

*A century of innovation,
Partnering for the future*



Financial Results of FY2024

IBIDEN Co., Ltd.(4062)
May 9th, 2025

Forecasts in this statement have been made based on the premise, prospect and plan of IBIDEN as of May 8th , 2025.

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

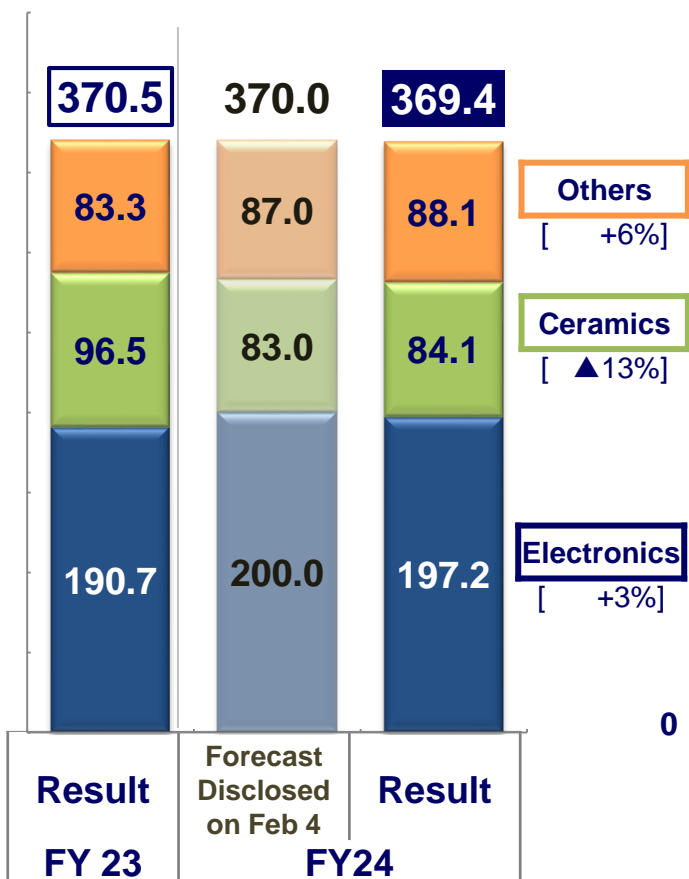
[Consolidated] Results of FY2024

Results of Net Sales, Operating Profit and Net Profit in FY2024

Net Sales (Unit: Billions of Yen)

[] shows %
compared to
the last year

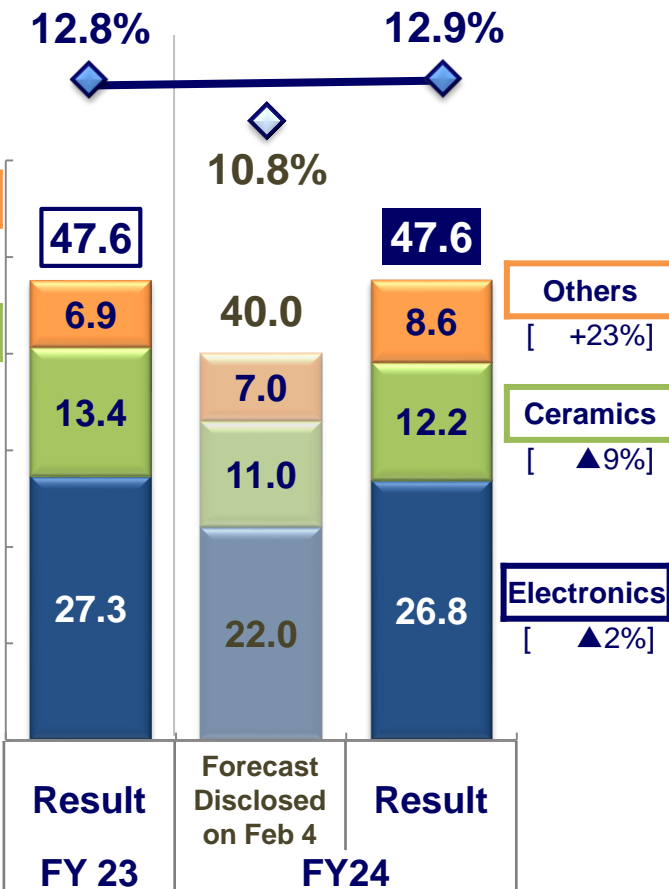
Compared to
the last year ▲0.3%



Operating Profit (Unit: Billions of Yen)

[] shows %
compared to
the last year

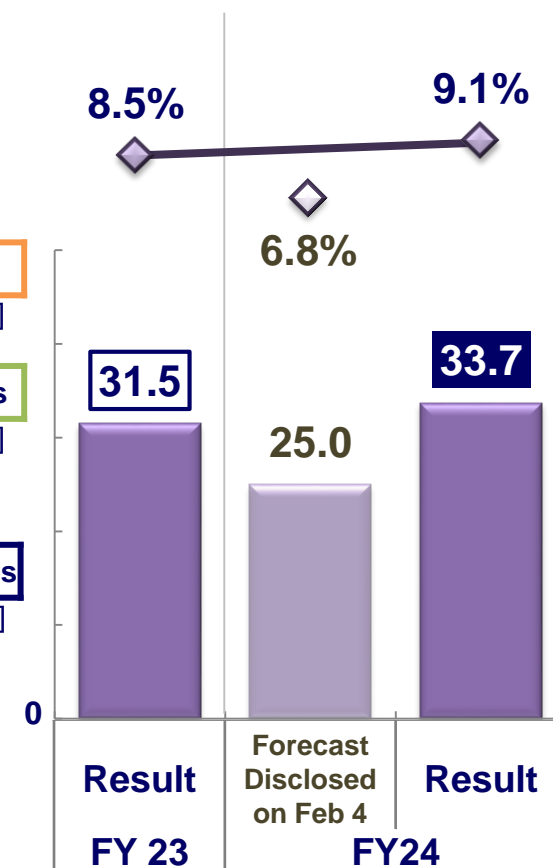
Compared to
the last year +0.1%



Net Profit (Unit: Billions of Yen)

NPM

Compared to
the last year +7.0%



142 142 152 Exchange rate (USD)

