



Think Automation and beyond...

Company Introduction

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



- 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]

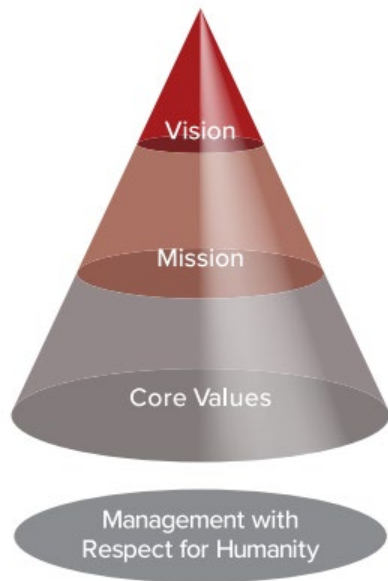
Vision

Pioneer the new norm for a safer and sustainable world.

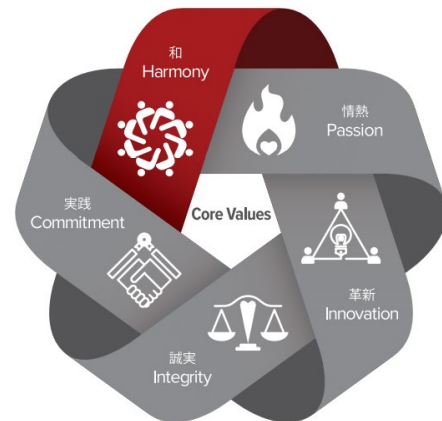
Mission

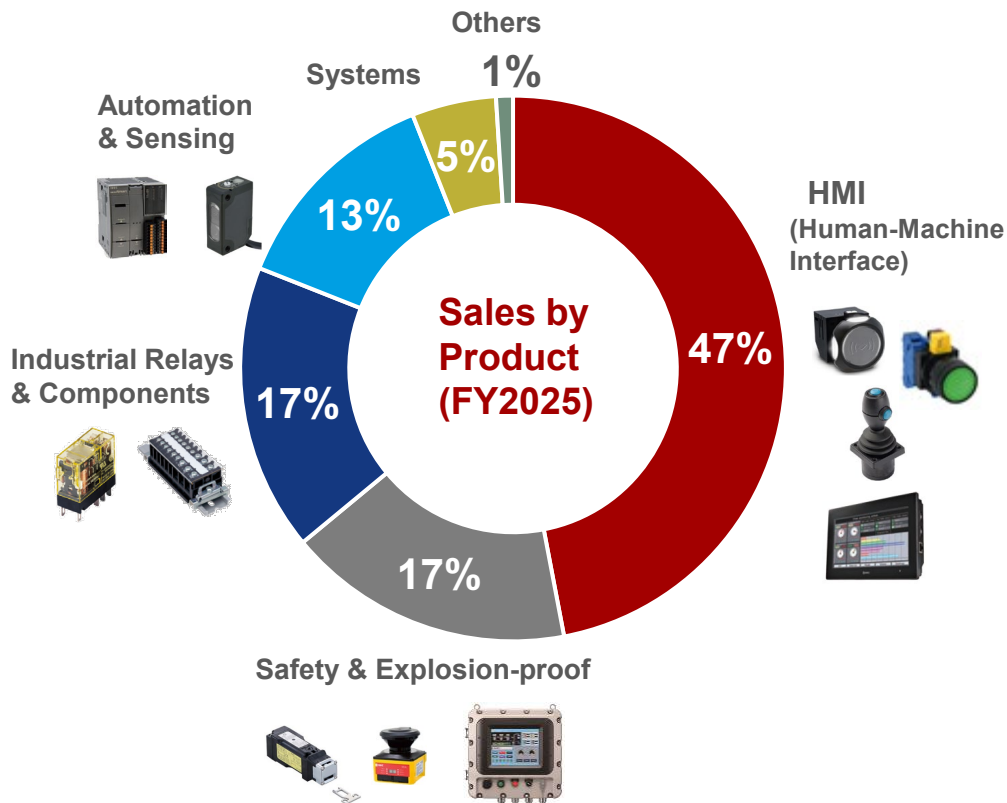
To create the optimum environment for humans and machines.

