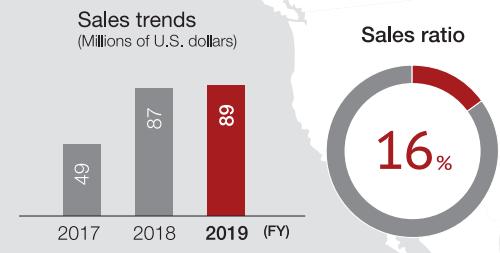


Global Network



Americas



Sales bases : 4 Manufacturing base : 1
Distributors : 200 No. of employees : 212

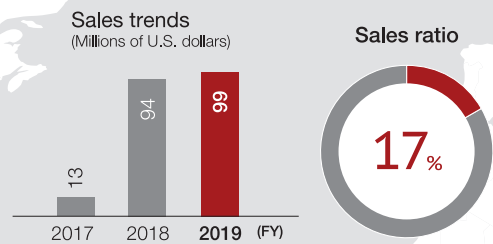
- IDEC CORPORATION (U.S.)
- APEM Inc. (U.S.)



IDEC CORPORATION (U.S.)

Sales ● Development ● Manufacturing ●

EMEA (Europe, Middle East, Africa)



Sales bases : 8 Manufacturing bases : 8
Distributors : 100 No. of employees : 1,291

- APEM SAS (France)
- APEM Components Ltd (UK)
- MEC Aps (Denmark)
- APEM Italia Srl (Italy)
- APEM GmbH (Germany)
- APEM AB (Sweden)
- APEM Benelux (Belgium)
- APEM BV (The Netherlands)
- SACEMA (Tunisia) and one other base



APEM SAS

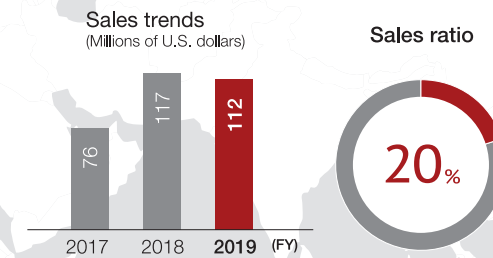
Greater China

Sales bases : 20 Manufacturing bases : 5
Distributors : 140 No. of employees : 907

- 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)



IDEC IZUMI TAIWAN CORPORATION



* These are the total values for Greater China and the Asia Pacific region.

Asia Pacific

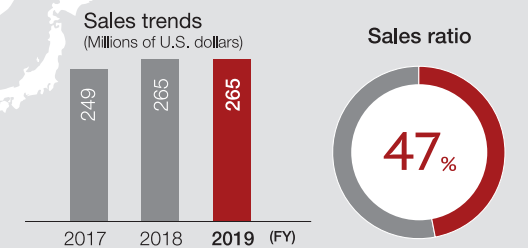
Sales bases : 3 Manufacturing base : 1
Distributors : 40 No. of employees : 173

- IDEC IZUMI ASIA PTE LTD. (Singapore)
- IDEC Australia Pty. Ltd. (Australia)
- IDEC ASIA (THAILAND) CO., LTD. (Thailand)



IDEC ASIA (THAILAND) CO., LTD.

Japan



Sales bases : 35 Manufacturing bases : 7
Distributors : 100 No. of employees : 1,071

