



Integrated Micro-Electronics, Inc.

North Science Avenue
Special Export Processing Zone
Laguna Technopark
Biñan Laguna 4024 Philippines

Tel (63 2) 756 6840
Fax (63 49) 544 0322
www.global-imi.com

MINUTES OF THE ANNUAL STOCKHOLDERS' MEETING

25 April 2024 at 3:00 PM

Conducted virtually via

https://us06web.zoom.us/webinar/register/WN_bmNITdujSn6Q1TvqmEJlnQ

Stockholders Present and Represented: The complete list is attached as Annex A.

Total Number of Shares Present and Represented:	1,700,006,022
Total Number of Outstanding Shares:	2,217,293,215
Percentage of Shares Present vis-à-vis Total Outstanding Shares:	76.67%

Directors Present:

Alberto M. de Larrazabal	<i>Chairman of the Board Member, Executive Committee Member, Finance Committee Member, Related Party Transaction Committee</i>
Arthur R. Tan	<i>Chief Executive Officer Vice-Chairman of the Board Chairman, Executive Committee</i>
Jerome S. Tan	<i>President</i>
Jose Ignacio A. Carlos	<i>Member, Personnel and Compensation Committee</i>
Edgar O. Chua	<i>Chairman, Audit and Risk Committee Member, Related Party Transactions Committee Member, Corporate Governance and Nomination Committee Lead Independent Director</i>
Roland Joseph L. Duchâtelet	<i>Director Member, Executive Committee</i>
Hiroshi Nishimura	<i>Chairman, Related Party Transactions Committee Member, Corporate Governance and Nomination Committee Member, Audit and Risk Committee</i>
Sherisa P. Nuesa	<i>Chairman, Corporate Governance and Nomination Committee Chairman, Personnel and Compensation Committee</i>
Rafael C. Romualdez	<i>Member, Executive Committee Member, Audit and Risk Committee Member, Finance Committee Member, Related Party Transactions Committee</i>
Jaime Zobel Urquijo	<i>Director Chairman, Finance Committee Member, Personnel and Compensation Committee</i>

Officers Present:

Laurice S. dela Cruz, *Chief Finance Officer and Compliance Officer*
Alexis Brian B. Jalijali, *Investor Relations Officer*
Maria Franchette M. Acosta, *Corporate Secretary*
Rosario Carmela G. Austria, *Assistant Corporate Secretary*

I. Call to Order

After the national anthem, the Chairman, Mr. Alberto M. de Larrazabal, called the meeting to order at 9:00 AM. He stated that pursuant to all the applicable rules and after giving the stockholders the opportunity to call for a physical meeting in the notice dated February 8, 2024, the annual stockholders' meeting was held in a fully virtual format. The stockholders were given the opportunity to participate in the meeting through Ayala Group Voting System and through questions sent to the Office of the Corporate Secretary email address. The Chairman introduced each of the presenters, namely: Arthur R. Tan (Chief Executive Officer), Jerome S. Tan (President), Laurice S. Dela Cruz (Chief Finance Officer), Maria Franchette M. Acosta (Corporate Secretary) and Alexis Brian B. Jalijali (Head of Investors Relations). He acknowledged other members of and nominees to the Board, other officers, and representatives of SyCip Gorres Velayo & Co., the Corporation's external auditor.

The Chairman explained that the meeting has two parts. In the first part, the Corporate Secretary will discuss the compliance of the Corporation with the requirements for the meeting, if the meeting was duly convened, and the voting results on the five (5) matters in the agenda submitted for approval by the stockholders. In the second part, management will report to stockholders on the Corporation's performance in 2023, including targets and strategic direction followed by a question and answer and open forum with stockholders.

Before proceeding to the first part of the meeting, the Chairman thanked the previous Corporate Secretary, Mr. Solomon M. Hermosura, for his years of dedicated service to the Corporation. Mr. Hermosura has transitioned to government service in the early part of the year.

Part I

II. Notice of Meeting and Determination of Quorum

The Secretary, Ms. Maria Franchette M. Acosta, certified that the meeting was duly convened having complied with the requirements under the Corporation's By-Laws and the applicable rules of the Securities and Exchange Commission.