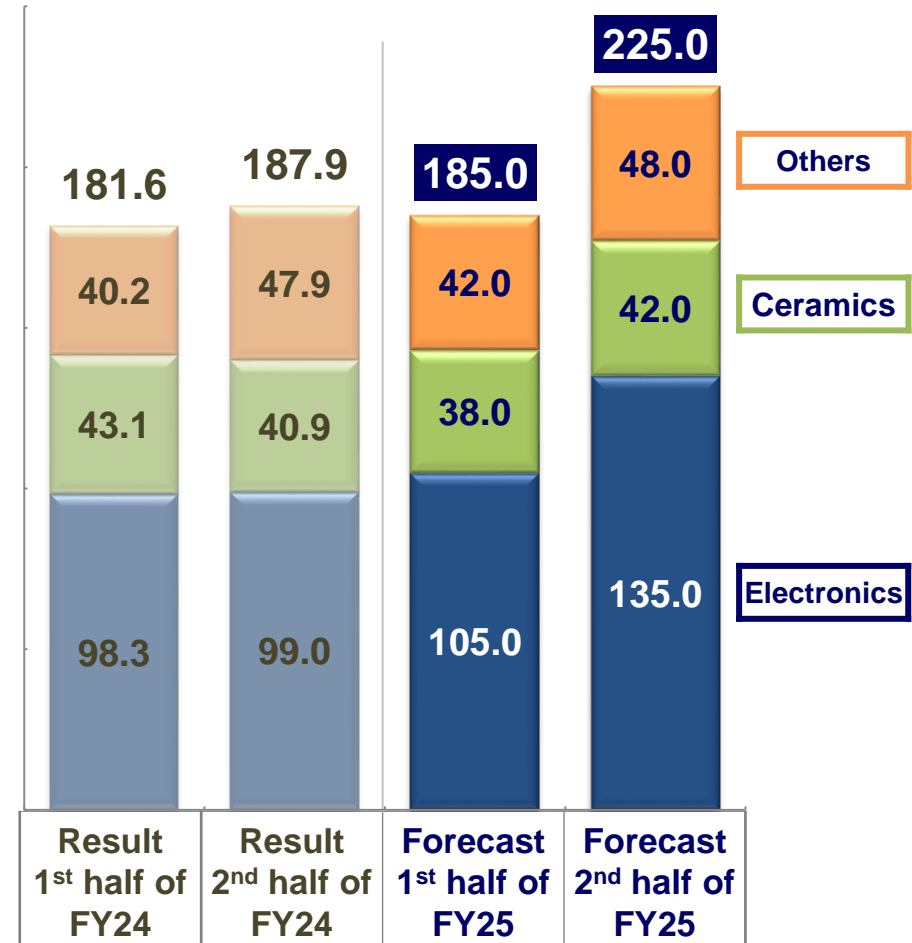
154 153 162 Exchange rate (EUR)

[Consolidated] Forecasts of FY2025

Forecasts of Net Sales and Operating Profit in Half Year of FY2025

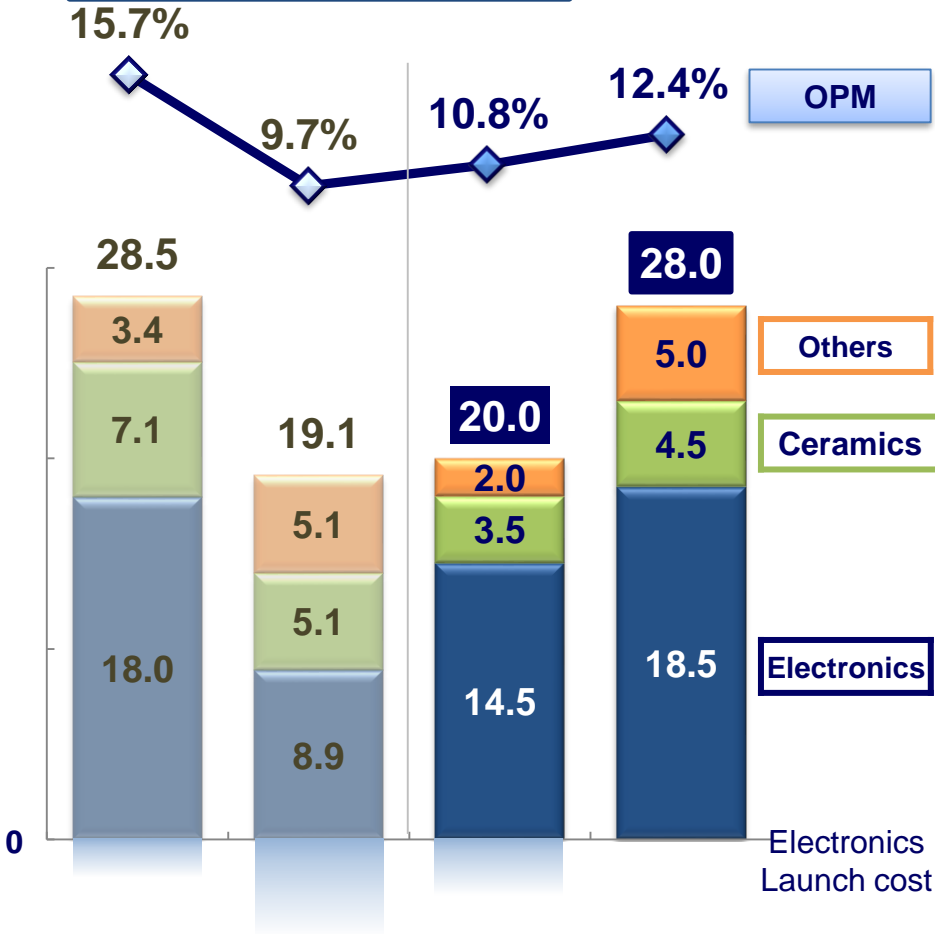


Net Sales
(Unit: Billions of Yen)



153	151	140	140	Exchange rate (USD)
165	160	150	150	Exchange rate (EUR)

Operating Profit
(Unit: Billions of Yen)



Result 1st half of FY24	Result 2nd half of FY24	Forecast 1st half of FY25	Forecast 2nd half of FY25
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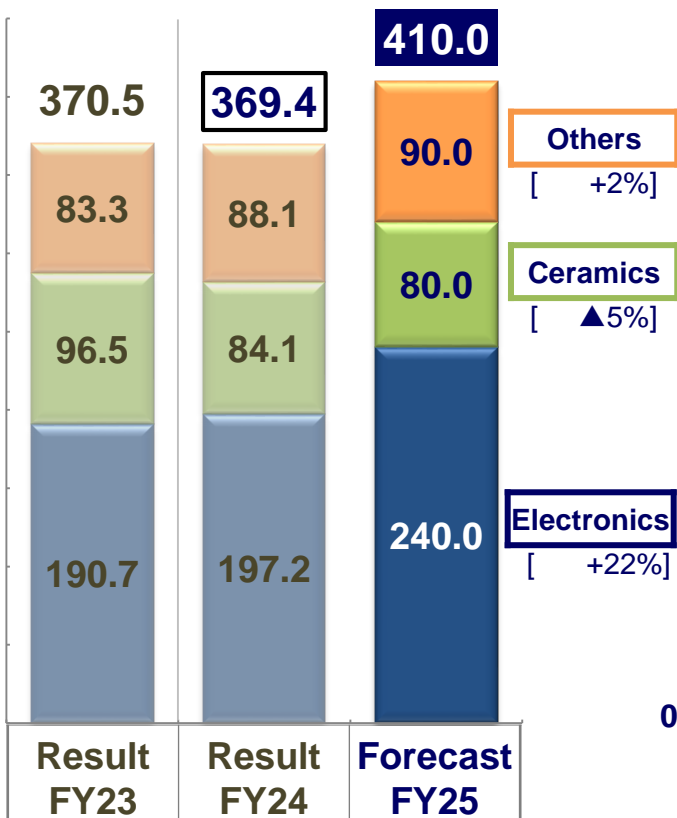
Electronics Launch cost

