CORPORATE
PROFILE

IBIDEN

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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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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The IBIDEN WAY

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

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

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 sprit of all company people, expressing our determination to create new technologies through fusions and coposites of our proprietary technologies.

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.

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

The Technological Changes

technology

1912–1970	1971–1990	1991–2001	2002–2011	2012–
Development as a materials-centered company	Corporate-restructuring phase A corporate philosophy to innovate the company: Creating IBI-TECHNO	New business generation phase The pursuit of IBI-TECHNO	Core-business nurturing phase Entrenchment of IBI-TECHNO	Toward the next 100 years 100th anniversary of IBIDEN foundation

1912
Power generation technology
Electric power
Electric furnace technology

Fused Magnesium Phosphate
Ferro-Silicon
Carbide
Carbon

High-temperature sintering technology
Circuit fabrication technology
Circuit design technology
Plating technology
Printed wiring board layering technology

Ceramic Fiber
Fine Ceramics
Graphite Specialty
Printed Wiring Board
IC interconnect technology
COB※1
Multi-layered PWB
Plastic Package
BVH Multi-layer Board※2
Memory Module
E-BGA※3
S-BGA※4

Nitrolime
Chemical synthesis technology
Melamine Decorative
Decorative Laminates Products

Substrate Holding Mat
Semiconductor Ceramics
SiC-DPF

Ceramics
Ceramic Fiber
Substrate Holding Mat
Fine Ceramics
SiC-DPF
Graphite Specialty

Electronics
HDI (Build-up) Substrate
IC Package Substrate
CSP (Chip Scale Package)
SiP (System in Package)

Housing Materials
Melamine Decorative Laminates
Decorative Laminates Products

Precision fabrication technology
Purification technology
Surface treatment technology

Build-up technology
Microfabrication technology
Surface treatment technology
Environmental technology

The Business Changes

business

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

1916 The Nishi-Yokoyama Power Plant begins operation.

1917 The Ogaki Plant is opened, manufacture and sale of carbide begin.

Carbide (1917-1991)

1919 Manufacture and sale of carbon products begin.

1921 The Higashi-Yokoyama Power Plant begins operation.

Higashi-Yokoyama Power Plant (1921-present)

1935 Manufacture of nitrolime begins.

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

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

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

1969 Manufacture of graphite specialty products begins.

Graphite Specialty (1969-present)

1972 The PC Project Team begins manufacture of Printed Wiring Boards.

Print Wiring Board (1972-present)

Fine Ceramics (1987-present)

1974 Manufacture of "IBI-Wool" ceramic fiber begins.

Ceramic Fiber (1974-present)

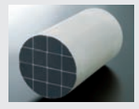
1982 The Company celebrates its 70th anniversary; the Company's name is changed to IBIDEN Co., Ltd.

1988 Manufacture of Plastic IC Package Substrates begins at the Gama Plant.

IC Package Substrate (1988-present)

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

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.



SiC-DPF (1999-present)

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.

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

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

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

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

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

2012 The Company celebrates its 100th anniversary.

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

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

Major inputs

Human capital

Human resource management

No. of employees
13,161
(End of March 2021)

Natural capital

Harnessing the power of water

Hydroelectric power generated
157,778MWh
(FY 2020)

Social capital

Customers first

38 bases in 17 countries & regions around the world
(End of March 2021)

Intellectual capital

IBI-TECHNO Innovation

Total R&D expenses
16.8billion yen

No. of patents held
2,615
(FY 2020)

Manufactured capital

Manufacturing capabilities

Total capital investment
78billion yen
(FY 2020)

Financial capital

Sound financial base

Enterprise ranking
A Rating and Investment Information, Inc. (R&I)
(End of March 2021)

External environmental risks

- Sudden fluctuations in PC demand
- Electric passenger vehicle market
- Accelerating climate change
- Pandemics
- Geopolitical risks
- Decrease in domestic working population