First, the stockholders were duly notified of the meeting. The Notice of the Annual Stockholders' Meeting was distributed to all stockholders of record as of March 13, 2024, by email, by posting on the Corporation's website and by disclosure to the Philippine Stock Exchange on April 3, 2024. In addition, the Notice was published on print and online on April 3, 2024 and April 4, 2024 in the Manila Bulletin and BusinessWorld. Second, adequate information was provided to stockholders on matters submitted for their approval, the voting procedures and other matters that the Corporation was required to provide information on under the Securities Regulation Code and the Revised Corporation Code.

The Secretary certified that there was a quorum for the meeting with stockholders owning at least 1,700,006,022 shares representing 76.67% of the 2,217,293,215 total outstanding shares, present by proxy or remote communication or voting in absentia. The mode of attendance of the stockholders deemed present and the respective percentages of the outstanding shares are set forth below:

Mode of Attendance	% of Total Outstanding Shares	Number of Shares
Appointment of the Chairman as proxy	76.6500%	1,699,556,326

Voting in absentia	0.0006%	12,674
Remote Communication	0.0197%	437,022

Additionally, there were 146 viewers of the live webcast of the meeting.

III. Voting Results on the Five Agenda Matters

The Chairman then requested the Secretary to present the matters submitted for voting by the stockholders and the voting results. The Secretary, before presenting the voting results, emphasized that a resolution was proposed for each matter, as indicated in the Notice for the meeting, and the stockholders voted on the proposed resolutions either by the Chairman as proxy, pursuant to the voting instructions of stockholders, or by electronic ballot via the Ayala Group Voting System. Stockholders could cast their votes beginning April 3, 2024 and could do so until the end of the meeting through electronic voting via the Voting System. The Secretary further reported that the votes cast have been tabulated as of April 18, 2024, after the end of the proxy validation and preliminary tabulation process and that she would be referring to the preliminary tabulation results in presenting the voting results during the meeting. The preliminary votes were from stockholders owning 1,699,558,572 voting shares representing 99.97% of the total voting shares represented in the meeting, and 76.65% of the total outstanding voting shares. However, the results of the final tabulation of votes, with full details of the affirmative and negative votes and abstentions, are reflected in the voting results indicated in this minutes of the meeting.

1. Approval of Minutes of the 2023 Stockholders' Meeting

The Secretary presented Resolution No. S-01-2024, as proposed by management, and based on the votes received, reported the approval by the stockholders of the following resolution:

Resolution No. S-01-2024

RESOLVED, to approve the minutes of the annual stockholders' meeting held on 20 April 2023.

As tabulated by the Proxy Validation Committee and validated by SyCip Gorres Velayo and Co. (SGV), the independent validator of the voting results, the final votes for the adoption of Resolution No. S-01-2024 providing for the approval of the minutes of the previous meeting are as follows:

	For	Against	Abstain
Number of Shares Voted	1,699,569,000	0	0
% of Shares of Shareholders Present	99.97%	0%	0

2. Ratification of the acts of the Board of Directors and Officers

The Secretary stated that the second matter for voting by the stockholders is the ratification of all the acts and resolutions adopted from April 20, 2023 until April 25, 2024 by the Board, Executive Committee, and other Board Committees exercising powers delegated by the Board, as well the acts of the officers from April 20, 2023 to date performed in the general conduct of business or in accordance with the resolutions of the Board, the Executive Committee and other Board Committees and of the By-Laws. These acts and resolutions of the Board and its committees are reflected in the minutes of the meetings, and include matters covered by disclosures to the Securities and Exchange Commission and the Philippine Stock Exchange.

The Secretary presented Resolution No. S-02-2024, as proposed by management, and based on the votes received, reported the approval by the stockholders of the following resolution:

Resolution No. S-02-2024

RESOLVED, to ratify each and every act and resolution, from 20 April 2023 to 25 April 2024 (the “Period”), of the Board of Directors (the “Board”) and the Executive Committee and other Board committees exercising powers delegated by the Board, and each and every act, during the Period, of the officers of the Corporation performed in accordance with the resolutions of the Board, the Executive Committee and other Board committees as well as with the By-laws of the Corporation.

