



Financial Results of FY2017

IBIDEN Co., Ltd.(4062)

May 2nd, 2018

Forecasts in this statement have been made based on the premise, prospect and plan of IBIDEN as of April 26th, 2018.

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

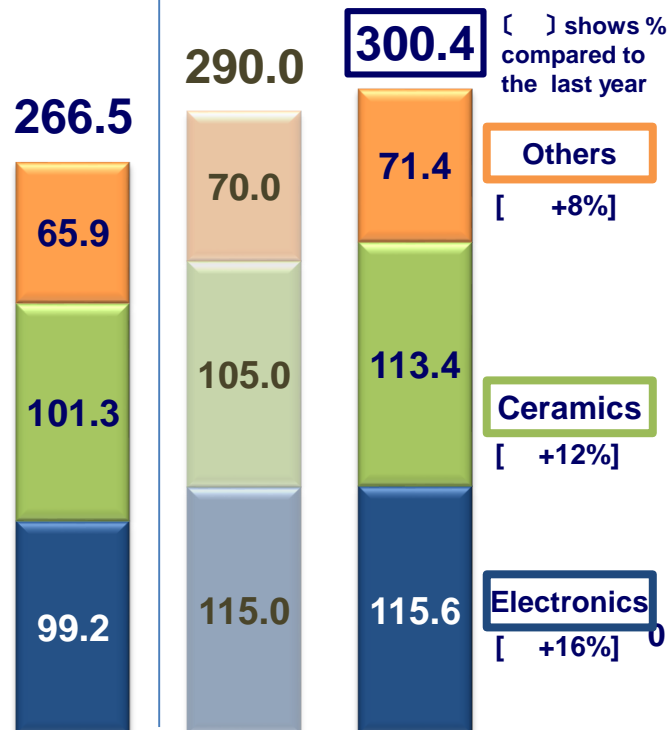
[Consolidated] Results of FY2017

Results of Net Sales, Operating Income and Net Income in FY2017



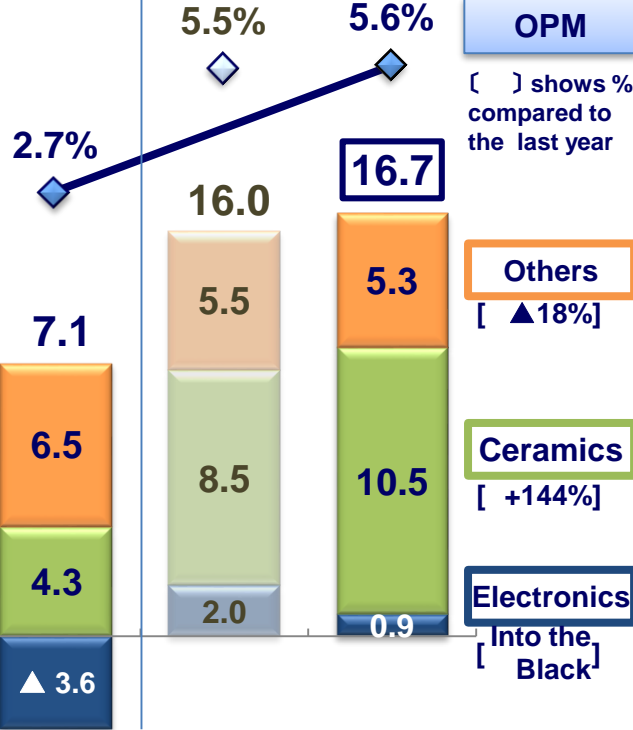
Net Sales (Unit: Billions of Yen)

Compared to
the last year+12.7%



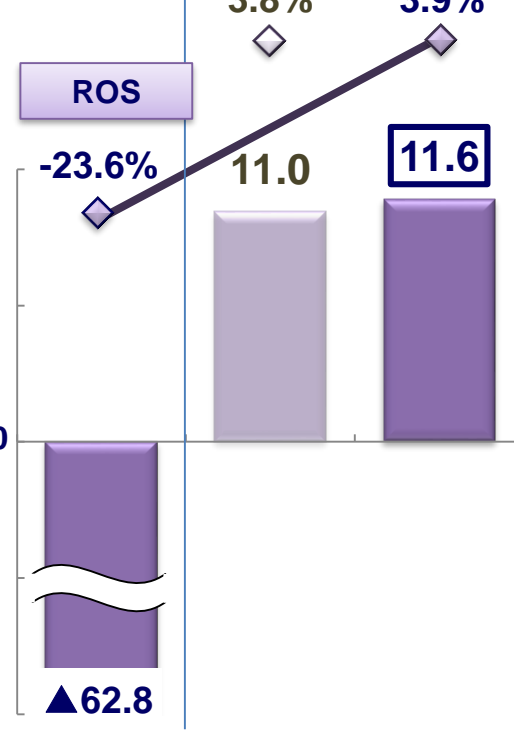
Operating Income (Unit: Billions of Yen)

Compared to
the last year+133.9%



Net Income (Unit: Billions of Yen)

Compared to
the last year+74.4B Yen



Result
FY16

Forecast
Disclosed
on Feb 5
FY17

Result
FY17

Result
FY16

Forecast
Disclosed
on Feb 5
FY17

Result
FY17

Result
FY16

Forecast
Disclosed
on Feb 5
FY17

Result
FY17

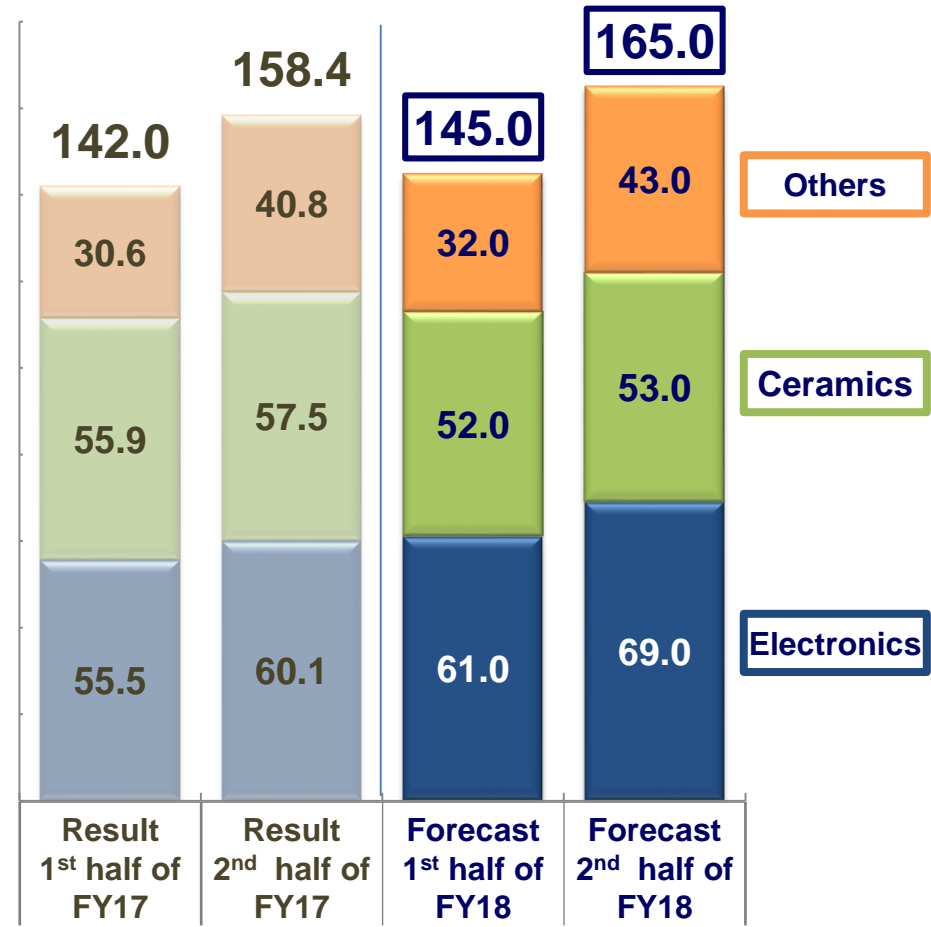
107	111	110	Exchange rate (USD)
118	124	127	Exchange rate (EUR)

