

Notice of the 173rd Ordinary General Meeting of Shareholders

Date & Time: 2:00 p.m. (JST), Friday, June 19, 2026

Venue: IBIDEN CO., LTD. Headquarters Hall (the 2nd floor), 2-1 Kanda-cho, Ogaki-city, Gifu Pref.

Agenda:

Matters to be reported:

- (1) Business Report and Consolidated Financial Statements, and Audit Reports by the Accounting Auditor and the Audit and Supervisory Committee on the Consolidated Financial Statements, for the 173rd Fiscal Year from April 1, 2025 to March 31, 2026
- (2) Financial Statements for the 173rd Fiscal Year from April 1, 2025 to March 31, 2026

Matter to be resolved:

Proposal: Election of Eight (8) Directors who are not Audit and Supervisory Committee Members

Company's Website: <https://www.ibiden.co.jp/>

If there is any minor amendment to the "Reference Materials for General Meeting of Shareholders," "Business Report," "Financial Report" and/or "Consolidated /Non-consolidated Financial Statements," such amendment will be posted on the Company's website indicated above. Additionally, pursuant to the Japanese laws and regulations and Article 15 of the Company's Articles of Incorporation, "Main Business Activities," "Major Sales Offices and Factories," "Major Lenders," "The Company's Shares," "The Company's Share Acquisition Rights, etc.," "Outside Directors," "Accounting Auditor," and "The Company's Structure and Policy" of Business Report, "Consolidated Statement of Changes in Equity" and "Notes to Consolidated Financial Statements" of Consolidated Financial Statements, "Balance Sheets," "Statements of Income," "Statement of Changes in Equity," and "Notes to Non-Consolidated Financial Statements" of Non-Consolidated Financial Statements, and "Accounting Auditor's Audit Reports (Consolidated and Non-Consolidated)" and "Audit Report of the Audit and Supervisory Committee" of Audit Reports will be posted on the website above, and thus not included in the documents accompanying the Notice of the 173rd Ordinary General Meeting of Shareholders. Moreover, these items will be audited by the Accounting Auditor and the Audit and Supervisory Committee.

This document is an English translation of the Notice of the 173rd Ordinary General Meeting of Shareholders originally prepared in Japanese. This English translation is for general reference purposes only and is subject to errors and omissions. All information contained herein is deemed accurate, but is not guaranteed.

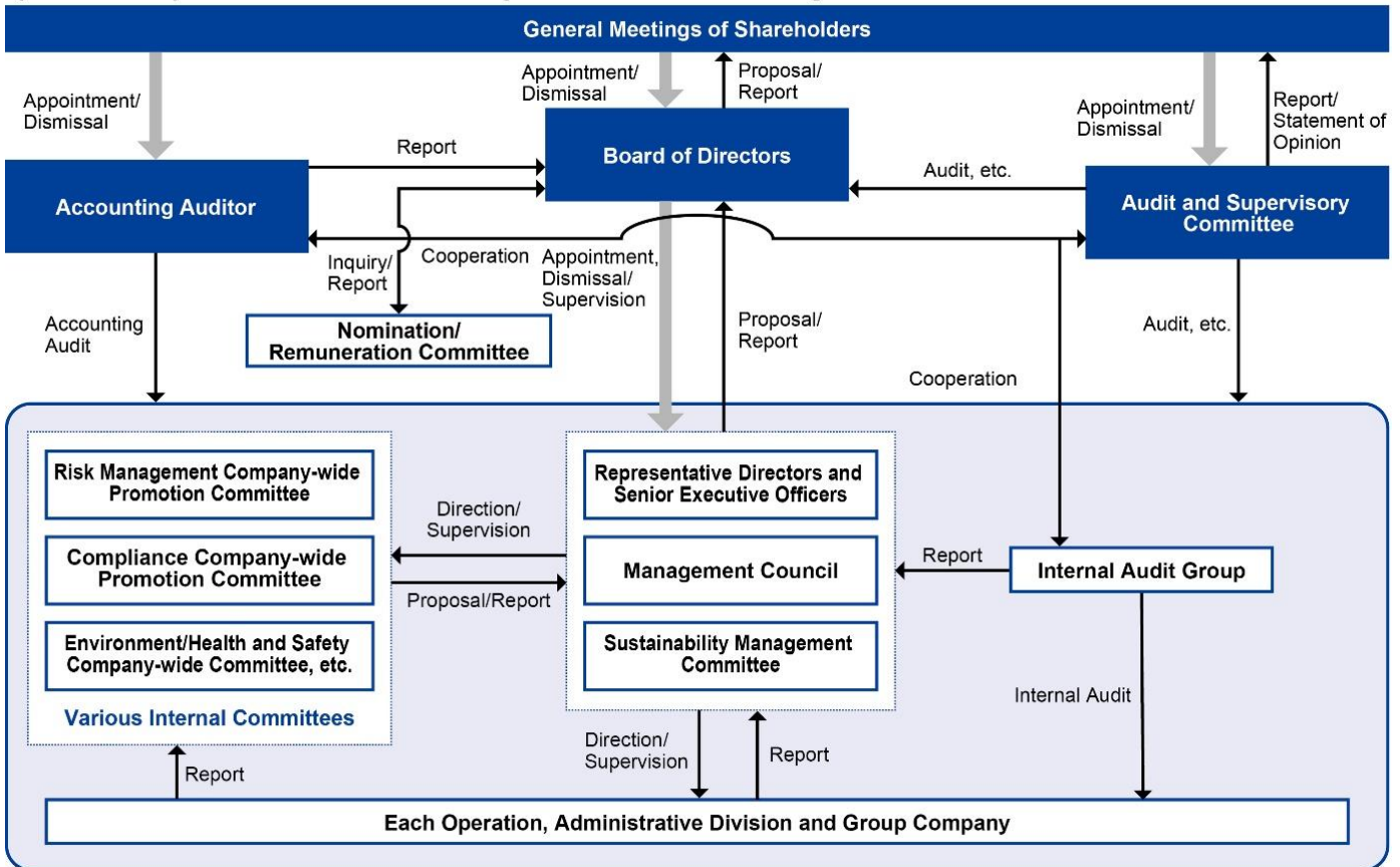
Key Points for Exercising Voting Rights

Point 1: IBIDEN's Corporate Governance

Basic Views on Corporate Governance

The Group considers corporate governance to be a key management mechanism for transparent, fair, prompt and resolute decision-making, and all Group companies are thus actively committed to improving corporate governance. As part of our Group's corporate governance, we are enhancing internal control by proactively undertaking activities to advance compliance and risk management and we are expanding/strengthening the management oversight functions of the Board of Directors and the audit functions of the Audit and Supervisory Committee. These steps will enable us to construct a transparent corporate governance system worthy of the trust of shareholders and other stakeholders and fulfill our corporate social responsibilities, and will help us improve our corporate value through sustained growth.

(Reference) Chart of IBIDEN Group's Internal Control System



Roles and Responsibilities of the Board of Directors

In compliance with laws and regulations and the articles of incorporation, we have established the Board of Directors Rules to clarify what the board itself will deliberate and decide, and to set criteria for matters to be submitted for discussion. In addition, for other decision-making and business execution, we have established the Organization, Position, and Duties Management Regulations and the Authority Regulations to clearly define the scope within which management can execute operations.

Roles and Positioning of the Main Committees and the Management Council

Audit and Supervisory Committee

Of the five Audit and Supervisory Committee Members, three are Outside Directors who are Audit and Supervisory Committee Members, and two are full-time Audit and Supervisory Committee Members. Each Audit and Supervisory Committee Member attends key meetings, such as the Board of Directors meetings, to audit and supervise the execution of Directors' duties. In addition, the full-time Audit and Supervisory Committee Members coordinate with the internal audit department and the external accounting auditor to conduct audits and investigations of the Company and Group companies in accordance with laws and regulations and relevant rules. The chairperson of the Audit and Supervisory Committee is appointed from among Outside Audit and Supervisory Committee Members who have substantial knowledge in finance, accounting, or legal and governance matters, thereby appropriately ensuring the committee's functions as well as its objectivity and independence.

Nomination/Remuneration Committee

By ensuring transparency and objectivity in the procedures for deciding the nomination and remuneration of Directors, Senior Executive Officers, etc., we aim to strengthen the Board of Directors' management oversight function. To further enhance corporate governance, we have established a Nomination/Remuneration Committee as an advisory body to the Board of Directors, chaired by an Outside Director who is not an Audit and Supervisory Committee Member.

Management Council

The Management Council is held monthly for the purpose of serving as an advisory body to the President & CEO, Representative Director for matters to be submitted to the Board of Directors, making approvals based on the Authority Regulations, and sharing important management information among management executives. The President of the Corporate Planning Operation serves as chairperson, and the members consist of Executive Officers, full-time Audit and Supervisory Committee Members, and relevant employees in senior management positions.

Sustainability Management Committee

The Sustainability Management Committee, chaired by the President & CEO, Representative Director, meets at least twice a year. At these meetings, management discusses and determines issues related to risks and opportunities surrounding the Company, including those related to sustainability, and then deploys them from the management to the implementation entities. In addition, particularly important sustainability issues are submitted or reported to the Board of Directors.

Risk Management Company-wide Promotion Committee

The Risk Management Company-wide Promotion Committee, chaired by the President & CEO, Representative Director, meets at least once a year to report on measures against key risks and their progress. In order to advance enterprise risk management (ERM) in concrete terms, we assign a lead division to each risk category and promote activities tailored to the circumstances and business operations of the Company and domestic and overseas Group companies.

Compliance Company-wide Promotion Committee

We have established the Compliance Company-wide Promotion Committee, chaired by the President & CEO, Representative Director, to raise awareness of compliance across the Group. This committee meets at least once a year and promotes, manages, reports and reviews the company-wide compliance activities. The policies and plans the committee decides are announced to each plant as well as domestic and overseas Group companies, and then rolled out.

Board of Directors

Process for Nominating Candidates

Candidates for management executives and candidates for Directors who are not Audit and Supervisory Committee Members are selected and nominated after comprehensive consideration from the perspective of allocating a right person to right work, while taking into account the number of members that enables accurate and prompt decision-making and the balance of knowledge, experience, and skill of management executives and the Board of Directors as a whole. In addition, candidates for Audit and Supervisory Committee Members are nominated after comprehensive consideration from the perspective of allocating a right person to right work, while ensuring the balance of knowledge related to finance, accounting, legal affairs, and governance, knowledge of the Company's business, and diverse perspectives on corporate management. Based on this policy, candidates for Audit and Supervisory Committee Members are resolved by the Board of Directors after obtaining the consent of the Audit and Supervisory Committee. In addition, with regard to the nomination of candidates for Director, before a resolution of the Board of Directors is made, the Nomination/Remuneration Committee, which is chaired by an Outside Director who is not an Audit and Supervisory Committee Member and established as an advisory body to the Board of Directors, deliberates on the matter and submits its recommendations to the Board of Directors. In addition, dismissal criteria for Directors and Senior Executive Officers are set forth in the Rules for Directors and the Employment Rules for Senior Executive Officers, respectively. Based on those criteria and the deliberations of the Nomination/Remuneration Committee, procedures are established under which the dismissal of Directors is resolved at the General Meeting of Shareholders based on a resolution of the Board of Directors and the dismissal of Senior Executive Officers is resolved by the Board of Directors.

Nomination/Remuneration Committee Meetings

Meeting month	Main topics
May 2025 (two meetings)	<ul style="list-style-type: none">- Provision for Directors' bonuses to be paid in June 2025- Proposed Board of Directors structure for the 173rd term (final)- Monthly remuneration of Directors for FY2025- Individual amounts of Directors' bonuses to be paid in June 2025- Appointment of Advisors and Corporate Advisors
June 2025	<ul style="list-style-type: none">- Bonuses for Senior Executive Officers and Senior Managers- Appointment and remuneration of Advisors and Corporate Advisors (final)- Delegation of responsibilities to Executive Officers
August 2025	<ul style="list-style-type: none">- Delegation of responsibilities to Senior Executive Officers
September 2025	<ul style="list-style-type: none">- Delegation of responsibilities to Senior Executive Officers (final)
December 2025	<ul style="list-style-type: none">- Bonuses for Senior Executive Officers- Calculation of individual payment amounts for Directors- Amendments to internal regulations of the Nomination/Remuneration Committee
February 2026	<ul style="list-style-type: none">- Appointment of and delegation of responsibilities to Senior Executive Officers and Senior Managers- Calculation of individual payment amounts for Directors (final)- Amendments to internal regulations of the Nomination/Remuneration Committee (final)
March 2026	<ul style="list-style-type: none">- Monthly remuneration of Senior Executive Officers for FY2026- Proposed Board of Directors structure for the 174th term- Company vehicles for Executive Officers

Opinion of the Audit and Supervisory Committee

The Audit and Supervisory Committee examined the election of Directors who are not Audit and Supervisory Committee Members of the Company, taking into account the Company's corporate philosophy and management strategy and considering the balance of knowledge, experience, and skill, diversity, and the number of members needed for the Board of Directors to effectively fulfill its roles and responsibilities. The committee also confirmed the details of the deliberations and the procedures of the Nomination/Remuneration Committee and judges them to be appropriate.