As tabulated by the Proxy Validation Committee and validated by SGV, the final votes for the adoption of Resolution No. S-02-2024 providing for the ratification of the acts of the Board of Directors and Officers are as follows:

	For	Against	Abstain
Number of Shares Voted	1,699,063,942	0	505,058
% of Shares of Shareholders Present	99.94%	0%	0.03%

3. Election of Directors

The third matter for voting by the stockholders was the election of directors for the ensuing year.

The Secretary explained that the Corporate Governance and Nomination Committee of the Board has determined that the following eleven (11) duly nominated stockholders, including the nominees for Independent Directors, were qualified to serve as directors of the Corporation for the ensuing term: Alberto M. de Larrazabal, Jerome S. Tan, Jose Ignacio A. Carlos, Roland Joseph L. Duchâtelet, Rafael C. Romualdez, Jaime Z. Urquijo, Mark Robert H. Uy, Ginaflor C. Oris, Jesse O. Ang, Sherisa P. Nuesa and Hiroshi Nishimura.

Messrs. Ang and Nishimura, and Ms. Nuesa were nominated as independent directors.

The Corporate Secretary reported that based on the final tabulation of votes, each of the eleven nominees has garnered at least 1,646,901,743 votes. Given this, she certified that each nominee has received enough votes for election to the Board and that Resolution No. S-03-2024, shown below, for the election of the eleven nominees to the Board had been approved.

Resolution No. S-03-2024

RESOLVED, to elect the following as directors of the Corporation to serve as such beginning 25 April 2024 until their successors are elected and qualified:

Alberto M. de Larrazabal
Jerome S. Tan
Jose Ignacio A. Carlos
Roland Joseph L. Duchâtelet
Rafael C. Romualdez
Jaime Z. Urquijo
Mark Robert H. Uy
Ginaflor C. Oris
Jesse O. Ang (*Independent Director*)
Sherisa P. Nuesa (*Independent Director*)
Hiroshi Nishimura (*Independent Director*)

As tabulated by the Proxy Validation Committee and validated by SGV, the final votes received by the nominees are as follows:

Director	For	Against	Abstain
Alberto M. de Larrazabal	1,646,901,743	52,667,257	0
Jerome S. Tan	1,646,901,743	52,667,257	0
Jose Ignacio A. Carlos	1,646,901,743	52,667,257	0
Roland Joseph L. Duchâtelet	1,646,901,743	52,667,257	0
Rafael C. Romualdez	1,646,901,743	52,667,257	0
Jaime Z. Urquijo	1,646,901,743	52,667,257	0
Mark Robert H. Uy	1,646,901,743	52,667,257	0
Ginaflor C. Oris	1,646,901,743	52,667,257	0
Jesse O. Ang (<i>Independent Director</i>)	1,699,569,000	0	0
Hiroshi Nishimura (<i>Independent Director</i>)	1,646,901,743	52,667,257	0
Sherisa P. Nuesa (<i>Independent Director</i>)	1,699,569,000	0	0

The Corporation and the Board expressed its deep gratitude and appreciation to its outgoing directors, Mr. Arthur R. Tan and Mr. Edgar O. Chua, for their years of service to IMI.

4. Election of Auditor and Fixing of its Remuneration

The Secretary presented Resolution No. S-04-2024 for the election of the Corporation's external auditor and fixing of its remuneration. The Audit Committee and the Board endorsed SyCip Gorres Velayo & Company as the Corporation's external auditor for 2024 for an audit fee of Five Million Four Hundred Eighty Thousand Pesos (Php 5,480,000.00), exclusive of value-added tax. Based on the final votes received, the Secretary reported the approval by the stockholders of the following resolution:

Resolution No. S-04-2024

RESOLVED, as endorsed by the Board of Directors, to approve the election of SyCip Gorres Velayo & Co. as the external auditor of the Corporation for the year 2024 for an audit fee of Php5,480,000.00, exclusive of value added tax and out-of-pocket expenses.

