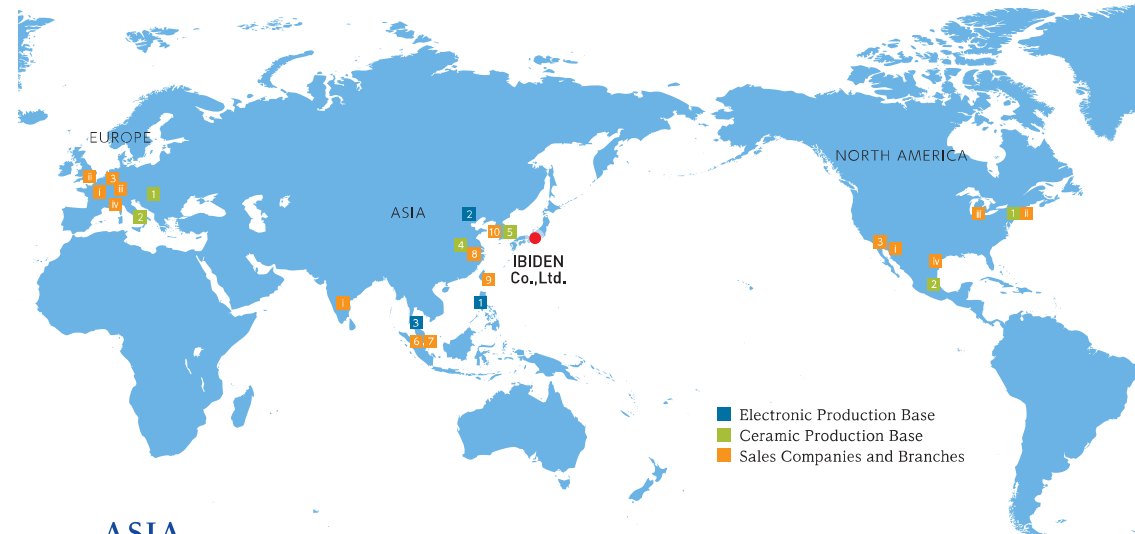


1120-1, Suemori, Godo-cho, Anpachi-gun,
Gifu 503-2321, Japan
Tel: 0584-28-1150
Established: October, 2010
Land area: 68,239m²
Products: Graphite Specialty

9 Energy Control Unit



Higashi-Yokoyama Power Plant
Electric power supply inception: June, 1921
Power output: 27,900kW
(Higashi-Yokoyama, Hirose,
and Kawakami power plants)
(As of Mar. 31, 2021)



ASIA

- 1 IBIDEN Philippines, Inc.
- 2 IBIDEN Electronics (Beijing) Co., Ltd.
- 3 IBIDEN Electronics Malaysia Sdn. Bhd.
- 4 IBIDEN Fine Ceramics (Suzhou) Co., Ltd.
- 5 IBIDEN Graphite Korea Co., Ltd.
- 6 IBIDEN Asia Holdings Pte., Ltd.
- 7 IBIDEN Singapore Pte., Ltd. (Hard office)
- 8 India Branch
- 9 IBIDEN Electronics (Shanghai) Co., Ltd.
- 10 IBIDEN Taiwan Co., Ltd.
- 11 IBIDEN Korea Co., Ltd.



IBIDEN Philippines, Inc.
(IC Package Substrate)



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



IBIDEN Electronics (Beijing)
Co., Ltd.
(Printed Wiring Board)



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



IBIDEN Electronics Malaysia
Sdn. Bhd.
(Printed Wiring Board)

EUROPE

- 1 IBIDEN Hungary Kft.
- 2 L.G. Graphite S.r.l.
- 3 IBIDEN Europe B.V. (Head office)
- 4 Paris Branch
- 5 London Branch
- 6 Stuttgart Branch
- 7 Torino Branch



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



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

NORTH AMERICA

- 1 Micro Mech, Inc.
- 2 IBIDEN Mexico, S.A. de C.V.
- 3 IBIDEN U.S.A. Corp.
- 4 Santa Clara (Head office)
- 5 Phoenix Branch
- 6 Boston Branch
- 7 Detroit Branch
- 8 Austin Branch



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



IBIDEN U.S.A. Corp.