Skill Set Required for the Company's Board of Directors

We have adopted “We contribute to the progression of society through innovative technology, with respect for both individuals and the global environment.” as our Mission and aim to solve social issues and enhance corporate value by pursuing “Moving on to our New Stage 115 Plan” (FY2023-FY2027), our Mid-Term Management Plan, as a management target. Specifically, we are working to (i) Make Our Business Operations Even More Competitive, (ii) Commercialize New Products, (iii) Promote the Manufacturing Reform, (iv) Reform the Corporate Culture, and (v) Proceed with ESG Management. To achieve these goals and to enable the Board of Directors to fully perform its functions and ensure its effectiveness, we believe that the Board of Directors and the Audit and Supervisory Committee should, while ensuring diversity as a whole, possess the following knowledge, experience, and skill (skill set) in a well-balanced manner.

Required skills	Reasons
Company Management and Business 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.
Financial/Accounting/ Tax Practice	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.
Wide-Range Knowledge of the Company Business (Electronics and Ceramics)	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.
Engineering and Manufacturing	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, Corporate 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.

Diversity of the Board of Directors and Members of Each Committee and Meeting Body

In selecting Director candidates, to allocate a right person to right work regardless of gender, age, race, or nationality, as a comprehensive deliberation, the sufficient number of the Board of Directors Members that enables the Board of Directors to make accurate and prompt decision, overall balance of knowledge, experience and skills, and 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.

Name	Expected skills											
	Independence (Outside Directors only)	Company Management and Business Strategy	Corporate (Corporate Planning)	Financial/Accounting/Tax Practice	Human Resources	Wide-Range Knowledge of the Company Business	International Business	Innovation	Engineering and Manufacturing	Risk Management	Internal Control, Corporate Governance, and Legal Affairs	Sustainability
Takeshi AOKI		●	●			●	●			●	●	●
Koji KAWASHIMA		●			●	●	●	●	●	●	●	●
Ayumi SUZUKI						●			●		●	●
Hisashi KATO						●	●	●	●			
Shinji MIYAZAKI		●	●	●	●					●	●	●
Toshikazu KOIKE	●	●	●	●			●			●	●	
Noriko ASAI	●				●			●				●
Haruya MARUYAMA	●	●	●			●	●		●	●	●	
Yukihiro NODA						●	●			●	●	●
Koji MATSUBAYASHI				●			●			●	●	●
Masaki HORIE	●			●						●	●	●
Yukiko YABU	●	●			●					●	●	●
Moyuru GOTO	●				●					●	●	●

Note: 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.

●: Corporate Directors ●: Outside Directors

●: Chairperson

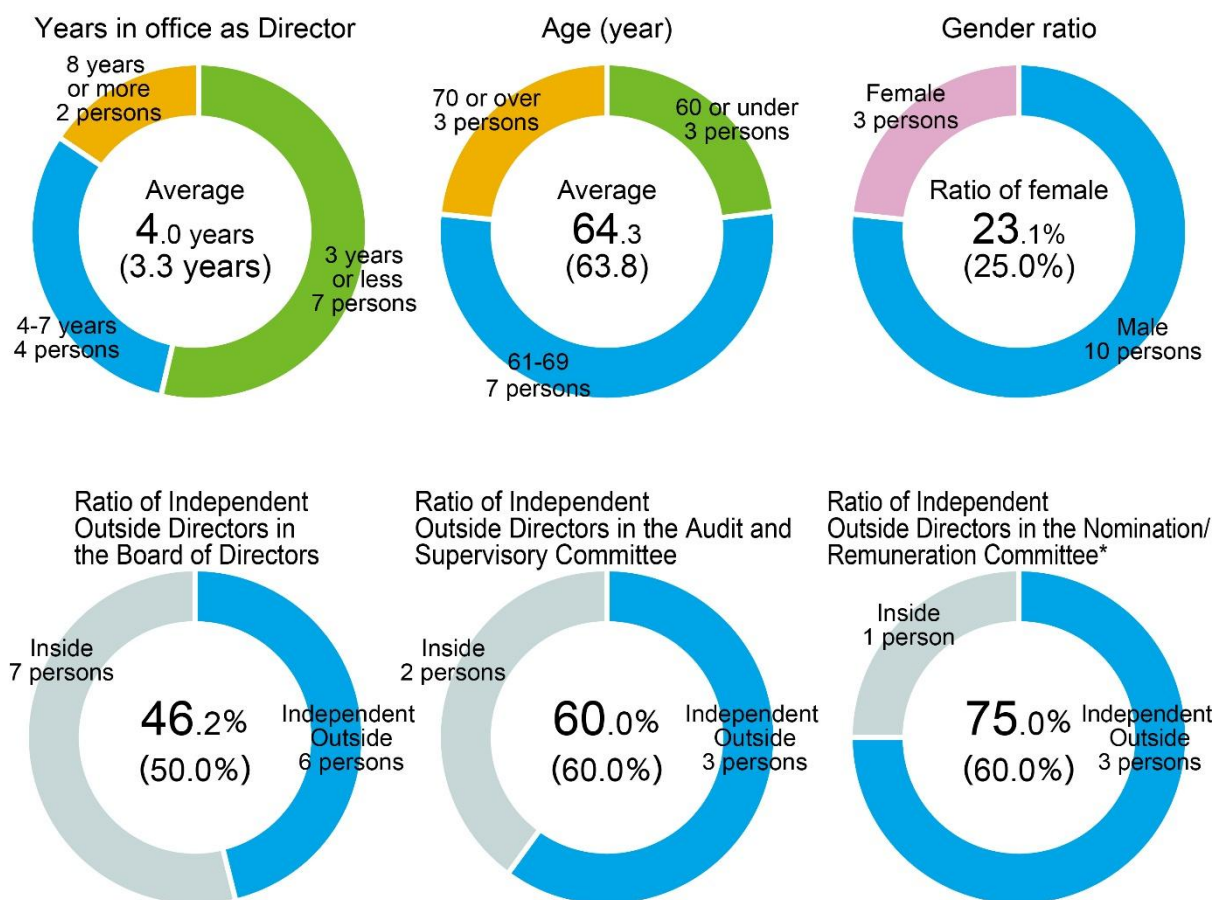
Members and attendance of each committee and meeting body						
Board of Directors	Audit and Supervisory Committee	Nomination/Remuneration Committee	Management Council	Sustainability Management Committee	Risk Management Company-wide Promotion Committee	Compliance Company-wide Promotion Committee
●10/10		8/8	13/14	3/3	1/1	1/1
10/10		8/8	14/14	●3/3	●1/1	●1/1
10/10			14/14	3/3	1/1	1/1
10/10			14/14	3/3	1/1	1/1
-			-	-	-	-
10/10		●8/8				
10/10		8/8				
8/8*		6/6*				
8/8*	10/10*		12/12*	2/2*	0/0*	0/0*
10/10	13/13		14/14	3/3	1/1	1/1
10/10	●13/13					
10/10	13/13					
8/8*	10/10*					

* Attendance after taking office on June 20, 2025.

Corporate Governance Highlights

* This data is calculated on the assumption that "Proposal: Election of Eight (8) Directors who are not Audit and Supervisory Committee Members" is approved and adopted.

* As reference information, the figures for the previous fiscal year are shown in parentheses.



* The composition of the Nomination/Remuneration Committee was reviewed at the committee meeting held in February 2026.

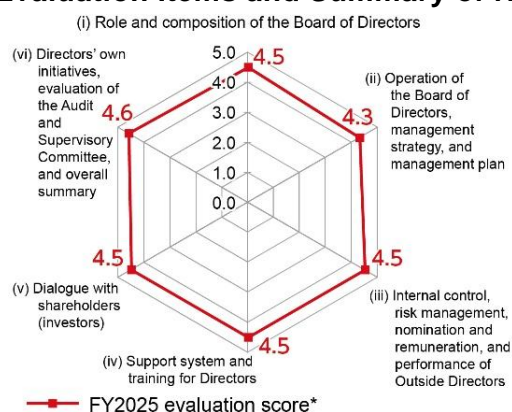
Evaluation of Effectiveness of the Board of Directors

The Company conducts analysis and evaluation on the effectiveness of the Board of Directors, in order to improve the effectiveness of the Board of Directors as a whole, through a continuous process of reviewing whether the Board of Directors is functioning effectively as a whole and taking appropriate measures such as rectifying problems and strengthening functions by leveraging strengths based on the result of such review.

Evaluation Method

The Company outsourced to an external organization the “Board of Directors Effectiveness Evaluation Questionnaire” (anonymous format, six major categories, five-point evaluation scale), which covered all Directors, including Outside Directors and Directors who are Audit and Supervisory Committee Members. Based on the results, the Board of Directors focused its discussions on items with evaluation scores lower than those of other items, and items with large gaps between Corporate Directors and Outside Directors or with the average scores of other companies, and made resolutions on these items.

Evaluation Items and Summary of Results (FY2025)



As a result of compiling the questionnaire evaluations by each Director, the overall average score for all major categories was 4.0 or higher. The Company therefore analyzes and evaluates that the effectiveness of the Board of Directors as a whole has been secured.

On the other hand, the Company recognized that there are issues and room for improvement in “consideration toward the realization of management that is conscious of the cost of capital and stock price” and “appropriate reflection of measures related to sustainability issues, such as ESG and the SDGs, in management strategies.”

* Average scores of all Directors, including Outside Directors and Directors who are Audit and Supervisory Committee Members

[Evaluation scale]

- 5: Appropriate (sufficient)
- 4: Generally appropriate (sufficient)
- 3: Neutral
- 2: Somewhat inappropriate (insufficient)
- 1: Inappropriate (insufficient)

Issues Recognized in the Previous Evaluation (FY2024) and Responses

Issues recognized in the previous evaluation (FY2024)	Response status (summary)
Construction of internal control system in an entire group level including subsidiaries, and sufficient supervision and monitoring of actual operation	Starting with a report on management issues at domestic subsidiaries at the Board of Directors meeting in FY2025, the Company will continue to verify the effectiveness of the internal control systems of each Group company. In addition, from FY2026, the Company plans to establish a dedicated department within the Corporate Planning Operation. The department will provide support that takes into account the business types, business formats, and business environments of Group companies in Japan and overseas. It will also advance governance management at each company and consider selection and concentration from the perspective of consolidated management.
Detailed verification of benefits and risks of holding cross-shareholdings in comparison with capital cost	Please refer to “Cross-Shareholdings” on page 11.

Compensation of the Senior Management and Directors

As supplementary information for proposals, the section titled “(5) Matters Related to the Policy for Determining the Amount of Remuneration, etc. for Officers or the Method of Calculating It” under “Company Officers” in the Business Report for the 173rd fiscal year is presented below with the order of the content rearranged.

Matters Related to the Policy for Determining the Amount of Remuneration, etc. for Officers or the Method of Calculating It

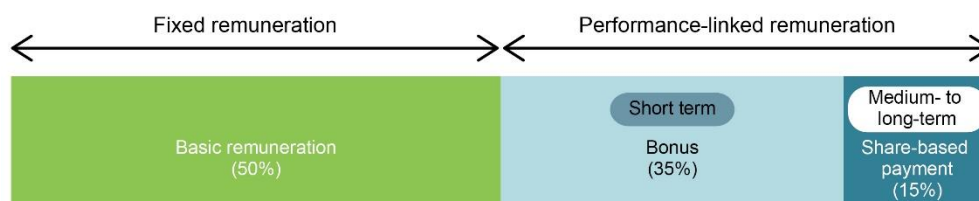
The policy for determining the amount of remuneration, etc. for the Company’s officers or the method of calculating it is as follows. This policy was resolved at the 947th meeting of the Board of Directors of the Company held on February 26, 2021, based on the deliberations and reports of the Nomination/Remuneration Committee.

(i) Policy and Method for Determining the Amount of Remuneration, etc. for Officers or the Method of Calculating It

The Group upholds “We contribute to the progression of society through innovative technology, with respect for both individuals and the global environment.” as its Mission. Based on this mission, the Company has designed its officers’ compensation system in a way that clarifies management responsibilities while also providing an incentive toward improving our corporate value over the medium to long term through sustained growth.

The remuneration for the Company’s Corporate Directors who are not Audit and Supervisory Committee Members and Senior Executive Officers comprises (a) a fixed monthly remuneration, (b) bonuses, as performance-linked remuneration, and (c) stock compensation, at a ratio of roughly 50%, 35%, and 15%, respectively. The monthly remuneration for Corporate Directors who are not Audit and Supervisory Committee Members is calculated within the limits approved by the general meeting of shareholders, based on the remuneration table provided in the internal regulations according to their job positions, with broad consideration to their job responsibilities and external remuneration survey data, among others. The Board of Directors has resolved to subsequently re-entrust the determination of such remuneration to President & CEO, Representative Director (Koji Kawashima, mainly in charge of overseeing overall business execution), who is best qualified to make a comprehensive assessment of each recipient including their job performance, in accordance with deliberations and reports by the Nomination/Remuneration Committee on individual payment amounts. In addition, bonuses are paid in cash once a year after the end of each fiscal year within the scope of a total amount based on a prescribed formula approved by the general meeting of shareholders. The amount allocated to each individual is determined based on the degree of contribution to the Company’s operations made by each Corporate Director who is not an Audit and Supervisory Committee Member. The Board of Directors has resolved to subsequently re-entrust the determination of such bonuses to President & CEO, Representative Director, who is best qualified to make a final assessment on the degree of contribution to the Company’s operating results made by each recipient, in accordance with deliberations and reports by the Nomination/Remuneration Committee on individual payment amounts. The total amount of Directors’ bonuses for the fiscal year under review calculated based on the prescribed formula is 452 million yen. However, the Nomination/Remuneration Committee held repeated discussions on the calculation factors for the individual payment amounts. After taking into account evaluations based on performance indicators and individual performance, as well as the total payout ratio (TSR) and other factors for Representative Directors, the Board of Directors resolved at the Company’s 1004th Board of Directors meeting held on May 19, 2026, to pay 172 million yen, based on the recommended individual payment amounts.

