



# **Financial Results of FY2021**

## **IBIDEN Co., Ltd.(4062)**

**April 28<sup>th</sup> , 2022**

**Forecasts in this statement have been made based on the premise, prospect and plan of IBIDEN as of April 27<sup>th</sup>, 2022.**

**Actual results may widely differ from this statement due to any uncertain factor such as international economy, market competition and exchange fluctuation.**

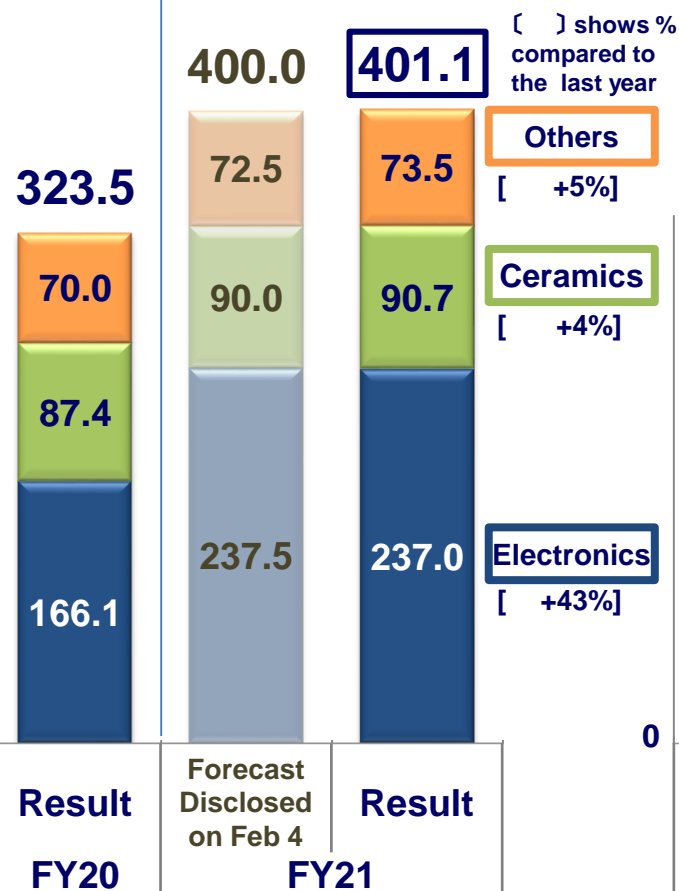
# [Consolidated] Results of FY2021

# Results of Net Sales, Operating Income and Net Income in FY2021



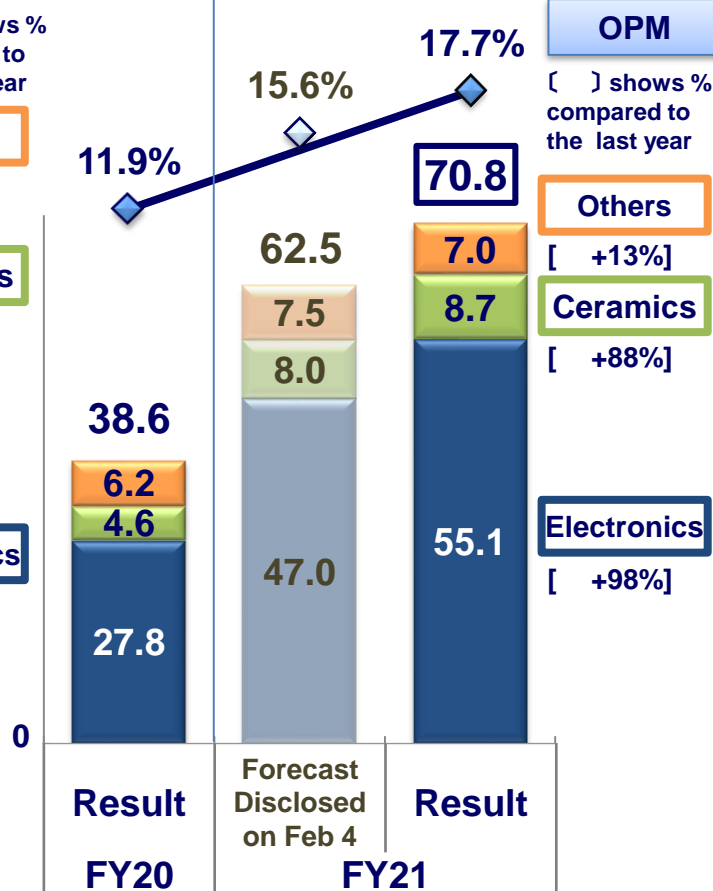
## Net Sales (Unit: Billions of Yen)

Compared to  
the last year+24.0%



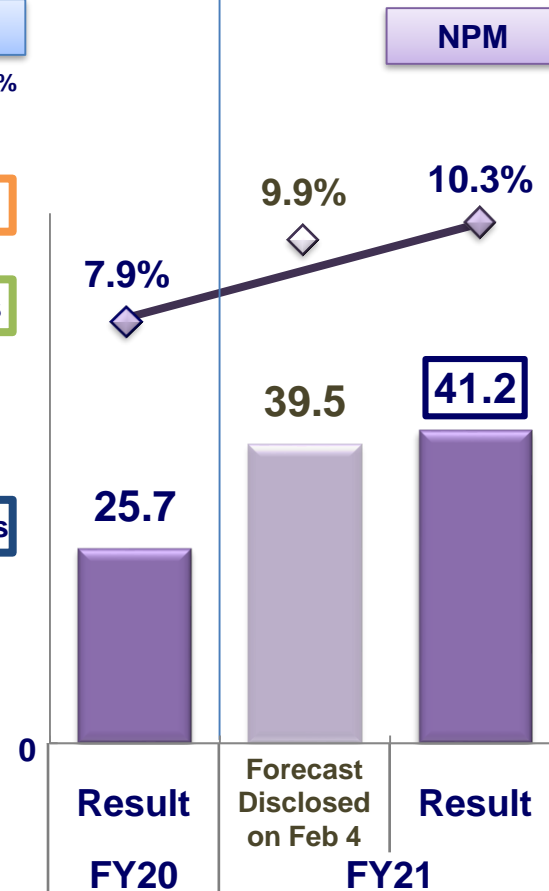
## Operating Income (Unit: Billions of Yen)