As tabulated by the Proxy Validation Committee and validated by SGV, the final votes on the election of SGV as external auditor of the Corporation, the approval of its audit fee and the adoption of Resolution No. S-04-2024 are as follows:

	For	Against	Abstain
Number of Shares Voted	1,699,569,000	0	0
% of Shares of Shareholders Present	99.97%	0%	0%

5. Audited Financial Statements and Annual Report of Officers

The Secretary presented the fifth and final matter for voting by the stockholders on the approval of the consolidated audited financial statements of the Corporation and its subsidiaries as of December 31, 2023, and the noting of the Corporation's Annual Report. The financial statements are part of the Definitive Information Statement and Annual Report, which are accessible from the Corporation's website. The Secretary informed the stockholders that the financial statements presented to the stockholders for approval has a qualified opinion from the Corporation's external auditors due to scope limitations on one of its subsidiaries. Amendments will be made and disclosed at the appropriate time.

For this matter, Resolution No. S-05-2024 was proposed for adoption by the stockholders. The Secretary reported the stockholders' approval of the said Resolution in accordance with the voting results:

Resolution No. S-05-2024

RESOLVED, to approve the consolidated audited financial statements of the Corporation and its subsidiaries as of December 31, 2023, as audited by the Corporation's external auditor, SyCip Gorres Velayo & Co.

As tabulated by the Proxy Validation Committee and validated by SGV, the final votes on the approval of the audited financial statements and the adoption of Resolution No. S-05-2024 are as follows:

	For	Against	Abstain
Number of Shares Voted	1,646,901,743	52,162,199	505,058
% of Shares of Shareholders Present	96.88%	3.07%	0.03%

After presentation of all the matters for stockholders' approval, the Secretary confirmed that there were no other matters for consideration. Stockholders were notified that they may submit proposals for agenda items but none were received by the Corporation.

Part II

IV. Presentation of Management

Message from the Chairman

The Chairman thanked his predecessor, Mr. Delfin L. Lazaro, for his stewardship over the past year, and acknowledged the commitment and dedication of the IMI team in navigating a challenging landscape and delivering at pace.

The Chairman then provided a view of global economic conditions and highlighted that the global electronics manufacturing services industry was up by approximately 5%, driven by increased demand in the electric vehicle ecosystem and the requirement for more digitalization in the industrial space. He shared that IMI was able to capture an increased market share in these key areas as the Corporation leveraged its experience in manufacturing high-reliability products that also utilized the Corporation's capabilities in power electronics.

With the easing of inflation, global demand slowly increased, resulting in pockets of electronics component shortages that lingered for particular items. Generally, the electronics industry was still in contraction mode with the Purchasing Managers' Index ending the year below 50 basis points. Inventory destocking efforts muted new order volumes as manufacturers served a portion of the increased demand from existing supplies. Moving forward, the condition is expected to improve as the supply of in-demand components catches up and customers start the year with leaner levels of inventory.

Through deeper collaboration with major partners to address the uncertainties of the supply chain and the operating landscape, the Chairman reported that the core businesses of IMI have managed to stay profitable for the past three years. However, the overall margins were weighed down by the operating results of its non-wholly owned subsidiary group. This prompted IMI to sell its shares in STI Enterprises Limited to focus on priority markets in the mobility and industrial space. The divestment has allowed IMI management team to concentrate their efforts and resources towards the Corporation's target markets like electric vehicles, advanced driver assistance systems, and smart energy applications. Moreover, the core businesses of the company also sustained the recovery from the previous year with margins further improved by better manufacturing efficiency and restructured overhead costs.

The Chairman proceeded to report that Mr. Arthur R. Tan (Mr. A. Tan) is retiring after 22 years as the Corporation's Chief Executive Officer (CEO) as announced on February 13, 2024 and acknowledged Mr. A. Tan's invaluable contributions to the business, having successfully led IMI through the global

financial crisis, and the COVID-19 pandemic, among other turbulent periods in the industry. Mr. A. Tan transformed the company from a contract manufacturer to one of the world's 25 largest EMS providers and among the top 10 suppliers to the automotive electronics industry. The Chairman, on behalf of the Board and everyone at IMI, expressed sincere gratitude for the leadership and the distinguished service that Mr. A. Tan has provided over the years.