Core Values



Core Values





- 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



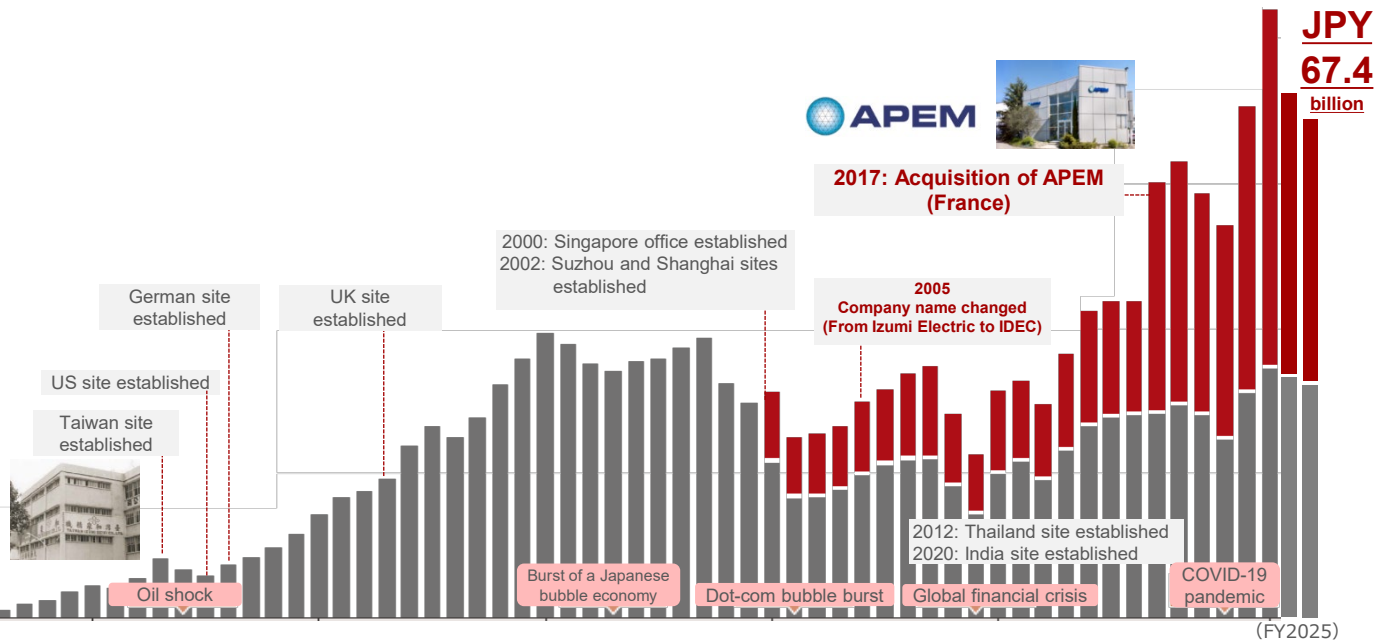
Sales trends

- Net sales
- Overseas sales

1945:
Founded in Osaka



IZUMI
和泉電気



1950

1953

1958

1969

1972

1989

1993

1998

2011

2017

2023



SB metallic switch box



Explosion protection illumination unit



Small control unit



SPS type stepping programmer



Industrial relay



Operator interface



MICRO-1 programmable controller



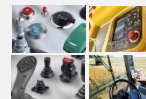
Interlock switch



Enabling device



Small control unit "LB Series"



APEM products



Touchless switch

Global Network

● Sales ● Development ● Manufacturing

As of April 2025

Japan

- IDEC CORPORATION
- IDEC FACTORY SOLUTIONS CORPORATION
- IDEC ALPS Technologies CORPORATION
(*Joint venture with ALPS ALPINE CO., LTD.)
- IDEC AUTO-ID SOLUTIONS CORPORATION
- IDEC SALES SUPPORT CORPORATION
- IDEC LOGISTICS SERVICE CORPORATION