Compared to  
the last year+83.3%



## Net Income (Unit: Billions of Yen)

Compared to  
the last year+60.4%



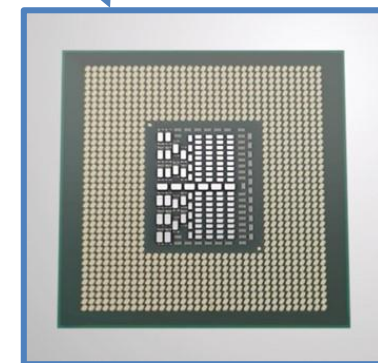
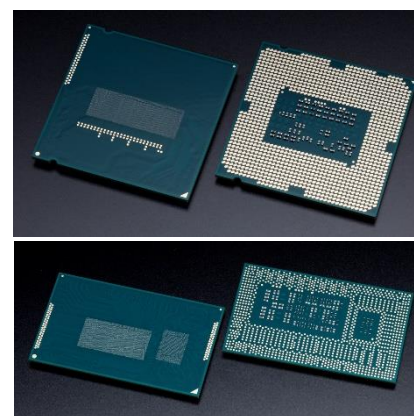
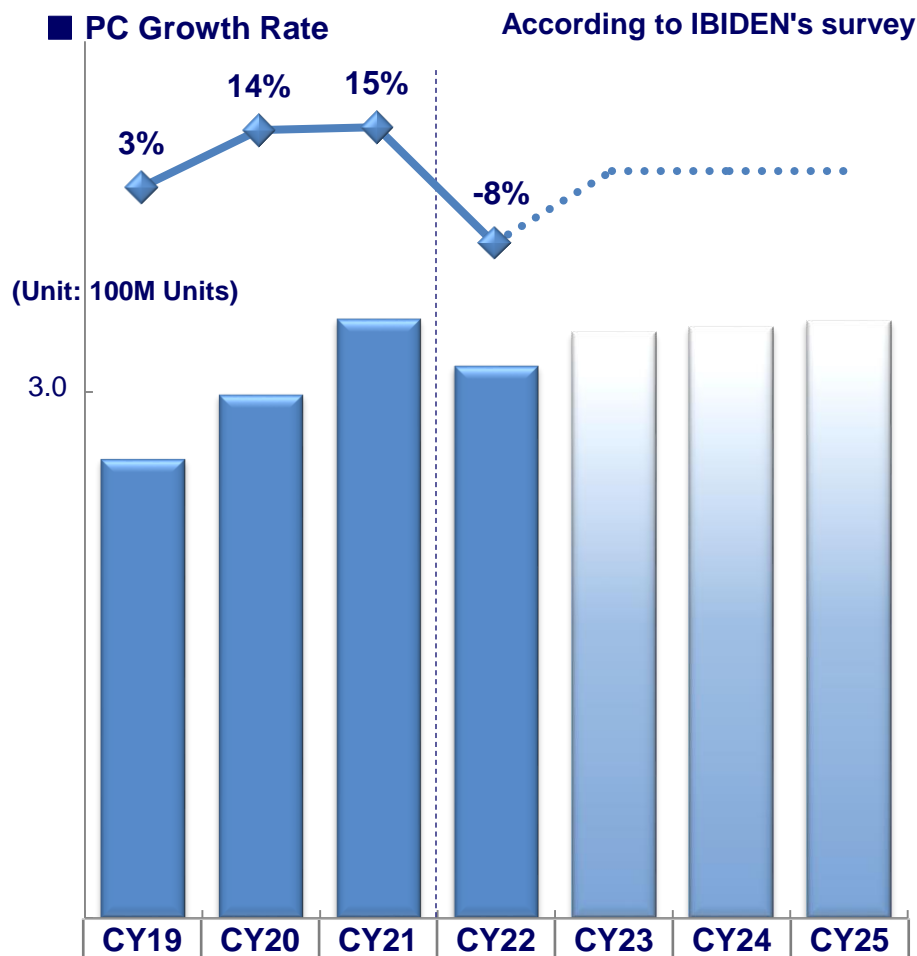
105	110	111	Exchange rate (USD)
121	130	129	Exchange rate (EUR)

# Market Forecast and Business Prospect

# [Electronics]

## Trend of Existing Market

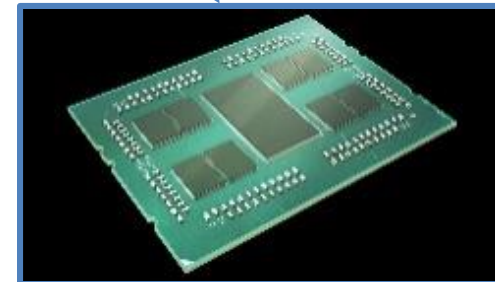
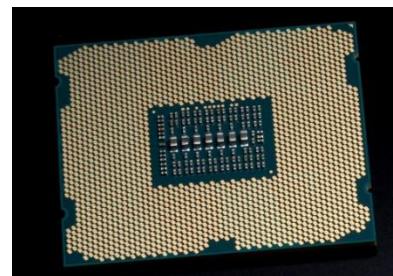
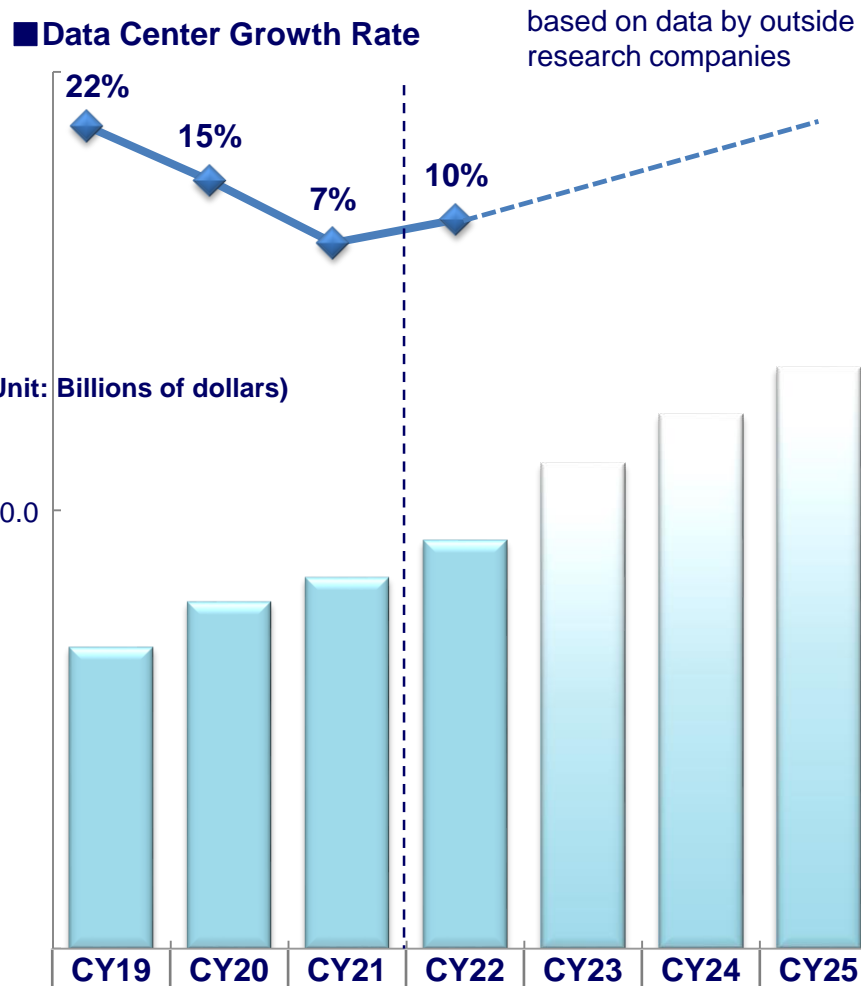
- Forecast Stable Trend for Mid-to-Long Term after Temporary Decline Due to Reflecting Peaking-Out in Demand for Remote Work, Online Education and OS Updates