Opportunities

- Expansion of ICTs
- Transition to a low-carbon society or decarbonized society
- Strengthening of environmental regulations in emerging countries
- Increase in populations of emerging countries
- Growing needs for reducing environmental burdens in manufacturing processes

Mid-term management plan
To The Next Stage 110 Plan

(5 years from FY 2018 to FY 2022)

1 Strengthening competitiveness of existing businesses

2 Expanding of new businesses

4 pillars of our activities

3 Nurtuing human resources

4 Driving ESG-central operation

Contributing to the SDGs in business processes

Diversity
Improvement of productivity

Compliance
Risk management

Energy conservation
Resource circulation

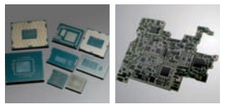
Out come
Management targets for FY 2022

Net sales
420billion yen

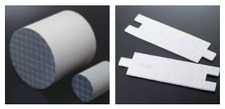
Operating income
60billion yen (14.3%)

Out put
Products in core business

IC Package Substrate Printed Wiring Board



Ceramic products for circulation



New and other business areas

Out come
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

Out come
Value that IBIDEN offers to society

Innovating and disseminating ICT

IBIDEN utilizes its high-function and fine electronic components to contribute to the evolution of digital technology.

Reducing environmental burdens

IBIDEN utilizes its exhaust gas purification ceramic filters to contribute to the control of air pollution.

Mitigating climate change

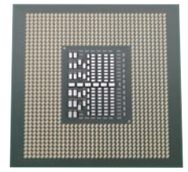
IBIDEN applioes the existing technologies for circulation in a low-carbon society or decarbonized society to contribute to the dissemination of high-insulation materials and renewable energy.

ESG-central operation

Corporate governance

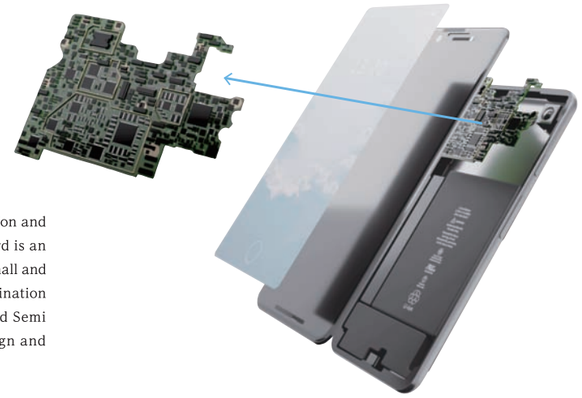
IBIDEN WAY

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



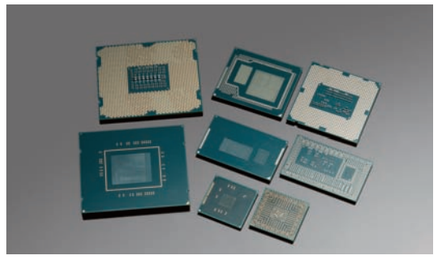
IC Package Substrate

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.

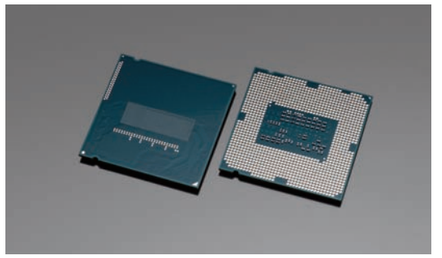


Printed Wiring Board

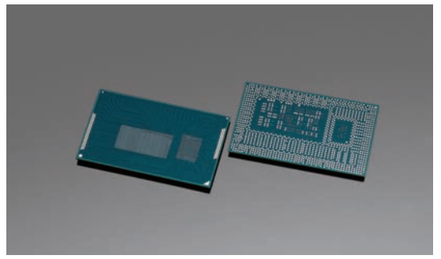
Focusing on high-end smartphones, we provide high-function and high-density printed circuit boards. A printed circuit board is an important component that supports the manufacturing of small and high-function products in line with the full-fledged dissemination of 5G. IBIDEN meets its customers' needs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



