

Company Introduction

**Tokyo Stock Exchange Prime
Market Securities Code: 6652**



Company Profile

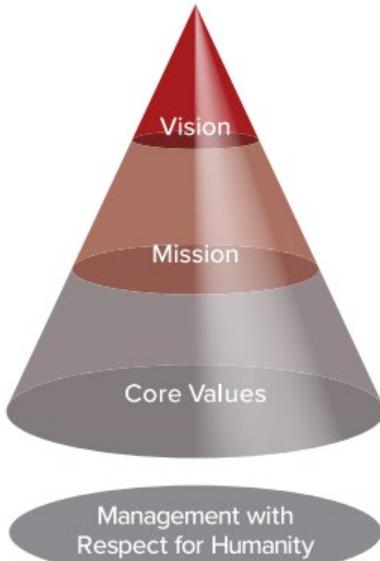
- Company Name : IDEC Corporation
- Representative : Toshiyuki Funaki, Chairman and CEO
- Founding : 1945
- Location : 2-6-64 Nishimiyahara, Yodogawa, Osaka, Japan
- Capital : 10 billion yen
- Number of employees : 2,937 (FY2025)
(consolidated)
- Listed exchange : Tokyo Stock Exchange Prime Market



[Purpose]

**Create the optimum environment for humans and machines,
and to achieve safety, ANSHIN*, and well-being for people around the world.**

* ANSHIN denotes a sense of trust and assurance without any fear or stress



[The IDEC Way]

Vision

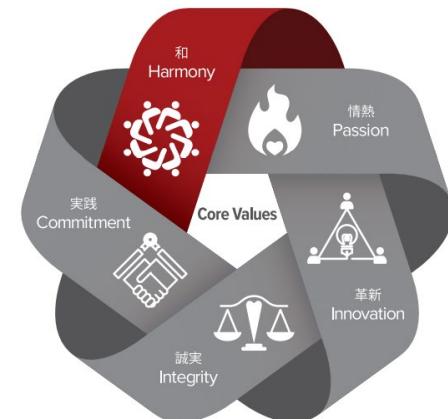
Pioneer the new norm for a safer and sustainable world.

Mission

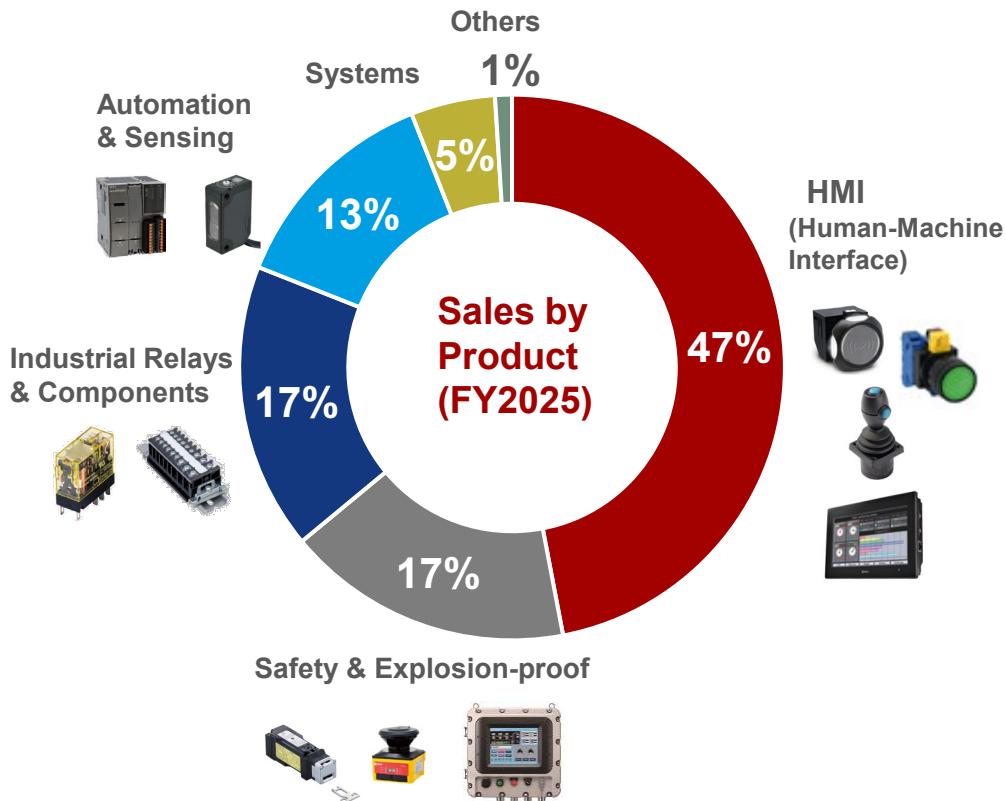
To create the optimum environment for humans and machines.