[Basic Policy for Remuneration Structure] (Corporate Directors who are not Audit and Supervisory Committee Members)



The Board of Directors of the Company has determined that the details of the individual remuneration, etc. for Corporate Directors who are not Audit and Supervisory Committee Members for the fiscal year under review are designed to clarify their management responsibility in Group management and to increase incentives to improve performance and corporate value, and therefore are in line with the above policy. In addition, for the calculation of bonuses for Corporate Directors who are not Audit and Supervisory Committee Members for the fiscal year under review, the most recent target amount (forecast) of profit attributable to owners of parent was 37,000 million yen and the forecast of total annual dividends was 6,994 million yen, while the actual results were 63,713 million yen for profit attributable to owners of parent and 8,393 million yen for the total annual dividends.

The monthly remuneration for Senior Executive Officers is calculated based on the remuneration table provided in internal regulations according to their job positions, with broad consideration to the suitable balance with Corporate Directors who are not Audit and Supervisory Committee Members, evaluation of their individual job performance, and external remuneration survey data. The Board of Directors has resolved to entrust the determination of such remuneration to President & CEO, Representative Director in accordance with deliberations and reports by the Nomination/Remuneration Committee. In addition, bonuses are calculated based on the degree of contribution to the Company's operating results made by each Senior Executive Officer, and the Board of Directors has resolved to entrust the determination of such bonuses to President & CEO, Representative Director in accordance with deliberations and reports by the Nomination/Remuneration Committee.

For remuneration for Outside Directors who are not Audit and Supervisory Committee Members and Audit and Supervisory Committee Members, because they are in a position to supervise management independently from business execution, only a certain amount of fixed remuneration is paid within the limits approved by the general meeting of shareholders.

(ii) Summary of the Shareholders Meeting Resolutions on Executive Remuneration

- (a) The basic remuneration for Directors who are not Audit and Supervisory Committee Members was approved at not more than 30 million yen per month at the 164th Ordinary General Meeting of Shareholders held on June 16, 2017. Of the total, the amount for Outside Directors (of whom there were three (3) at the time of the resolution) accounts for 5 million yen or less, with the remaining 25 million yen or less paid to the other Directors (of whom there were four (4) at the time of the resolution).
- (b) At the 164th Ordinary General Meeting of Shareholders held on June 16, 2017, the total amount of bonuses to be paid to Corporate Directors who are not Audit and Supervisory Committee Members (of whom there were four (4) at the time of the resolution) was resolved to be the sum of 0.5% of the profit attributable to owners of parent for each fiscal year and 1.6% of the annual dividends for such fiscal year (provided, however, that the sum shall not exceed 440 million yen annually, with any amount less than 1 million yen resulting from the calculation to be rounded off). As performance indicators for the calculation of the total amount of bonuses, profit attributable to owners of parent and the total amount of annual dividends have been adopted, as indicators that function as incentives toward the Group's sustained growth and the enhancement of corporate value, while also being linked to the interests of shareholders.
- (c) With regard to stock compensation for Corporate Directors who are not Audit and Supervisory Committee Members, a resolution was passed at the 164th Ordinary General Meeting of Shareholders held on June 16, 2017, to introduce a stock compensation plan using a trust for a period of three years, with the amount of cash contribution during the trust period limited up to 270 million yen, for Corporate Directors who are not Audit and Supervisory Committee Members (of whom there were four (4) at the time of the resolution), in order to clarify the link between the Company's stock value and the remuneration for Directors, and thereby elevate their awareness of contributing to improving medium-to-long-term operating results and increasing corporate value. Under the plan, points are granted according to the amount of payment calculated using a formula provided in internal regulations on the basis of the recipients' position and the amount of monthly remuneration and bonus for the previous fiscal year, converted at one point to one share (provided, however, that the total number of points to be granted is limited to 100,000 points per fiscal year), and shares are granted accordingly to the recipients at the time of their retirement.
- (d) At the 164th Ordinary General Meeting of Shareholders held on June 16, 2017, the amount of remuneration for Directors who are Audit and Supervisory Committee Members (of whom there were five (5) at the time of the resolution) was resolved to be not more than 13 million yen per month.

(iii) Amount of compensation, etc., of Directors

(Millions of yen)

Position		Number of recipients (persons)	Total remuneration paid	Total amount of remuneration by type		
				Basic remuneration	Bonus	Stock compensation
Directors who are not Audit and Supervisory Committee Members	Corporate Directors	4	439	194	172	73
	Outside Directors	4	34	34		
	Subtotal	8	473	228	172	73
Directors who are Audit and Supervisory Committee Members	Corporate Directors	3	49	49		
	Outside Directors	4	37	37		
	Subtotal	7	87	87		
Total		15	560	315	172	73

Notes: 1. Amounts shown are rounded down to the nearest million yen.

2. Under the Company's stock compensation plan, based on the Company's Share Delivery Regulations, a certain number of points is granted each year to Directors, etc., and, upon retirement, Company shares are delivered and money in an amount equivalent to the cash proceeds from the disposition of Company shares is paid according to the cumulative number of points.

(Reference) Opinion of the Audit and Supervisory Committee

With respect to the remuneration of Directors who are not Audit and Supervisory Committee Members of the Company, the Audit and Supervisory Committee has confirmed the concept of the remuneration structure, the method for calculating the amount of remuneration, and the details of the deliberations of the Nomination/Remuneration Committee, and judges them to be appropriate.

Cross-Shareholdings

Reduction of Cross-Shareholdings

The Company's basic policy when engaging in investments for purposes other than pure investment is to verify the need for holding each individual stock from the perspective of its importance in implementing our business strategy, strengthening business alliances with suppliers, and its impact on capital efficiency for the sake of improving our corporate value over the medium- to long-term perspective. Stocks deemed unnecessary to hold are appropriately sold, thereby working to reduce cross-shareholdings. From the perspective of improving liquidity and capital efficiency, we made efforts with the goal of reducing our cross-shareholdings by more than 50% based on market value as of the end of FY2023 (March 31, 2024) during the period from FY2023 to FY2027. As a result, we have reduced them by approximately 81% as of the end of FY2025 (March 31, 2026) and achieved the target ahead of schedule.

We will continue to carefully examine each individual stock and work to reduce cross-shareholdings.

Policy for the Exercise of Voting Rights

With regard to the exercise of voting rights related to those shares, we exercise our voting rights after closely examining each proposal from the perspectives of the investee company's medium- to long-term enhancement of corporate value, its approach to shareholder returns, corporate governance, and social responsibility.

Transition of Cross-Shareholdings (Non-consolidated)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Total number of stocks	54	50	49	48	45	44	37	34
Amount recorded on the Balance Sheet (million yen)	37,509	33,026	66,431	62,725	59,431	107,021	55,941	28,233
Percentage in net assets (consolidated) (%)	13	12	20	16	14	21	11	5

* During the aforementioned period, the Company did not hold any shares that should be reported as deemed-held shares in the Securities Report.

Point 2: Creating Shared Value with Society: ESG Management at IBIDEN

We have created a brand message to concisely convey the Group's history and values:

A century of innovation, partnering for the future

*A century of innovation,
partnering for the future*



The thoughts and commitment embodied in “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 have 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.

Basic Approach

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 are the essence of its Corporate Philosophy, we are working towards ESG (Environment, Society, Governance) activities and proactive contributions to the Sustainable Development Goals (SDGs).

We will tackle social problems faced by our society, with our innovative technologies evolved from and combined with the core technologies of the Group, through responsible corporate activities in harmony with human life and the global environment.

Contribution through Cultivated Technological Expertise

As a corporate group oriented toward technology development, the Group is dedicated to making contributions to the achievement of the SDGs through its technological expertise, in the environment and other areas. Our primary focus aligns with SDG 9: Industry, innovation and infrastructure. In the Electronics Operation, we are committed to driving global digital innovation by supplying cutting-edge electronic components that support the innovation of information technology, such as data centers and generative AI, ultimately enriching people’s lives around the world.

Contribution through Basic Activities

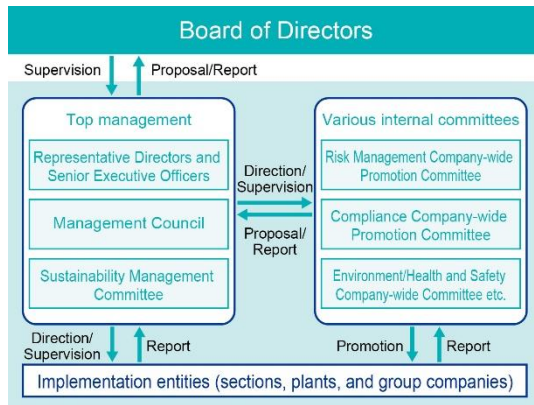
Our mission clearly specifies “with respect for both individuals and the global environment” at the beginning. We energize human resources that support our business and reform our corporate culture. Simultaneously, we are making every effort to minimize the impact on the business environment arising from our business activities.

Looking ahead, we will focus on developing self-sustained human resources, creating an environment in which employees with diverse perspectives can thrive, and promoting health and safety activities based on the tenets of human capital management as well as managing greenhouse gas emissions and waste throughout the supply chain.

* For details of the Group’s contributions to the SDGs and specific initiatives to help solve social issues, please refer to the integrated report: <https://www.ibiden.com/ir/library/annual/>



Sustainability Initiatives



Governance Structure for Sustainability

We have established the “Sustainability Management Committee,” in which management discusses issues concerning sustainability-related risks and opportunities surrounding the Company. The committee discusses and decides on important matters based on global risk trends and their impact on business, as well as the effects of our business activities on society. In addition, countermeasures for the challenges are delegated from the management to various divisions responsible for implementation.

Sustainability Measures

We recognize climate change and the declining workforce as sustainability issues that have a significant impact on our business activities. Matters of particular importance are submitted or reported to the Board of Directors every year. In FY2025, reports were made on measures against climate change as well as work safety and information security.

For risk issues, the lead division for each risk category deliberates on and determines the response policy at the appropriate meeting body concerned. The above important issues are overseen by the GX promotion section, the safety & health section, and the HR section. Policies, progress, etc. are reviewed and evaluated by management through internal bodies, such as the Environment/Health and Safety Company-wide Committee and the Central Labor-management Committee.

Climate Change Strategy

To reduce environmental burden and make the globe a better place for the next generation, we set the Environmental Vision 2050. As part of this vision, we are working to achieve net-zero greenhouse gas emissions as early as possible in the 2040s as a response to climate change. To strike a balance between business growth and the response to climate change, the Group will work together to innovate production technologies that enable low-carbon operations and to develop technologies contributing to a decarbonized society.

* For details of the Company’s climate change initiatives and other ESG activities, please refer to the integrated report: <https://www.ibiden.com/ir/library/annual/>

The terms of office of all seven (7) current Directors will expire at the conclusion of the Ordinary General Meeting of Shareholders. Accordingly, it is proposed that the number of Directors be increased by one to strengthen the management structure, and that eight (8) Members of the Board of Directors who are not Audit and Supervisory Committee Members be elected. The candidates for the Directors who are not Audit and Supervisory Committee Members are as follows:

The brief personal information for the respective candidates is referred to in the pages 16 through 22.

Candidate Number		Name	Positions and Responsibilities	Attendance at the Board of Directors' Meeting in 2025	Years of Service	● Male ● Female
1	Reassignment	Takeshi AOKI	Chairperson of the Board, Representative Director, Chairperson of the Board Meeting	10/10 times (100%)	13 years	●
2	Reassignment	Koji KAWASHIMA	President & CEO, Representative Director, Administrator of Corporate Business Operation, R&D Operation Officer, and Corporate Executive Director of Internal Audit Division	10/10 times (100%)	4 years	●
3	Reassignment	Ayumi SUZUKI	Director & Senior Executive Officer, Quality Unit Officer, Engineering Unit Officer, Production Unit Officer, GX Promotion Officer, President of Strategic Manufacturing Operation, and Corporate Executive Director of Energy Control Unit	10/10 times (100%)	3 years	●
4	Reassignment	Hisashi KATO	Director & Senior Executive Officer, Electronic Business Officer, Production Engineering Officer, President of Electronics Operation, and Vice President of Electronics Operation, Engineering Management Unit, Production Unit, and Quality Unit	10/10 times (100%)	2 years	●
5	New	Shinji MIYAZAKI	Senior Executive Officer, DX Promotion Officer, IR Officer, Affiliated Company Officer, President of Corporate Planning Operation, and Vice President of Corporate Planning Operation, Corporate Strategy Unit	-	-	●
6	Reassignment	Toshikazu KOIKE	Candidate for Outside Director Candidate for Independent Director	10/10 times (100%)	2 years	●
7	Reassignment	Noriko ASAI	Candidate for Outside Director Candidate for Independent Director	10/10 times (100%)	6 years	●
8	Reassignment	Haruya MARUYAMA	Candidate for Outside Director Candidate for Independent Director	8/8 times* (100%)	1 year	●

* Attendance since inauguration on June 20, 2025.