Greater China

- IDEC (SHANGHAI) CORPORATION
- IDEC TAIWAN CORPORATION
- IDEC IZUMI (H.K.) CO., LTD.
- IDEC ELECTRONICS TECHNOLOGY (SHANGHAI) CORPORATION
- IDEC IZUMI SUZHOU CO., LTD.
- IDEC IZUMI TAIWAN CORPORATION

Americas

- IDEC CORPORATION (USA)

USA

EMEA

- APEM SAS (France)
- APEM Components Ltd (UK)
- APEM Italia Srl (Italy)
- APEM GmbH (Germany)
- APEM AB (Sweden)
- APEM Benelux (Belgium)
- MEC Aps (Denmark)
- SACEMA (Tunisia)
- SAMELEC (Tunisia)

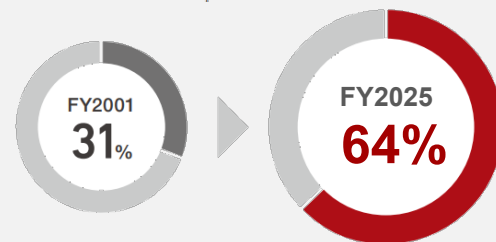
Asia Pacific

- IDEC IZUMI ASIA PTE LTD. (Singapore)
- IDEC CONTROLS INDIA PRIVATE LIMITED (India)
- IDEC ASIA (THAILAND) CO., LTD. (Thailand)