Ahead of Mr. A. Tan's retirement, a rigorous succession process for the selection of the Corporation's next CEO was conducted. Mr. Lou Hughes was nominated to succeed Mr. A. Tan effective May 1, 2024. The Board recognized Mr. Hughes and his several years of experience in the industry, depth of experience in sales, engineering, sourcing, and operations, and a broad range of executive duties for both private and publicly listed EMS companies as key attributes suited for the role and IMI's medium-to long-term objectives.

The Chairman highlighted that the annual stockholders' meeting is an excellent time to take stock of the progress made over the past decades and the actions needed for the Corporation to return to better profitability. He shared the Corporation's commitment to double down on its core expertise within its automotive and industrial capabilities. IMI will continue to build on its reputation within niche areas and carve inroads in emerging sub-segments that highlight focus in the electrification of vehicles, intelligent machines, and their ecosystems. The Corporation remains aligned with its purpose of innovating production solutions for its customers, contributing to the development of the electronics industry, and playing a responsible role in shaping a future that improves the world.

The Chairman closed his message by thanking the shareholders for their continued support and unwavering trust in the management team, and expressed optimism of what lies ahead for the Corporation.

The report of the Chairman was followed by IMI's Corporate Video.

Message from the Chief Executive Officer

Mr. A. Tan, the CEO, looked back to when he first joined IMI 22 years ago with a vision of transforming a Philippine-based contract manufacturing firm with US\$75 million in revenue into a global leader as a technology-based product solutions provider. With teamwork, management faced the momentous task of building the Corporation into one of the largest players in the industry, and shaped IMI into a thriving organization serving the most respected and recognized brands around the globe.

Mr. A. Tan recognized that there is much work to be done but the business is on solid footing with the right resources in the right places, benefiting from early actions taken in the last decade. Despite a challenging year in 2023, the Corporation continued to bring in business with total sales of US\$1.3 billion. IMI capabilities, certifications, and management approach remained as key strategic advantages and long-term value drivers, and led IMI to win new projects that have an annual revenue potential of US\$291 million, mostly in the mobility and industrial segments.

Mr. A. Tan shared that, on October 2023, IMI completed the divestment of STI Enterprises Limited, a UK-based subsidiary offering electronics design and manufacturing solutions to aerospace, security, and defense customers. This transaction allowed the leadership to refine and execute its strategy as well as allocate capital to IMI's priority markets.

Mr. A. Tan highlighted the greater emphasis IMI is placing on sustainability. In 2022, it aligned its direction with its parent company, Ayala Corporation, towards a net zero carbon target by 2050. In 2023, the Corporation committed to reduce 50% of its carbon emission intensity in Scopes 1 and 2 by 2030, and 25% in Scope 3 by the same year. A third-party consultant was engaged to validate its emission numbers to ensure accuracy and transparency. To date, 14 of the top 20 customers have current ESG engagements which include separate sustainability audits, net zero commitments, and sustainable procurement. By the end of 2023, the combined revenues of all customers engaged in ESG activities is at US\$737 million, or 66% of IMI's total core revenues.

IMI is furthering its efforts to drive sustainability in the value chain through total quality management approach and proactive risk-based thinking. With a total savings of US\$3.6 million from Kaizen Projects from IMI's Production System, the Corporation continues to display increased global participation in its quality journey. Further, the Corporation ensured that its top 150 suppliers were compliant with IMI's code of conduct with all of them signing the commitment aligned with IMI ESG objectives. The Corporation continues to introduce initiatives to support its people, such as enhancement of IMI culture, increased training opportunities for employees and continuous review of corporate rewards and benefits. These resulted in a high total employee engagement score of 89% for the year. The CEO expressed his optimism that the Corporation will continue to do right by its stakeholders, shareholders, employees, customers, vendor partners, and the environment.

Mr. A. Tan noted the Corporation's announcement on Mr. Lou Hughes succeeding him as CEO. In spite of this being a significant transition for IMI, he assured that, at its core, IMI has always embraced change. It is a key guiding principle that has steered the Corporation to greater horizons.