Candidate Number

1

Takeshi AOKI

Date of Birth:
February 4, 1958

Brief Personal History, Positions, Responsibilities and Significant Positions Concurrently Held

April 1981	Joined IBIDEN CO., LTD.	April 2017	Administrator of Corporate Business Operation,
April 2008	Corporate Officer		Ceramics Business Officer
June 2013	Director & Corporate Officer		President & CEO, Representative Director
April 2014	Director & Managing Officer	June 2017	R&D Operation Officer
March 2016	Executive Vice President, Representative Director	June 2018	Corporate Executive Director of Internal Audit Division
	President of Ceramics Operation	April 2019	Chairperson of the Board, Representative Director (present)
		June 2024	

Reassignment

Number of Shares Owned
190,000

Reasons for his/her Nomination as a Candidate

Mr. Takeshi AOKI has wide-range knowledge as a management executive and Representative Director of the Company, and abundant experience in the business operation of the Company. As the Company judges that he has sufficient knowledge and experience that enable him to supervise the execution of duties by directors as Chairman of the Board Meeting, we nominate him as a candidate for Director of the Company.

Expected Expertise

Company Management and Business Strategy, Corporate (Corporate Planning), Wide-Range Knowledge of the Company Business, International Business, Risk Management, Internal Control, Corporate Governance, and Legal Affairs, Sustainability



Candidate Number

2

Koji KAWASHIMA

Date of Birth:
September 15, 1963

Brief Personal History, Positions, Responsibilities and Significant Positions Concurrently Held

April 1987	Joined IBIDEN CO., LTD.	April 2020	Senior Executive Officer
April 2008	Director	April 2022	Electronics Business Officer
April 2010	Corporate Officer, President of PKG Operation	June 2022	Director & Senior Executive Officer
April 2014	Human Resources Director of Strategic Corporate Planning Operations	April 2023	President of Electronics Operation
March 2016	Executive Managing Officer	April 2024	Administrator of Corporate Business Operation (present), R&D Operation Officer (present)
April 2017	President of Electronics Operation	June 2024	President & CEO, Representative Director (present)
April 2019	President of PKG Operation	April 2026	Corporate Executive Director of Internal Audit Division (present)

Reassignment

Number of Shares Owned
88,100

Reasons for his/her Nomination as a Candidate

Mr. Koji KAWASHIMA has wide-range knowledge as a management executive and Representative Director of the Company and abundant experience in the business operation of the Company. As the Company judges that he has sufficient knowledge and experience that enable him to make decisions on the execution of important business for the Company and to supervise the execution of duties by directors, we nominate him as a candidate for Director of the Company.

Expected Expertise

Company Management and Business Strategy, Human Resources, Wide-Range Knowledge of the Company Business, International Business, Innovation, Engineering and Manufacturing, Risk Management, Internal Control, Corporate Governance, and Legal Affairs, Sustainability



Candidate Number
3

Ayumi SUZUKI

Date of Birth:
March 21, 1964

Brief Personal History, Positions, Responsibilities and Significant Positions Concurrently Held

May 1989	Joined IBIDEN CO., LTD.	April 2022	Production Division Manager of ECP Unit, Ceramics Operation
April 2005	Group Manager of PKG Group, Quality Control Division, Electronic Substrate Operation	April 2023	Senior Executive Officer, GX Promotion Unit Officer (present), Corporate Executive Director of Energy Control Unit (present), President of Strategic Manufacturing Operation (present)
April 2009	Quality Assurance Division Manager of DPF Unit	June 2023	Director & Senior Executive Officer (present), Quality Unit Officer (present), Engineering Unit Officer (present), Production Unit Officer (present)
April 2018	President of IBIDEN Hungary Kft.		
April 2021	Senior Management of IBIDEN CO., LTD.		

Reassignment

Number of Shares Owned
14,900

Reasons for his/her Nomination as a Candidate

Mr. Ayumi SUZUKI has wide-range knowledge as a Director of the Company, deep knowledge in Technology and Production Operations and experience in affiliating overseas production companies. As the Company judges that he has sufficient knowledge and experience that enable him to make decisions on the execution of important business for the Company and to supervise the execution of duties by directors, we nominate him as a candidate for Director of the Company.

Expected Expertise

Wide-Range Knowledge of the Company Business, Engineering and Manufacturing, Internal Control, Corporate Governance, and Legal Affairs, Sustainability



Candidate Number
4

Hisashi KATO

Date of Birth:
October 16, 1965

Brief Personal History, Positions, Responsibilities and Significant Positions Concurrently Held

April 1988	Joined IBIDEN CO., LTD.	April 2022	Senior Executive Officer, Production Engineering Officer (present), New Plant Start-up Project Manager of PKG Operation
April 2004	Business Unit Manager of PKG Unit, Electronic Substrate Operation	April 2023	Vice President of Electronics Operation, Engineering Management Unit (present)
December 2012	Executive Vice President of IBIDEN Electronics Malaysia SDN. BHD.	April 2024	Electronics Business Officer (present), President of Electronics Operation (present)
April 2020	Senior Management of IBIDEN CO., LTD.	June 2024	Director & Senior Executive Officer (present)
April 2021	Vice President of PKG Operation, Production Engineering Unit	April 2025	Vice President of Electronics Operation, Quality Unit (present)
		April 2026	Vice President of Electronics Operation, Production Unit (present)

Reassignment

Number of Shares Owned
24,500

Reasons for his/her Nomination as a Candidate

Mr. Hisashi KATO has wide-range knowledge as a Director of the Company and adequate experience in Electronics Operation with a special focus on IC package substrates and in-depth knowledge in the production engineering sector. As the Company judges that he has sufficient knowledge and experience that enable him to make decisions on the execution of important business for the Company and to supervise the execution of duties by directors, we nominate him as a candidate for Director of the Company.

Expected Expertise

Wide-Range Knowledge of the Company Business, International Business, Innovation, Engineering and Manufacturing



Candidate Number

5

Shinji MIYAZAKI

Date of Birth:

February 5, 1967

Brief Personal History, Positions, Responsibilities and Significant Positions Concurrently Held

April 1989	Joined IBIDEN CO., LTD.	April 2020	Senior Management of IBIDEN CO., LTD.
September 1997	Seconded to IBIDEN Singapore Pte Ltd.		Vice President of MLB Unit
April 2007	Unit Manager of Business Unit, Printing Plate Unit, Electronic Circuit Operation, Electronics Business Group, IBIDEN CO., LTD.	April 2021	President of MLB Unit
		April 2023	Deputy Vice President of Electronics Operation, Business Management Unit
April 2010	Deputy Unit Manager of First Unit, PWB Operation	April 2024	DX Promotion Officer (present), IR Officer (present), Affiliated Company Officer (present), President of Corporate Planning Operation (present)
April 2014	Seconded to IBIDEN U.S.A. Corp.	April 2025	Senior Executive Officer (present)
		April 2026	Vice President of Corporate Planning Operation, Corporate Strategy Unit (present)

New

Number of Shares Owned
7,700

Reasons for his/her Nomination as a Candidate

Mr. Shinji MIYAZAKI has extensive sales experience in the Company's Electronics Operation and a track record as an organizational leader. Since April 2024, as President of Corporate Planning Operation, he has promoted the maximization of corporate value and the minimization of risk through management resource strategies. As the Company judges that he has sufficient knowledge and experience that enable him to make decisions on the execution of important business for the Company as a member of the Board of Directors and to supervise the execution of duties by directors, we nominate him as a candidate for Director of the Company.

Expected Expertise

Company Management and Business Strategy, Corporate (Corporate Planning), Financial/Accounting/Tax Practice, Human Resources, Risk Management, Internal Control, Corporate Governance, and Legal Affairs, Sustainability



Candidate Number

6

Toshikazu KOIKE

Date of Birth:
October 14, 1955

Reassignment

Candidate for
Outside Director

Candidate for
Independent Director

Number of Shares
Owned
1,200

Brief Personal History, Positions, Responsibilities and Significant Positions Concurrently Held

April 1979	Joined BROTHER INDUSTRIES, LTD.
August 1982	Seconded to Brother International Corporation (U.S.A)
October 1992	Director of Brother International Corporation (U.S.A)
January 2000	Director & President of Brother International Corporation (U.S.A)
June 2004	Director of BROTHER INDUSTRIES, LTD.
January 2005	Director & Chairman of Brother International Corporation (U.S.A)
April 2005	Director & Managing Executive Officer of BROTHER INDUSTRIES, LTD.
April 2006	Director & Senior Managing Executive Officer of BROTHER INDUSTRIES, LTD.
June 2006	Representative Director & Senior Managing Executive Officer of BROTHER INDUSTRIES, LTD.
June 2007	Representative Director & President of BROTHER INDUSTRIES, LTD.
June 2018	Representative Director & Chairman of BROTHER INDUSTRIES, LTD.
June 2020	Outside Director of Toyo Seikan Group Holdings, Ltd. (retired in June 2024)
May 2021	Outside Director (member of the Audit and Supervisory Committee) of YASUKAWA Electric Corporation (retired in May 2025)
June 2022	Director & Chairman of BROTHER INDUSTRIES, LTD. (present)
June 2024	Outside Director of IBIDEN CO., LTD. (present)
June 2025	Outside Director of Fujikura Ltd. (present)

Other Major Position Concurrently Held

Director & Chairman of BROTHER INDUSTRIES, LTD.
Outside Director of Fujikura Ltd.

Relation between his/her Major Concurrent Duty and the Company

The Company has no special interest with his concurrent duties.

Reasons and Expectations for his/her Nomination as a Candidate for Outside Director

Mr. Toshikazu KOIKE has extensive and wide-ranging experience and expertise, including those in relation to corporate management as Representative Director & President of BROTHER INDUSTRIES, LTD. The Company proposes that Mr. Toshikazu KOIKE be reelected as Outside Director and be delegated the chairperson of the Nomination/Remuneration Committee in expectation of the advice and supervision, which he will be able to provide.

Expected Expertise

Company Management and Business Strategy, Corporate (Corporate Planning), Financial/Accounting/Tax Practice, International Business, Risk Management, Internal Control, Corporate Governance, and Legal Affairs



Candidate Number

7

Noriko ASAI

Date of Birth:
July 25, 1964

Reassignment

Candidate for
Outside Director

Candidate for
Independent Director

Number of Shares

Owned

4,300

Brief Personal History, Positions, Responsibilities and Significant Positions Concurrently Held

April 1997	Research Assistant, School of Economics, Nagoya University
March 1999	Received Ph.D. (Economics), Nagoya University
April 2007	Professor, School of Management, Chukyo University
June 2015	Outside Director of CKD Corporation (retired in June 2023)
June 2020	Outside Director of IBIDEN CO., LTD. (present)
June 2021	Outside Director of Okuma Corporation (retired in June 2025)
October 2021	Guest Faculty Member of Graduate School /School of Economics of Nagoya University
November 2023	Outside Director of SHINWA Co., Ltd. (present)
September 2024	Full-time Auditor of Toyohashi University of Technology (present)

Other Major Positions Concurrently Held

Outside Director of SHINWA Co., Ltd.
Full-time Auditor of Toyohashi University of Technology

Relation between his/her Major Concurrent Duty and the Company

The Company has no special interest with her concurrent duties.

Reasons and Expectations for his/her Nomination as a Candidate for Outside Director

As a Doctor of Economics, Ms. Noriko ASAI has advanced academic knowledge mainly in the fields of innovation, human resource development, and production management, which contribute to growth investments, including human capital and R&D investment, as well as business portfolio restructuring. She also has extensive experience gained through many years of research on the manufacturing industry. In addition, she has actively participated in deliberations on important management matters as an outside director at several listed companies and as an officer of a national university corporation. Based on the insight she has developed through this career, she appropriately encourages management to take risks toward improving capital efficiency and achieving business growth from an independent and objective standpoint, and appropriately supervises management. If she is elected as an outside director, we expect that she will provide appropriate advice and supervision based on her knowledge, and we therefore request her continued election as an outside director. Although she has never been directly involved in corporate management other than as an outside director, for the reasons stated above, we believe that she will be able to appropriately execute her duties as an outside director. The Company proposes that Ms. Noriko ASAI be reelected as an Outside Director and be delegated a member of the Nomination/Remuneration Committee in expectation of the advice and supervision, which she will be able to provide.

Expected Expertise

Human Resources, Innovation, Sustainability



Candidate Number

8

Haruya MARUYAMA

Date of Birth:

November 29, 1954

Reassignment

Candidate for
Outside Director

Candidate for
Independent Director

Number of Shares
Owned
5,000

Brief Personal History, Positions, Responsibilities and Significant Positions Concurrently Held

April 1978	Joined NIPPONDENSO CO., LTD. (present DENSO CORPORATION)
January 1995	President of NIPPONDENSO FRANCE
July 2002	President of DENSO AUTOMOTIVE Deutschland GmbH
June 2004	Executive Director of DENSO CORPORATION
April 2008	President of DENSO INTERNATIONAL AMERICA, INC.
June 2010	Senior Executive Director, Member of the Board of DENSO CORPORATION
June 2014	Executive Vice President, Representative Member of the Board of DENSO CORPORATION
July 2019	Joined Yamazaki Mazak Corporation Executive Vice President of Yamazaki Mazak Corporation
June 2020	Director and Vice President of Yamazaki Mazak Corporation (present)
June 2025	Outside Director of IBIDEN CO., LTD. (present)

Other Major Position Concurrently Held

Director and Vice President of Yamazaki Mazak Corporation

Relation between his/her Major Concurrent Duty and the Company

The Company has no special interest with his concurrent duties.