[Consolidated] Forecasts of FY2018

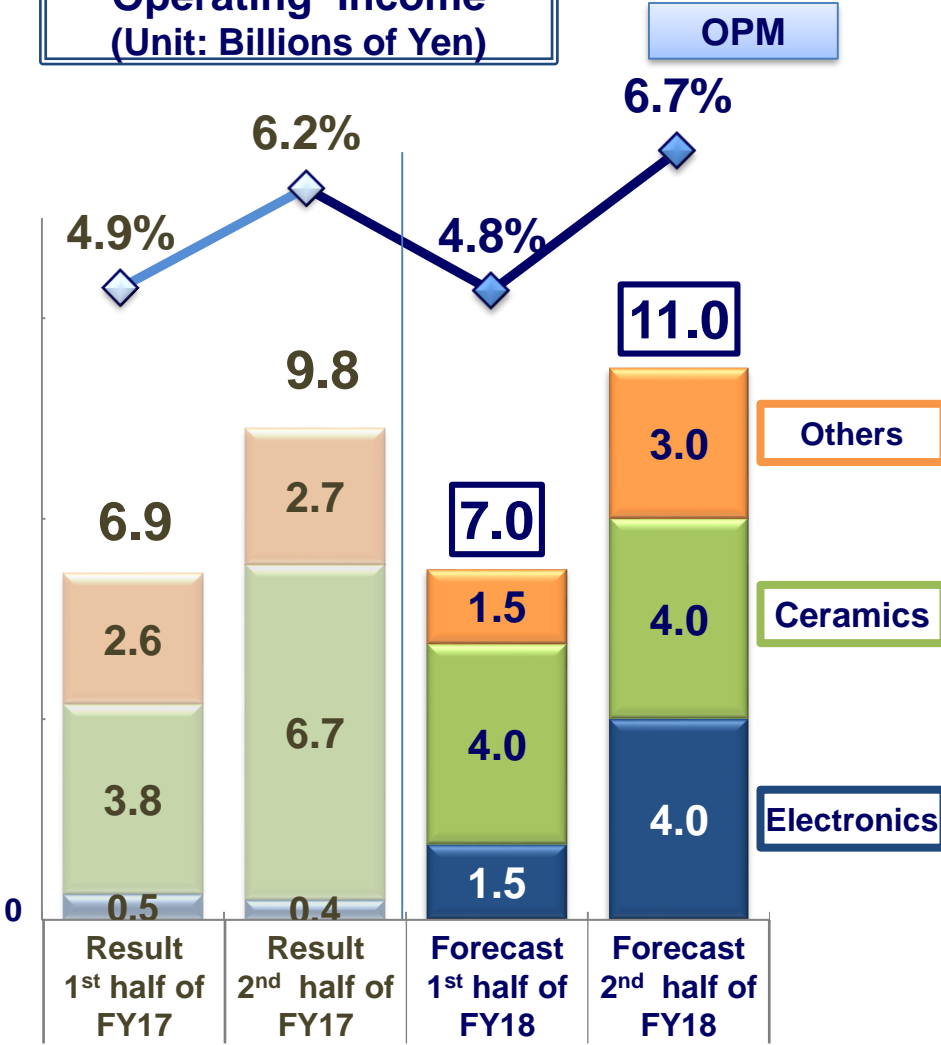
Forecasts of Net Sales and Operating Income in Half Year of FY2018



Net Sales
(Unit: Billions of Yen)



Operating Income
(Unit: Billions of Yen)



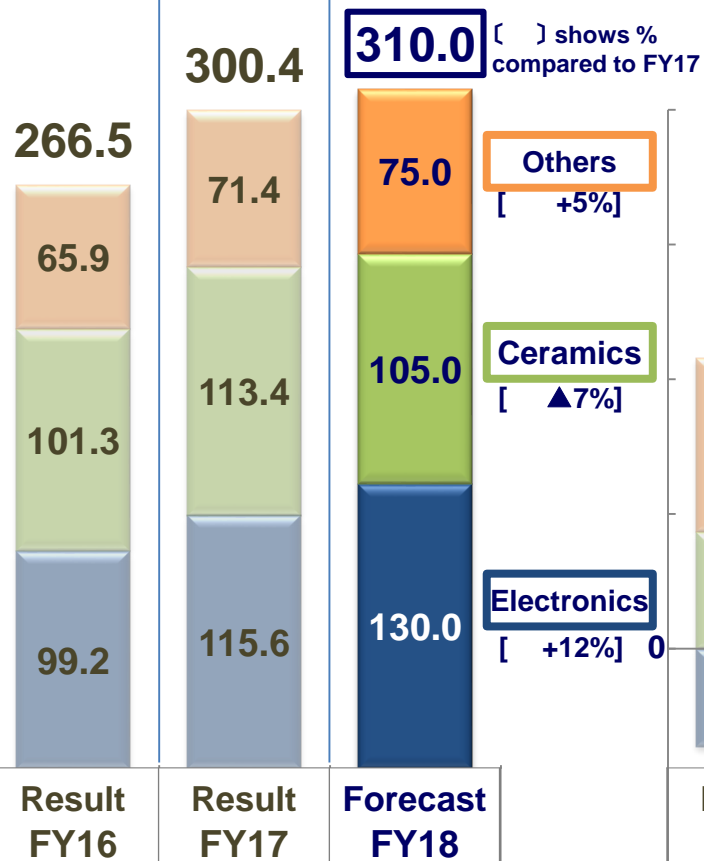
110	110	105	105	Exchange rate (USD)
123	132	120	120	Exchange rate (EUR)

Forecasts of Net Sales, Operating Income and Net Income in FY2018



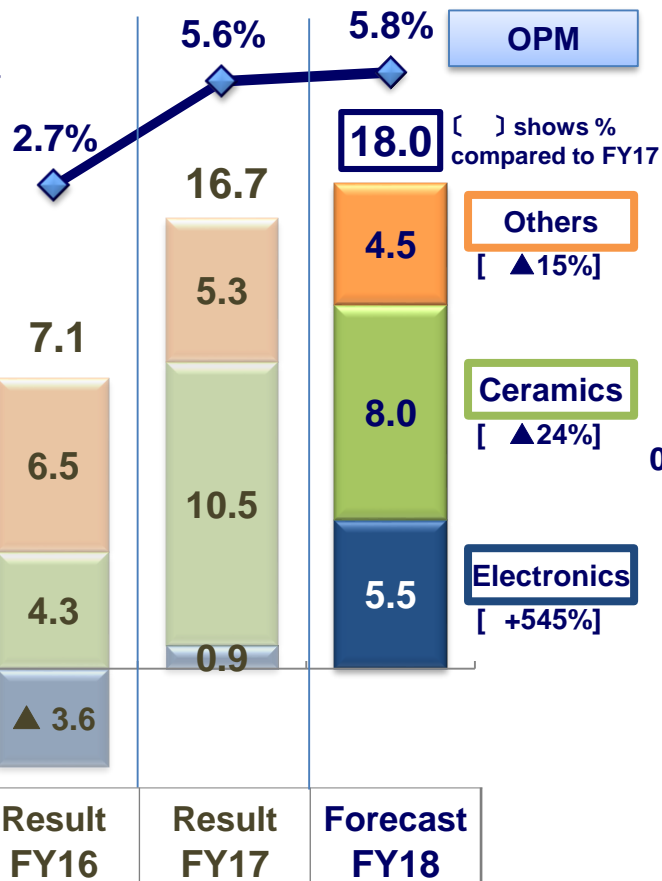
Net Sales (Unit: Billions of Yen)