Forecasts of Net Sales, Operating Profit and Net Profit in FY2025

Net Sales (Unit: Billions of Yen)

[] shows %
compared to
the last year

Compared to
the last year +11.0%

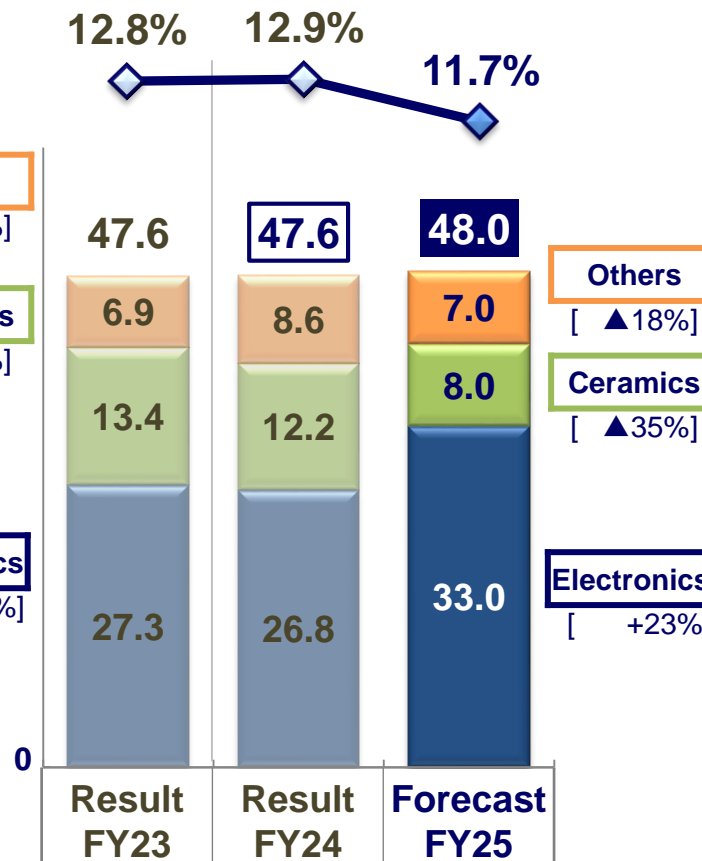


Operating Profit (Unit: Billions of Yen)

[] shows %
compared to
the last year

OPM

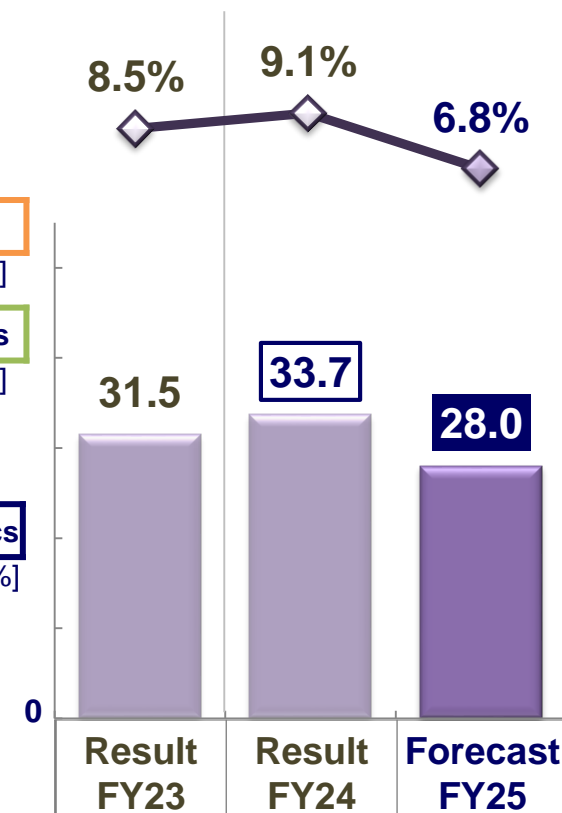
Compared to
the last year +0.8%



Net Profit (Unit: Billions of Yen)

Compared to
the last year ▲16.9%

NPM



142	152	140	Exchange rate (USD)
154	162	150	Exchange rate (EUR)

Market Forecasts and Business Prospects

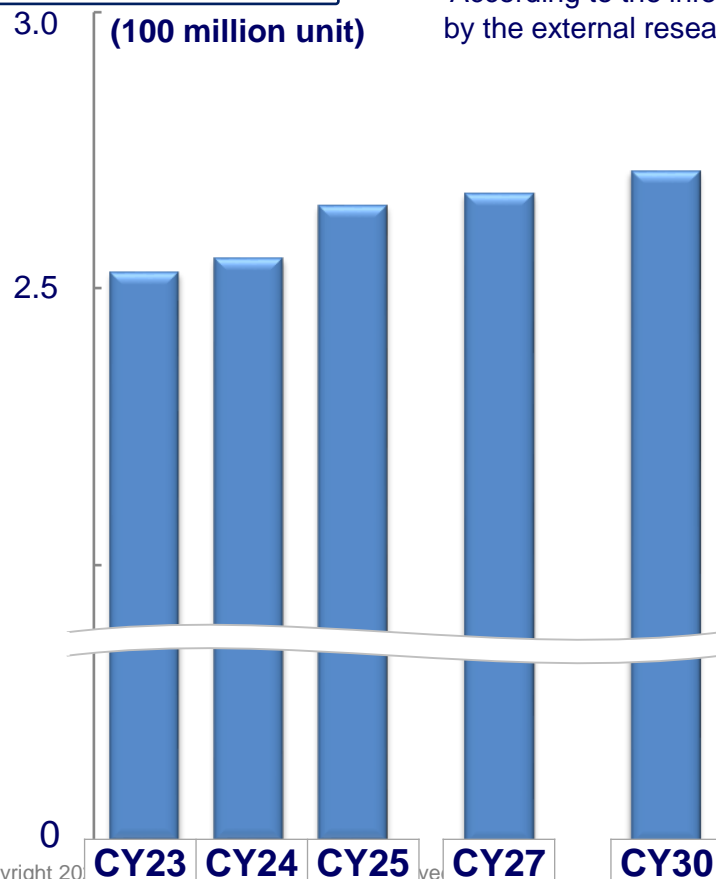
Trends and Changes in Electronics Market

- ❑ Overall: Negative impact on the final demand caused by trade policy changes and supply chain risks will remain.
- ❑ PC Market: Although demand is expected to expand gradually in the mid-term, further attention is needed for product transformation (sophistication of function).
- ❑ Server Market: Strong demand for AI server continues to expand.
Demand trends for general-purpose server remain uncertain.