Reasons and Expectations for his/her Nomination as a Candidate for Outside Director

Mr. Haruya MARUYAMA has extensive and wide-ranging experience and expertise, including those in relation to corporate management as Executive Vice President, Representative Member of the Board of DENSO CORPORATION and Director and Vice President of Yamazaki Mazak Corporation. The Company proposes that Mr. Haruya MARUYAMA be reelected as Outside Director and be delegated a member of the Nomination/Remuneration Committee in expectation of the advice and supervision, which he will be able to provide.

Expected Expertise

Company Management and Business Strategy, Corporate (Corporate Planning), Wide-Range Knowledge of the Company Business, International Business, Engineering and Manufacturing, Risk Management, Internal Control, Corporate Governance, and Legal Affairs

(Annotation)

1. The Company has no special interests with any of the candidates above.
2. Mr. Toshikazu KOIKE is scheduled to retire as Director & Chairman of BROTHER INDUSTRIES, LTD. on June 24, 2026.
3. Mr. Haruya MARUYAMA is scheduled to retire as Director and Vice President of Yamazaki Mazak Corporation on June 26, 2026.
4. The Company has executed with Mr. Toshikazu KOIKE, Ms. Noriko ASAI, and Mr. Haruya MARUYAMA, Outside Directors, an agreement for limitation of liability for damage as stipulated in Article 423.1 of the Companies Act. If this proposal is approved and each candidate assumes the position of Outside Director, the Company intends to continue the said agreement with them. The outline of the contents of the liability limitation agreement is as follows:
 - (i) Liability for damage incurred due to an outside director's failure to perform his/her duties as an Outside Director shall be up to the amount of 20 million yen or the minimum liability amount stipulated in Article 425.1 of the Companies Act, whichever is higher.
 - (ii) The limitation of liability above applies only if an outside director has performed the duties which have caused his/her liability, without knowledge thereof and has not been grossly negligent in performing the same.
5. The Company has insured Directors' and Officers' Liability Insurance (hereafter "D&O"), which is insurance coverage intended to protect individuals from personal losses on business during serving as a director or an officer of a business or other type of organization except disclaimer clauses on the policy. Full premium payment for all is made by the Company. If the proposal is approved and then respective candidates are appointed Directors who are not Audit and Supervisory Committee Members, each of them shall be an insured person. On account of the one-year D&O, we will be renewing it in July 2026.
6. Pursuant to the provisions prescribed by Tokyo Stock Exchange, Inc. and Nagoya Stock Exchange, Inc., Mr. Toshikazu KOIKE, Ms. Noriko ASAI, and Mr. Haruya MARUYAMA have been appointed and registered as Independent Directors with both Stock Exchanges. The criteria for determining the independence of outside directors stipulated by the Company are as described on page 22.

(Reference) Independence Guideline of Outside Directors

The Company declares that if any of the following guideline does not apply to outside directors, they shall be deemed to possess required level of independence from the Company. The Company is a company with Audit and Supervisory Committee.

- A major shareholder of the Company (a shareholder directly or indirectly holding 10% or more of voting rights of the Company), or its Executive (as defined in Article 2.3(vi) of the Regulation for Enforcement of the Companies Act of Japan; hereinafter the same).
- A major customer whose payments to the Company and its subsidiaries (hereinafter the “Company Group”) in any of the past 3 business years were 2% or more of the annual consolidated sales of the Company Group, or its Executive.
- An entity that has the Company Group as its major customer whose payments received from the Company Group in any of the past 3 business years account for 2% or more of the annual consolidated sales of such business partner, or its Executive.
- A major lender of the Company Group who are listed as a “major lender” in the latest business report of the Company in any of the past 3 business years, or its Executive.
- A current or former (in any of the past 3 business years) member, etc. of an auditing corporation that is an accounting auditor of the Company Group.
- An attorney-at-law, certified public accountant, tax accountant, or other consultant receiving a large amount of money or other assets other than director’s remuneration from the Company Group. Such large amount of money stands for;
 - (1) for an individual, 10 million yen or higher per year on average in the past 3 business years.
 - (2) for an organization, 2% of the annual income per year on average in the past 3 business years of such organization. Even if the amount does not exceed 2% of the annual income, if such organization receives 100 million yen or higher per year on average over the past 3 business years, it is considered a large amount.
- A person to which the Company Group has made a donation exceeding 10 million yen annually on average over 3 business years, or an Executive of an organization such as a corporation, etc. to which the Company has donated assets which exceed 2% of its annual income.
- Spouse, relatives within the second degree of kinship and relatives living together of the person stated above. Such relatives shall be limited to those close to executing persons.
- A current or former (within the past 10 years) Executive of the Company Group.
- Spouse, relatives within the second degree of kinship and relatives living together of the person falling under of the Director, Senior Executive Officer, Executive Officer, or Senior Management.
- A person who cannot be expected to be substantially independent due to circumstances other than those mentioned above, such as possible conflict of interest of the Company Group.

Current Conditions of the Corporate Group

Management Policy, Management Environment, and Issues to Be Addressed

■ Basic Policy for Corporate Management

Mission

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

The Group's Corporate Philosophy Framework: IBIDEN WAY

The power that has enabled IBIDEN “to overcome many adversities with all our employees and to continue to exist,” and “the wisdom and vitality that have achieved dramatic growth in recent years” - these have persisted throughout the Group's long history. The systematization that carries this on, transcending borders, is the “IBIDEN WAY.”



SPIRIT

Trust through Integrity

“Wa” Teamwork and Synergy

Challenge with Passion
IBI-TECHNO Innovation

Gaining customer and societal trust through “Genchi Genbutsu.*”

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

Integrating knowledge and wisdom from the employee involvement for greater power.

Anticipating change, and acting boldly to create new value.

Evolving by overcoming hurdles through creativity and ingenuity.

IBIDEN's DNA

Ogaki City, where IBIDEN is located, once prospered as a commercial center for river transport, connected through the Ibi River to Kuwana, a key location on the Tokaido route. Later, after the decline that followed the Meiji Restoration, the city sought a new path by attracting industry through a hydroelectric power business that used the abundant water resources of the Ibi River. Against this background, Ibigawa Electric Power Co., LTD., the predecessor of the Company, was established in 1912. As a symbol of Ogaki's revival, Ibigawa Electric Power Co., LTD. contributed to development by attracting factories of major companies. Later, it applied electric furnace technology developed through its power business and entered the electrochemical industry, marking the start of its history as a manufacturing company.

Since then, even under external conditions that at times threatened its survival, such as the energy shift from coal to oil, the period of high economic growth, and the shift to an information-based society, the Company has always responded quickly to the needs of the next era by closely sensing them from its customers, who have been leading companies in their industries in each age, and has created new technologies and products by applying the elemental technologies it had accumulated.

As the Company experiences these changes, it believes that "self-reliant human resources" are a major force in overcoming difficult situations. These are human resources who have a sense of ownership, think independently about what they need to do, act with agility, and can respond flexibly to changes in the business environment. In addition, the "blessings of nature" have always been essential to IBIDEN's businesses, which began with hydroelectric power generation. The more than 110 years built by IBIDEN are also a history of facing the need to live in harmony with nature while always being grateful for its blessings. This spirit of predecessors has been passed down to the present as the "IBIDEN WAY," the values cherished by IBIDEN, and will continue to be passed on to the next generation.

Taking on the Challenge of New Environmental Changes

Based on the five main reinforcement activities stated in the five-year mid-term management plan "Moving on to our New Stage 115 Plan," which started in FY2023, the Group will respond steadily to changes in the business environment and work together as one Group to achieve stable growth. In addition, the Group will implement human capital management from the perspectives of both management and employees and promote the development of self-reliant human resources and the transformation to a flexible organization. Through these efforts, the Group will create an environment in which each employee can find satisfaction in work and fully demonstrate their abilities. Furthermore, the Group will continue to promote ESG management as the foundation of management and thereby contribute to the realization of a sustainable society.

The Group will continue its efforts to steadily address these management issues and risks, further strengthen its earnings base, achieve the targets of the mid-term management plan, and realize sustainable and stable growth beyond that plan.

(Reference) Medium- to Long-term Management Strategies of the Company
Changes in the business environment

Risk Factors	Impacts on the Company (Opportunities are Shown in Blue)	Impact Level	Measures (Examples)
Technology Transformation/ Transition	Replacement of our products due to technological innovation	High	Gather information and establish technology for innovation in the Electronics Operation Ascertain customer needs and roadmaps, and confirm competition trends
	Expanding product needs thanks to technology transition	High	Establish lines and validate technology for establishment of alternative technology Develop products to meet customer needs and create new markets in growth areas
Deficiencies in Quality Control	Elimination from the market due to quality defects or noncompliance	High	Develop and operate an automated system to verify quality data
Geopolitical Risks (Supply Disruptions/ Fragmentation)	Supply/shipping disruptions due to changes in regulations or conditions	High	Diversify raw material sourcing and consider the use of alternative materials and shipping routes Gather information and review procurement channels when regulations are revised
	Impact of conflicts and imposition of trade barriers (tariffs)	Med-High	Ascertain and analyze impacts of country risk and trade barriers, and formulate BCPs
Inflation and Soaring Raw Material and Energy Costs	Rise in raw material and operational costs	Med-High	Reduce material loss and improve usage efficiency through cost visualization Optimize procurement and sales prices through market monitoring
	Increase in financing costs due to interest rate fluctuations	Med-High	Enhance communication and improve financial credibility by reducing interest-bearing debt
Cyber Risks	Temporary suspension of operations due to system failure	Med-High	Strengthen backup systems and rapid recovery measures for core systems
	Decline in trust due to leaks of technological information	Medium	Strengthen security zoning and introduce network traffic analysis
Major Natural Disasters (Abnormal Weather)	Suspension of operations due to intensified natural disasters	High	Conduct large-scale disaster initial response drills and promote disaster prevention and mitigation programs
	Supply chain disruption due to disasters	Medium	Promote multi-site procurement of raw materials
Climate Change and Decarbonization (Transition)	Market contraction for internal combustion engines, etc. (due to the spread of electrification)	Medium	Operate with optimized production allocation in response to market trends
	Increase in costs accompanying emissions regulations (carbon tax)	Medium	Utilize new energy and consider/prepare for renewable energy power plant installation
	Expanded market for low-carbon technology	Med-High	Create new businesses, such as CO ₂ resource utilization and agriculture and livestock-related business
Declining Workforce	Business stagnation due to a shortage of domestic (and overseas) engineers	Med-High	Increase operational efficiency and promote automation utilizing AI and DX Improve employee engagement and strengthen recruitment branding
Stronger Environmental Regulations	Expanded demand for air pollution mitigation products	Med-High	Ascertain regulatory trends and expand sales in line with demand

Estimated impact levels	High: operation suspension/withdrawal (¥10.0 billion or more); Medium: operation loss/response cost (¥1.0 billion or more)
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(Reference)

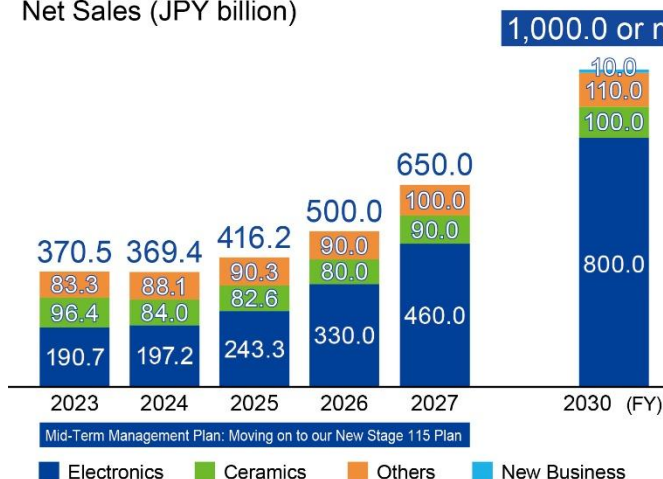
Mid-Term Management Plan: Moving on to our New Stage 115 Plan (FY2023-FY2027)

Five Main Reinforcement Activities

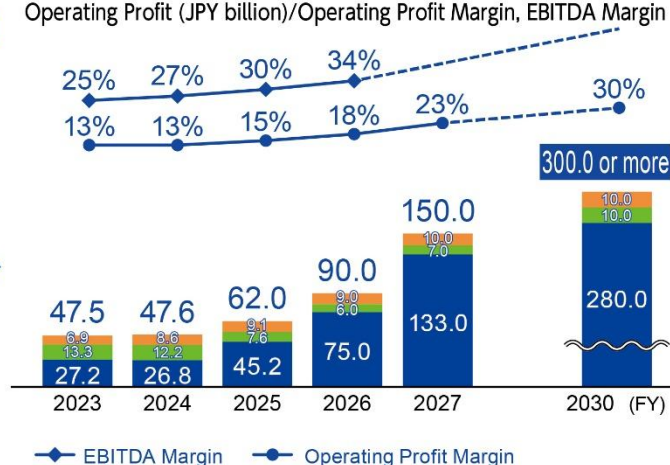


Performance Targets

Net Sales (JPY billion)

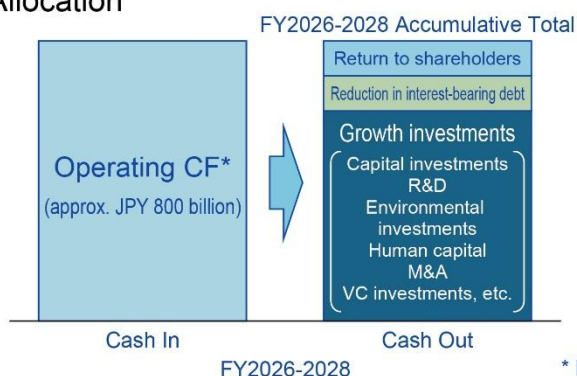


Operating Profit (JPY billion)/Operating Profit Margin, EBITDA Margin



Approach To Capital Allocation

Cash Allocation



- Growth Investments
Growth investments will generally be funded within operating cash flow, including advances received, to build a financial structure resilient to performance fluctuations.
- Return to Shareholders
While taking into account the balance between growth investments and financial discipline, our policy is to adopt progressive dividends, using a dividend payout ratio of 20% as a guide (through FY2030).