# [Electronics]

## Trend of Data Center

□ Expect Double-Digit Revenue Growth Back Due to Accelerating Corporate Digitalization and Cloud Computing



## Possible Demand of IC Package Substrate(SAP area conversion)

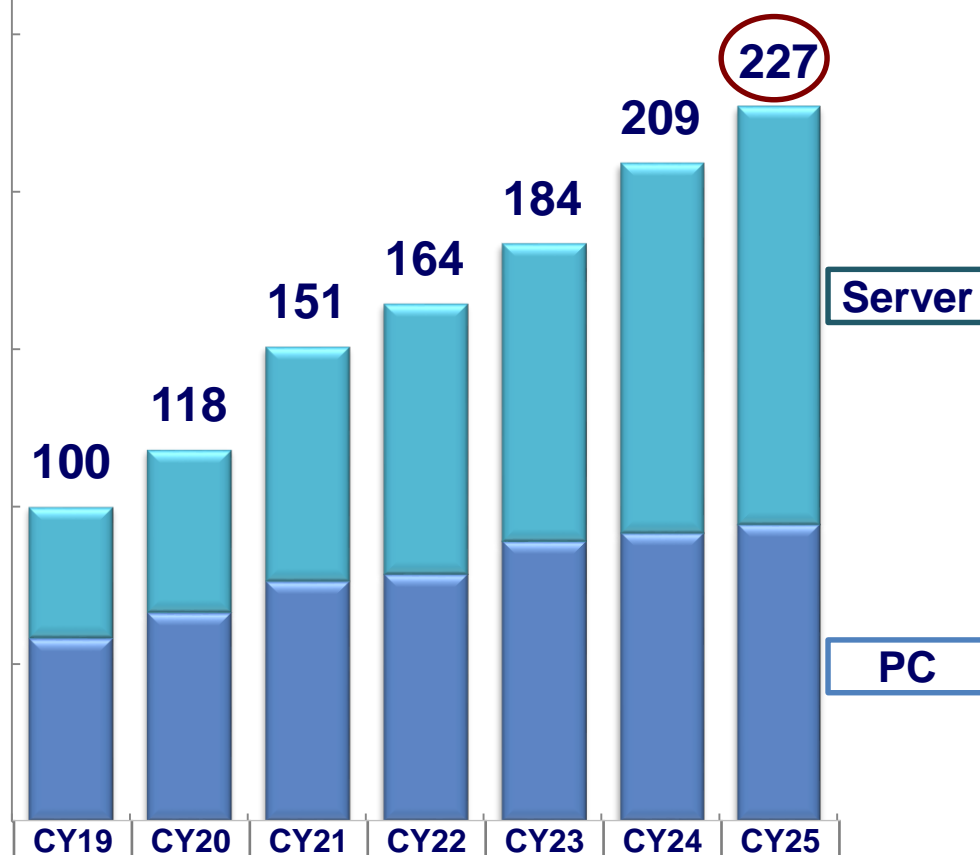
- ❑ Increase SAP Load due to Upsizing, High Density Multilayer and Further Refinement of IC Package Substrate

### SAP Demand Size

(based on customer information)

\*Semi Additive Process

※indexed by FY 19=100



### SAP Load per Application

		2021	2025
PC	Size	1.0	1.0
	Numbers of Buildups	1.0	1.3
	SAP Load	1.0	1.3
Server	Size	2.6	3.6
	Numbers of Buildups	2.5	2.5
	SAP Load	6.5	9.0



Groundbreaking Ceremony on April 15<sup>th</sup>



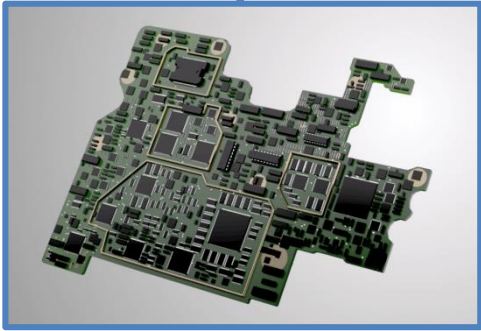
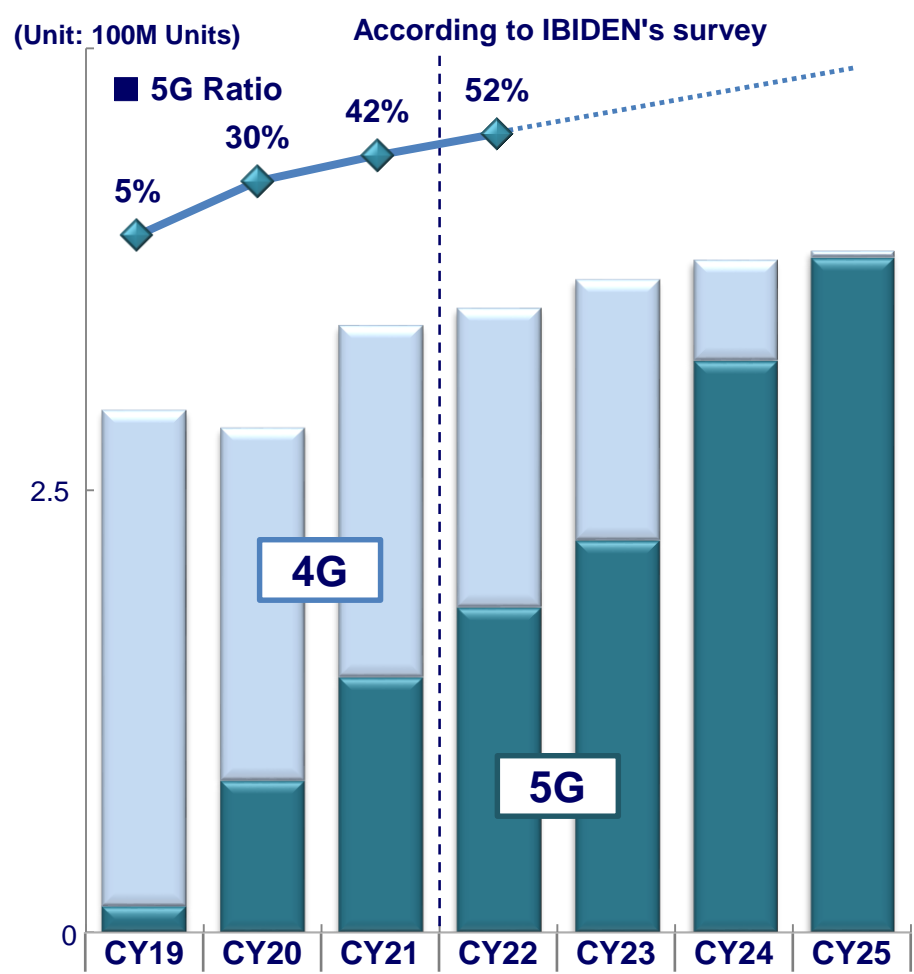
New Building in Gama Plant Starts Mass Production in 2024