Core Values

Core Values



Business Features



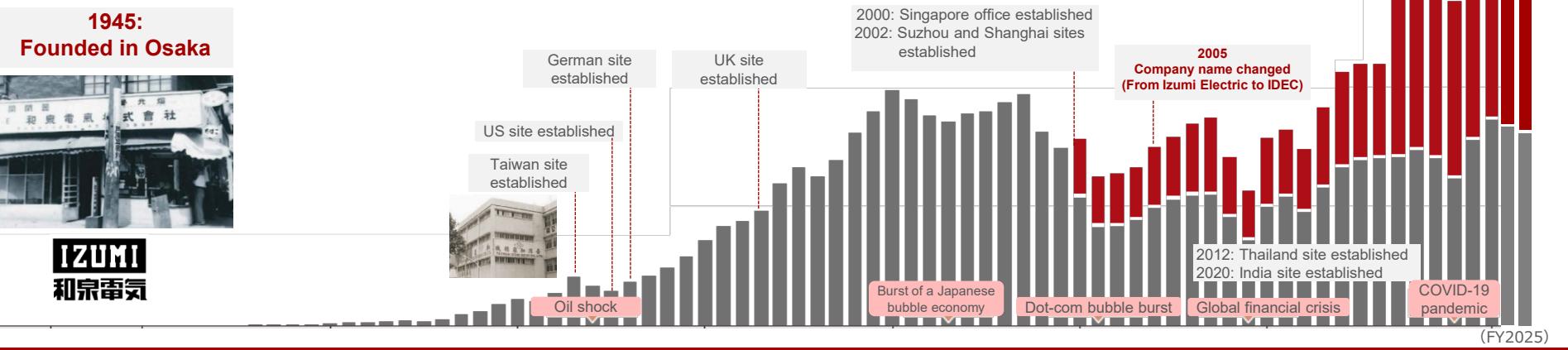
- Based on the premise that people make mistakes and machines break down, we develop products that can "protect human lives" even in unforeseen circumstances.
- **Global development in the "Factory Automation (FA) & Control Equipment" industry, focusing on HMI products that serve as a point of contact between humans and machines.**
- We have a lineup of more than 100,000 models of various control devices to meet various needs.

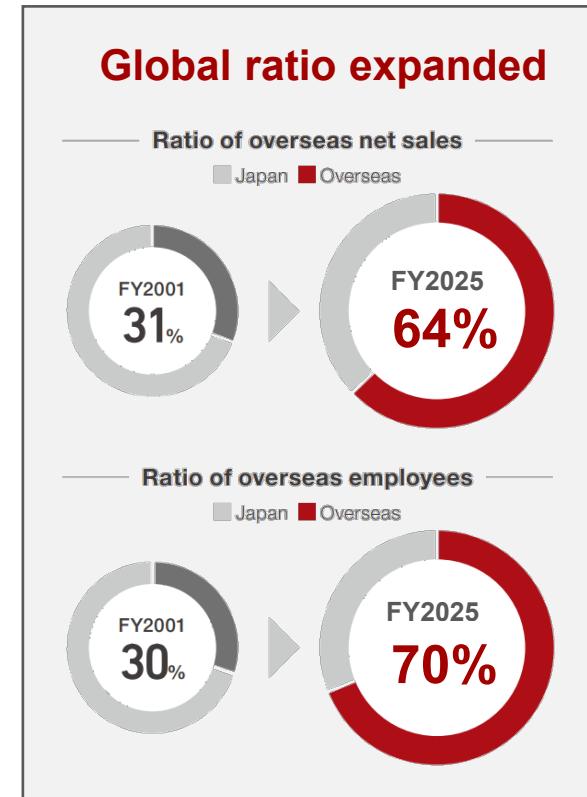
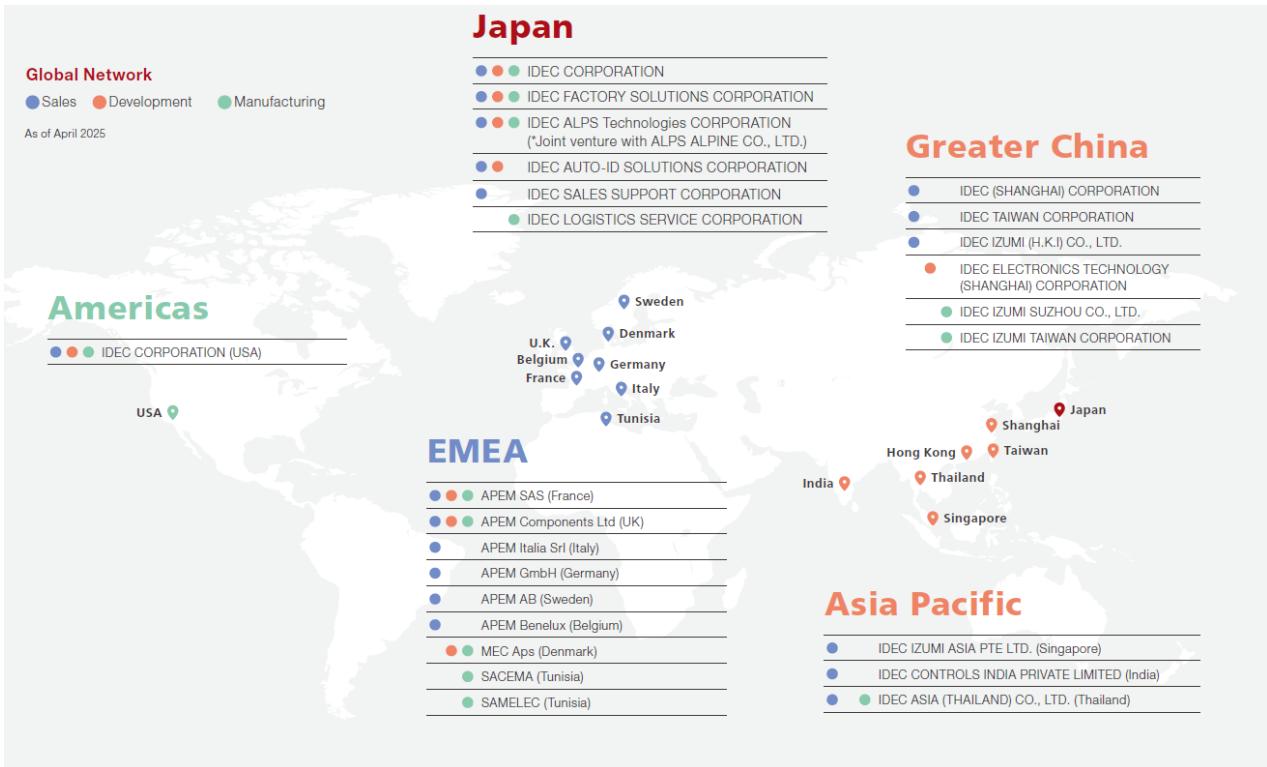
History of the IDEC Group



Sales trends

- Net sales
- Overseas sales





Global Ratio (Manufacturing Sites)



IDEC's competitive advantages and strengths?