* Before R&D expenses deduction

Issues to Be Addressed

Business Environment

With regard to the future outlook for the global economy, unstable and uncertain conditions are expected to continue due to the impact of geopolitical risks such as the situation in the Middle East and sharp fluctuations in financial and capital markets, including foreign exchange markets. The Group will strengthen competitiveness by building a business model that is resilient to changes in the business environment and by improving yields and productivity through the introduction and deployment of the latest digital technologies. We will also minimize the impact on our businesses by operating our global production system in an agile and flexible manner in response to market changes.

Electronics Operation

In the Electronics Operation, demand for generative AI servers continues to be strong, and demand for general-purpose servers has also remained on a moderate growth trend. In FY2026, in addition to further growth in the AI field, demand for high-performance IC package substrates as a whole, including those for general-purpose servers, is expected to grow as customers seek both higher processing capacity to handle growing data volumes and lower power consumption. At the Company, we will make total investments of approximately 500.0 billion yen in the Electronics Operation over the three-year period from FY2026 to FY2028, and thereby capture the maximum possible opportunities for increased orders for high-value-added products in growth markets. We will also enhance global quality capabilities based on the One Factory concept, which aims for high-efficiency, high-quality manufacturing through the use of digital technologies, and strengthen on-site capabilities by developing skilled master-level human resources.

Ceramics Operation

In the Ceramics Operation, although the risk of an economic slowdown in China remains in the market for automobile exhaust system components, which is the core market for the DPF and AFP businesses, we expect demand for products for internal combustion engines to continue. At the Company, we will steadily capture demand for industrial vehicles (such as trucks and construction machinery) in emerging markets centered on China and India, which are growth markets, and maintain stable earnings, while also strengthening efforts to expand orders for batteries safety materials for EV and peripheral materials. In the FGM Operation, in addition to the conventional semiconductor manufacturing equipment market, we will expand the business by newly making planned investments in markets where we can maximize our competitive strengths, including energy (nuclear power) fields.

Other Operations

We will ensure that the Other Operations will grow as the third pillar of revenue following the Electronics and Ceramics Operations by expanding core businesses with products featuring each domestic company's unique competitive edge and implementing selection and concentration, as well as by enjoying stable earnings from the electric power business.

(Reference)

Reform of Human Resources Systems and Corporate Culture to Enable Human Resources to Grow and Thrive

For the Company, which is expanding its business with the Electronics Operation at its core, our greatest asset is human resources. In addition to securing and developing talented human resources, we are focusing on reforming HR systems and improving the workplace environment so that each diverse employee will be motivated to take on high goals, feel their own growth, and fully demonstrate their abilities.

As part of HR system reform, we organized a dedicated project within the Human Resources Division and are proceeding with a fundamental review of the evaluation and remuneration systems. In FY2025, we renewed the systems especially for management and senior employees, including abolishing the mandatory retirement age for management positions and creating a professional career course, to create systems in which individuals can demonstrate their abilities more fully than ever before. In FY2026, we will expand the scope to general employees and continue the reform.

At the same time as the HR system reform, we are fostering an open workplace and culture where employees at all levels can freely exchange opinions. We are also examining appropriate delegation of authority so that managers can make prompt and accurate decisions with responsibility, as well as a personnel rotation system that will energize the organization as a whole.

By creating an environment in which each employee can maintain high motivation and fully demonstrate their abilities, we will further improve productivity and connect this to the Company's sustainable growth and business expansion.



President Kawashima speaking passionately about corporate culture reform



Scene from an opinion exchange meeting with President Kawashima

(Reference)

Strategic Capital Investment to Expand the Electronics Operation

To increase production capacity for high-performance IC package substrates, mainly for AI servers, we decided on an equipment investment plan totaling approximately 500.0 billion yen over the three-year period through FY2028, centering on the Gama Plant and Ono Plant.

Of this amount, at the Gama Plant, which was completed in FY2023, we will proceed with additional capital investment based on an agreement with customers on the direction toward mass production operations. In addition, we will gradually expand the production capacity of the Ono Plant, which began mass production operations in October 2025. At existing plants as well, we will meet strong market demand by executing strategic capital investments and further strengthening the production system.



Gama Plant

Securing Human Resources to Support Business Growth

To achieve the mid-term management plan and the FY2030 performance targets, it is essential to secure human resources with diverse experience. For this reason, starting in January 2026, the Company introduced a new “Welcome Back Hiring” framework for mid-career hiring of people who left the Company for personal reasons. In addition to the knowledge they gained while with the Company, we expect them to play active roles by utilizing the experience and expertise they developed outside the Company. We are working to raise awareness of this program both internally and externally.

We will continue to actively pursue both new graduate recruitment, which supports the Company’s future, and mid-career recruitment, which provides immediate contributors, to further develop and expand our business.



Diverse human resources thriving

Improving Maintenance Skills Essential for Stable Supply

Equipment maintenance engineers play an important role in ensuring a stable supply of products. To objectively evaluate the skills that engineers have developed and to improve the overall maintenance level of the Company through feedback, we held the First Maintenance Skills Competition.

This competition was realized through the Group’s own design of the implementation guidelines, competition rules, and equipment used in the competition, with reference to the National Skills Competition. By deploying this together with existing level-based training, we will develop engineers who have acquired skills suited to their years of experience and positions, and will focus on high-quality manufacturing.



Scene from the First Maintenance Skills Competition

(Reference) Growth Investments and Shareholder Returns

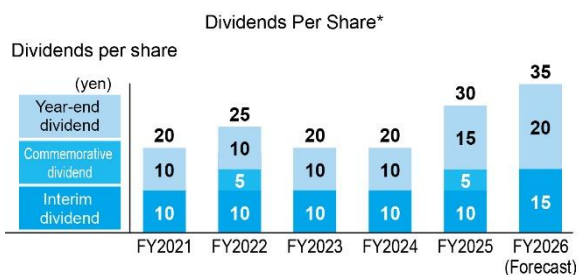
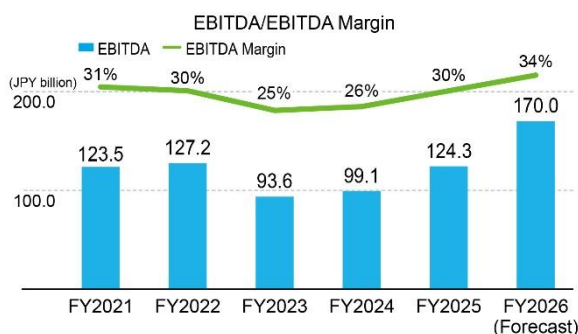
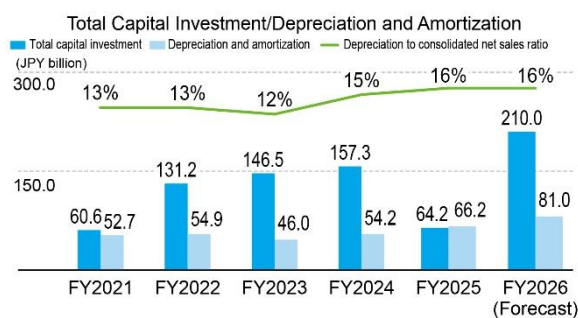
Growth Investments

The Group has achieved growth by building on core technologies, tailoring the derivative technologies to customer and society needs, and pursuing aggressive capital investment in high-growth markets. To achieve the FY2030 performance targets, the Company will implement capital investments totaling approximately 500.0 billion yen, centered on the Gama Plant and Ono Plant, to increase production capacity capable of meeting demand from FY2027 onward for high-performance IC package substrates (for AI servers and high-performance servers). Going forward, while continuing to minimize investment recovery risk, we will aim to expand shareholder value by expanding the Group's business and improving profitability.

Shareholder Returns

The Electronics Operation, which is the Company's core business that drives our profit, operates in an industry subject to significant market fluctuations. We recognize that, in order to respond to such fluctuations, it is necessary to build a robust financial foundation, exemplified by a high equity ratio. With regard to shareholder returns, our current approach to capital allocation is to prioritize capital investment for IC package substrate facilities to drive business expansion. At the same time, for the period from FY2025 to FY2030, based on our capital allocation policy and while taking into account the balance between growth investments and financial discipline, our policy is to adopt progressive dividends* based on an annual dividend of 20 yen per share, using a dividend payout ratio of 20% as a guide. For FY2025, the annual dividend was set at 30 yen per share, including an interim dividend of 10 yen per share paid in November 2025 and a 5-yen commemorative dividend for the start of mass production at the Ono Plant, representing an increase of 10 yen compared with FY2024.

* A dividend policy under which, in principle, dividends are maintained or increased without being reduced



* The Company conducted a stock split at a ratio of two shares for each share of common stock effective January 1, 2026. Dividends stated in the above chart "Dividends Per Share" have been calculated on the assumption that this stock split was conducted at the beginning of FY2021.

Trends in Assets and Income

Item	169th FY2021	170th FY2022	171st FY2023	172nd FY2024	173rd (FY under review) FY2025
Net sales (million yen)	401,138	417,549	370,511	369,436	416,201
Operating profit (million yen)	70,821	72,362	47,568	47,621	62,027
Operating profit margin (%)	17.66	17.33	12.84	12.89	14.90
Ordinary income (million yen)	74,394	76,176	51,140	47,890	60,822
Profit attributable to owners of parent (million yen)	41,232	52,187	31,490	33,704	63,713
Total assets (million yen)	664,332	857,508	1,129,991	1,081,684	960,425
Return on assets (%)	6.64	6.86	3.17	3.05	6.23
Net assets (million yen)	370,728	425,606	501,796	497,298	557,412
Equity ratio (%)	54.88	48.89	43.80	45.35	57.27
Return on equity (%)	12.12	13.32	6.89	6.84	12.25
Interest-bearing debt (million yen)	170,030	270,030	343,476	342,976	192,476
Free cash flow (million yen)	40,650	21,728	67,957	(45,286)	53,991
Capital expenditures (million yen)	60,615	131,275	146,583	157,304	64,277
Depreciation and amortization (million yen)	52,715	54,914	46,032	54,205	66,236
Research and development costs (million yen)	15,733	19,682	20,229	27,451	29,916
Net assets per share (yen)	1,305.72	1,501.04	1,771.53	1,756.66	1,969.85
Basic profit attributable to owners of parent per share (yen)	147.68	186.87	112.72	120.66	228.16
Dividends per share (yen)	20	25	20	20	30
Dividend payout ratio (%)	13.54	13.38	17.74	16.58	13.15
Number of employees (persons)	12,958	12,744	11,375	11,168	11,105

Note: The Company conducted a stock split at a ratio of two shares for each share of common stock effective January 1, 2026. Net assets per share, basic profit attributable to owners of parent per share, and dividends per share have been calculated on the assumption that this stock split was conducted at the beginning of FY2021. Net assets per share have been calculated using the number of shares obtained by subtracting the number of treasury shares from the total number of shares issued and outstanding at the end of the fiscal year, and basic profit attributable to owners of parent per share has been calculated using the number of shares obtained by subtracting the number of treasury shares from the average number of shares issued and outstanding during the period.

Business Progress and Results

During the fiscal year under review, the global economy remained unstable due to the impact of policy changes, including increases in U.S. tariff rates, as well as fluctuations in policy interest rates in Europe and the United States, significant volatility in foreign exchange and share markets, the slowdown in economic growth in China, and the manifestation of geopolitical risks, including the situation in the Middle East. In Japan, although the economy as a whole remained on a moderate recovery trend, the outlook continued to be uncertain due to factors such as continuing inflation, downward pressure caused by changes in the global economic situation, and the impact of U.S. trade policy, particularly on the automotive industry.

In the semiconductor and electronic components market, growth areas in the server market, particularly those related to generative AI, continued to perform well. The general-purpose server market for data centers remained on a moderate growth trend, while the PC market as a whole continued to lack strong momentum.