On a personal note, Mr. A. Tan thanked everyone for the trust, mutual respect, friendship, kindness and patience he received. He expressed appreciation for the honor to have served IMI associates. Amongst all their achievements together, Mr. A. Tan takes great pride in the IMI culture that they established and nurtured, which he will greatly miss. To the customers, he is grateful for the relationship built over the years and for the trust and support extended to him and the Corporation. He also thanked the shareholders and all stakeholders, for their engagement throughout his tenure as CEO.

Mr. A. Tan emphasized that his personal achievement extends beyond the financial performance of the Corporation, but to the thousands of lives IMI has touched. He expressed hoped that the next generation of IMI leaders will never forget the reason why it continues to drive IMI into the future. Lastly, Mr. A. Tan personally conveyed gratitude to the Chairman, the President, the Senior Management and Board of Directors for their support.

The report of the CEO was followed by an audio-visual presentation highlighting IMI achievements throughout the years.

Message from the President

Mr. Jerome S. Tan (Mr. J. Tan), the President, stated that the global electronics market has been through a period of significant change and uncertainty in the last four years. Many factors have caused this change but most of them involved challenges resulting from the COVID-19 pandemic, the electronics component shortage, and their lingering effects on the industry. The year 2023 showed continued normalization in the supply chain recovery that started in the previous year as well as the easing of global inflation. However, geopolitical conflicts and the general slowdown of the global economy are headwinds that Mr. J. Tan believed will hinder the path to a strong recovery.

To proactively address the challenges, IMI focused on driving margin expansion mainly from assertive price negotiations with customers, and the reduction of direct material costs through the normalization of the global supply chain. A more global and rigorous supervision of supply chain management helped ensure the allocation of restricted components among its manufacturing sites, which mitigated shortfalls and delays in the delivery of finished goods to its customers. The approach was aligned with the increasing regionalization of sourcing that continues to drive lower levels of freight expenses. With these actions, IMI was able to secure new business wins over the past several years, with US\$291 million of annual revenue potential wins in 2023 largely coming from IMI target sectors in the mobility and industrial markets.

Mr. J. Tan further shared that labor management was a key challenge for the Corporation this year. One of IMI's key competitive advantages in the past decade has been its strategic geographic positioning, which enables it to address the needs of global players in the electronics space. However, given the

current industry landscape, the regions where IMI operates in have also become pivotal technology hubs, driving extremely competitive labor environments in Europe and North America.

Another challenge to the Corporation were the global economic slowdown and the focus of IMI customers on depleting excess inventory. This inventory correction stemmed from inflated levels during the electronics component shortage when increased ordering was necessary to secure parts. Due to the unstable market in recent years that led to industry-wide backlogs, IMI focused on managing its inventory levels.

IMI was able to share the burden of the overall weak market by renegotiating prices and commercial terms to ensure business relationships that settle on a healthy middle ground. This was attributed to the strong relationship with customers who view IMI as a key partner in the growth and development of their businesses. This allowed wholly owned core subsidiaries to further develop the turnaround that started in 2022. While revenue levels were maintained, operating margins improved through better manufacturing efficiency and enhanced utilization of restructured overhead costs.

With these challenges, IMI started to focus on areas where it has a competitive advantage. In October 2023, IMI sold its 80% share in its subsidiary, STI Enterprises Limited, to Rcapital, a private investment firm based in London with a portfolio of UK-based companies as well as a precision engineering solutions provider in the aerospace and defense sectors. The conclusion of this divestment allowed IMI to sharpen its capabilities and focus on driving growth and profitability in its core segments, the mobility and industrial markets, fueled by interconnectivity and the electrification of vehicles which are driving the technology megatrends of the future.

Mr. J. Tan reported that IMI ended the year with total revenues of US\$1.3 billion. The 6% decrease versus the previous year was driven by factors attributable to its non-wholly owned subsidiary group, including the shorter fiscal year of STI Enterprises Limited which was divested on October 31, 2023. Gross profitability grew to 9.1%, an improvement of 125 basis points driven by renegotiated prices and the improved supply chain environment. Of the US\$109.2 million net loss booked, US\$106.1 million is related to one-time losses that stemmed from the sale of STI and the impairment of goodwill and certain assets. Despite the slowdown in demand in the EMS market, IMI wholly-owned subsidiaries posted financial results in line with 2022 figures. Sales levels were maintained, with a 0.4% improvement in contribution margins and net income improving by 14% to US\$13 million.

