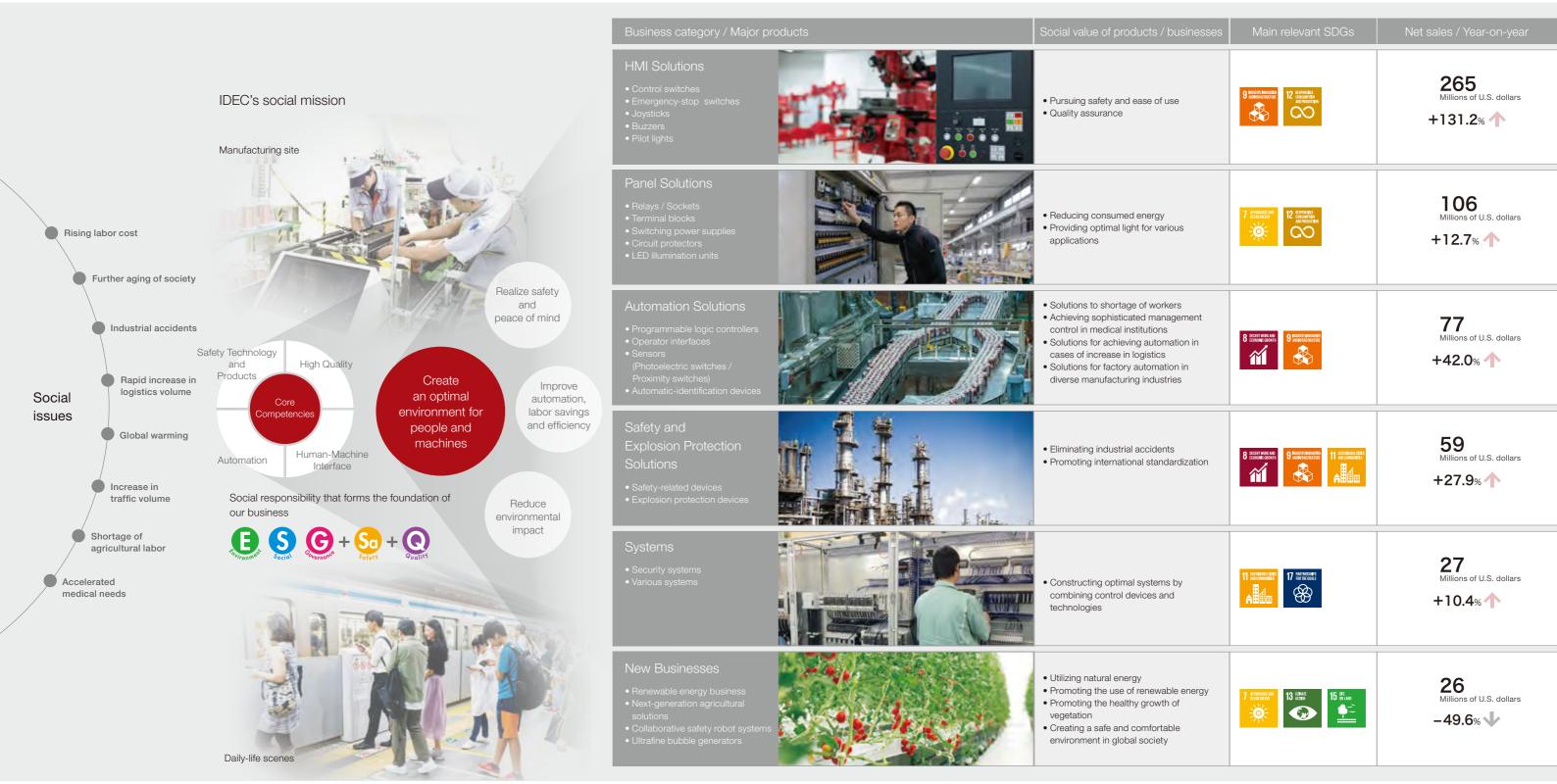
Value Creation Process

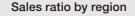
Leveraging the core technologies cultivated through the manufacture of products that deliver safety and peace of mind, IDEC supports the creation of an optimal environment for people and machines. At the same time, we contribute to labor-savings and efficiency improvements through automation, and the reduction of environmental impact from manufacturing sites to daily-life scenes around the world.

* Exchange rate (1 U.S. dollar) : FY2018 (¥106.27)



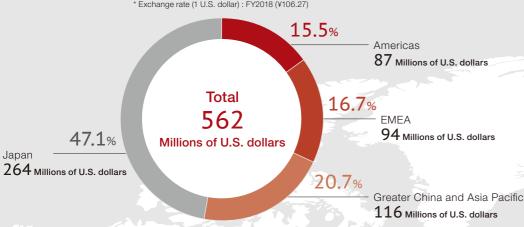
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Global Network



* Region classification has been changed from the fiscal year ended in March 2018.

* Exchange rate (1 U.S. dollar): FY2018 (¥106.27)



Ratio of overseas sales 52.9%

:200

Ratio of overseas employees 72.0%

EMEA

(Europe, Middle East, Africa)

Sales bases : 9
Distributors : 80
Manufacturing bases : 9
No. of employees : 1,160

• APEM SAS (France)

• APEM Components Ltd (UK)

MEC A/S (Denmark)
APEM Italia Srl (Italy)

APEM GmbH (Germany)

APEM AB (Sweden)APEM Benelux (Belgium)

APEM BV (The Netherlands)

SACEMA (Tunisia) Two other bases



Greater China

Sales bases : 21
Distributors : 120
Manufacturing bases : 5

No. of employees : 1,224



IDEC IZUMI TAIWAN CORPORATION

- IDEC (SHANGHAI) CORPORATION (PRC)
- IDEC (SHENZHEN) CORPORATION (PRC)
- IDEC (BEIJING) CORPORATION (PRC)
- IDEC TAIWAN CORPORATION (Taiwan)
- IDEC IZUMI (H.K.) CO., LTD. (Hong Kong)
- APEM Ltd. (PRC)
- TAICANG CONET ELECTRONICS CO., LTD. (PRC)
- CONET TAIWAN CO., LTD. (Taiwan)
- APEM Wujin Electronics Co. Ltd (PRC)
- IDEC ELECTRONICS TECHNOLOGY (SHANGHAI) CORPORATION (PRC)
- IDEC IZUMI SUZHOU CO., LTD. (PRC)
- IDEC IZUMI TAIWAN CORPORATION (Taiwan)

Japan

Sales bases : 33 Distributors : 100

Manufacturing bases: 7

No. of employees : 1,086

- IDEC CORPORATION
- IDEC FACTORY SOLUTIONS CORPORATION
- Welcat Inc.
- IDEC SYSTEMS & CONTROLS CORPORATION
- IDEC AUTO-ID SOLUTIONS CORPORATION
- IDEC LOGISTICS SERVICE CORPORATION



IDEC CORPORATION (Head Office)

Asia Pacific

 $\begin{array}{lll} \text{Sales bases} & : 3 \\ \text{Distributors} & : 40 \\ \text{Manufacturing base} : 1 \\ \text{No. of employees} & : 200 \\ \end{array}$

IDEC IZUMI ASIA PTE LTD. (Singapore)

IDEC Australia Pty. Ltd. (Australia)

IDEC ASIA (THAILAND) CO., LTD. (Thailand)



IDEC ASIA (THAILAND) CO., LTD.

Sales Development Manufacturing

Americas

Manufacturing base: 1

• APEM Inc (U.S.)

IDEC CORPORATION

No. of employees :203

IDEC CORPORATION (U.S.)

Sales bases

Distributors

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