PC Market

(100 million unit)

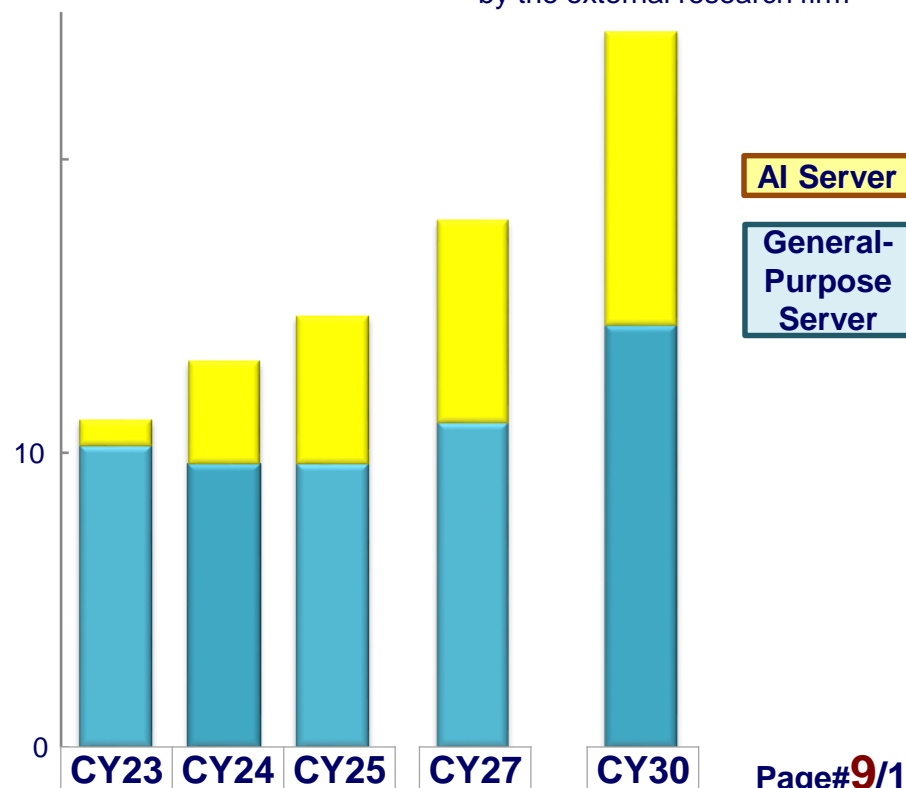
According to the information
by the external research firm



Server Market including General-Purpose + AI Server

(million unit)

According to the information
by the external research firm



Perspective of Demand and Investment Plan of IC Package Substrate

- ❑ The Ono plant will be launched as planned in response to demand expansion given the market growth and sophistication of function.
- ❑ Continue discussion with customers taking into account any options to achieve earlier launch of the Gama plant.

SAP*Demand Size

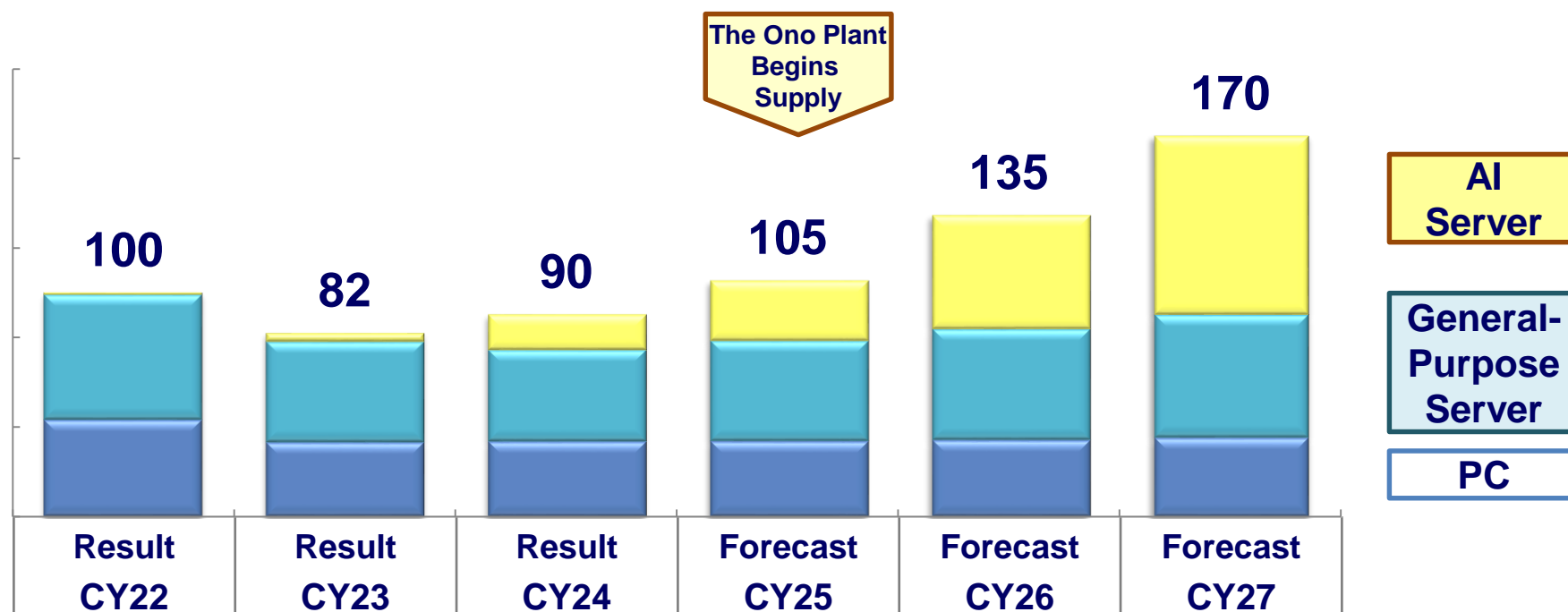
(based on customer information)

*SAP : Semi Additive Process

*Indexed by CY22=100

■ Production load of substrate for AI server
(Converted by SAP)

	CY24	CY26	CY27
Production load	1.0 (Standard)	x 1.8	x 2.5



Plant Network and Focus on Growth Sector



- Aim to acquire orders for high-value-added products by flexibly utilizing production capacity including the existing plants.
- Sustain the leading role in the industry with stable product quality and production volume including R&D, responding to transformation of products.

Ono Plant (Cell8)



Launch	2025/FQ2
Items Produced	AI Server Network
Server Ratio	-

Gama Plant (Cell6)



Launch	2026-negotiating
Items Produced	Next-Generation Leading Package
Server Ratio	-

Ogaki Central Plant (Cell4/5)



Launch	2007/2020
Items Produced	AI server/General Purpose Server, PC
Server Ratio	55%→70%

Ogaki Plant (Cell2/3)



Launch	1998
Items Produced	AI server, PC
Server Ratio	75%→85%

*Server ratio is decided based on sales
[FY24 1H→FY24 2H]

IBIDEN Philippines, Inc



Launch	2000
Items Produced	PC
Server Ratio	0%→0%

IBIDEN Electronics Malaysia SDN. BHD.