Global ratio expanded

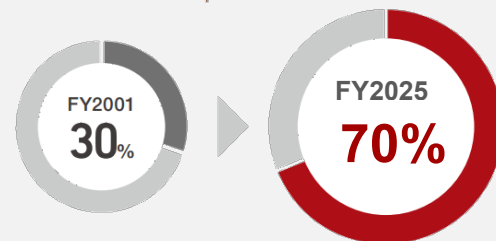
Ratio of overseas net sales

■ Japan ■ Overseas

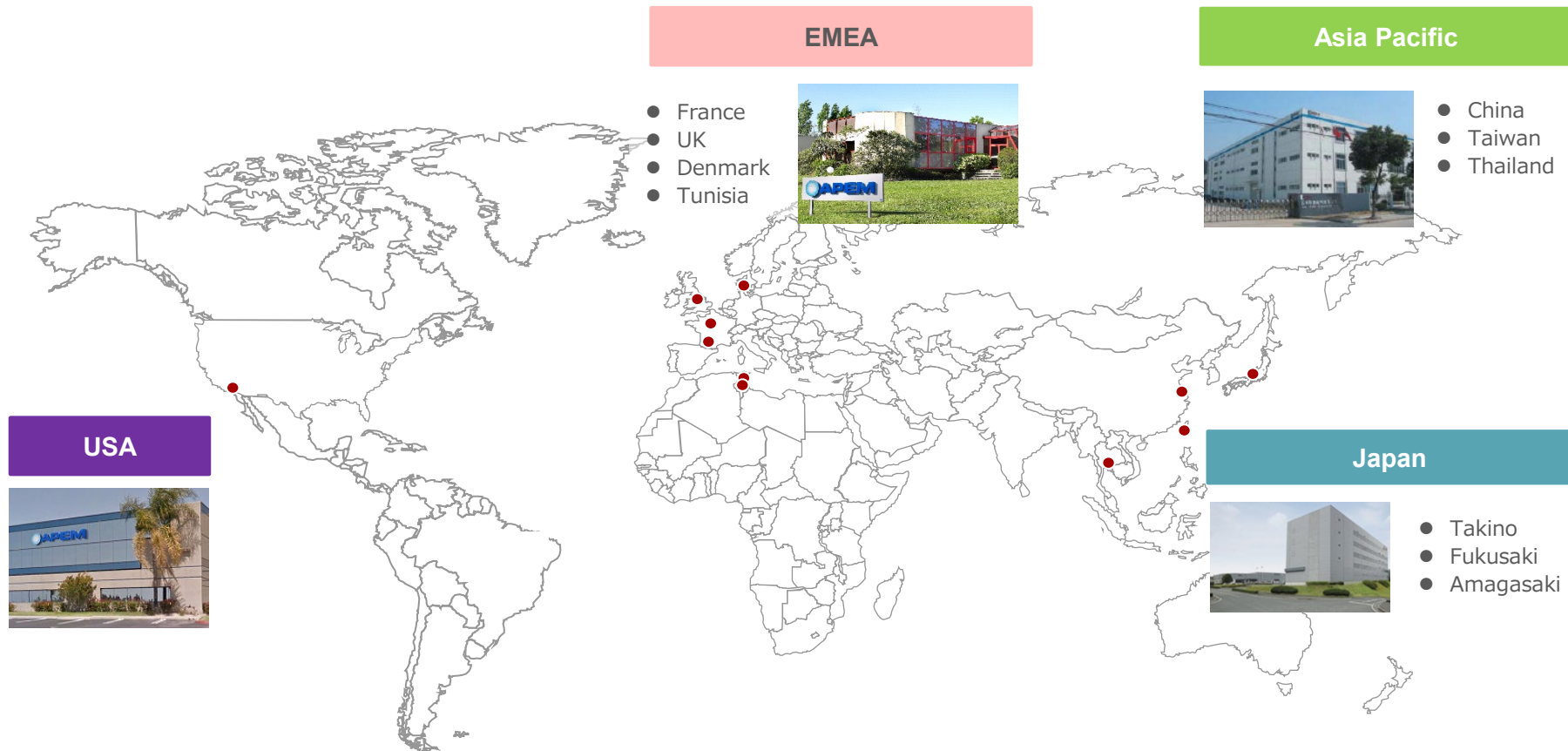


Ratio of overseas employees

■ Japan ■ Overseas



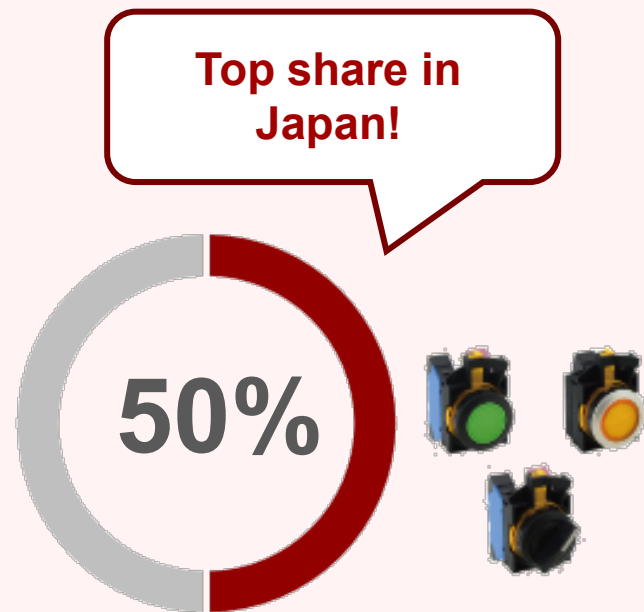
Global Ratio (Manufacturing Sites)



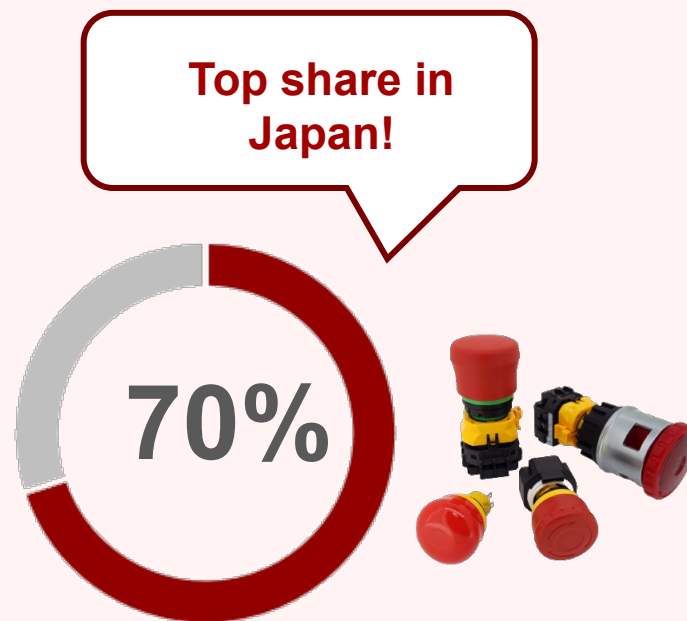
**IDEC's competitive advantages
and strengths?**