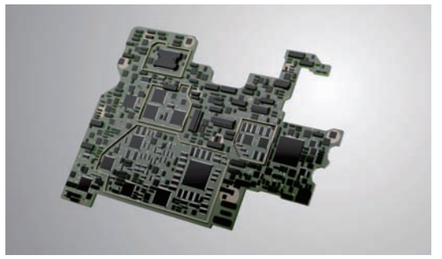
IC Package Substrate



IC Package Substrate for desktop PC



IC Package Substrate for mobile PC

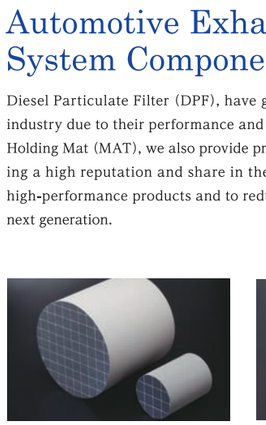


Printed Wiring Board for Smartphones

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.

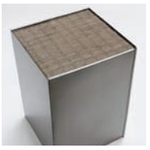

SiC-DPF (Diesel Particulate Filter)

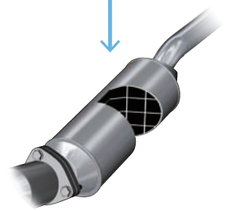
Substrate Holding Mat (MAT)

Catalyst for Industrial Plants (SCR)

NOx reduction catalysts are used by customers around the world as a key component of systems to effectively and efficiently reduce the NOx content of exhaust gas, helping to improve the global environment.

For Automobile


For Stationary

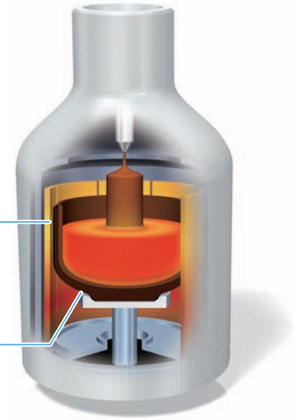


Graphite Specialty (FGM)

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

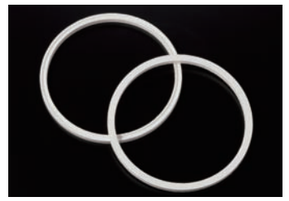
Heat resistant components

Electrodes for electric discharge machining EDX-7

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


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.]

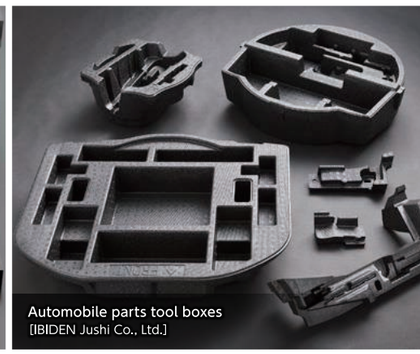
Gas station(photo:Nakasone Self Station)
[IBIDEN Industries Co., Ltd.]

DOMA LONE “BinO”
[IBIKEN Co., Ltd.]

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

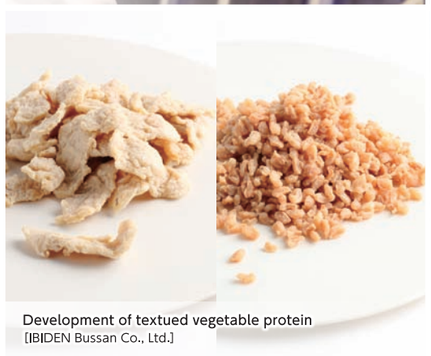
Operating System and network construction
[TAK Co., Ltd.]