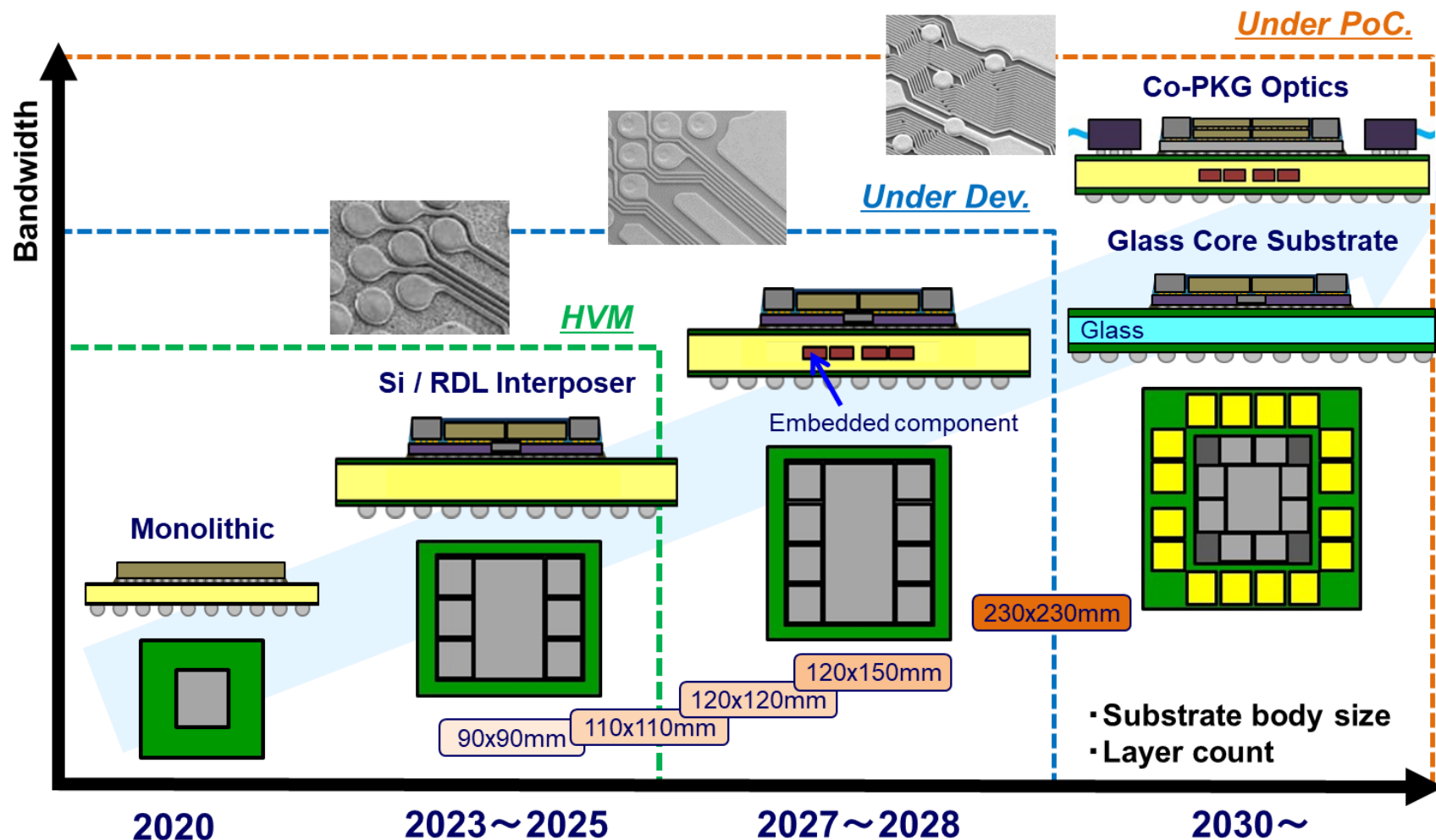


Aoyanagi Plant



Technological Advancement and Development of IC Package Substrate

- ❑ Besides becoming larger and more multi-layered, IC package substrates are expected to advance even more.
- ❑ Maintain the position as the top supplier by developing essential elemental-technologies across all areas.



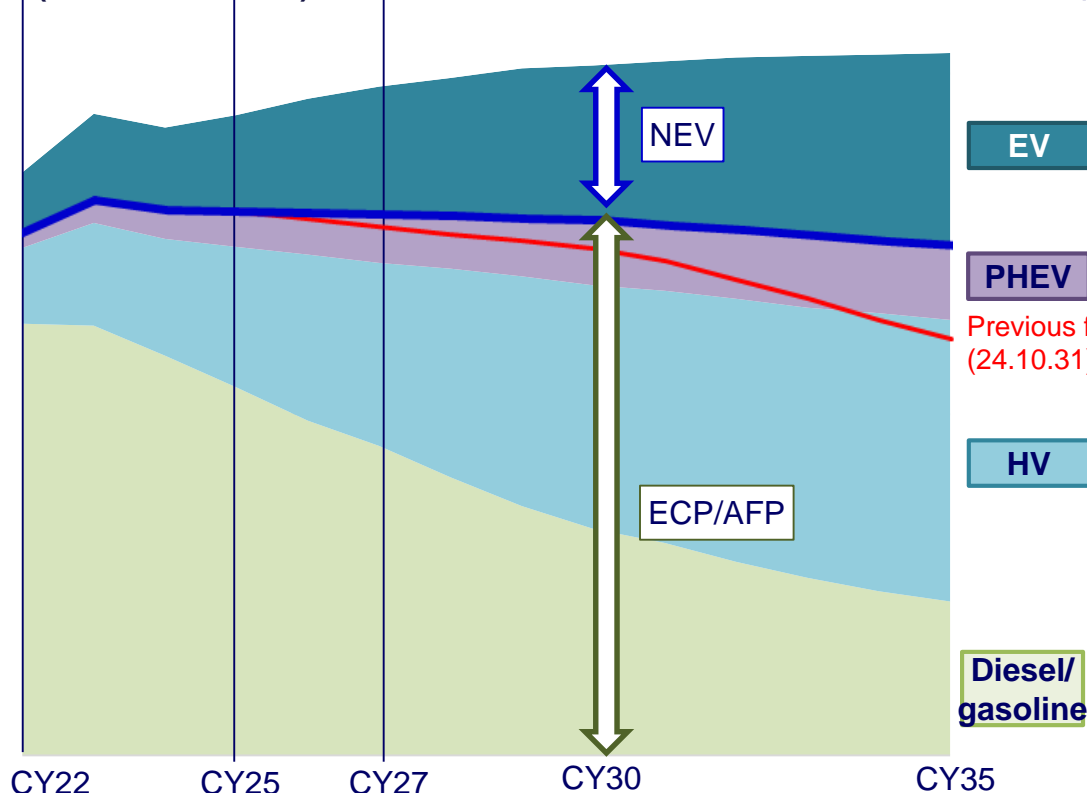
Trends and Changes in Ceramics Market

- For the time being, ICEVs will maintain a certain market share. Monitor the timing for EV re-acceleration.
- Demand for power semiconductor is marking time this year and expecting gradual recovery from and after the next year.
- Aim to minimize influence from tariff policy changes through negotiation with customers, revision of commercial flow and optimization of production site.