Compared to
FY17 +3.2%



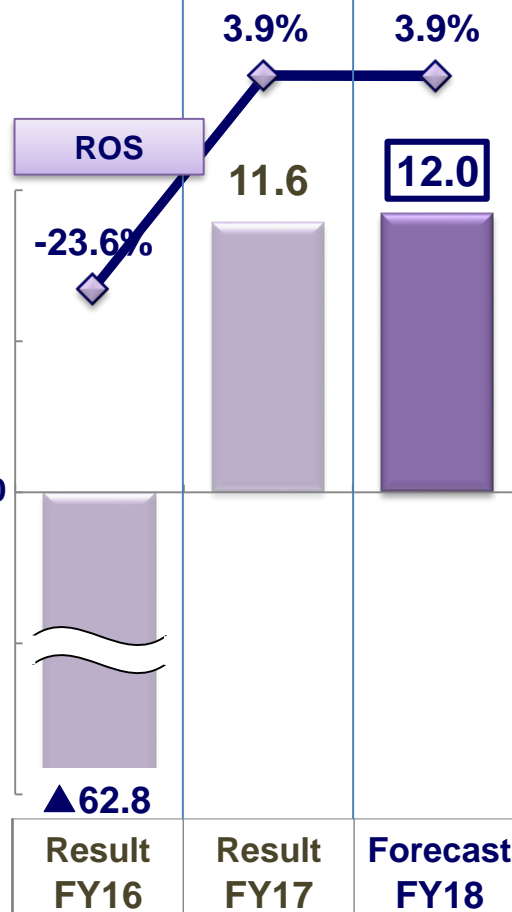
Operating Income (Unit: Billions of Yen)

Compared to
FY17 +7.8%



Net Income (Unit: Billions of Yen)

Compared to
FY17 +3.6%



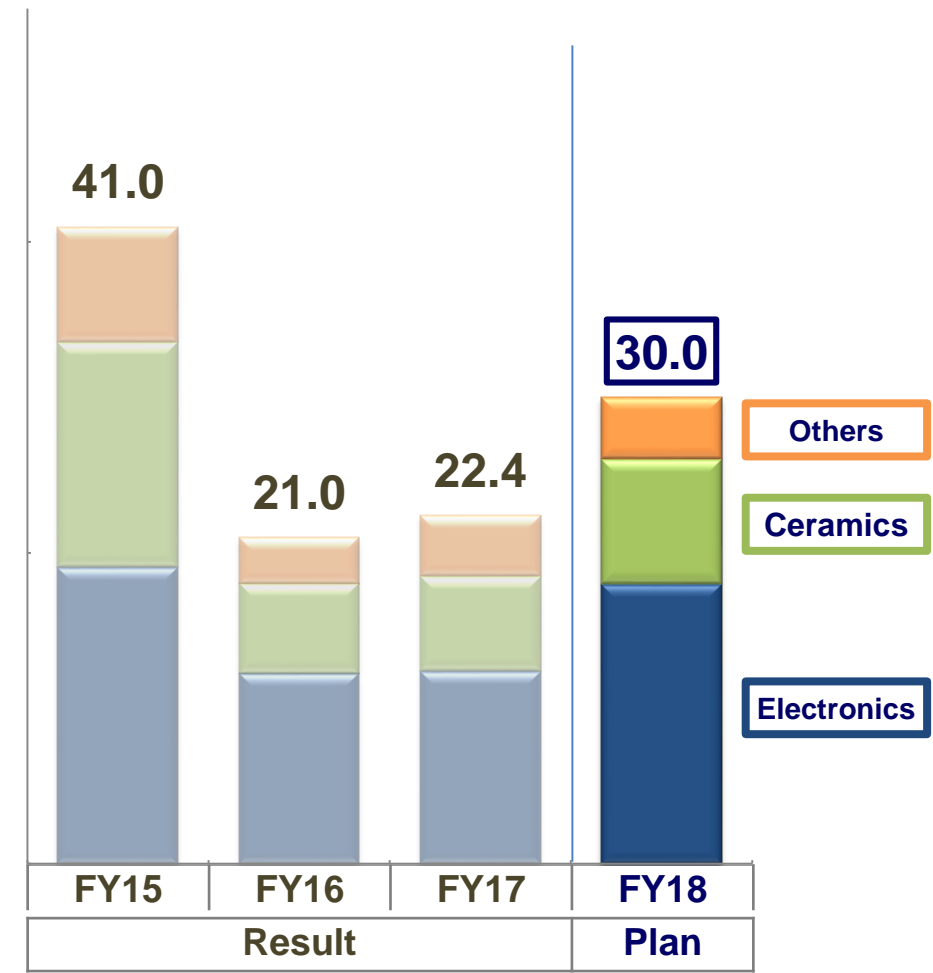
107	110	105	Exchange rate (USD)
118	127	120	Exchange rate (EUR)