In the market for exhaust system components in the automotive industry, growth in global automobile production slowed due to uncertainty about the global economic outlook, triggered by changes in U.S. tariff policy.

Under these circumstances, the Company has been promoting efforts to respond to changes in the business environment while achieving sustainable growth, based on the five-year mid-term management plan "Moving on to our New Stage 115 Plan," which started in FY2023. These efforts are carried out based on the five main reinforcement activities, including strengthening business competitiveness centered on the creation of a strong and flexible business model and reforming manufacturing through the use of DX, together with the Company's basic activities as a manufacturer.

As a result, net sales for the fiscal year under review were 416,201 million yen, up 46,764 million yen (12.7%) year on year. Operating profit was 62,027 million yen, up 14,405 million yen (30.3%) year on year. Ordinary income was 60,822 million yen, up 12,932 million yen (27.0%) year on year. Profit attributable to owners of parent was 63,713 million yen, up 30,008 million yen (89.0%) year on year.

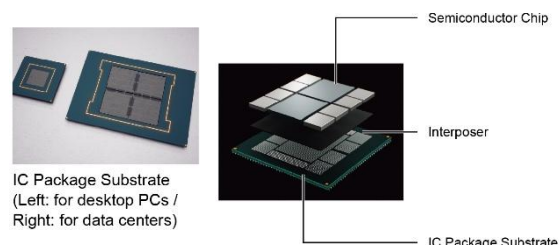
Net sales 416.2 billion yen Up 12.7% year on year	Operating profit 62.0 billion yen Up 30.3% year on year	Profit attributable to owners of parent 63.7 billion yen Up 89.0% year on year
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Electronics Operation



Main product applications

- IC Package Substrate (PKG) (for PCs and Servers)



In the Electronics Operation, orders received for generative AI servers remained generally firm. In addition, although demand related to PCs fell short of expectations, demand for high-performance IC package substrates for general-purpose servers remained on a moderate recovery trend, and the effects of manufacturing cost reduction activities at IBIDEN Philippines, Inc. also contributed, and both net sales and operating profit increased compared with the previous fiscal year.

As a result, the Electronics Operation recorded net sales of 243,316 million yen, up 23.4% year on year, and operating profit of 45,248 million yen, up 68.5% year on year.

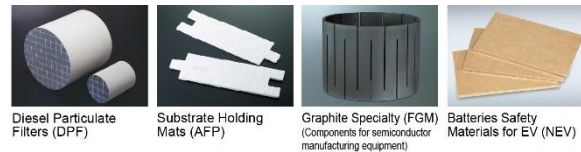


Ceramics Operation



Main product applications

- Diesel Particulate Filters (DPF)
- Substrate Holding Mats (AFP)
- Graphite Specialty (FGM) (for semiconductor manufacturing equipment and new energy-related applications)
- Batteries Safety Materials for EV (NEV)
- Ceramic Fiber
- Fine Ceramics



Diesel particulate filters (DPF), which are automobile exhaust system components, maintained net sales at a level comparable to the previous fiscal year, but operating profit decreased compared with the previous fiscal year due to worsening manufacturing costs caused by lower production volume.

For substrate holding mats (AFP), both net sales and operating profit decreased compared with the previous fiscal year due to lower sales volume accompanying slower demand.

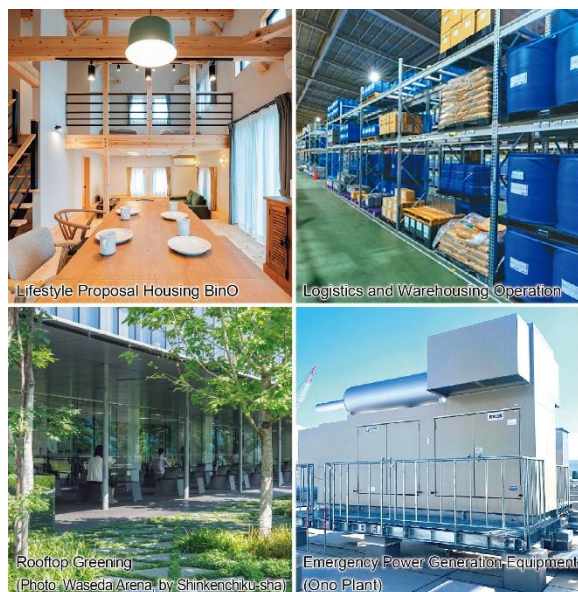
For Graphite Specialty (FGM), both net sales and operating profit decreased compared with the previous fiscal year due to sluggish demand for power semiconductors affected by the slowdown in the EV market, as well as continued inventory adjustments by some customers in response to market changes.

For batteries safety materials for EV (NEV), the business was transferred from the R&D Operation to the Ceramics Operation from the fiscal year under review. Although net sales increased compared with the previous fiscal year due to the start of mass production, operating profit continued to be an operating loss, mainly because the EV market slowed more than expected, which increased fixed-cost burdens.

As a result, the Ceramics Operation recorded net sales of 82,554 million yen, down 1.8% year on year, and operating profit of 7,646 million yen, down 37.4% year on year.



Other Operations



Main Business Activities

- Design and construction of various facilities
- Slope Construction Unit
- Landscape Construction Unit
- Melamine decorative laminate and residential equipment
- Petroleum Products Sales Unit
- Various service businesses, including information services
- Food processing
- Synthetic resin processing



Designated Administrator Services (Gifu World Rose Garden)



Plant-Based Shrimp Substitute



Health Care Solution (Manufacture and sale of health checkup, rehabilitation, and electronic medical record products)



For Housing Materials, net sales decreased compared with the previous fiscal year due to delays in housing starts and a decrease in the number of units sold caused by the impact of revisions to the Building Standards Act.

For Construction, net sales increased compared with the previous fiscal year due to solid orders for construction work for power generation facilities and wastewater treatment facilities, as well as steady progress on large-scale projects.

For Other Operations, both net sales and operating profit increased compared with the previous fiscal year due to steady progress in large-scale projects in the slope construction business and landscape construction business, and the acquisition of large orders toward the fiscal year-end in the healthcare business.

As a result, the Other Operations recorded net sales of 90,330 million yen, up 2.5% year on year, and operating profit of 8,964 million yen, up 3.0% year on year.

Employees (As of March 31, 2026)

(i) Status of employees of the Group

Number of employees (persons)	YoY change (persons)
11,105	63 (decrease)

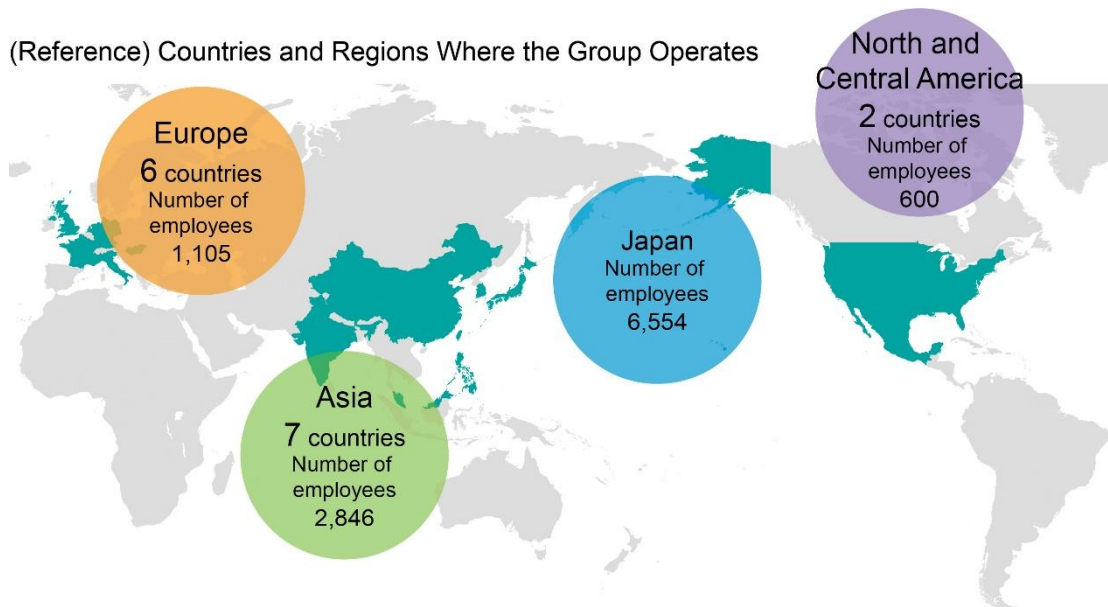
Note: The number of employees does not include temporary employees (2,104 persons on average during the fiscal year).

(ii) Status of employees of the Company

Number of employees (persons)	YoY change (persons)	Average age (years)	Average service (years)
4,036	116 (increase)	40.2	16.9

Note: The number of employees does not include 378 secondees.

(Reference) Countries and Regions Where the Group Operates



Employee Ratio by Operation (the Group)



Employee Ratio by Region (the Group)



Capital Investments

Capital investments, etc. carried out during the fiscal year under review totaled 64,277 million yen. The main items were as follows.

(i) Major equipment completed during the fiscal year under review

Name of the Company's site	Main details
(Electronics Operation) - Ono Plant - Ogaki/Aoyanagi Plants	New installation of next-generation package substrate production equipment Capacity increase of current-generation package substrate production equipment
(Ceramics Operation) - Ogaki Kita Plant	New installation of production equipment for batteries safety materials for EV

(ii) New installations, capacity increases, and renewals of major equipment continued during the fiscal year under review

Name of the Company's site	Main details
(Electronics Operation) - Ono Plant - Gama Plant - Ogaki/Ogaki Central Plants - Ogaki/Ogaki Central/Aoyanagi Plants - Ogaki Plant	Capacity increase of next-generation package substrate production equipment New installation of state-of-the-art package substrate production equipment New installation of state-of-the-art package substrate production equipment Capacity increase of current-generation package substrate production equipment Renewal of utility equipment for current-generation package substrate
(Ceramics Operation) - Ogaki Kita Plant	Capacity increase of production equipment for batteries safety materials for EV

Name of the Company's subsidiary	Main details
(Electronics Operation) - IBIDEN Electronics Malaysia SDN. BHD. - IBIDEN Philippines, Inc.	New installation of next-generation package substrate production equipment New installation of state-of-the-art package substrate production equipment Capacity increase of current-generation package substrate production equipment

(iii) Sale, removal, or loss of important noncurrent assets carried out during the fiscal year under review

Except for retirement and sales for ordinary equipment renewal, there were no sales, removals, or losses of noncurrent assets that had a material impact on production capacity.

Financing

The Group's basic policy is to use cash on hand to fund capital investments and other necessary funds, and it carries out efficient fund management through the use of financing within the Group. In addition, in order to maintain flexibility in fund management, the Group also raises funds through borrowings and other means as needed.

The Company entered into commitment line agreements totaling 90.0 billion yen with five financial institutions in March 2026 to enable flexible financing. There was no outstanding borrowing balance under these agreements as of the end of the fiscal year under review.

Material Corporate Reorganization

Not applicable.

Material Subsidiaries

(i) Material subsidiaries

Company name	Capital	Voting rights ratio (%)	Main business activities
IBIKEN CO., LTD.	96 million yen	100	Sale of goods
IBIDEN ENGINEERING CO., LTD.	30 million yen	100	Design and construction of equipment
IBIDEN GREENTEC CO., LTD.	300 million yen	100	Design and construction of specialized works
IBIDEN INDUSTRIES CO., LTD.	77 million yen	78	Sale of goods
TAK CO., LTD.	60 million yen	100	Information services
IBIDEN JUSHI CO., LTD.	60 million yen	60	Processing of synthetic resins
IBIDEN BUSSAN CO., LTD.	30 million yen	100	Processing of agricultural, livestock, and marine products
IBIDEN CHEMICAL CO., LTD.	137 million yen	73	Sale of goods
IBIDEN HUMAN NETWORK Co., Ltd.	50 million yen	100	Temporary staffing services
IBIDEN CAREER TECHNO Corp.	30 million yen	90 (60)	Temporary staffing services
IBIDEN OASIS Co., Ltd	20 million yen	100 (45)	Temporary staffing services
IE VISION co., ltd.	18 million yen	100 (100)	Sale of goods
IBIDEN U.S.A. Corp.	118,355 thousand U.S. dollars	100	Investment, financing, and sale of goods in the United States
IBIDEN Mexico, S.A. de C.V.	211,631 thousand Mexican pesos	100 (100)	Manufacture of ceramic products
Micro-Mech, Inc.	2,700 thousand U.S. dollars	100 (100)	Processing of carbon products
IBIDEN Europe B.V.	95,800 thousand euros	100	Investment, financing, and sale of goods in Europe
IBIDEN Hungary Kft.	9,250,000 thousand Hungarian forints	100 (99)	Manufacture of ceramic products
L.G. Graphite S.r.l.	400 thousand euros	100 (100)	Processing of carbon products
IBIDEN Asia Holdings Pte. Ltd.	1,000 thousand Singapore dollars	100	Investment and financing in Asia
IBIDEN Singapore Pte Ltd.	300 thousand Singapore dollars	100 (100)	Sale of goods
IBIDEN Taiwan Co., Ltd.	7,500 thousand New Taiwan dollars	100 (100)	Sale of goods
IBIDEN Graphite Korea Co., Ltd.	119,800,000 thousand won	100 (100)	Manufacture of carbon products
IBIDEN Korea Co., Ltd.	420,000 thousand won	100 (100)	Sale of goods
IBIDEN Electronics Malaysia SDN. BHD.	525,286 thousand ringgit	100 (100)	Manufacture of electronic equipment
IBIDEN Philippines, Inc.	2,520,000 thousand Philippine pesos	100	Manufacture of electronic equipment
IBIDEN Fine Ceramics (Suzhou) Co., Ltd.	45,000 thousand U.S. dollars	100	Manufacture of ceramic products
IBIDEN Electronics (Shanghai) Co., Ltd.	1,720 thousand U.S. dollars	100	Sale of goods

Notes: 1. Including the material subsidiaries listed in this table, the number of consolidated subsidiaries is 29.