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


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

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

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


Development of textued 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 Industries Co., Ltd.
1-197, Uchiwara, Ogaki, Gifu 503-0936, Japan
Tel: 0584-89-0777

Sale of petroleum products, mobile communications 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 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 CAREER TECHNO Corp.
300, Aoyanagi-cho, Ogaki, Gifu 503-8503, Japan
Tel: 0584-89-7435

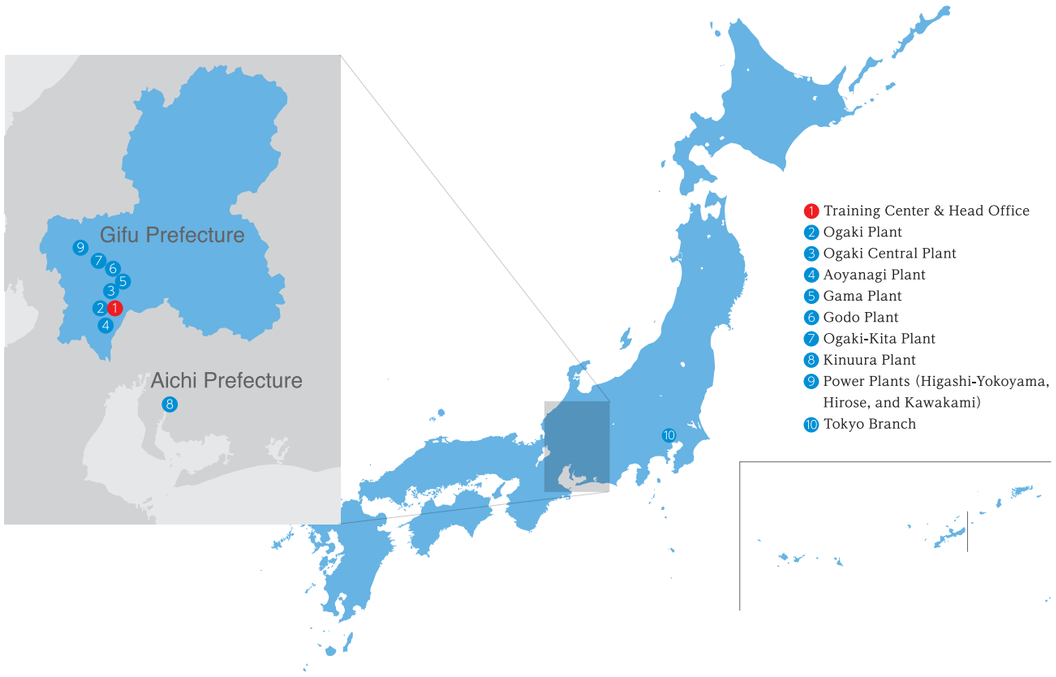
Personal dispatch and consigned manufacturing

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

2 Ogaki Plant

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

3 Ogaki Central Plant

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

4 Aoyanagi Plant

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

5 Gama Plant

*being renewed

3-200, Gama-cho, Ogaki, Gifu
503-8559, Japan
Tel: 0584-81-4472
Established: August, 1939
Land area: 56,237㎡
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: 68,239㎡
Products: Graphite Specialty