Plan of Capital Expenditure and Depreciation

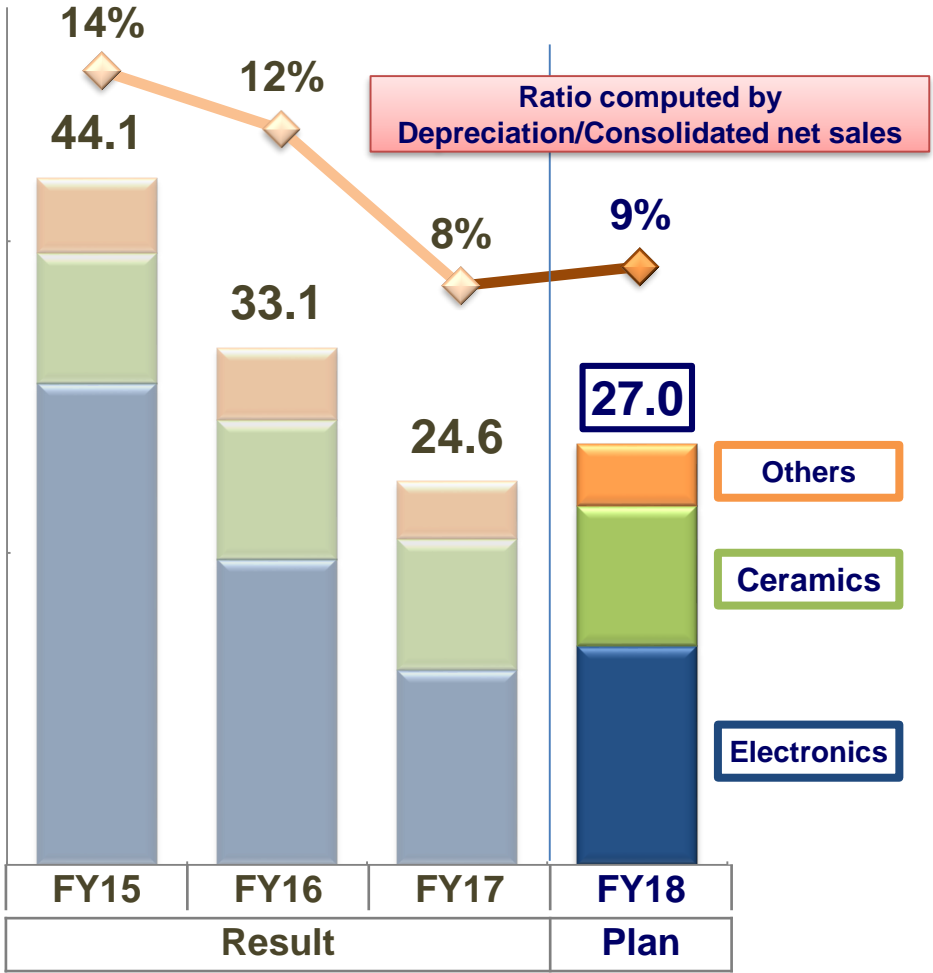


- Electronics : Investment in Growth Business Domain;
Develop fine, thin panel and MSAP
- Ceramics : Investment in High-performance Next-generation Products

Capital Expenditure (Unit: Billions of Yen)



Depreciation (Unit: Billions of Yen)



The New Medium-Term Management Plan

New Medium-term Management Plan

= To The Next Stage 110 Plan =



Coverage Period

FY2018~FY2022: Five-Year Term

Key Priority Items

1. Improve Competitiveness in Existing Business

☐ Electronics :

- Maintain existing market share on mobile and PC
- Expand new market share on IoT, AI, data center, and automotive application

☐ Ceramics :

- Expand exhaust system market in emerging market

☐ Domestic :

- Stably expand building business model

2. Expand New Business

- ☐ Early commercialize Development Center
- ☐ Advance open innovation with business alliance
- ☐ Enhance development of in-house entrepreneur (intorepreneur) program

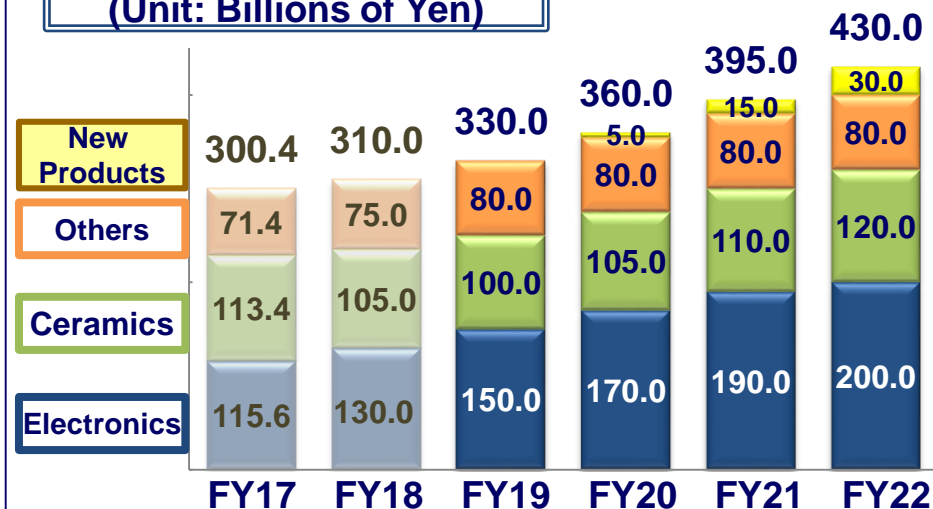
3. Develop Human Resources

- ☐ Promote work style reforms for work-life balance

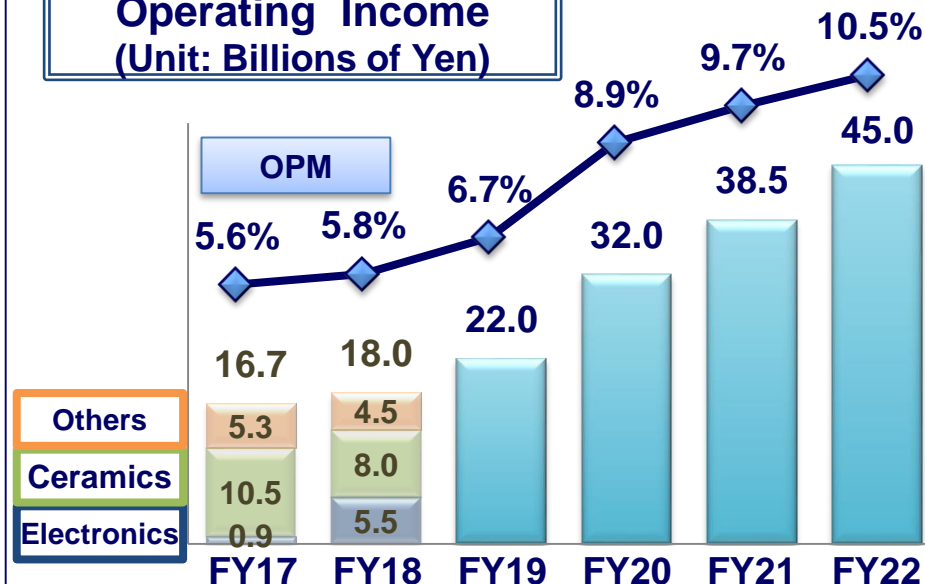
4. Promote ESG Management

- ☐ Corporate governance, environmental management, social contribution, and return to shareholders

Net Sales (Unit: Billions of Yen)



Operating Income (Unit: Billions of Yen)