2. Figures in parentheses in the "Voting rights ratio" column indicate the ratio of voting rights held by subsidiaries of the Company and are included in the corresponding figures shown outside the parentheses.

(ii) Status of specified wholly owned subsidiaries as of the end of the fiscal year

Not applicable.

Company Officers (As of March 31, 2026)

(1) Names, etc. of Directors

Positions	Name	Responsibilities and Significant Positions Concurrently Held
Chairperson of the Board, Representative Director	Takeshi AOKI	Chairperson of the Board Meeting
President & CEO, Representative Director	Koji KAWASHIMA	Administrator of Corporate Business Operation and R&D Operation Officer
Director & Senior Executive Officer	Ayumi SUZUKI	Quality Unit Officer, Engineering Unit Officer, Production Unit Officer, GX Promotion Officer, and President of Strategic Manufacturing Operation
Director & Senior Executive Officer	Hisashi KATO	Electronic Business Officer, Production Engineering Officer, President of Electronics Operation, and Vice President of Electronics Operation, Development Management Unit, Engineering Management Unit, and Quality Unit
Director	Toshikazu KOIKE	Director & Chairman of BROTHER INDUSTRIES, LTD. Outside Director of Fujikura Ltd.
Director	Noriko ASAI	Outside Director of SHINWA Co., Ltd. Full-time Auditor of Toyohashi University of Technology
Director	Haruya MARUYAMA	Director and Vice President of Yamazaki Mazak Corporation
Director (Full-time Audit and Supervisory Committee Member)	Yukihiro NODA	
Director (Full-time Audit and Supervisory Committee Member)	Koji MATSUBAYASHI	
Director (Audit and Supervisory Committee Member)	Masaki HORIE	Masaki HORIE Certified Public Accountant Office, Director of the Office Outside Director of Kagayaki Holdings, Inc. Advisor for Japanese Institute of Certified Public Accountants in Tokai Region
Director (Audit and Supervisory Committee Member)	Yukiko YABU	Outside Director of Furukawa Electric Co., Ltd.
Director (Audit and Supervisory Committee Member)	Moyuru GOTO	Partner of GOTO&KIKAWA LAW OFFICE Outside Director (Audit and Supervisory Committee Member) of CMC Corporation Outside Director (Audit and Supervisory Committee member) of ktk INC.

Notes:

1. Mr. Chiaki YAMAGUCHI retired as an Outside Director who was not an Audit and Supervisory Committee Member upon expiration of his term of office at the conclusion of the 172nd Ordinary General Meeting of Shareholders held on June 20, 2025.
2. Mr. Yoichi KUWAYAMA retired as a Corporate Director who was an Audit and Supervisory Committee Member upon expiration of his term of office at the conclusion of the 172nd Ordinary General Meeting of Shareholders held on June 20, 2025.
3. Mr. Fumio KATO retired as an Outside Director who was an Audit and Supervisory Committee Member upon expiration of his term of office at the conclusion of the 172nd Ordinary General Meeting of Shareholders held on June 20, 2025.
4. Mr. Toshikazu KOIKE, Ms. Noriko ASAI, Mr. Haruya MARUYAMA, Mr. Masaki HORIE, Ms. Yukiko YABU, and Ms. Moyuru GOTO are Outside Directors.
5. The Company has selected full-time Audit and Supervisory Committee Members in order to collect information by attending important internal meetings on a regular basis, work closely with the Accounting Auditor, the internal audit department, and others, and enhance the effectiveness of audits and supervision by the Audit and Supervisory Committee.
6. Pursuant to the provisions prescribed by Tokyo Stock Exchange, Inc. and Nagoya Stock Exchange, Inc., Mr. Toshikazu KOIKE, Ms. Noriko ASAI, Mr. Haruya MARUYAMA, Mr. Masaki HORIE, Ms. Yukiko YABU, and Ms. Moyuru GOTO have been appointed and registered as Independent Directors with both Stock Exchanges.
7. Mr. Masaki HORIE, an Audit and Supervisory Committee Member, has served as a Senior Partner at Arata Audit Corporation (present PricewaterhouseCoopers Japan LLC) and other positions, and has substantial knowledge of finance and accounting.
8. Ms. Yukiko YABU, an Audit and Supervisory Committee Member, has substantial knowledge of management in the manufacturing industry, developed through many years of experience at a major electric manufacturer and through serving as an outside director of other companies.
9. Ms. Moyuru GOTO, an Audit and Supervisory Committee Member, has substantial knowledge of laws, regulations, and corporate legal affairs as an attorney.

(2) Policy on Training for Directors and the Development of Next Generation Management Executives

For its Directors, the Company has established a support system, including financial support, so that each Director can attend external training, seminars, etc. as appropriate in order to acquire the necessary knowledge and deepen understanding of their roles and responsibilities. In particular, newly appointed Corporate Directors who are not Audit and Supervisory Committee Members are encouraged to attend training sessions for new Directors in order to promote understanding of the required knowledge. In addition, full-time Audit and Supervisory Committee Members attend training sessions and study sessions organized by the Japan Audit & Supervisory Board Members Association and also participate in external exchange meetings so that they can acquire the knowledge required as Audit and Supervisory Committee Members and deepen their understanding of the roles and responsibilities of Audit and Supervisory Committee Members, thereby playing an important part in corporate governance. Along with these efforts, the Company regularly holds training sessions for Corporate Directors who are not Audit and Supervisory Committee Members and Senior Executive Officers, with content appropriate to the Companies Act and the circumstances at the time, led by external experts and others.

For the development of next generation management executives, the Company newly established a Senior Management system in FY2020. The Company positions employees in Senior Management positions as next generation management executive candidates, and has these employees participate in Executive training. In addition, by developing the educational program for employees in Senior Management positions, the Company will develop human resources in a planned way.

(3) Outline of the Contents of the Liability Limitation Agreement

Category	Outline of the contents of the liability limitation agreement
Outside Director	<p>The Company has executed with Mr. Toshikazu KOIKE, Ms. Noriko ASAI, and Mr. Haruya MARUYAMA, Outside Directors who are not Audit and Supervisory Committee Members, and Mr. Masaki HORIE, Ms. Yukiko YABU, and Ms. Moyuru GOTO, Outside Directors who are Audit and Supervisory Committee Members, an agreement for limitation of liability for damage as stipulated in Article 423.1 of the Companies Act. The outline of the contents of the liability limitation agreement is as follows:</p> <p>(i) Liability for damage incurred due to an outside director's failure to perform his/her duties as an Outside Director shall be up to the amount of 20 million yen or the minimum liability amount stipulated in Article 425.1 of the Companies Act, whichever is higher.</p> <p>(ii) The limitation of liability above applies only if an outside director has performed the duties which have caused his/her liability, without knowledge thereof and has not been grossly negligent in performing the same.</p>

(4) Outline of the Contents of the Directors' and Officers' Liability Insurance Policy

The Company has entered into a directors' and officers' liability insurance (the "D&O Insurance") policy with an insurance company, under which Directors who are not Audit and Supervisory Committee Members, Directors who are Audit and Supervisory Committee Members, Senior Executive Officers, and others are insured. Under this policy, losses arising when an insured person becomes liable for damages in connection with their duties are covered (except for losses that fall under the exclusions specified in the insurance policy). In addition, the Company bears the full amount of the premiums for the D&O Insurance.

(5) Matters Related to the Policy for Determining the Amount of Remuneration, etc. for Officers or the Method of Calculating It

These matters are described in "Compensation of the Senior Management and Directors" (pages 9 to 11).

Notes: This Business Report is prepared as follows:

1. Amounts stated in millions of yen are rounded down to the nearest million yen.
2. Shares stated in thousands are rounded down to the nearest thousand shares.

CONSOLIDATED BALANCE SHEETS

(As of March 31, 2026)

(Millions of Yen)

Account	173rd	(Reference) 172nd	Account	173rd	(Reference) 172nd
(Assets)			(Liabilities)		
Current Assets	465,541	549,580	Current Liabilities	221,645	327,717
Cash and deposits	295,681	390,656	Notes and accounts payable - trade	33,694	28,483
Notes and accounts receivable – trade, and contract assets	79,305	65,570	Electronically recorded obligations-operating	10,449	10,278
Electronically recorded monetary claims-operating	2,799	2,650	Short-term loans payable	–	50,000
Merchandise and finished goods	19,806	23,010	Current portion of bonds	15,000	40,000
Work in process	26,542	20,520	Accounts payable - other	14,521	58,671
Raw materials and supplies	24,614	23,645	Income taxes payable	22,013	14,869
Other - current assets	17,084	23,615	Advances received	80,950	92,084
Allowance for doubtful accounts	(294)	(89)	Provision for bonuses	5,809	4,918
			Provision for bonuses for directors	172	170
Noncurrent Assets	494,883	532,103	Provision for demolition and removal costs	1,558	–
Property, plant and equipment	437,704	460,054	Electronically recorded obligations-facilities	6,376	6,208
Buildings and Structures	194,379	163,352	Other - current liabilities	31,100	22,033
Machinery, equipment and vehicles	96,866	63,711	Non-Current Liabilities	181,367	256,668
Land	24,100	23,645	Bonds payable	45,000	60,000
Lease assets	117	168	Convertible bonds-type with share acquisition rights	72,476	72,976
Construction in progress	111,793	202,019	Long-term loans payable	60,000	120,000
Other - property, plant and equipment	10,448	7,156	Lease obligations	61	84
Intangible assets	4,418	4,349	Deferred tax liability for land revaluation	70	70
Investments and other assets	52,761	67,699	Retirement benefit liability	633	800
Investment securities	32,285	58,797	Provision for share-based Compensation	687	582
Long-term loans receivable	7	7	Deferred tax liabilities	1,284	1,015
Deferred tax assets	18,331	7,159	Other - non-current liabilities	1,152	1,138
Other assets	2,171	1,931	Total Liabilities	403,012	584,385
Allowance for doubtful accounts	(35)	(195)	(Net Assets)		
Total Assets	960,425	1,081,684	Shareholders' Equity	465,791	409,027
			Capital stock	64,152	64,152
			Capital surplus	64,565	64,565
			Retained earnings	340,525	283,807
			Treasury shares	(3,452)	(3,497)
			Accumulated other comprehensive Income	84,281	81,466
			Valuation difference on available-for-sale securities	16,331	29,416
			Deferred gains or losses on hedges	(168)	–
			Revaluation reserve for land	158	158
			Foreign currency translation adjustments	67,959	51,892
			Non-controlling interests	7,339	6,803
			Total Net Assets	557,412	497,298
			Total Liabilities and Net Assets	960,425	1,081,684

Note: Amounts less than one million yen are omitted.

(Concluded)

CONSOLIDATED STATEMENTS OF INCOME

(As of March 31, 2026)

(Millions of Yen)

Account	173rd	(Reference) 172nd
Net sales	416,201	369,436
Cost of sales	284,532	256,108
Gross profit	131,668	113,328
Selling, general and administrative expenses	69,640	65,706
Operating profit	62,027	47,621
Non-operating income	4,759	5,015
Interest and dividend income	3,759	4,355
Foreign exchange gains	320	–
Other - non-operating income	679	660
Non-operating expenses	5,964	4,747
Interest expenses	1,356	1,155
Bond issuance cost	–	151
Share of loss of entities accounted for using equity method	0	–
Foreign exchange loss, net	–	1,336
Depreciation of inactive non-current asset	3,870	1,743
Other - non-operating expenses	737	360
Ordinary income	60,822	47,890
Extraordinary income	59,281	54,218
Gain on sales of non-current assets	434	71
Gain on sales of investment securities	49,448	24,480
Gain on sales of shares of subsidiaries and associates	–	0
Insurance claim income	–	1,051
Subsidy income	9,148	28,581
Other - extraordinary income	249	33
Extraordinary loss	29,011	50,657
Loss on retirement of non-current assets	1,629	1,594
Impairment loss	16,405	18,587
Loss on reduction of non-current assets	9,148	28,581
Loss on sales of investment securities	–	29
Compensation expenses	113	1,660
Provision of allowance for demolition and removal costs	1,558	–
Other - extraordinary loss	155	204
Income before income taxes	91,092	51,451
Income taxes – current	31,526	21,353
Income taxes – deferred	(4,596)	(3,953)
Total income taxes	26,929	17,400
Net income	64,162	34,050
Profit attributable to non-controlling interests	449	346
Profit attributable to owners of parent	63,713	33,704

Note: Amounts less than one million yen are omitted.

(Concluded)