# [Electronics]

## Trend of High-end Smartphone

□ Expect Modest Growth with Full-Fledged 5G Promotion



# [Ceramic]

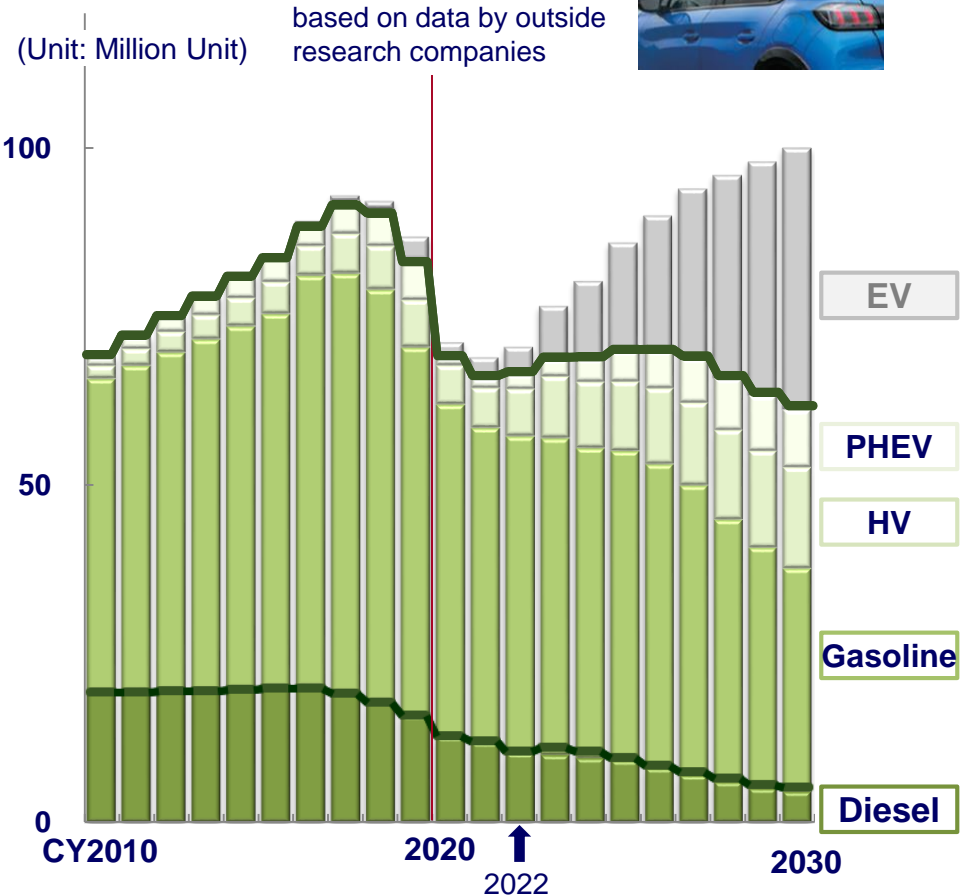
## Forecast for Automobile Production

- ❑ Passenger Car Market : Prospect Accelerated Electromobility, Maintaining Constant Level of Vehicles with Internal Combustion Engines
- ❑ Medium & Heavy Vehicle Market : Expand Market against Background of Emission Control in China and Emerging Countries

### Passenger car



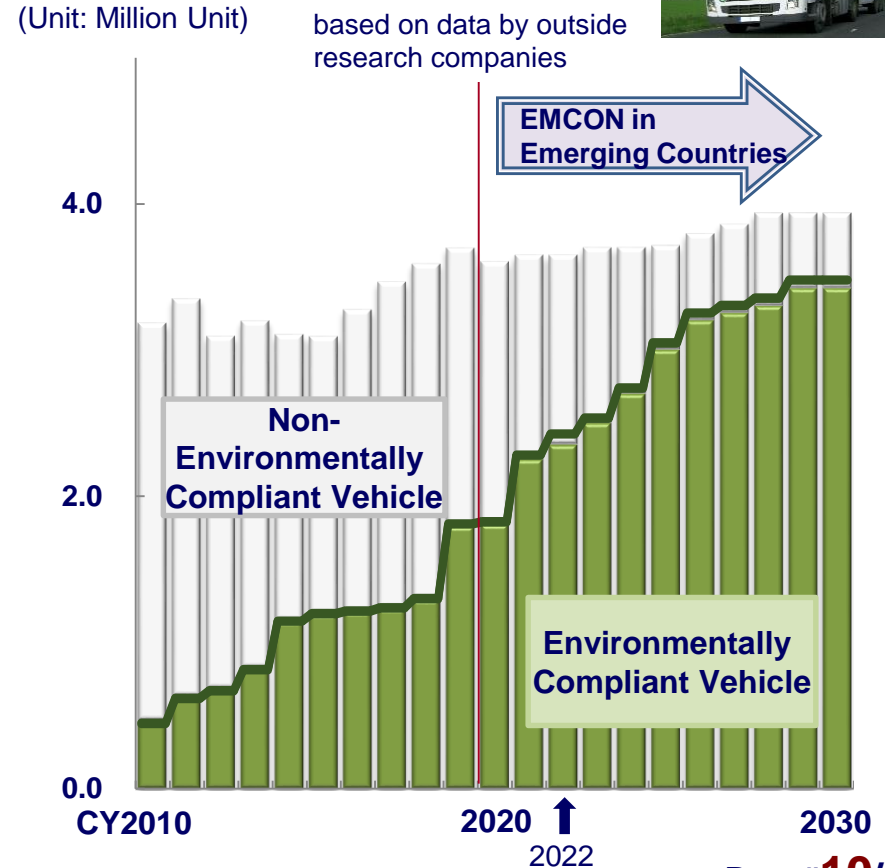
based on data by outside research companies



### Medium and Heavy Commercial Vehicle



based on data by outside research companies



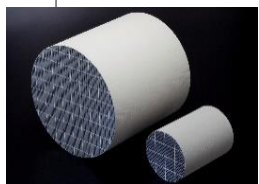
# [Ceramic] Exhaust System Business



- Accommodate Flexibly to Market Demand Change with Bases in Hungary, Mexico and Japan
- Aim for Growing Demand for Catalyst Carrier Holding and Sealing Material In China, Centering on IBIDEN Fine Ceramics(Suzhou) Co.,Ltd.