Powertrain Market

(According to the information by the external research firm)

(Unit: million unit)

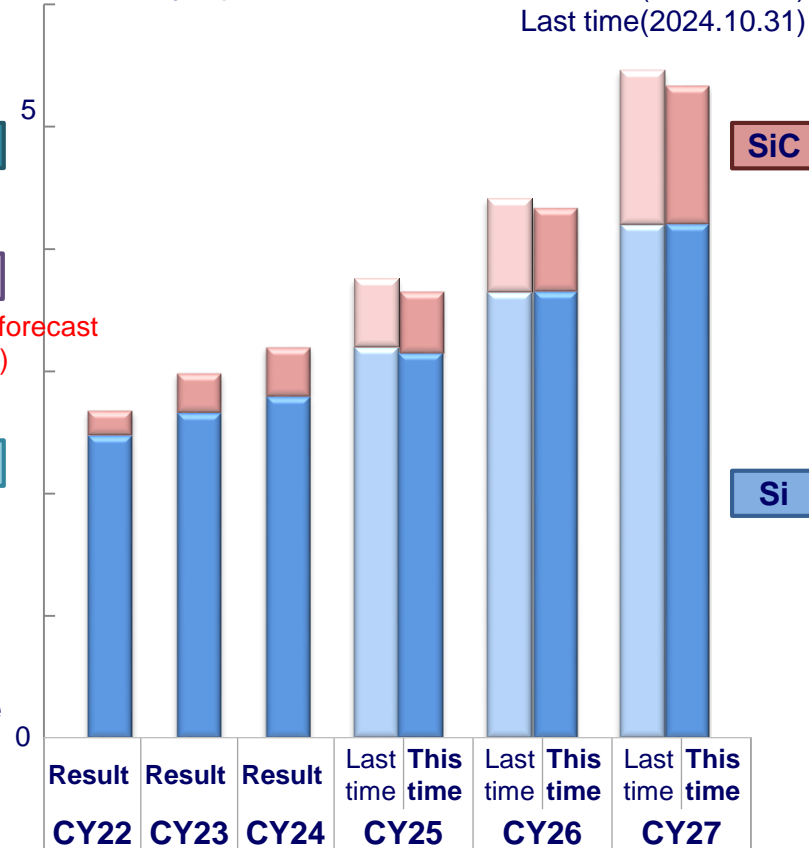


Power semiconductor Market

(According to the information by the external research firm)

(Unit: trillion yen)

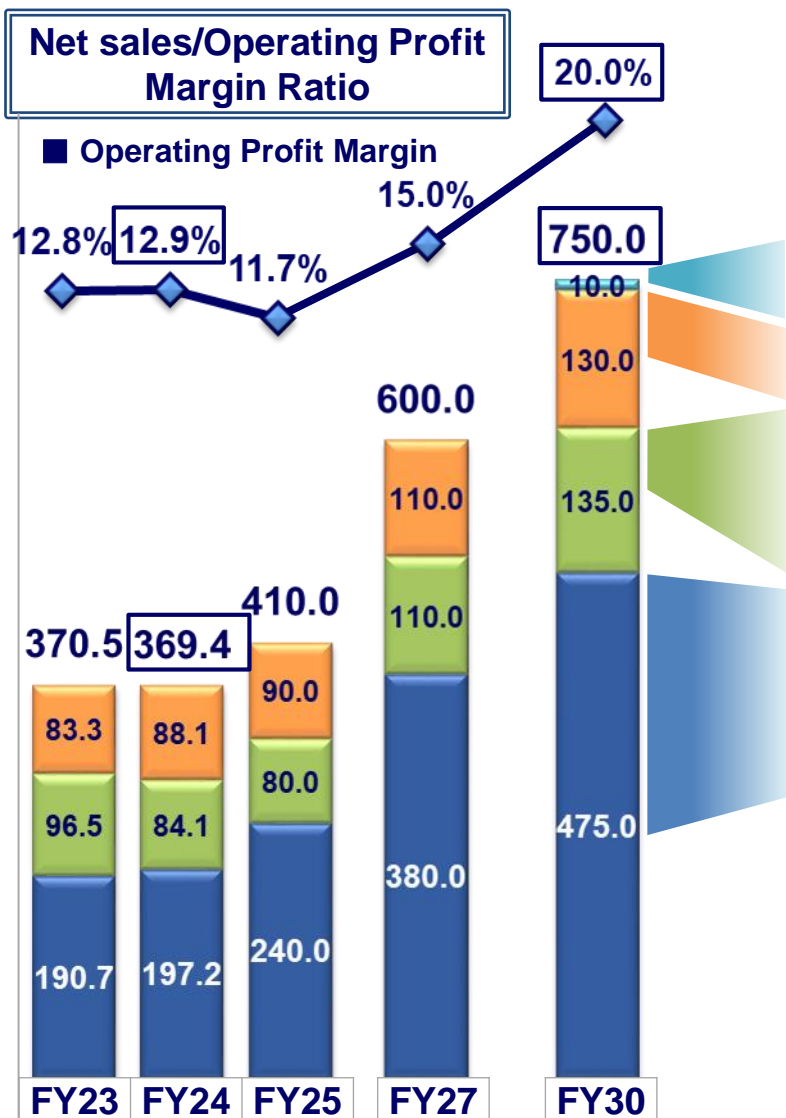
This time(2025.05.08)
Last time(2024.10.31)



Mid-Term Forecast



- Aim for early recovery to ROE (10% or more) commensurate with cost of capital and for further advancement in mid- and long-term



[FY24→FY30] Details for doubles sales

Segment	Market	Growth amount/rate in comparison with FY 24	Measures
New Business	New market	+10 billion yen or more	<ul style="list-style-type: none"> • Approach to GX • Biotechnology
Others	Domestic	+45%	<ul style="list-style-type: none"> • Semiconductor-related construction • System development (health care)
Ceramics	Graphite	+100%	• Power semiconductor, Atomic power
	EV	+15 billion yen or more	• Customer expansion, overseas production
Electronics	General-purpose Server/ASIC	+150%	<ul style="list-style-type: none"> • Expansion of new customers • Plant optimization strategy
	AI server	+250%	<ul style="list-style-type: none"> • Development and mass-production of more challenging products → Utilize New plant