Competitive Advantages and Strengths of IDEC (1)



- We have a wide product lineup of control devices and sell them to various industries and customers.
- Our lineup of models are used in the tens of thousands. According to their specific applications, they are made to meet the high standards in each country, as well as the high demands for quality and safety.
- Focusing on developing solutions that meet customer needs by leveraging a wide range of products

Top share in
Japan!



Operation switch for control

Top share in
Japan!



Emergency stop switch

FY2025 results (in-house research)

■ Since our founding, we have actively participated in product development based on safety DNA and the creation of international standards.

- Adopting an interlock mechanism to protect the safety of workers in the SB-type metal box switch developed in 1950, shortly after the company was founded.
- Our safety philosophy has been inherited as part of our DNA. In 1993, we launched Japan's first safety switch, and in 1998, we launched Japan's first enabling device.



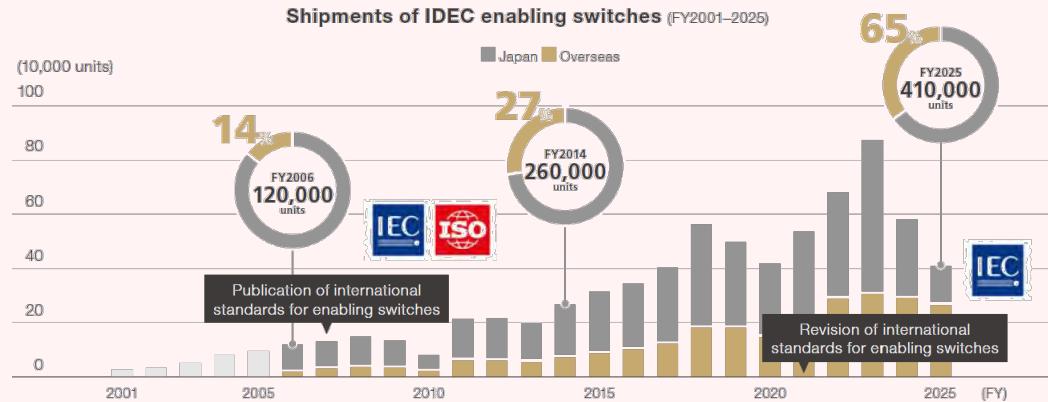
SB type metal box switch

- Actively participate in the creation of international standards, acquire international safety standards for enabling switches, and have a global share of about 90%.

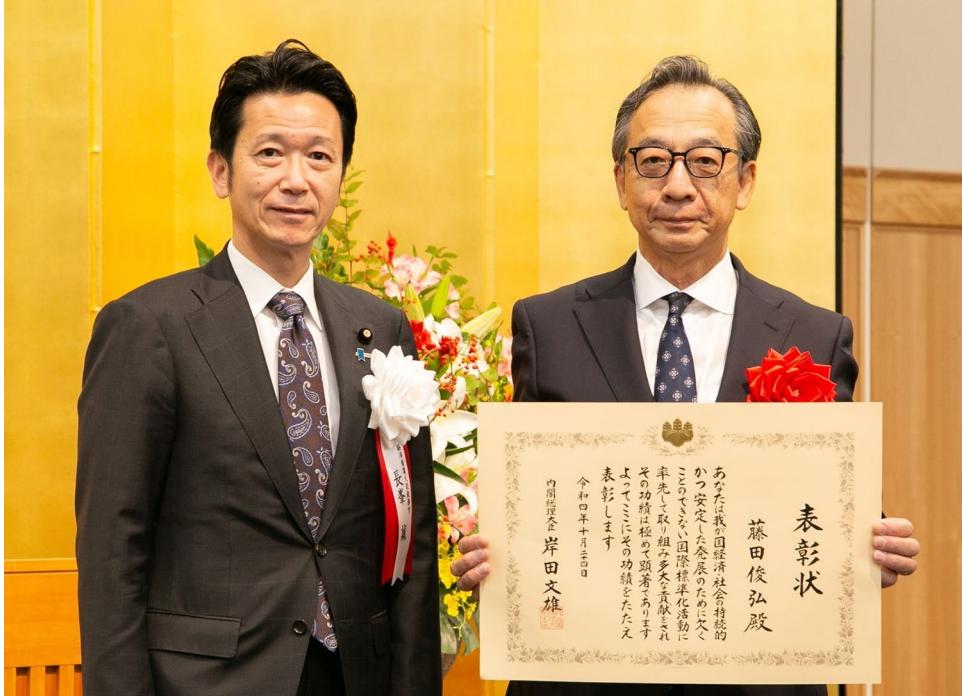
Japan and Global
Top share!



3-position enabling device
FY2025 results (in-house research)



■ Received the Prime Minister's Commendation for Industrial Standardization Project



Left: Makoto Nagamine,
Parliamentary Vice Minister of Economy,
Trade and Industry (at that time)

Right: Toshihiro Fujita,
Chief Safety, Health and Well-being Officer,
IDECA CORPORATION

Competitive Advantages and Strengths of IDEC (2)



- We are actively pushing forward the development of human resources with the goal of promoting safety and security to society.
- We encourage our employees to acquire qualifications such as safety assessors based on international safety standards, and we also conduct various seminars and safety consulting.