## Market of DPF

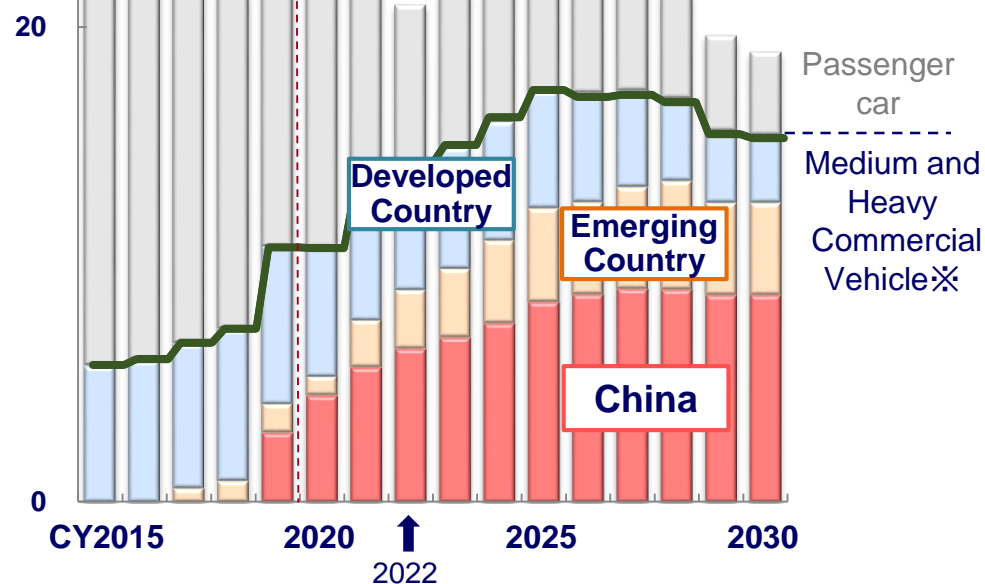
(Unit: Million Unit)



EMCON in China

※Converted value  
Passenger Car x about 3

estimate based on  
data of customers



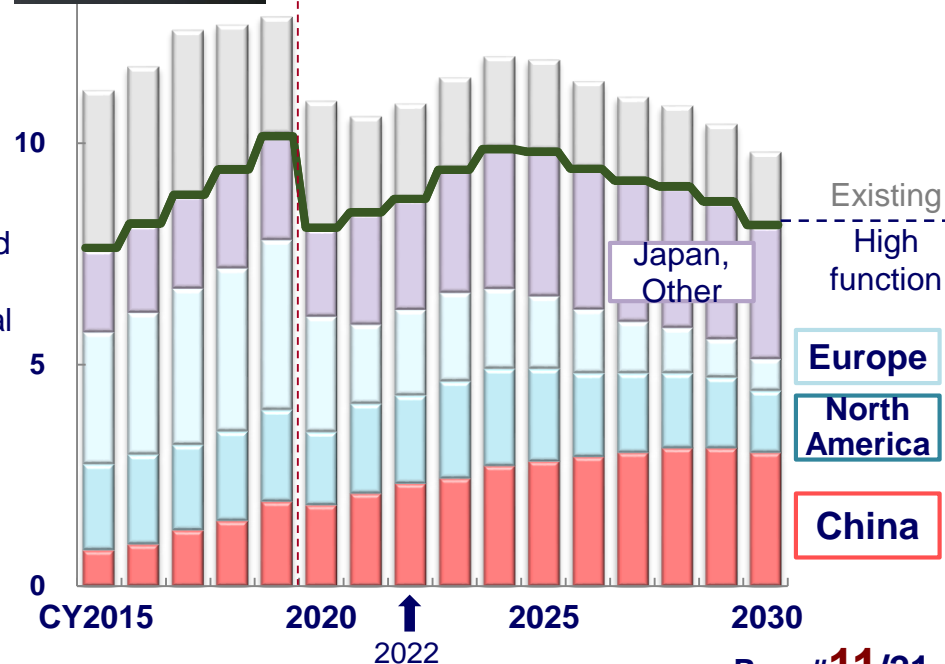
## Substrate Holding Mat for automobiles

(Unit: 1,000ton)



EMCON in China

estimate based on  
data of customers



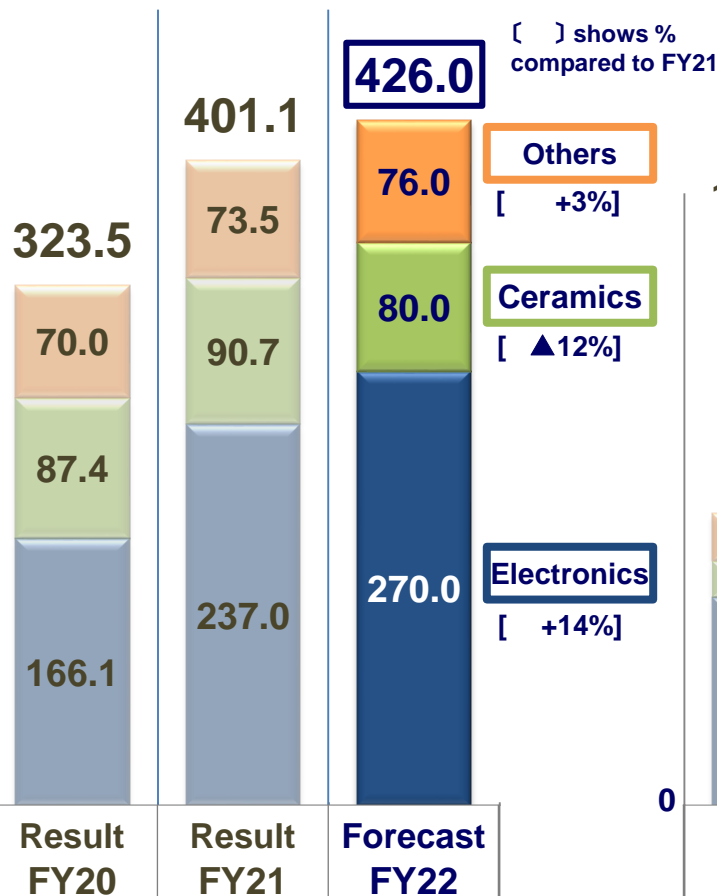
# [Consolidated] Forecasts of FY2022

# Forecasts of Net Sales, Operating Income and Net Income in FY2022



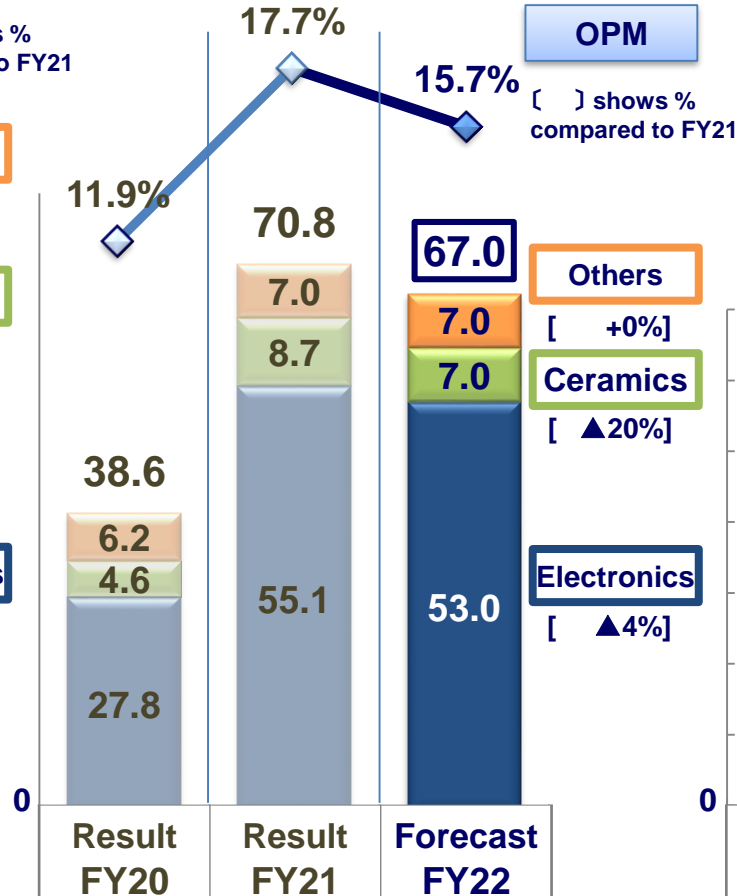
## Net Sales (Unit: Billions of Yen)