New Medium-Term Management Plan

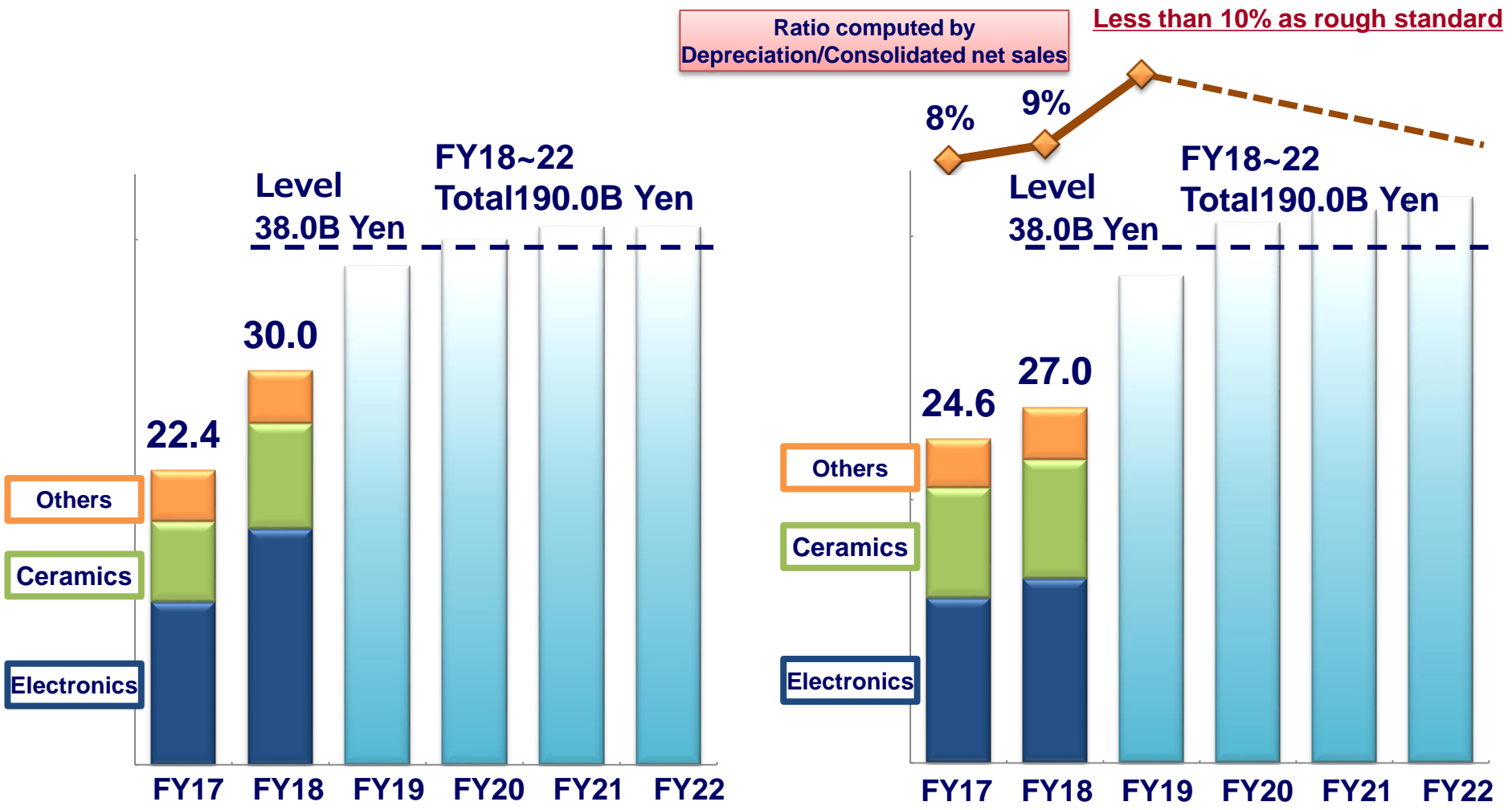
Capital Expenditure and Depreciation



□ Accelerate Investment in Growing Market and New Business Field

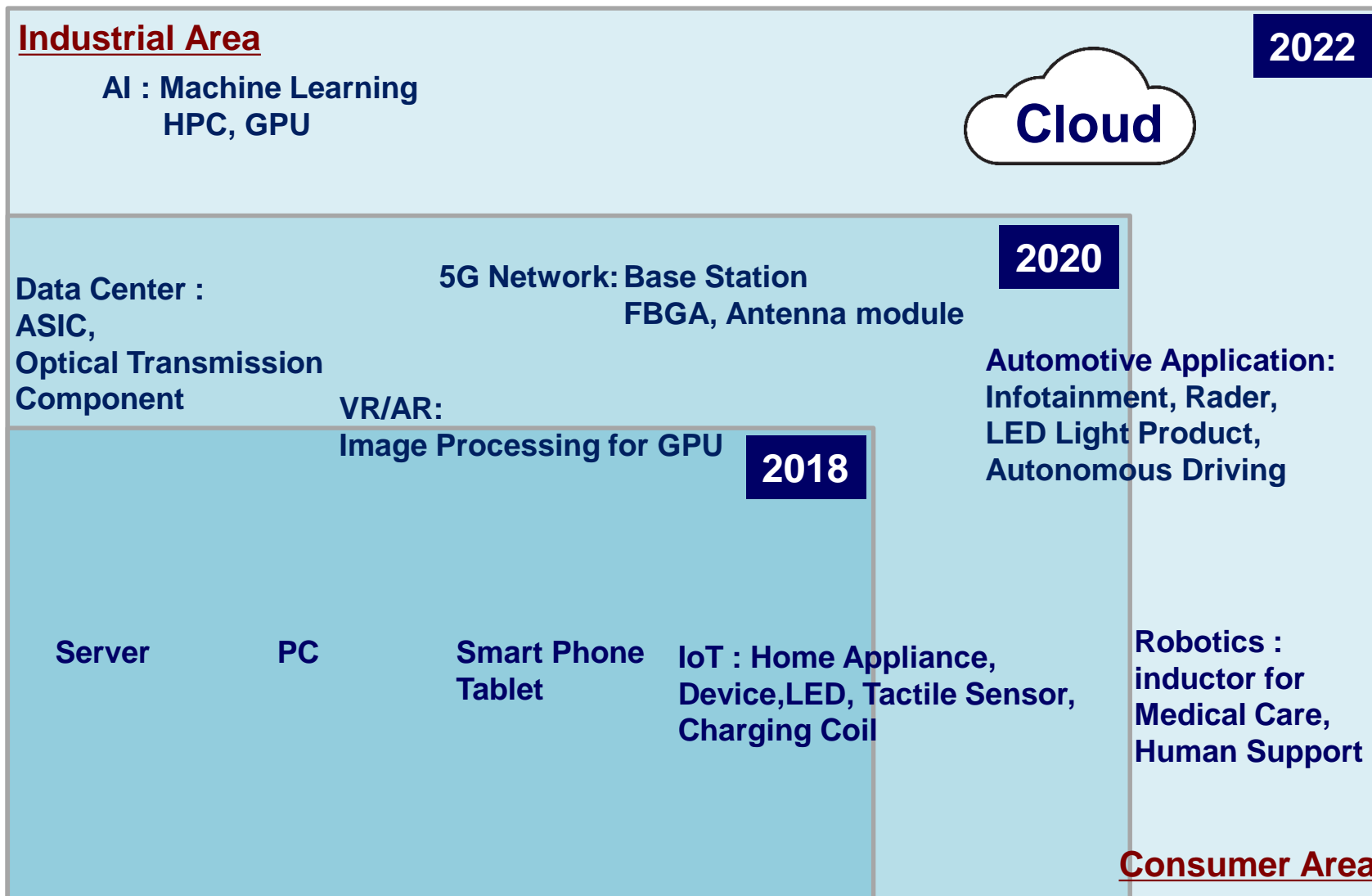
Capital Expenditure (Unit: Billions of Yen)

Depreciation (Unit: Billions of Yen)



Market Forecast and Our Prospective

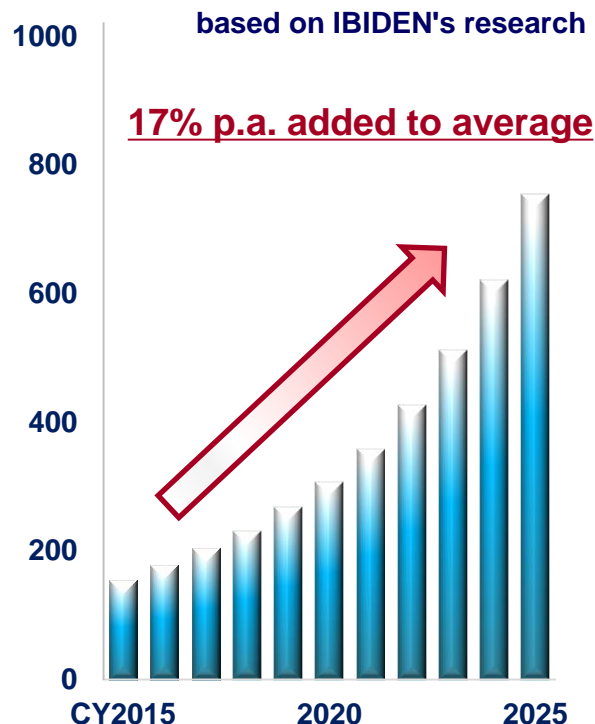
- Expand Cloud-Computing and Increase the Amount of Data due to expansion of the Internet