The automotive segment, which includes mobility and camera, remained IMI's largest segment with US\$799 million in revenues representing 60% of total sales. The industrial segment which ended the year with US\$390 million in revenues, or a 29% share of IMI's total revenues is still anchored on its products in security solutions.

The component shortage that resulted from a variety of factors including supply chain disruptions and semiconductor manufacturing constraints brought about unique hurdles. Although such challenges impacted production schedules and posted logistical constraints for the industry, they also brought opportunities for innovation and collaboration that allowed IMI to manifest its resilience which sets it apart from the competition.

Throughout the year, IMI continued to prioritize the needs of its customers, building strong relationships based on trust, reliability, and mutual support and developing customer-centric solutions. IMI remained agile and adaptive in its approach to maintaining the level of quality that it has always been known for.

With direct materials costs close to 70% of IMI revenues, effective procurement strategies were crucial in serving customers and generating value for IMI. The supply chain teams explored alternative sourcing options which expanded the company's supply chain base, allowing it to cope with customer order timelines and the rising cost of raw materials.

The commercial team, who has nurtured deep-rooted partnerships with key players in the industry, were able to renegotiate prices to align with the current market environment. Collections of approximately

US\$15 million were made in 2023 for unfavorable price variances that were incurred during the height of the pandemic and the component shortage, helping recoup the expenses that had strained IMI financial results over the past three years. The improvements stretched beyond profitability, as inventory management was also a main focus across all departments. Significant recoveries amounting to approximately US\$24 million were made in 2023 to address excess and obsolete materials, further strengthening the Corporation's robust balance sheet. IMI secured agreements for advanced deposits for raw material purchases, easing some of the pressure faced in the high-interest rate environment. Mr. J. Tan shared the team's confidence that the improved credit terms with both customers and suppliers revised in 2023 will result in better cash flow generation for the Corporation in the years to come.

Mr. J. Tan identified the electrification of vehicles and the adoption of automated driving as the continued key growth drivers in the electronics industry. With EVs relying heavily on electronic components for their engine, battery management, steering systems, and ADAS applications, IMI is bullish about leveraging the expertise it has built these past several years. The current and future demands for sophisticated power electronics systems also give IMI confidence in building power module capabilities in the Philippines. Mr. J. Tan shared his belief that IMI is ahead of the curve, helping push the boundaries of technological innovation to enable a safer, more sustainable future. The past years have seen an increased share in IMI new pipeline wins for EV and PHEV dedicated applications. 2023 was no different, with a total of US\$291 million of the annual revenue potential of new businesses secured across the whole group, \$174 million of which came from the mobility segment while \$106 million from industrial.

As market conditions appear to be promising, IMI shall continue to maximize its scale, expertise, and experience to improve its financial results. IMI management is bent on promoting excellence, accountability, and collaboration in all facets of the company. These pillars are interconnected and mutually reinforce the principles that IMI management believe shall drive organizational success and enable IMI to achieve its goals of sustainable profitable growth.

In closing, Mr. J. Tan thanked all shareholders for their unwavering support for IMI, and the more than 12,000 employees who have worked tirelessly to help IMI navigate through the headwinds. Without their hard work and dedication, none of IMI successes would have been possible.

V. Other Matters – Question and Answer

After the presentations of Management, the Chairman requested Mr. Alexis Brian B. Jalijali, Investor Relations Head, to read aloud the questions and comments received from the stockholders thru email.

The first question was on why VIA is delayed in its filings and its audited financial statements. The Chairman referred the question to Mr. J. Tan, President, who explained that due to VIA's internal review process, which was announced to have been concluded only on February 28, 2024, VIA faced further delays in the filing of its Form 20-F with the US SEC for the year ended December 31, 2022, which should include VIA's financial statements. Work on VIA's 2022 and 2023 financial statements remains ongoing with close coordination between the management team and the external auditor. Mr. J. Tan added that IMI will only be able to share information that VIA had already previously disclosed in compliance with applicable securities laws and regulations. Based on IMI's own internal assessment of the progress of the ongoing audit, IMI is targeting to re-file its Form 17-A, which will include an unqualified opinion on the IMI group's financial statements for the year 2023 on or before May 31, 2024. The audit procedures on the rest of the IMI entities have been completed with no findings from SGV & Co. and there are no expected material changes for the rest of the accounts under the IMI group.