Compared to  
FY21 +6.2%



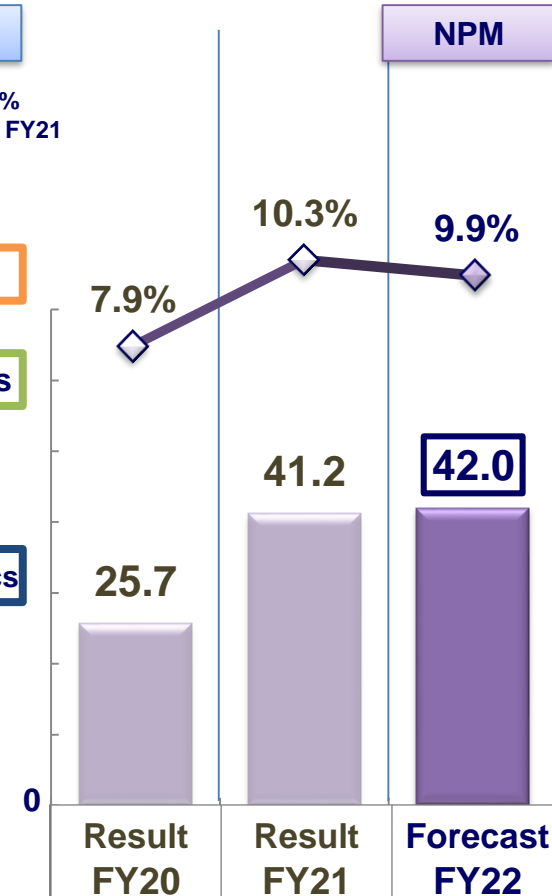
## Operating Income (Unit: Billions of Yen)

Compared to  
FY21 ▲5.4%



## Net Income (Unit: Billions of Yen)

Compared to  
FY21 +1.9%



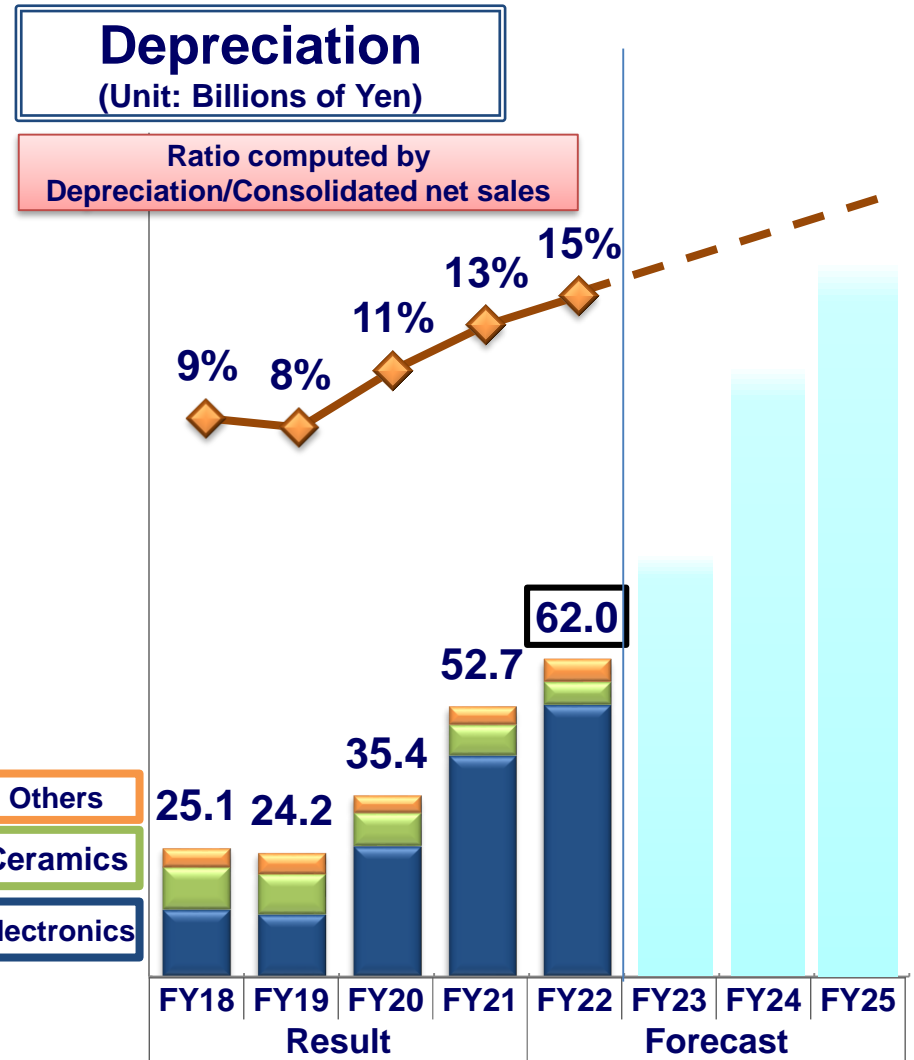
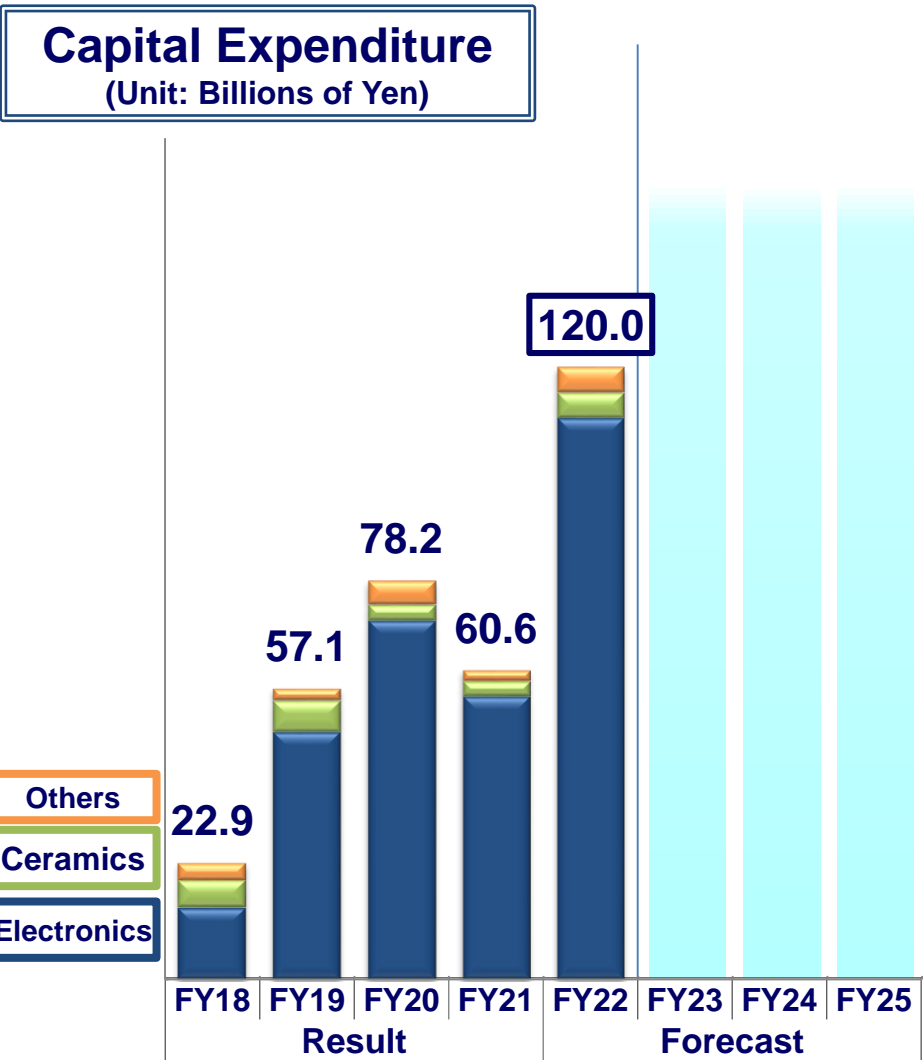
105	111	120	Exchange rate (USD)
121	129	130	Exchange rate (EUR)