Qualifications
attesting to the level
of safety knowledge
and designing
competency for
technical staff
*1 Qualification holders

578

*1 Safety Assessors, Safety Basic Assessors, and Robot Safety Assessors

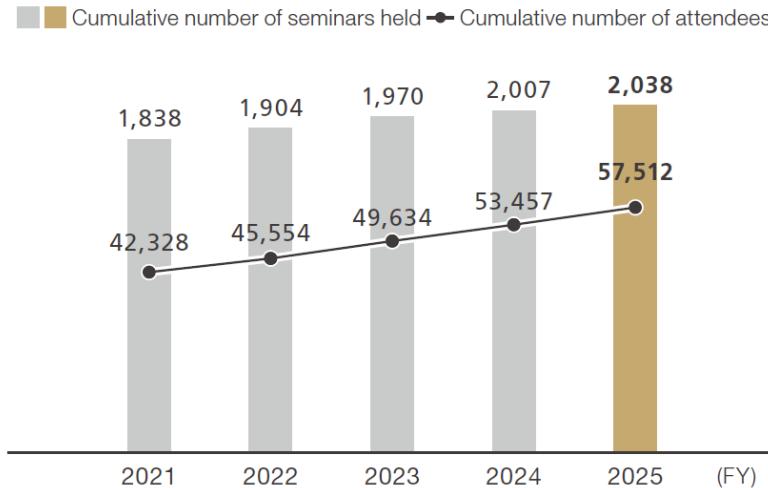
*2 Safety Officers



Qualifications of
knowledge and
competence in
occupational safety
management for
administrative staff
*2 Qualification holders

128

**Cumulative number of attendees and number of
safety & explosion protection seminar held**
(IDEC unconsolidated)



**Products and services that
contribute to society**

IDECK Products Used in Various Settings



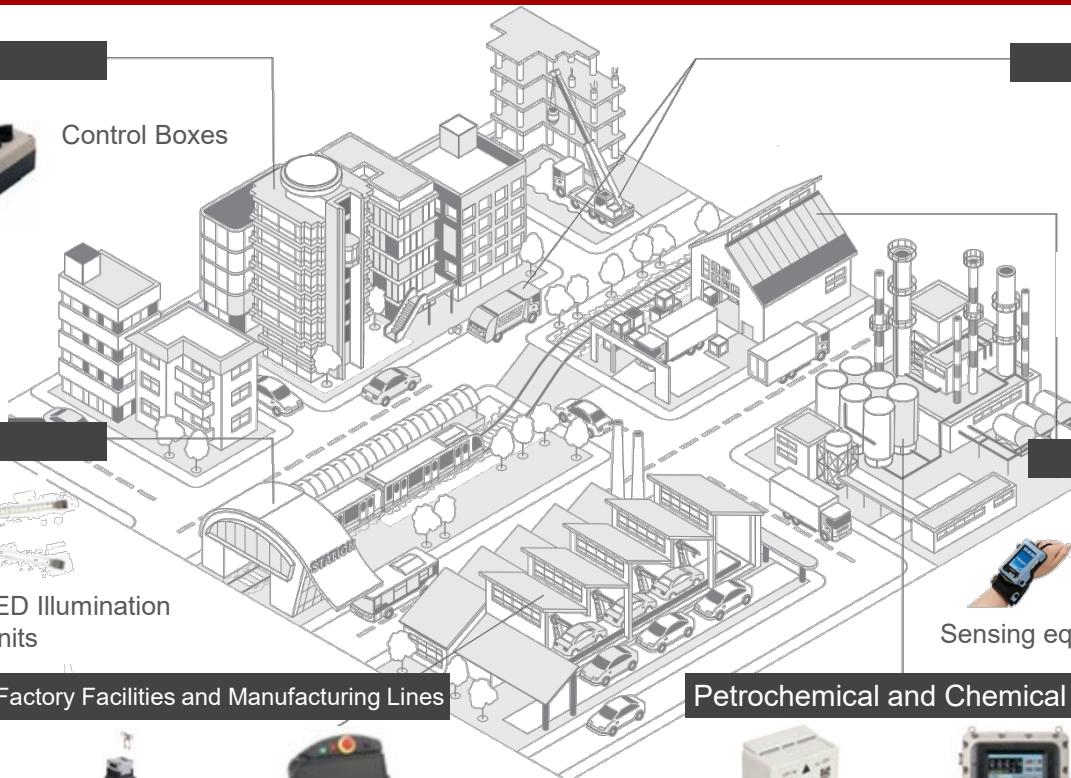
Office Buildings



Operator interface

Switching power supplies

Control Boxes



Special Vehicle



Pushbutton switches

Rocker switches

Joysticks

Public Transport



Emergency Stop Switches

Edge switch



LED Illumination Units

Logistics Warehouse



Sensing equipment



AMR

(Autonomous Mobile Robots)

Various Machine Devices in Factory Facilities and Manufacturing Lines



Industrial switch



Pilot light



Interlock switch



Safety commander

Petrochemical and Chemical Plants



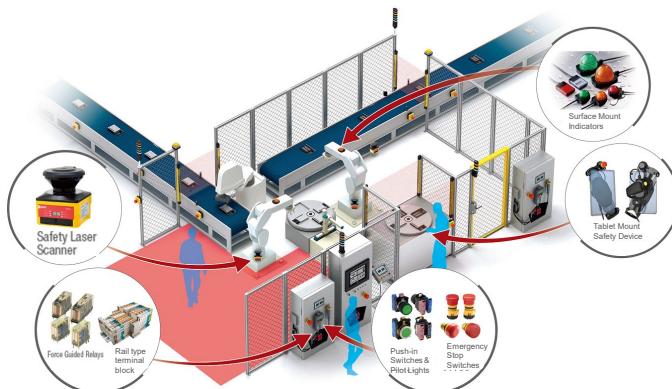
Explosion protection vibration sensor



Explosion protection operator interface

Products and Solutions for Automation and Equipment Control In Factory Production Lines and Distribution Warehouses

