Overview of the Board of Directors (As of June 19, 2026)

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.

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.
Corporate (Corporate Planning)	To achieve the Company's sustainable growth and strengthen its foundation, extensive knowledge, experience, and skills are required to oversee and supervise organizational design through the optimal allocation of management resources and the evaluation and execution of strategic options such as improving the Group's governance and entering into business alliances.
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.
Human Resources	As the Company continues global business expansion and technological innovation, knowledge, experience, and skills are required to manage and supervise the development and transformation of a corporate culture in which diverse human resources can fully demonstrate their abilities, the establishment and operation of fair and equitable evaluation and remuneration systems, the development of succession plans, and compliance with labor laws and regulations.
Knowledge of our Business (Electronics and Ceramics Operations)	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 and Legal affairs	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.
Sustainability	As a manufacturer, addressing a wide range of sustainability issues across the entire supply chain, including adaptation to climate change and mitigation of environmental impact, responses to human rights and labor issues, and efficient use of resources, is indispensable to enhancing corporate value over the long term. High-level knowledge and ethical standards are required to integrate these efforts into the core of management strategy and to oversee and supervise their effectiveness.

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 Governance

● Corporate Directors ● Outside Directors ◉ Chairperson

Name	Expected Skills※1												Members and Attendance of Each Committee and Meeting (FY 2025)						
	Independence (Outside Directors only)	Corporate Management and Strategy	Corporate (Corporate Planning)	Finance, Accounting and Tax	Human Resources	Knowledge of our Business	International Business	Innovation	Manufacturing Technologies	Risk Management	Internal Control Governance	Sustainability	Board of Directors	Audit and Supervisory Committee	Nomination / Remuneration Committee	Management Council	Sustainability Management Committee	Risk Management Company-wide Promotion Committee	Compliance Company-wide Promotion Committee
Takeshi Aoki		●	●			●	●			●	●	●	◉ 10/10		8/8 ※3	13/14	3/3	1/1	1/1
Koji Kawashima		●			●	●	●	●	●	●	●	●	10/10		8/8	14/14	◉ 3/3	◉ 1/1	◉ 1/1
Ayumi Suzuki						●			●		●	●	10/10			14/14	3/3	1/1	1/1
Hisashi Kato						●	●	●	●				10/10			14/14	3/3	1/1	1/1
Shinji Miyazaki		●	●	●	●					●	●	●	–			–	–	–	–
Toshikazu Koike	●	●	●	●			●			●	●		10/10		◉ 8/8				
Noriko Asai	●				●			●				●	10/10		8/8				
Haruya Maruyama	●	●	●			●	●		●	●	●		8/8 ※2		6/6 ※2				
Yukihiro Noda						●	●			●	●	●	8/8 ※2	10/10 ※2		12/12 ※2	2/2 ※2	0/0 ※2	0/0 ※2
Koji Matsubayashi				●			●			●	●	●	10/10	13/13		14/14	3/3	1/1	1/1
Masaki Horie	●			●						●	●	●	10/10	◉ 13/13					
Yukiko Yabu	●	●			●					●	●	●	10/10	13/13					
Moyuru Goto	●				●					●	●	●	8/8 ※2	10/10 ※2					

※1 The above skills matrix does not cover all skills that the 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.
※2 Attendance after taking office on June 20, 2025.
※3 No longer a member as of April 1, 2026, due to the review of the composition of the Nomination/Remuneration Committee.

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.