7 Ogaki-Kita Plant

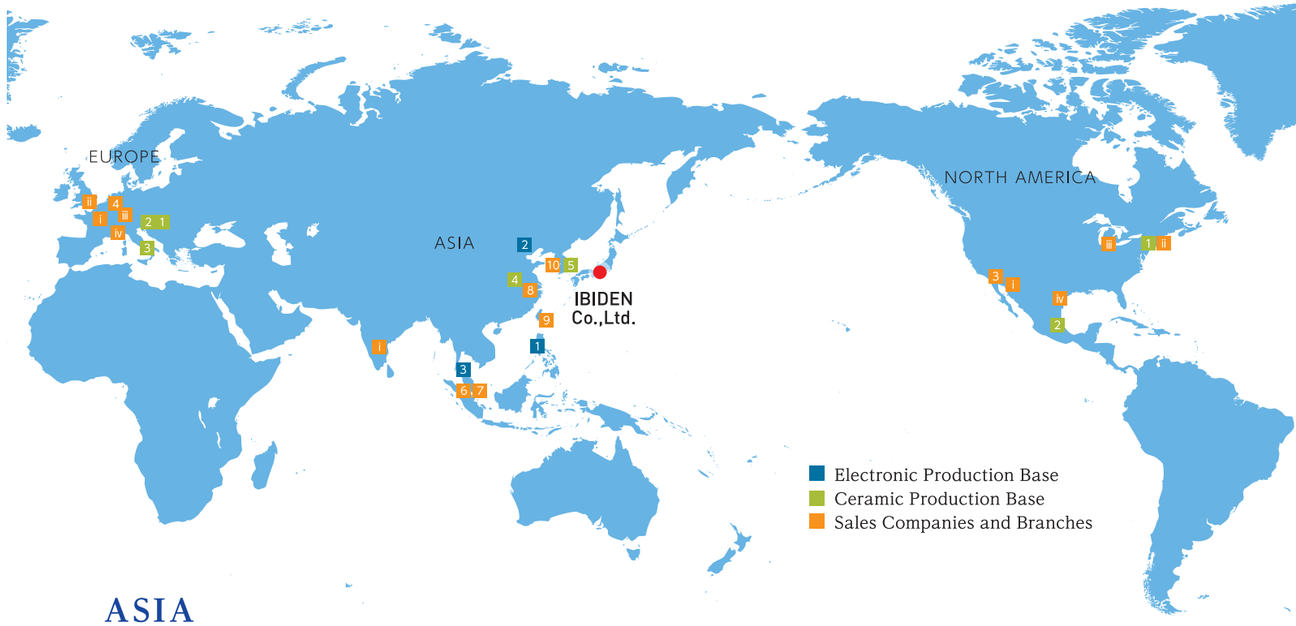
1-1, Kitagata, Ibigawa-cho, Ibi-gun, Gifu
501-0695, Japan
Tel: 0585-22-1111
Established: April, 1989
Land area: 104,000㎡
Products: SiC-DPF, Graphite Specialty, Fine Ceramics products

8 Kinuura Plant

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

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)
i India Branch
8 IBIDEN Electronics (Shanghai) Co., Ltd.
9 IBIDEN Taiwan Co., Ltd.
10 IBIDEN Korea Co., Ltd.

IBIDEN Philippines, Inc.
(IC Package Substrate)

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

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

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

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

EUROPE

1 IBIDEN Hungary Kft.
2 IBIDEN Ceram GmbH
3 L.G. Graphite S.r.l.
4 IBIDEN Europe B.V. (Head office)
i Paris Branch
ii London Branch
iii Stuttgart Branch
iv 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.
3 Santa Clara (Head office)
i Phoenix Branch
ii Boston Branch
iii Detroit Branch
iv 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

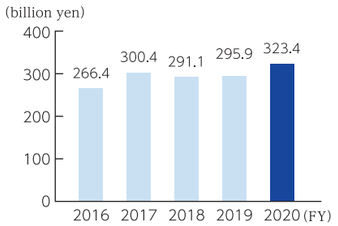
IC Package, Printed Wiring Board, SiC-DPF, SCR, Substrate Holding Mat, Graphite Specialty, High Temperature Insulation Wool

Number of Subsidiaries

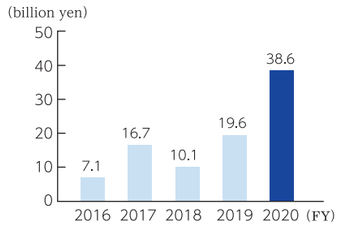
Consolidated subsidiaries: 38 (15 in Japan, 23 in overseas)