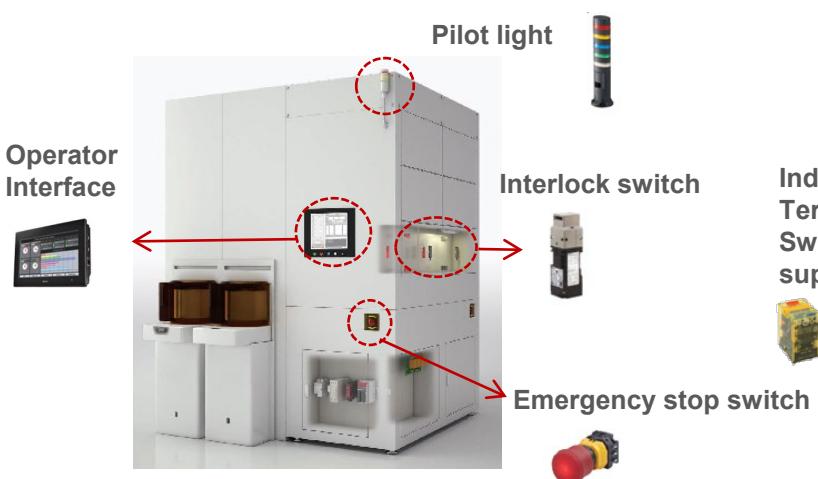
For example, it is installed as a control panel and safety device for controlling the production line of automobiles and electronic equipment, and it is also used as a safety device for logistics control, which has been growing in demand in recent years, and for autonomous transport robots.



Products That Control the Device Itself

Our broad product lineup is incorporated into a wide variety of equipment to automate and **streamline manufacturing sites and ensure the safety, security, and wellbeing of workers.**

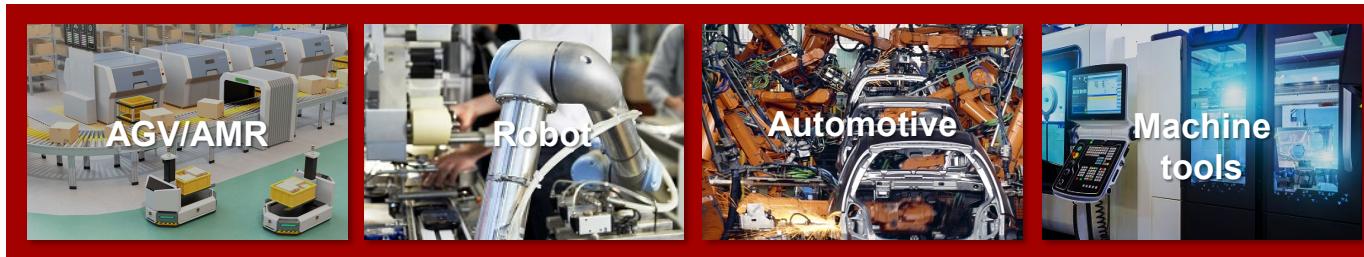
[Semiconductor manufacturing equipment]



[Machine Tools]

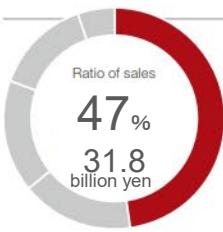


- Among the focus industries, in addition to AGVs (automated guided vehicles), AMRs (autonomous mobile robots) and robots, which are expected to grow rapidly in the future, we will focus on machine tools and the automobile industry.
- Strengthen competitiveness by proactively proposing solutions to each industry



IDEC's Business

Our Business



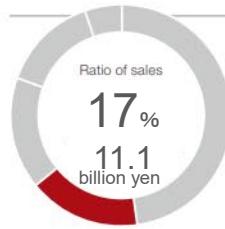
HMI



Industrial switch



Operator interface



Safety & Explosion Protection



Emergency-stop switch



Safety laser scanner



Emergency-stop assist system



Explosion protection vibration sensor

Industrial Relays & Components



Industrial relay



Terminal block



Switching power supply



LED illumination unit

Automation & Sensing



Cloud-based data logger



Sensor

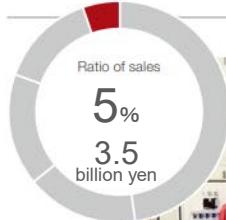


Programmable logic controller



ez-Wheel product

Systems



HMI (Human-Machine Interface)

- A wide product lineup of tens of thousands of models that can meet various uses and needs that differ by region and customer

IDEK products



APEM products



HMI (Human-Machine Interface)

IDE



Operator Interface

15 HG5G-V
インチ



8.4
インチ
HG3/4G-V/
2G-V



4.3
インチ
HG1G



Flush Silhouette Switches

LB/LBW
ø18.2
ø22
□22
18x2ø2
22x28
ø22.3
ø26
□22.5
□26



CW
ø22
ø30

LW
ø25.3
ø28
□24.5
□28

Switches / Pilot Lights

LB
ø16
A6
ø16



Switches / Pilot Lights

HW
ø22



TW
ø22



TWS
ø25



TWN/
TWND
ø30



MA/MC



Switchboard



Pilot Lights

AP
ø8
ø10
ø12
ø16

AP6S
ø16



AP22
ø22



SLC



LH



Illuminated Buzzer

HW1Z
ø22



Cam Switch

CS
ø25
ø30



AC/UC
ø30



General purpose box

FB
AG/KG



HMI (Human-Machine Interface)