The second question was if IMI will be changing its strategic direction moving forward. The Chairman responded that IMI's current strategy is sound, and well-positioned to take advantage of the megatrends driving the global economy; therefore, it is not expected to have a significant shift in its strategy. He clarified that the immediate objective of the IMI Board is to be able to transform the Corporation and put it in a solid position with a stronger balance sheet and healthier margins that would allow it to


continue to invest in growth and its employees. One of the priorities is to reduce overhead expenses to allow IMI to improve profitably and offer competitive bids for new business from customers, which in turn will drive more sustainable growth. This may mean a continued review of cost structure to drive for better efficiency. This should be deemed as a positive for IMI since it would improve the profit pool that can be used to reinvest in the resources and capabilities of the Corporation.

The last question received pertains to IMI's strategy to address various geo-political issues across the globe. The Chairman referred the question to Mr. A. Tan who responded that resilience has been the hallmark of IMI over the years. The Corporation has a history of going through natural and geopolitical issues, not only on national and regional levels but globally. One of IMI's key competitive advantages in the past decade has been its strategic geographic positioning which enables IMI to address the changing needs of global players in the electronics space. This allowed IMI to be flexible in offering consistent and reliable manufacturing solutions across multiple regions. Mr. A. Tan added that as IMI's sphere of influence within IMI's global customer partnerships adapts to these inflections, IMI adopts internally, as well, using strategic global assets – standardization of manufacturing lines, multiple source supply chain implemented, flexibility in manpower deployment and diverse engineering expertise. On top of these, Mr. A. Tan noted that the expertise of the new management led by Mr. Hughes bode well in managing through these externalities that are affecting everyone and not just IMI. Strategically, it is sound that the Corporation is moving forward with a team that is ably addressing the global issues.

Mr. Jalijali stated that Management will reply to questions and comments not taken up during the meeting by email and thanked the stockholders for their questions and active participation. He informed the stockholders that the link to the recorded webcast of the meeting will be posted on the Corporation's website. Stockholders may raise issues, clarifications and concerns on the meeting conducted by sending an email to corporatesecretary@global-imi.com.

VI. Adjournment

There being no other matters to discuss, the Chairman adjourned the meeting and thanked the stockholders who joined the meeting.


MARIA FRANCHETTE M. ACOSTA
Corporate Secretary


ROSARIO CARMELA G. AUSTRIA
Assistant Corporate Secretary

Approved:

ALBERTO M. DE LARRAZABAL
Chairman of the Board and of the Meeting

ANNEX A

ATTENDANCE OF STOCKHOLDERS

Stockholder	No. of Shares
By Proxy	
AC Industrial Technology Holdings Inc.	1,153,725,046
Ayala Corporation	1,379,989
BPI Securities Corporation FAO Fremach International	199,999,000
Resins Incorporated	291,785,034
Standard Chartered Bank	44,230,738
Citibank N.A.	8,436,519
Sub-total	1,699,556,326
By Voting in Absentia	
Col Financial Group, Inc. FAO Abigail Sy	10,418
Blesilda Llanto Santiago	2,256
Sub-total	12,674
By Remote Communication	
BPI Securities Corporation FAO Wilfredo Eco Nueva and/or	
Sherisa Pullido Nueva	435,701
Roland Joseph L. Duchâtelet	1,000
Alberto M. de Larrazabal	100
Hiroshi Nishimura	115
Jerome S. Tan	1
Jose Ignacio A. Carlos	1
Rafael C. Romualdez	1
Jaime Z. Urquijo	100
Mark Robert H. Uy	1
Ginaflor C. Oris	1
Jesse O. Ang	1
Sub-total	437,022
TOTAL	1,700,006,022