354 527 620 Depreciation

# Medium-Term Forecast

# Plan of Capital Expenditure and Depreciation

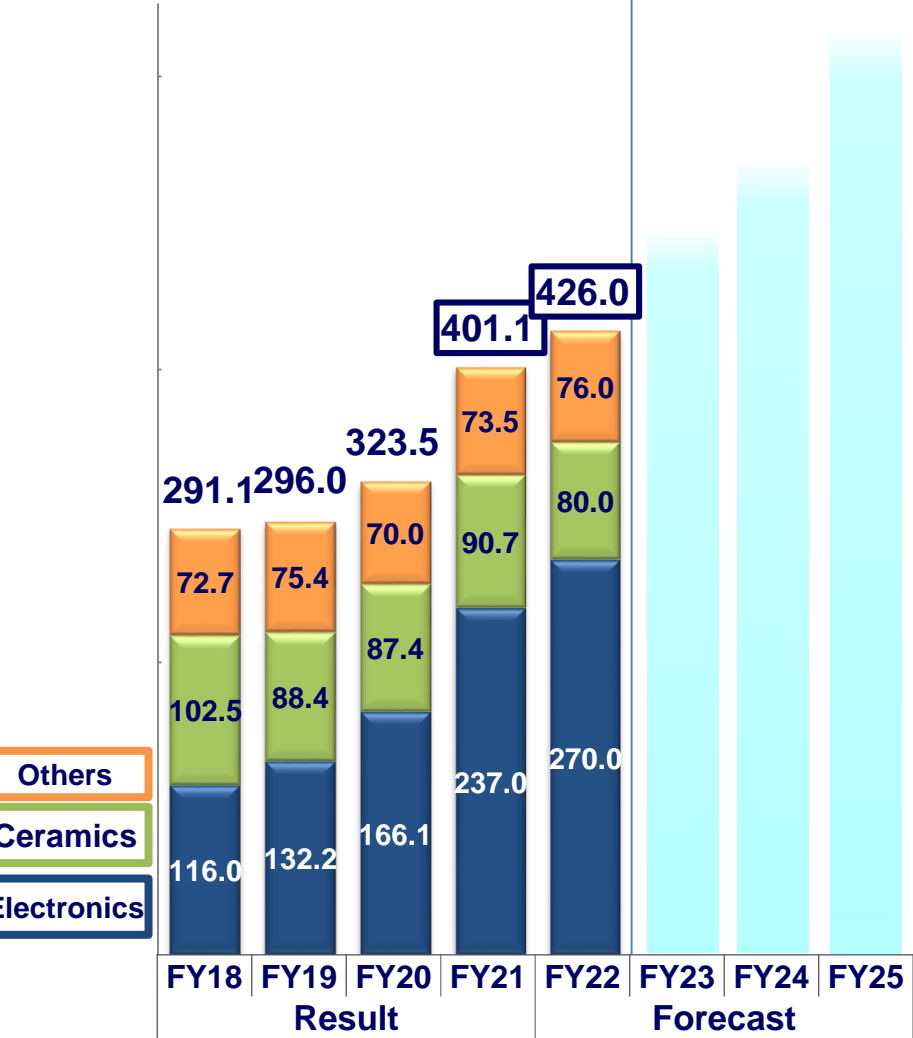
□ Regard Growing Demand of IC Package Substrate as Business Opportunity,  
Make Large Investment on Schedule and Lay Medium-Term Business Foundation