A JOYSTICK TO USE
ALL DAY LONG



ELASTOMERIC
PANEL TECHNOLOGY

Pushbuttons

ø13.6 IP series



ø13.6 IS series



ø16 IA series



ø24.2 FD series



Tactile Switches

Multimec™ series



Metal type Pushbuttons

ø22 AV series



ø30

Piezo Switches

ø16 PBA series



ø22

Toggle Switches

600H-600NH series



CT series



5000 series



Rocker Switches

K series



Pilot Lights

Q series



Joysticks

8000 series



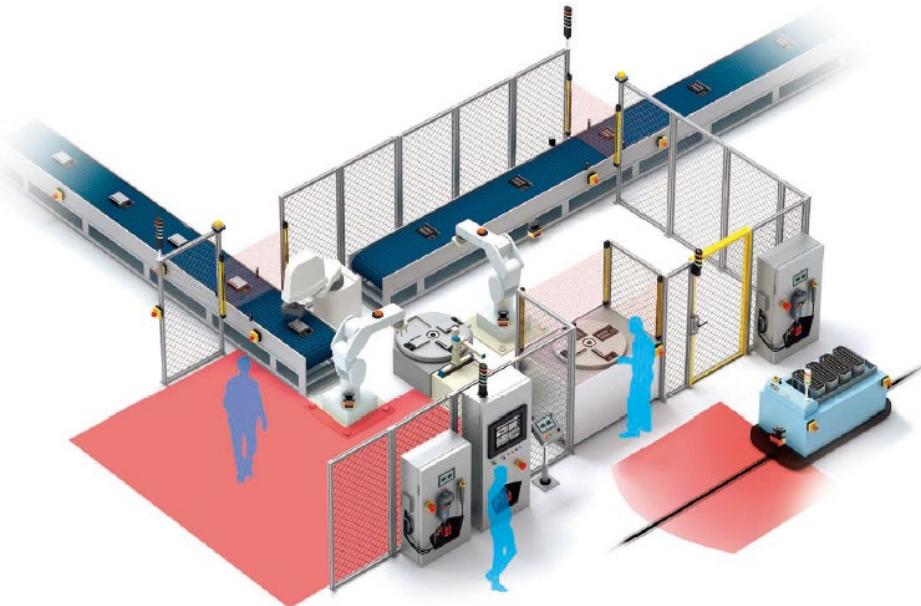
1000 series



TS series



Safety & Explosion-proof -Safety-



Safety & Explosion-proof -Explosion-proof-



Control Boxes
EC2B



EC1A



Wired/wireless Zoom Camera
PSM-03



Network Camera
BBK24M-T



Mat switches



LED Illumination Units



Junction Boxes



Operator Interface



EX1R-D3



Relay Barriers

EB3C



EB3L



EB3N



EB3S



Interlock Switches

HS5L-K



Barrier/Detection Device

DX-IB



D5000

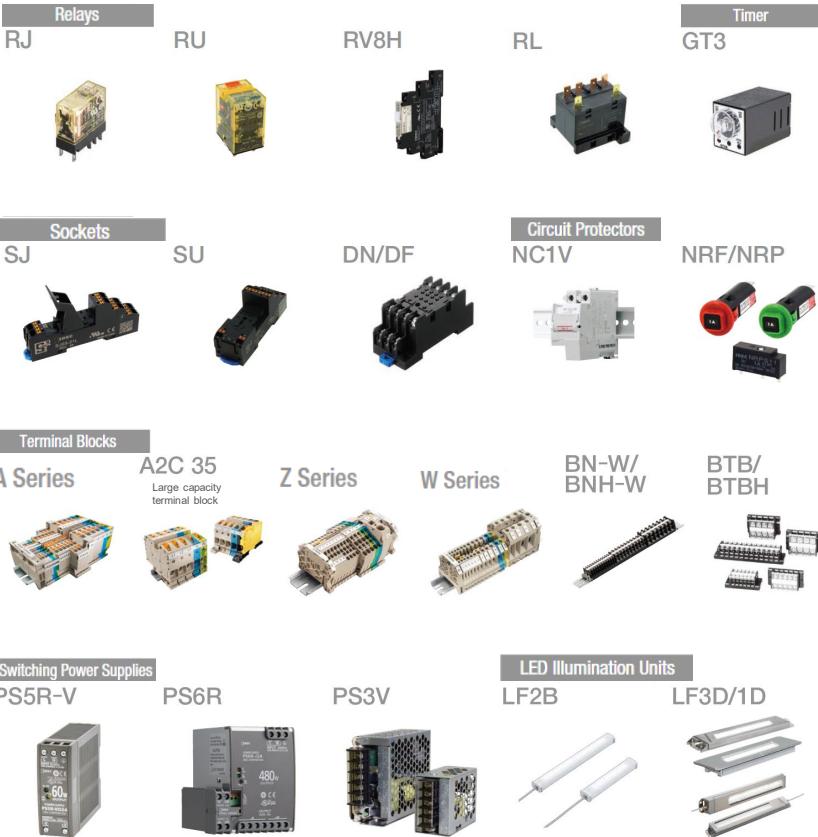


Vibration Sensors

ES3M



Industrial Components



Automation / Sensing

IDE



Code reader

GD4590 PD9500DPM Matrix 120 Magellan 1500i Magellan 3450



welcat

WIT-series



XIT-series



ウェアブルターミナル
WIT-SERIES

ハンドターミナル
XIT-series

Programmable logic controller

FC6A Plus/All-in-One

FT1A Pro/Lite

3.8 インチ FT1A Touch



スマートリレー

FL1F



イーサネットスイッチ

SX5E



Sensing product

SA2E/1E SA1E-L

SA1E-X

SA1Q

SA1F

SA1T



Sensor checker

SA1P

Code reader

WB1F



System

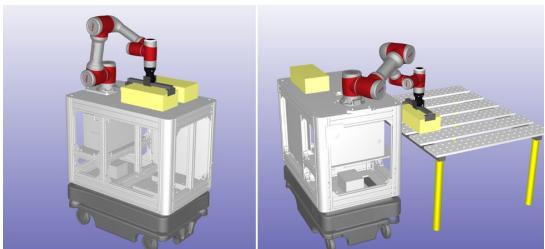


Collaborative robot system

AMR

ultra fine bubble
Generator

library system



UL standard compliant/
Control panel design and production system



Food manufacturing system

M&A and Partnerships

Recent M&As and Business Alliances



ez-Wheel (France) joined the IDEC Group
[AGV/AMR solution]