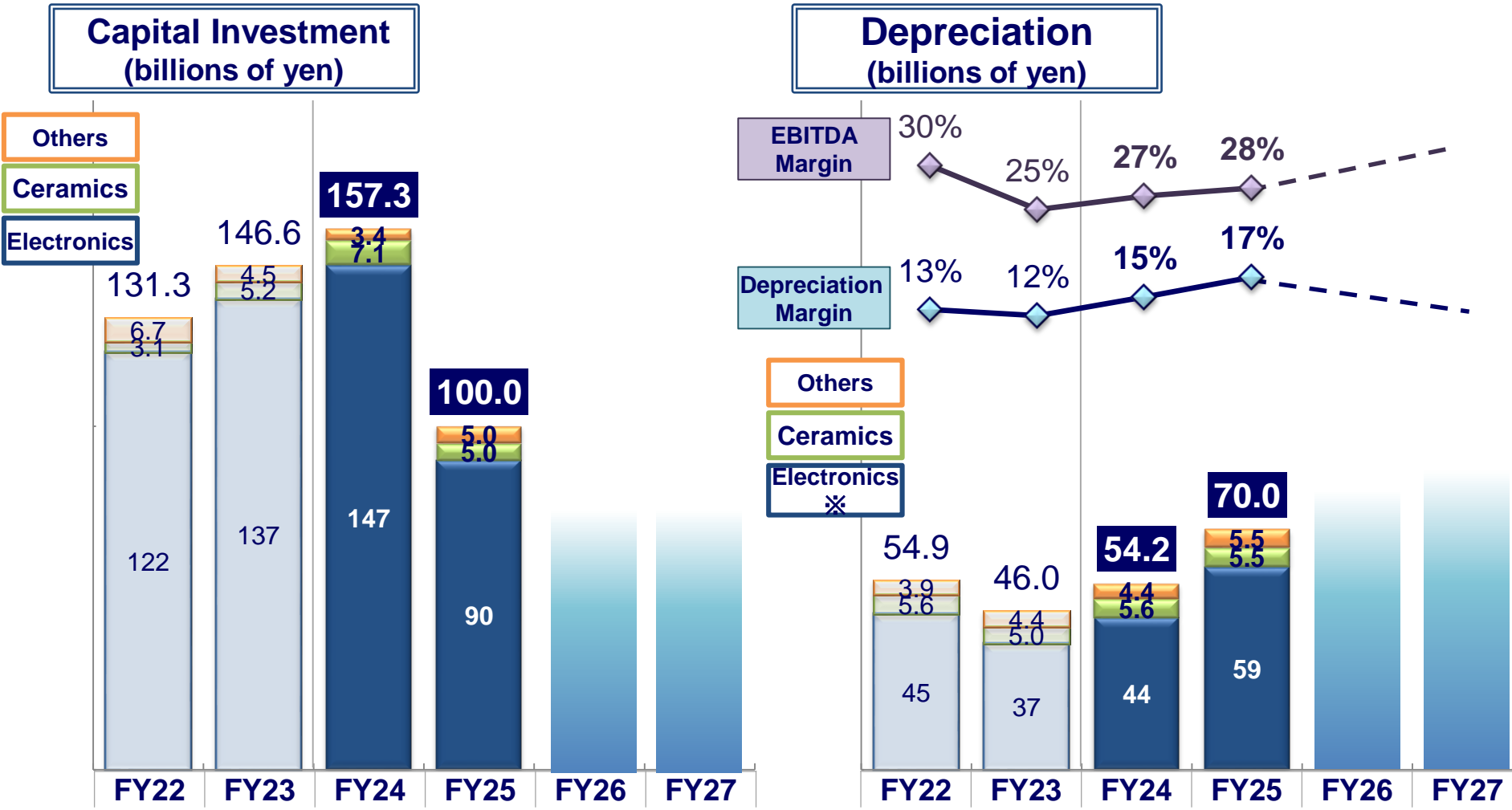
Main Reinforcement Activities

1. Make Our Business Operations Even More Competitive "Power to Earn"
2. Commercialize New Products "Power to Grow"
3. Promote the Manufacturing Reform "Power to Maintain"
4. Reform the Corporate Culture "Power to Change"
5. Proceed with ESG Management "Power to Sustainability"

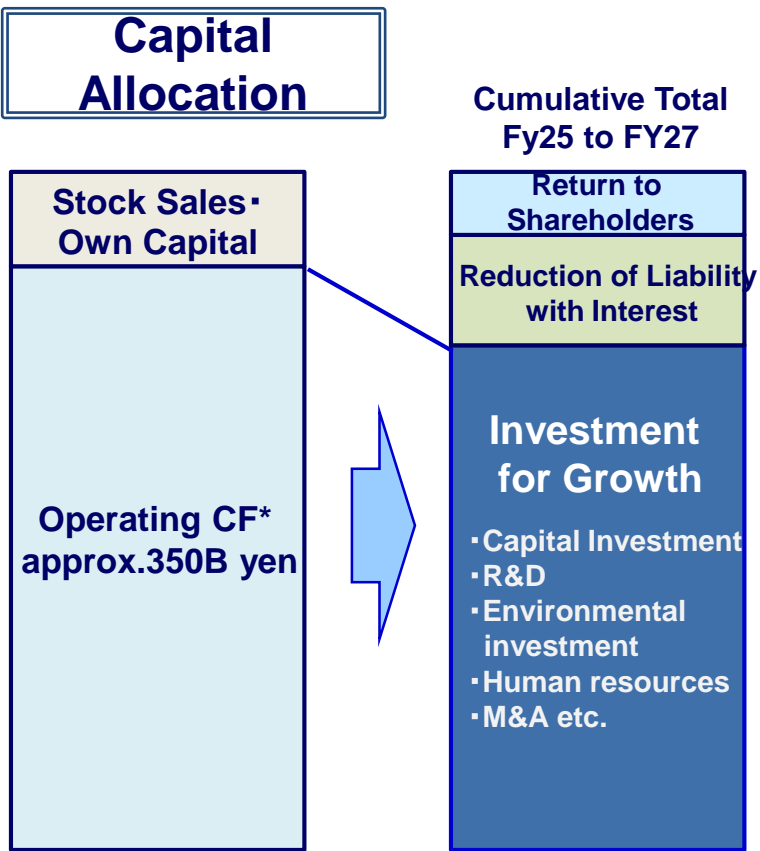
Capital Investment Amount (Inspected) and Depreciation Plan