Change in Business Results

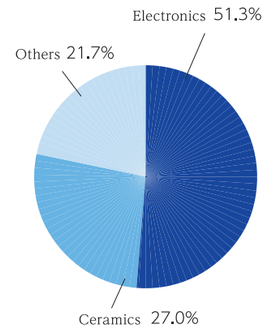
Net sales



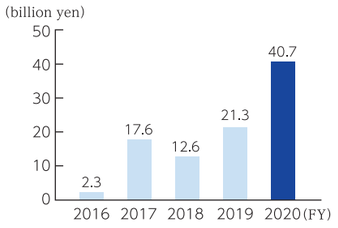
Operating income



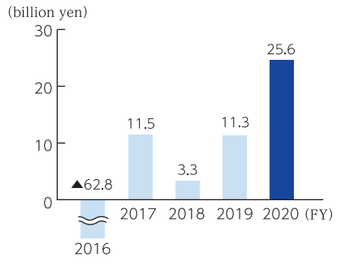
Net sales composition by business segments



Ordinary income



Net income



Disclosure of Financial Information

Website for shareholdersand 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

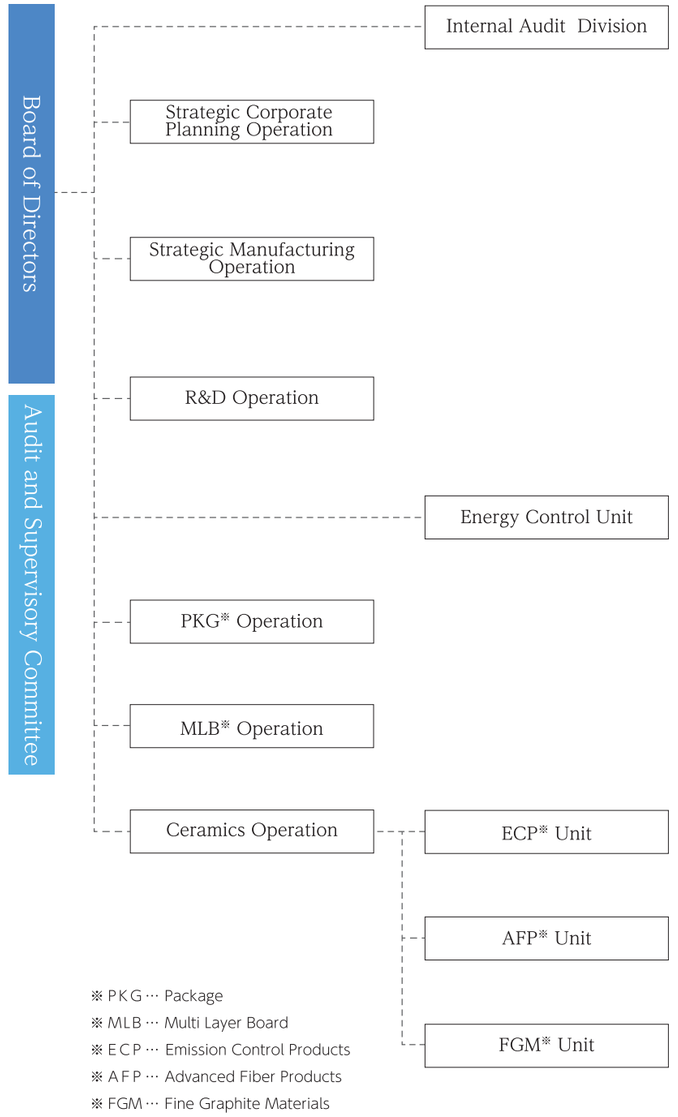
Audit & Supervisory Committee Members

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)



※PKG … Package
※MLB … Multi Layer Board
※ECP … Emission Control Products
※AFP … Advanced Fiber Products
※FGM … Fine Graphite Materials

(As of July 1, 2021)