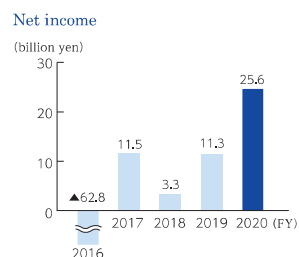
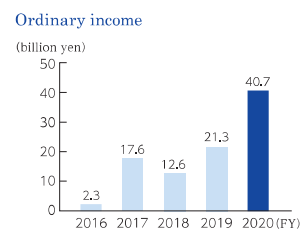
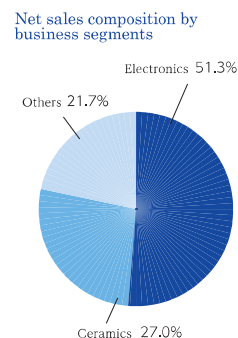
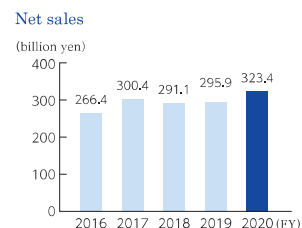
■ Company Outline (As of March 31, 2021)

Trade name: IBIDEN Co., Ltd.
Established: November 25, 1912
Capital: ¥64,152 million
Representative: Takeshi Aoki,
 President & CEO
Number of employees: 13,161 (Consolidated)
 3,504 (Non-consolidated)

Office and Plants
Head office: 2-1, Kanda-cho, Ogaki City, Gifu 503-8604, Japan
 Tel: 0584-81-3111
Branch: Tokyo
Plants: Gifu Prefecture (Ogaki, Ogaki Central, Aoyanagi, Gama, Ogaki-Kita, Godo);
 Aichi Prefecture (Kinuura)

Products
 IC Package, Printed Wiring Board, SiC-DPF, SCR, Substrate
 Holding Mat, Graphite Specialty, High Temperature Insulation
 Wool
Number of Subsidiaries
 Consolidated subsidiaries: 38 (15 in Japan, 23 in overseas)

■ Change in Business Results



■ Disclosure of Financial Information

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



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. Our policy is to disclose such information proactively and fairly. 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.

■ Executives/Organization

■ Directors

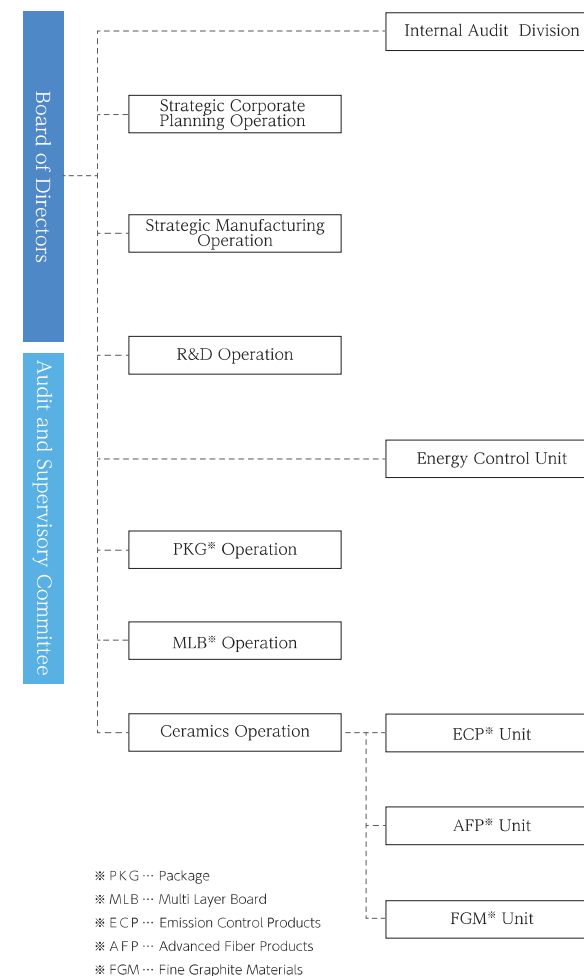
Representative Directors
 Hiroki Takenaka
 Takeshi Aoki
 Kozo Kodama
 Masahiko Ikuta
Outside Directors
 Chiaki Yamaguchi
 Toshio Mita
 Noriko Asai

■ Audit & Supervisory Committee Members

Audit & Supervisory Committee Members (Full-time)
 Yoichi Kuwayama
 Koji Matsubayashi
Audit & Supervisory Committee Members (Outside)
 Fumio Kato
 Masaki Horie
 Yukiko Yabu
Substitute Audit & Supervisory Committee Member (Outside)
 Shogo Komori

Executive Officers and Senior Executive Officers

Chairman of the Board
 Hiroki Takenaka
President & CEO
 Takeshi Aoki
Executive Vice President
 Kozo Kodama
 Masahiko Ikuta
Senior Executive Officers
 Koji Kawashima
 Sotaro Ito



(As of June 18, 2021)

(As of July 1, 2021)