IDECK ALPS Technologies Co., Ltd. was established as
a joint venture company with ALPS ALPINE CO., LTD.
[Sensing technology]

IDECK FACTORY SOLUTIONS CORPORATION acquired
factory automation business from Squse Co., Ltd.
[System development]

2019

2018

2017

2023
2021

Innovation by



A strategic partnership agreement was concluded with
Weidmüller (Germany) [Push-in technology]

Tokyo Sensor Co., Ltd. joined the IDEC Group
[Safety-related products]



APEM (France) joined the IDEC Group [HMI]
Welcat Inc. joined the IDEC Group [Automatic identification devices]



Expansion of Target Markets Through The Acquisition of APEM



Market centered on the FA industry



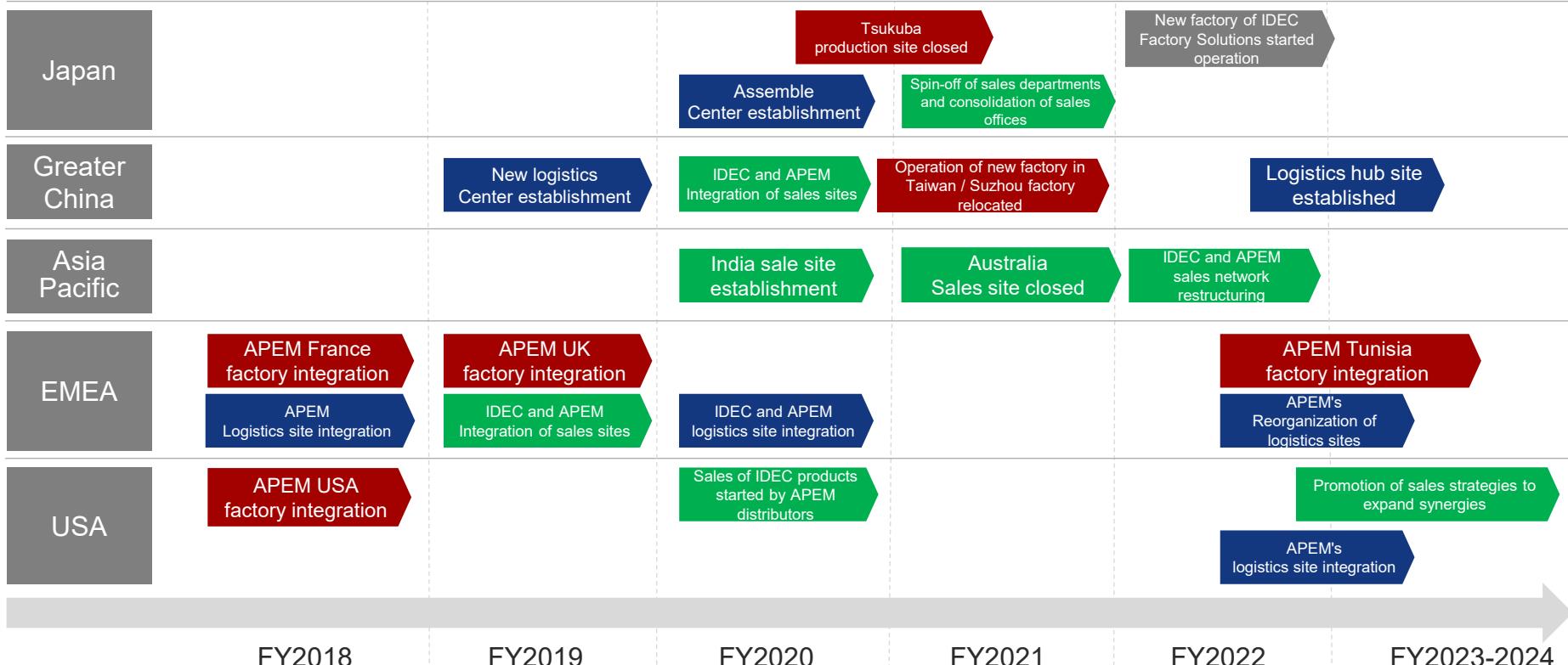
Special vehicle
Defense/Aerospace
Material handling