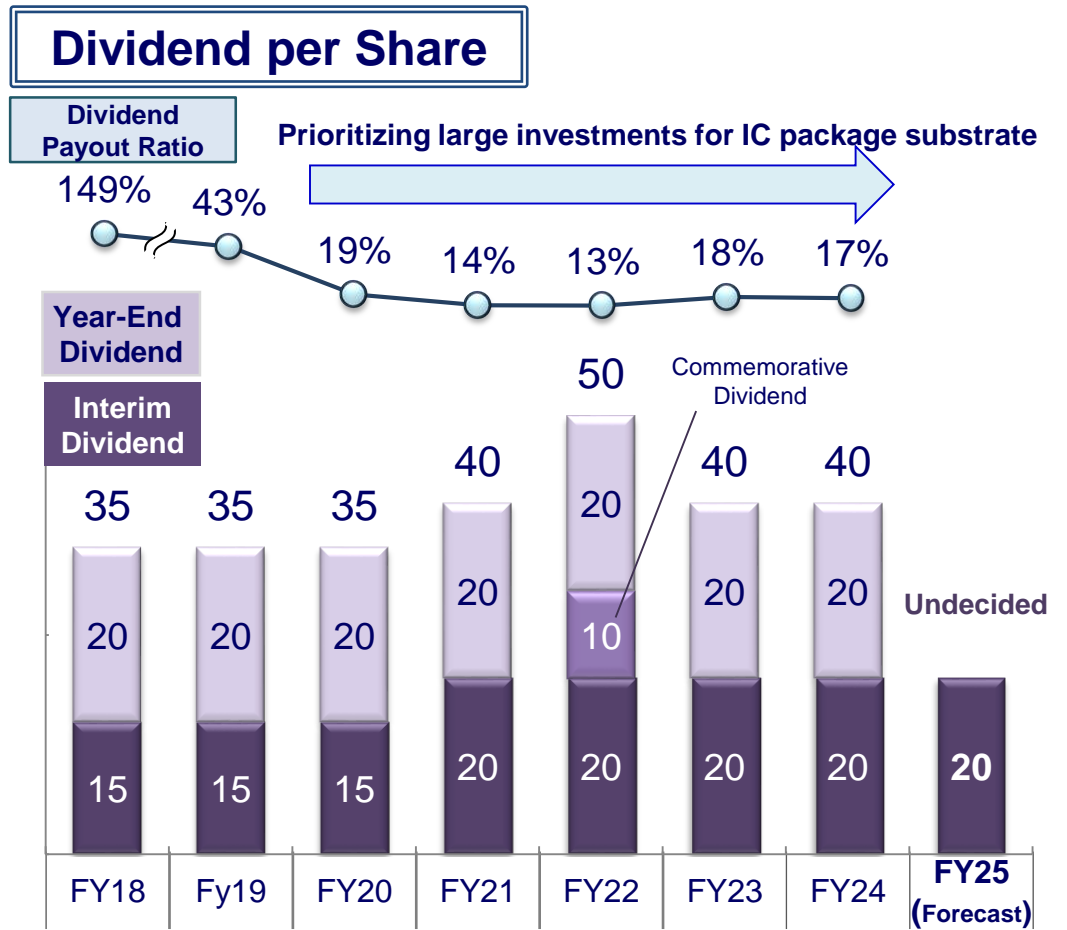
- Despite risks regarding environmental changes, strong investments for growth are made focusing on evolving sectors and markets.
- Minimize investment risks by watching market trends and making investment decision and order accordingly.



- By the end of FY2027, cross-shareholdings will shrink 50% or more compared to the market value as of the end of FY2023.
- We aim to improve and strengthen financial condition (early recovery to 50% of equity ratio) by keeping growth investment under operating CF.
- Return to shareholders will basically be conducted as stable dividends based on revenue level, financial index and stock price.



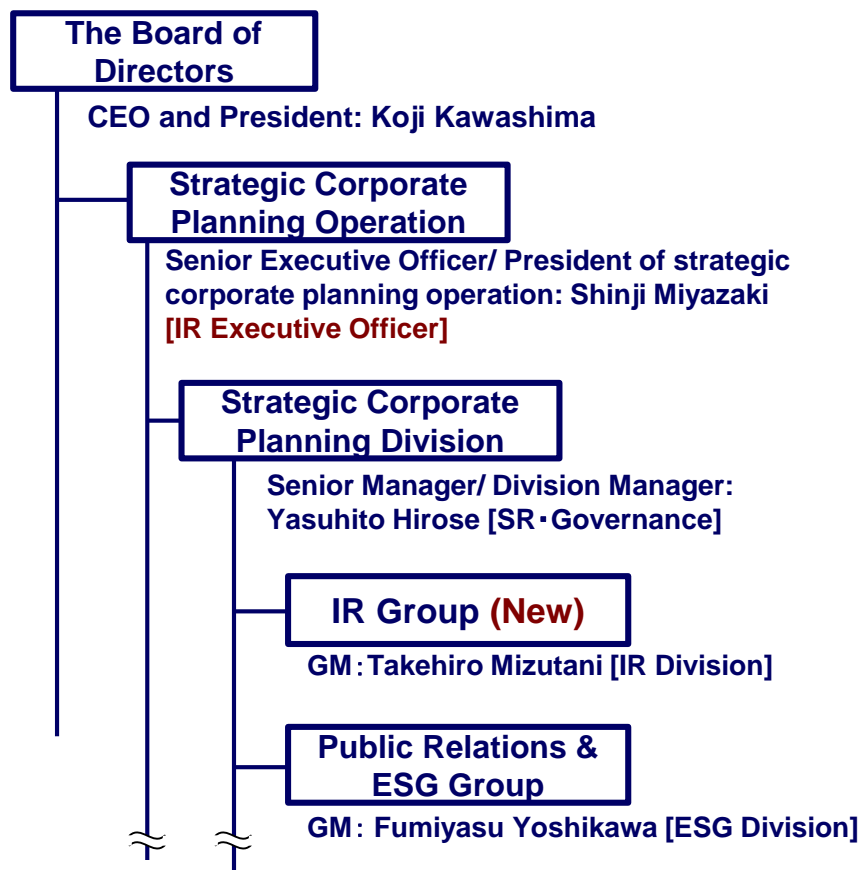
*Before exemption for R&D expenditure



Initiatives for Stronger IR

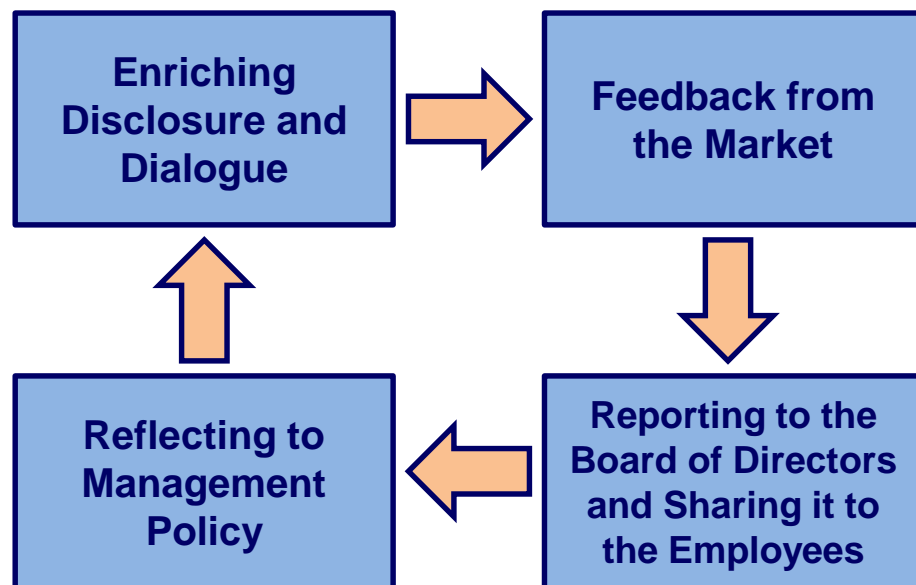
- ❑ Strengthen IR activities by holding top-level meetings, assigning the IR director and newly establishing the full-time IR division.
- ❑ Enhance corporate value by delivering voice of the market to the board of directors and to the employees surely and reflecting them to management.

Establishing IR Division



Enhancing Corporate Value

Aim to enhance corporate value by going through the cycle of dialogue with the market and reporting to the management in a timely manner.



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