Our Target for New Market

IoT Market

(Unit: Trillions of yen)

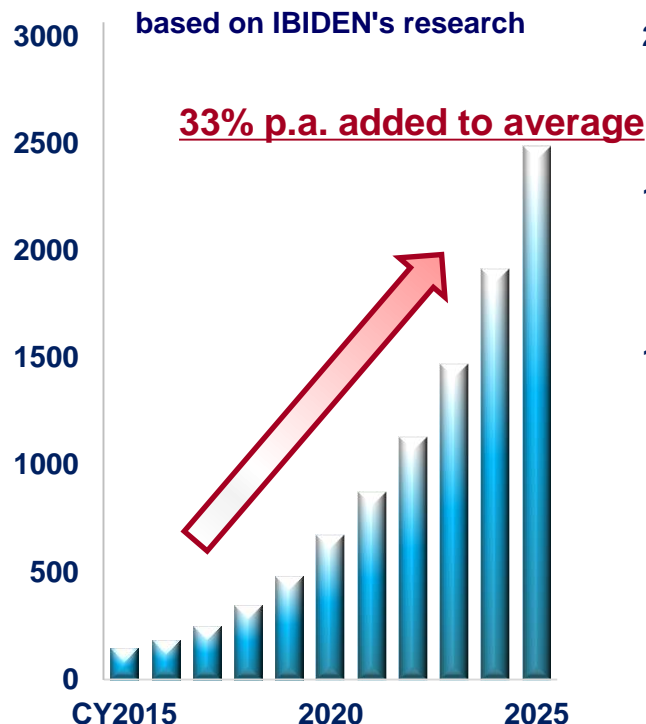


Mobile device will be connected to 5G and Cloud.
APU will highly function as PKG.
➔ **Demand for thinner and more densified products**

Mobility connected to network will equip ADAS, which means highly functioned in-device mobility.
➔ **Demand for more densified products**

5G Station

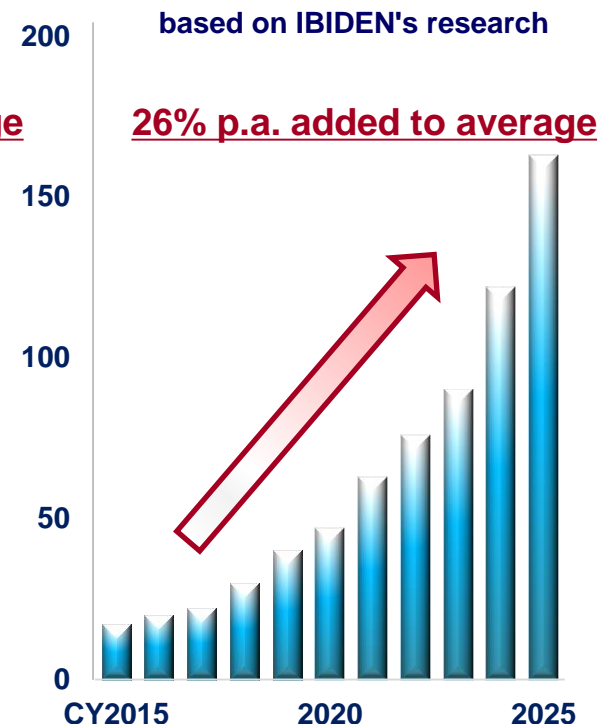
(Unit: Thousand)



Base station will become small-cell.
The number of stations will be six times.
High frequency and faster access will boost demand for ASIC.
➔ **Demand for PKG and PWB for high speed transmission and low loss**

Data Center Market

(Unit: Trillion gigabytes)



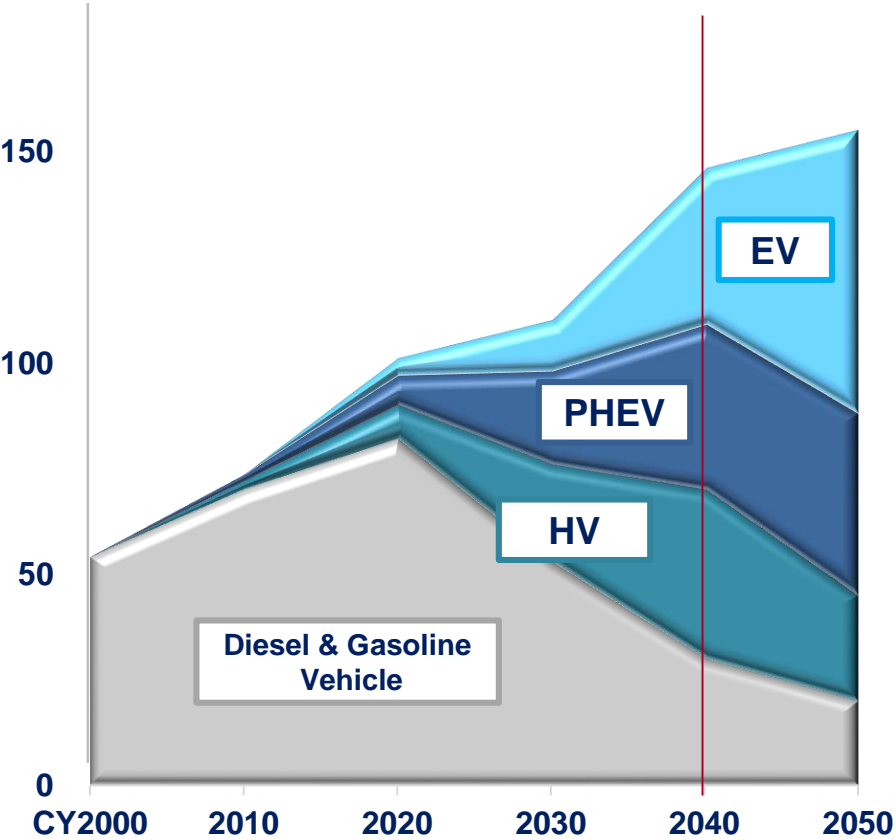
High speed and higher capacities will meet the spread of IoT and 5G.
PKG market will expand toward unifying CPU, GPU and Switch.
➔ **Demand for larger, higher multi-layered and more densified products**

Long-Term Forecast for Automobile Market

- ❑ Passenger car will develop electric power operation on a long-term basis while internal-combustion engine will be the main one of medium and heavy vehicle.
- ❑ We will introduce expected technology and products into the market responding to change of powertrain.