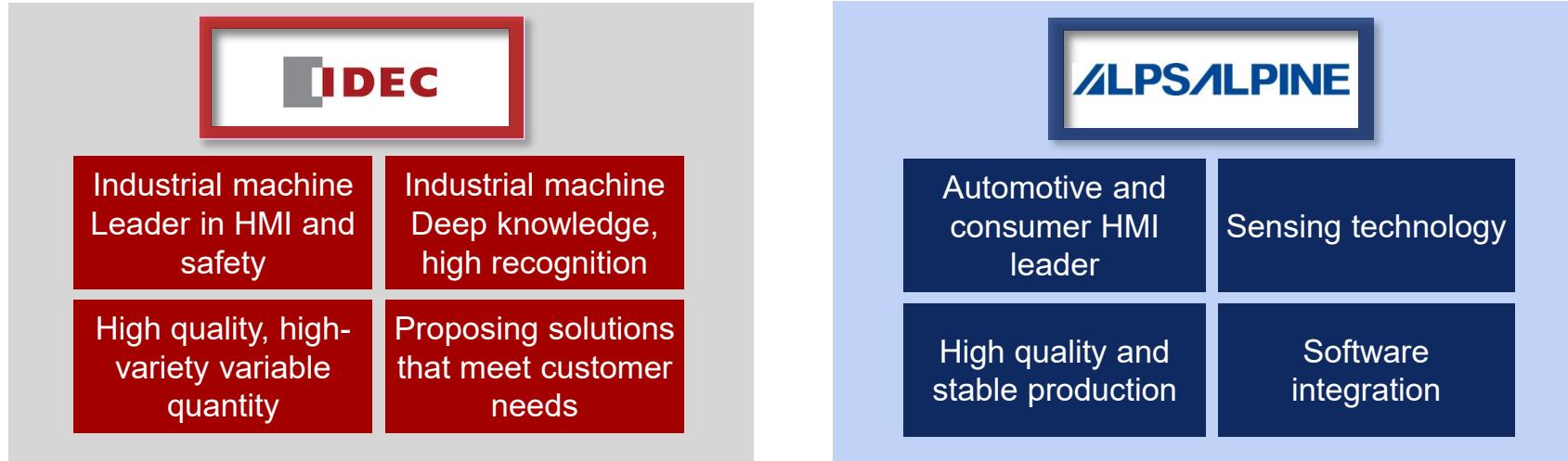
Roadmap for Business Structure and Reorganization of Sites



● Production ● Sale ● Logistics



Joint Venture with Alps Alpine Co., Ltd. Established



Shared strengths as HMI leaders

+

Proposal of optimal solutions utilizing the unique knowledge of both companies

Established a joint venture company aiming to establish a highly profitable business

Acquisition of ez-Wheel



Acquires ez-Wheel in August 2023

to accelerate business development
in mobility solutions and further expand sales.

(1) Company Name	ez-Wheel SAS
(2) Location	Moulin de l'Abbaye, 135, Route de Bordeaux 16400 La Couronne, France
(3) Representative	Chief Executive Officer, Antoine Juan
(4) Business	Development, manufacturing and sales of autonomous electric wheels
(5) Date of Establishment	November 2009





Assist Wheel Drive

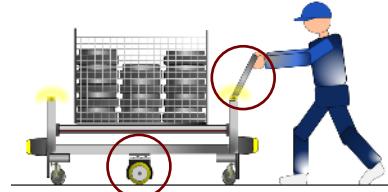
Easily and safely electrify carts for transporting heavy loads

Heavy work, heavy burden on workers

Harsh working conditions make it difficult to secure a stable workforce



- ✓ Easily turn it into an electric assist by simply attaching a handle and wheels
- ✓ Safety and ANSHIN systems also provided



Improve well-being



Electric assist system



+

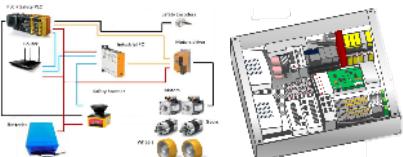
Safety and ANSHIN system





Complex Systems

High cost, huge development time, and assembly time are barriers to the widespread adoption of AGVs/AMRs



- ✓ Super-simplified system
- ✓ Safety features essential for working with humans are also integrated



Safety Wheel Drive

Easily build safe and secure AGVs/AMRs



Medium-Term Management Plan



New IDEC

Transition to a customer-centric business structure and enhance responsiveness to market changes.

Customer-centric Business Structure

- Strengthen solutions to address customer challenges
- Establish global structure to meet customer demands

Realizing One IDEC

- Optimize operations and manufacturing bases globally
- Establish SCM system that leverages digital technology and enhances customer satisfaction and efficiency
- Establish organization that reinforces “One IDEC”

FY2028 Target

Net Sales 77 billion yen
OP Margin 13% or more / ROIC 7% or more





Customer-centric Business Structure	Solution	<ul style="list-style-type: none">Establish system to promote solution businesses such as ez-Wheel and IDEC ALPS Technologies
	Global Management Structure	<ul style="list-style-type: none">Establish a global organizational structureRenew product planning and development processes that is based on industry and customer insights
Business and site strategies	Reorganization of sites	<ul style="list-style-type: none">Establish a global R&D structure centered around three main hubs: Japan, USA, and FranceConsolidate Japanese manufacturing sites with the consideration of utilizing external resourcesConsolidate Taiwan factories as an electronics manufacturing siteLaunch new site in the US, establish a factory in Mexico, and consolidate and transfer European sites
	SCM / Purchasing	<ul style="list-style-type: none">Promote global purchasing, including IDEC and APEM, and reduce lead times by optimizing the supply chain
	Products / Business	<ul style="list-style-type: none">Consolidate and eliminate unprofitable products while optimizing pricesTransfer and restructure businesses, including the transfer of the fine bubble and solar power generation businesses
Digital Innovation Strategy	Optimization of SCM	<ul style="list-style-type: none">Optimize delivery times and inventory by centralizing supply and demand information and inventory management using SCP
	Global IT Systems	<ul style="list-style-type: none">Implement global ERP, SCP, PLM, and other systems, and strengthen security managementDevelop global talent management infrastructure
Capital Strategy	Personnel optimization	<ul style="list-style-type: none">Optimize Japan's human resources by expanding second career support systems and enhance global talent
	Resource Management	<ul style="list-style-type: none">Allocate Cash based on capital efficiency

Transform into a global company through a discontinuous leap, not simply an extension of the past

Transform into a global company with the ability to respond to customer needs and has a high-profit structure.