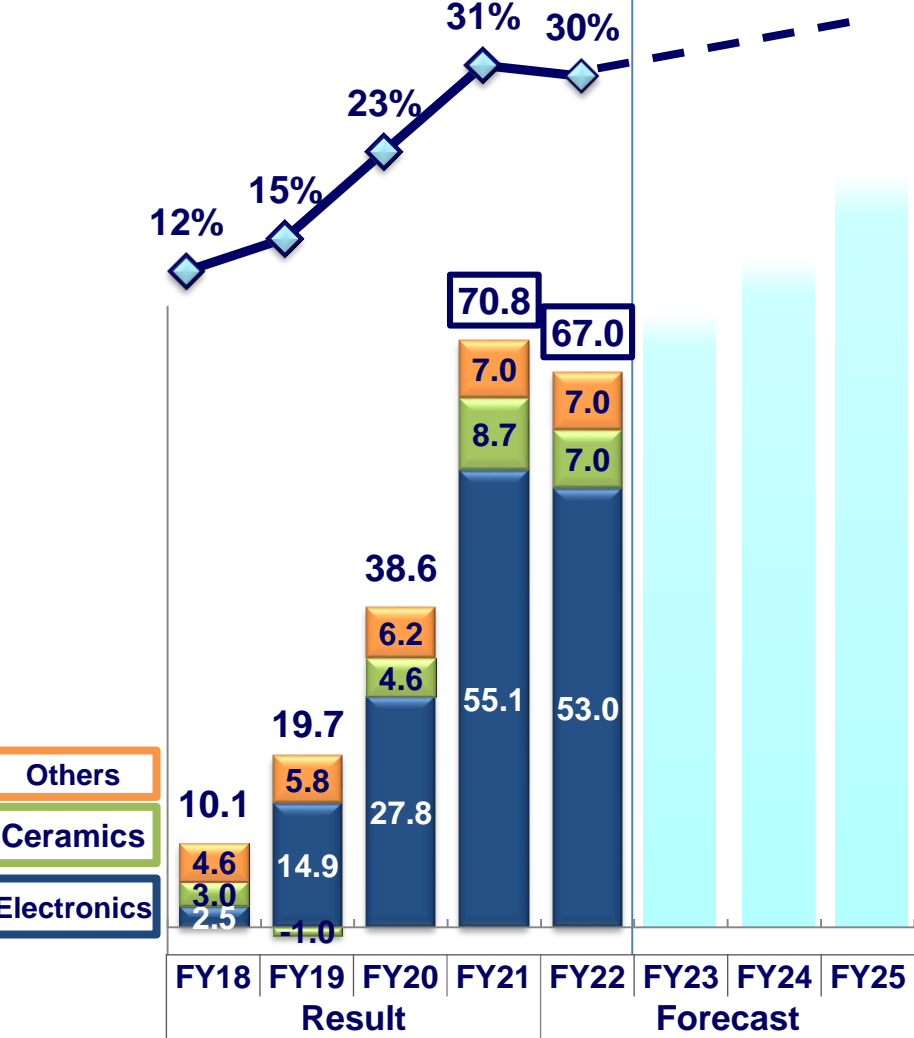
# Mid-Term Forecast



**Net Sales**  
(Unit: Billions of Yen)



**Operating Income**  
(Unit: Billions of Yen)





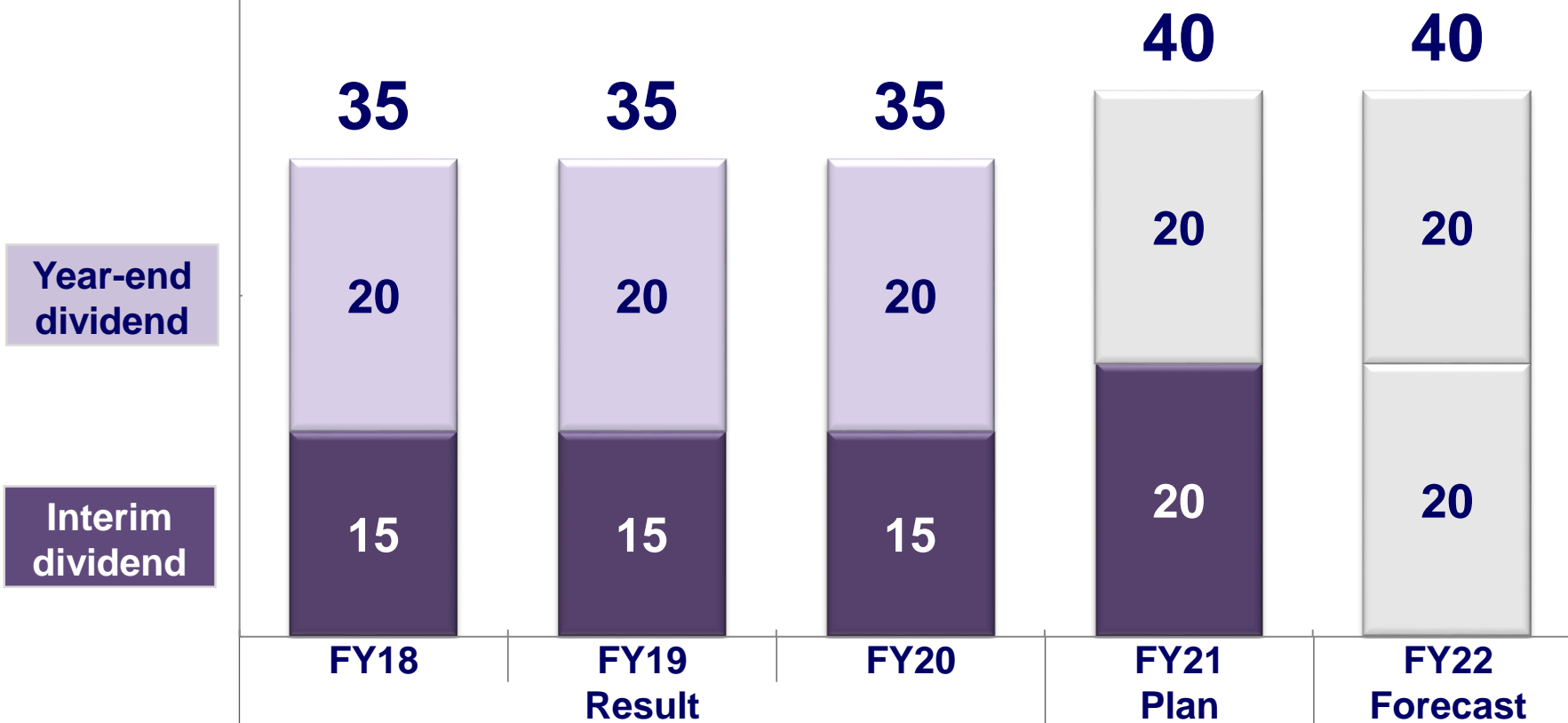
# Return to Shareholders

# Return to Shareholders

- ☐ Give Priority to Large Investment IC PKG Substrate in the Meantime as Capital Allocation Strategy
- ☐ Make 'Stable Dividend Payment' Basic Dividend Policy

## Dividend per Share

(Unit: Yen)



# Commitment to Decarbonized Society And SDGs

# Priority Issue for ESG Management

## ■ GX Promotion Toward Decarbonized Society

**Goal** FY30: Reduce carbon intensity by 50%, total emissions by 30% compared to FY17  
FY50: Achieve net zero GHG emissions at the earliest possible stage

- 1) Maximize Renewable Energy & High-Efficiency Cogeneration System
- 2) Introduce Inner Carbon Pricing and Enhance Energy Saving Involving Supply Chain
- 3) Improve Production Efficiency with DX
- 4) Develop Carbon Capture & Fixation Technology in New Fields



**TCFD** TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

## ■ Diversity & Inclusion

- Personnel Exchange with Overseas Sites through Technical Training
- Goals ; Increase Percentage of Female Managers to 20% and Account for One-Third by Female Directors



## ■ Governance

- Rated in Prime Market of Tokyo Stock Exchange

### [Achievements]

- 50% Outside Directors
- Transparent Compensation by Nomination and Remuneration Committee Chaired by Outside Director

**PRIME**  
TOKYO



# Contribution for SDGs and Challenges

## ■ Action through technologies and business activities

### Achieve digital Innovation

- IC Package Substrate of high function and reliability
- Innovation of fine wiring technologies



### Improve air quality (environmental pollution)

- Diesel particulate filters
- Exhaust gas reduction catalysts



### Transition to a decarbonized society (climate change)

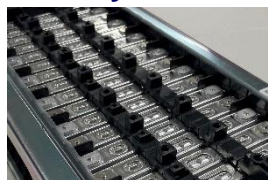
- Supply of clean energy
- Advanced ceramics products
- Forest conservation
- Enhanced disaster prevention



## ■ New Challenges to Resolve Social Issues

### ➤ Material for EV Battery

Develop and commercialize next-generation NEV Production for carbon neutrality



### ➤ Plant Activator

Support healthy plant growth for sustainable agriculture

**LEAFENERGY™**



## ■ Feasible DX & GX at State-Of-The-Art Plant

- Maximize production efficiency with digital technology and ensure quality of advanced technology product
- Minimize energy consumption and CO2 emission by the latest building design and developed/selected facilities and equipment to reduce environmental load