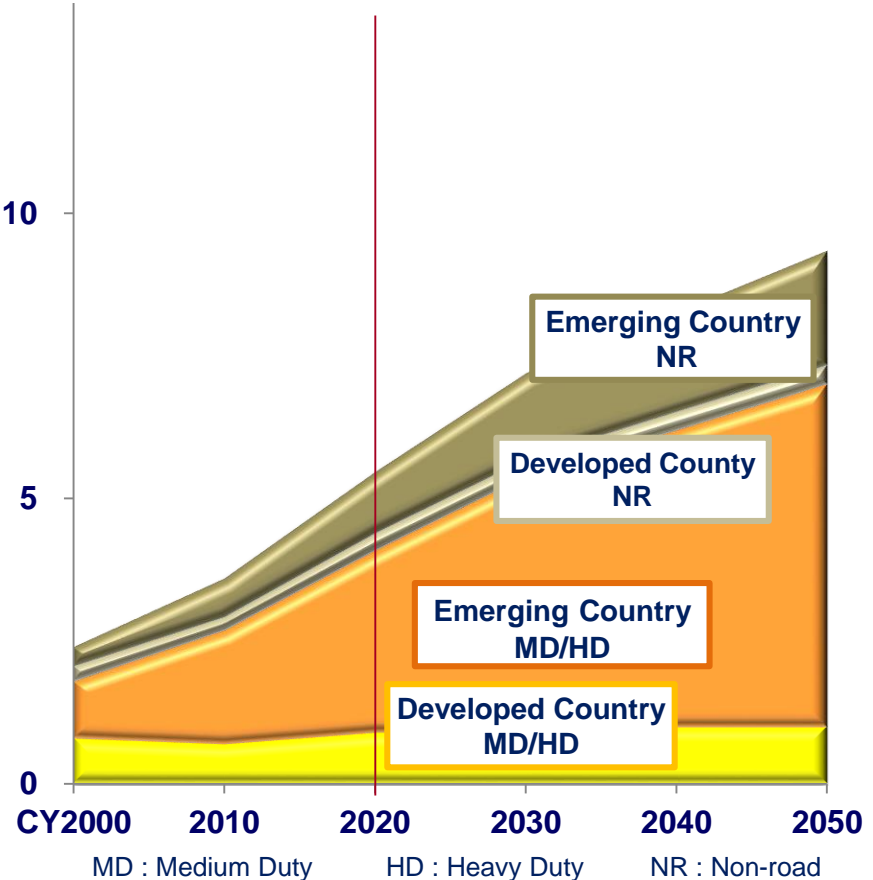
Passenger car

(Unit: million) based on IBIDEN's research



Medium and Heavy Commercial Vehicle

(Unit: million) based on IBIDEN's research

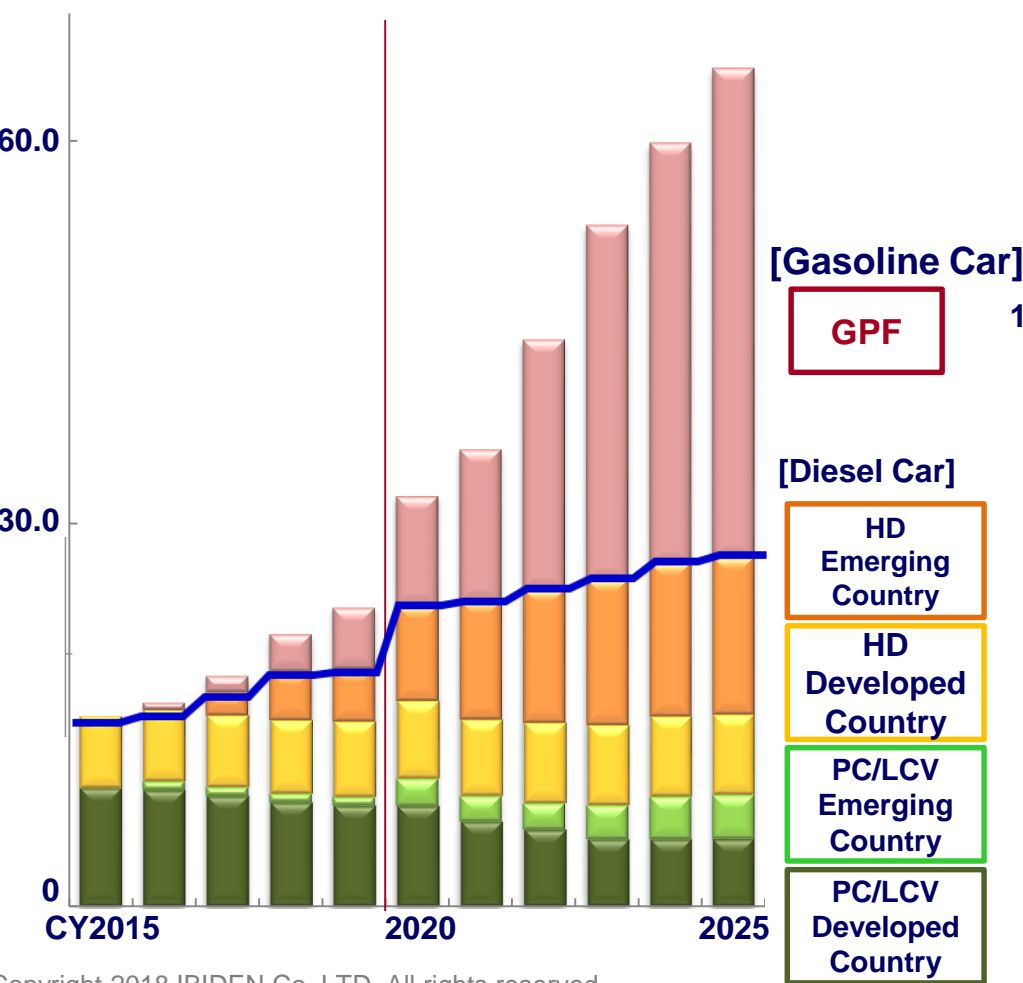


Exhaust System Business

□ We will sustain growth focusing on large markets in emerging countries with highly-functioned products for the next generation.