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

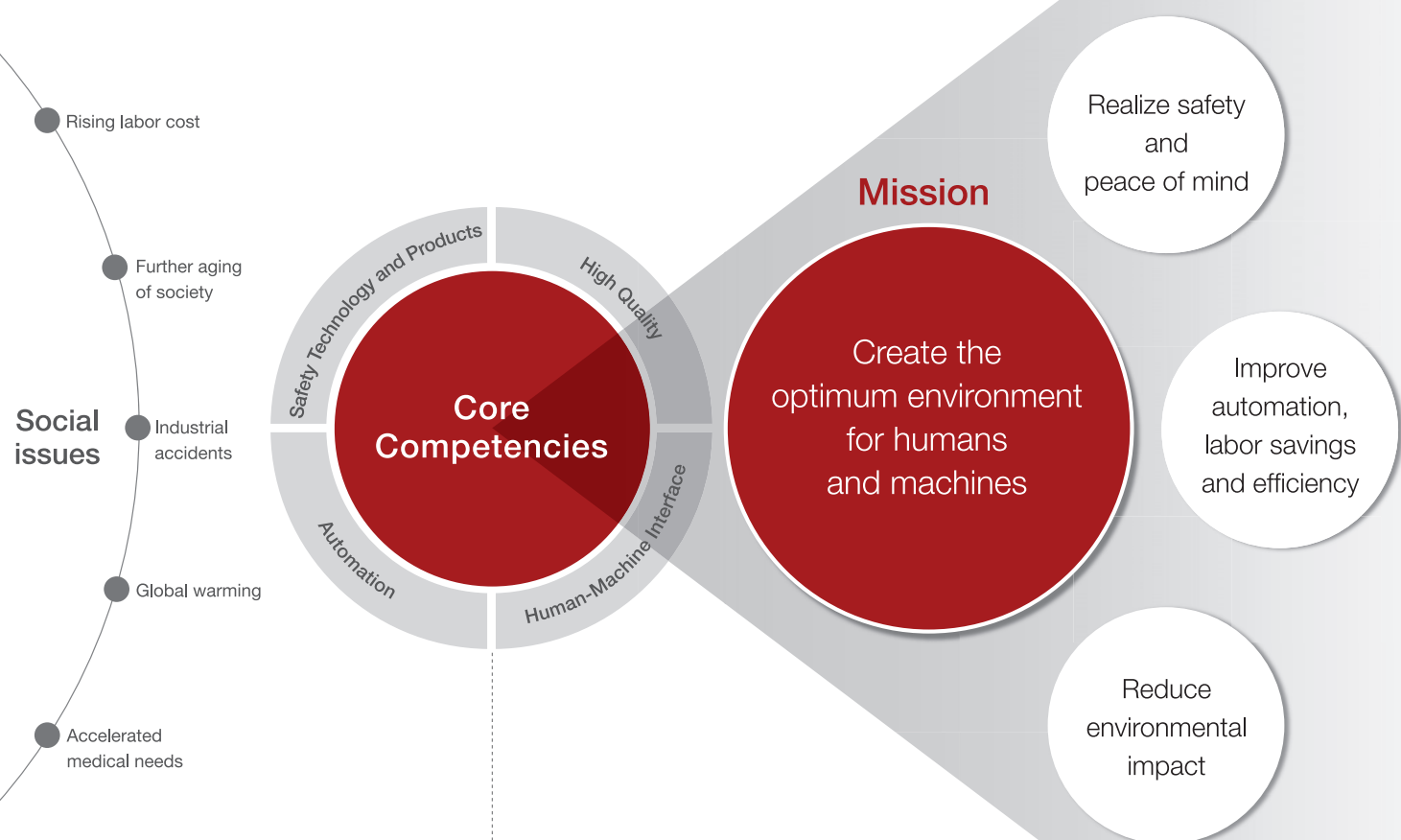


IDEC CORPORATION (Head Office)

Note: Amounts in U.S. dollars are calculated at the prevailing exchange rate as of March 31 in every fiscal year.
Note: Exchange rate (1 U.S. dollar): FY2017 (¥112.20), FY2018 (106.27), FY2019 (¥111.01)

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 optimum environment for humans 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.



| | |
|---|--|
| <p>Safety Technology and Products Leveraging our longstanding knowledge to ensure a high level of safety</p> | <p>High Quality Reliable quality backed by our technical capabilities</p> |
| <p>Automation Products and solutions that enable automation and labor savings</p> | <p>Human-Machine Interface Providing optimal HMI solutions tailored to customer needs</p> |

Social responsibility that forms the foundation of our business



We have determined the most important fields in our CSR activities—the environment (E), social (S), and governance (G), as well as our traditional strengths of safety (Sa), and quality (Q)—and in this way, we are working to resolve societal issues and contribute to the achievement of the UN's Sustainable Development Goals (SDGs).

| Business category / Major products | Social value of products / businesses Main relevant SDGs | Net sales / Year-on-year (FY2019) |
|---|--|--|
| <p>HMI Solutions</p> <ul style="list-style-type: none"> Control switches Emergency-stop switches Joysticks Buzzers Pilot lights | <ul style="list-style-type: none"> Pursuing safety and ease of use Quality assurance | <p>\$267 million +1%</p> |
| <p>Panel Solutions</p> <ul style="list-style-type: none"> Relays / Sockets Terminal blocks Switching power supplies Circuit protectors LED illumination units | <ul style="list-style-type: none"> Reducing consumed energy Providing optimal light for various applications | <p>\$103 million -3%</p> |
| <p>Automation Solutions</p> <ul style="list-style-type: none"> Programmable logic controllers Operator interfaces Sensors (Photoelectric switches / Proximity switches) Automatic-identification devices | <ul style="list-style-type: none"> Solutions to shortage of workers Achieving sophisticated management control in medical institutions Solutions for achieving automation in cases of increase in logistics Solutions for factory automation in diverse manufacturing industries | <p>\$79 million +2%</p> |
| <p>Safety and Explosion Protection Solutions</p> <ul style="list-style-type: none"> Safety-related devices Explosion protection devices | <ul style="list-style-type: none"> Eliminating industrial accidents Promoting international standardization | <p>\$62 million +4%</p> |
| <p>Systems</p> <ul style="list-style-type: none"> Security systems Various systems | <ul style="list-style-type: none"> Constructing optimal systems by combining control devices and technologies | <p>\$30 million +7%</p> |
| <p>New Businesses</p> <ul style="list-style-type: none"> Environmental energy-related business Next-generation agricultural solutions Collaborative safety robot systems Ultrafine bubble generators | <ul style="list-style-type: none"> Utilizing natural energy Promoting the use of renewable energy Promoting the healthy growth of vegetation Creating a safe and comfortable environment in global society | <p>\$24 million -8%</p> |

Note: Amounts in U.S. dollars are calculated at the prevailing exchange rate as of March 31 in every fiscal year.
Note: Exchange rate (1 U.S. dollar): FY2019 (¥111.01)