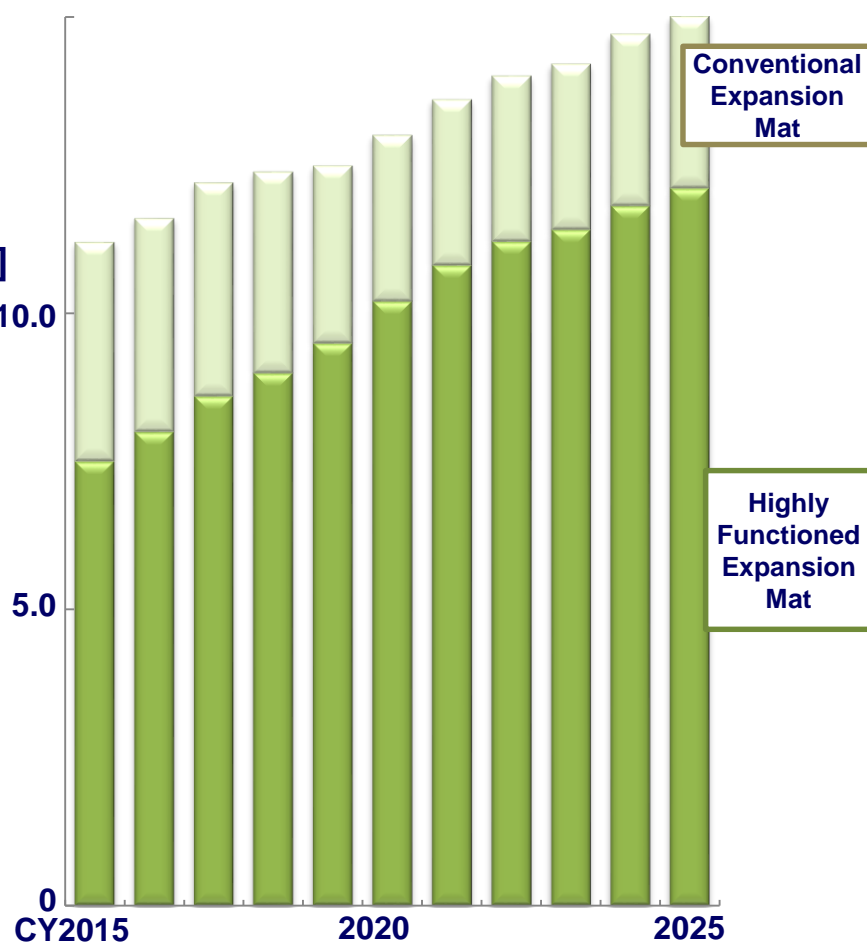
Exhaust Filter Market

(Unit: Million Unit) based on IBIDEN's research



Substrate Holding Mat Market

(Unit: 1,000ton) based on IBIDEN's research



Four Development Centers

Automotive Functional Product Development Center

HV/PHV Exhaust System for Powertrain

From HV to PHV Anti-Pollution System

Highly-Functioned Catalyst

Electric Heating catalyst

Ceramic Heat Exchanger
Using Waste Heat

Advanced Ceramics Development Center

Lightweight and High Heat Resistant
Complex Ceramic Turbine Material for
Improving Aircraft Performance and
Fuel Efficiency

Future Mobility Product Development Center

Development of Cruising Distance for
EV/PHV and Pursuit of Safety and Comfort

Material for lightweight resin body

Material for battery
for the next generation

Material for thermal control

Material for sound control
For noise source

Biomaterial Product Development Center

Development for New Business
By Our Own Bio-Technology

Plant-Activating Agent
without Chemical Fertilizer

Extracted Functional Ingredients
(Absorption improvement for human beings)

Domestic Business

□ We will Stably Expand Our Own Competitiveness, Business Model

■ Housing material



Antibacterial Melamine Decorative Plate for Komakado SA on Tomei Express Way

■ Green business



Park View Garden in Tokyo Midtown Hibiya

■ Software for medical facility



Medical Check-up, Rehabilitation Support, Mental Care

■ Food Processing

Vegetable Protein Processing Food

■ Sound Absorption Resin



Car Component
Toolbox

■ Injection-molded Part



Others
Car Component

Electric Power Business

■ Hydropower Generation(27,900 kW)



Higashi-Yokoyama Hydropower Plant



Kawakami Hydropower Plant

■ Solar Power Generation (14,000 kW)



Water Float Solar Power Plant in Kinuura Plant

■ Thermal Power Generation (29,410 kW)

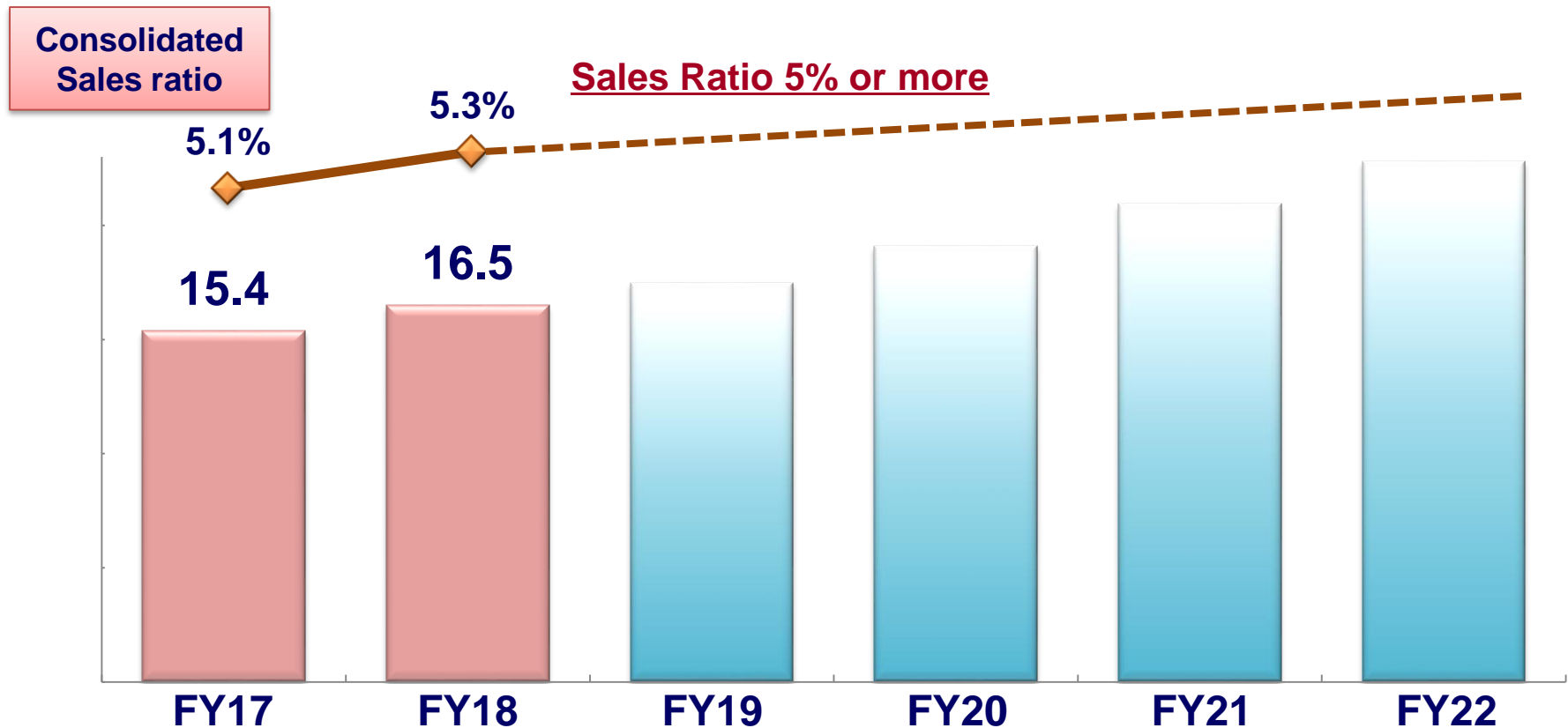


Cogeneration System in Ogaki Plant

R&D Expenditure plan

- ☐ We will invest R&D expenditure in the main four Development Center in order to commercialize new products early
- ☐ We will support Ibiden Group Companies with the engineering division to strengthen their competitiveness

R&D Expenditure(Unit: Billions of Yen)



Promotion of ESG Management

From ESG Management to SDGs

Improvement for Governance and Environmental Management



Entry for MSCI Japan
ESG Select Leaders



Introduction to FTSE
Blossom Japan Index

Work Style Reforms

1. Production Improvement by Built-in Quality with Ownership Activity
2. Certified “2018 White 500 Health and productivity” by Ministry of Economy, Trade and Industry for the second consecutive years



Develop into SDGs

SUSTAINABLE DEVELOPMENT GOALS
17 GOALS TO TRANSFORM OUR WORLD



IBIDEN Philosophy,

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

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“FTSE Russell confirms that [IBIDEN CO.,LTD.] has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE Blossom Japan Index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.”

Return to Shareholders

- ☐ Continue stable dividend
- ☐ Determined special benefit plan for shareholders who had more than 100 stocks at the end of March, 2018.

Dividend per Share

(Unit: Yen)