- 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



Operation switch for control



Emergency stop switch

FY2025 results (in-house research)

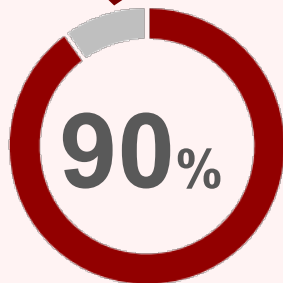
- Since our founding, we have actively participated in product development based on safety DNA and the creation of international standards.
- Adopting an interlock mechanism to protect the safety of workers in the SB-type metal box switch developed in 1950, shortly after the company was founded.
- Our 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

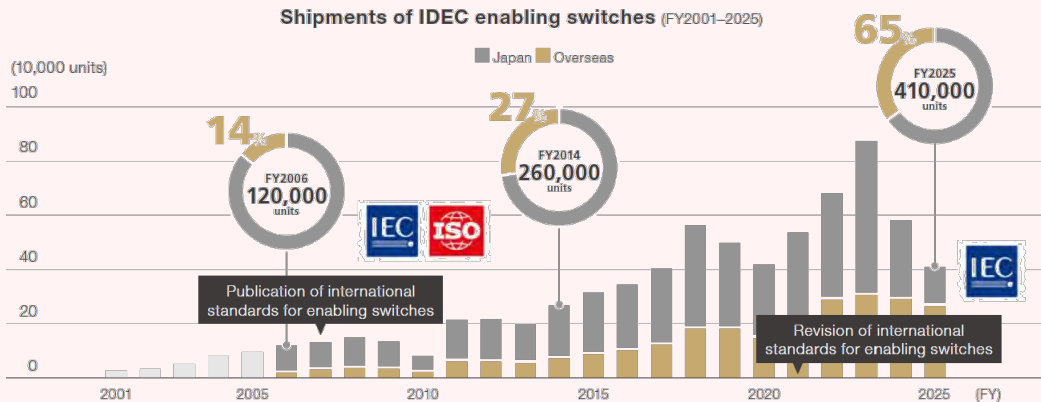
- Actively participate in the creation of international standards, acquire international safety standards for enabling switches, and have a global share of about 90%.

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, Hearth and Well-being Officer,
IDEC 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

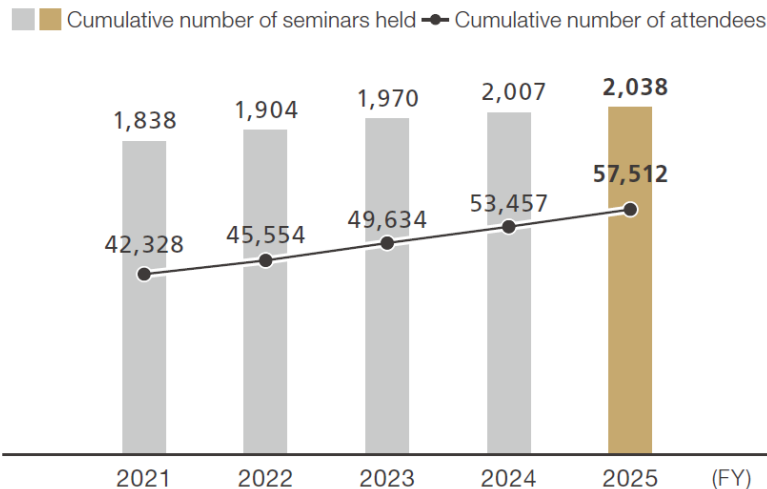
*2 Qualification holders

128

*2 Safety Officers

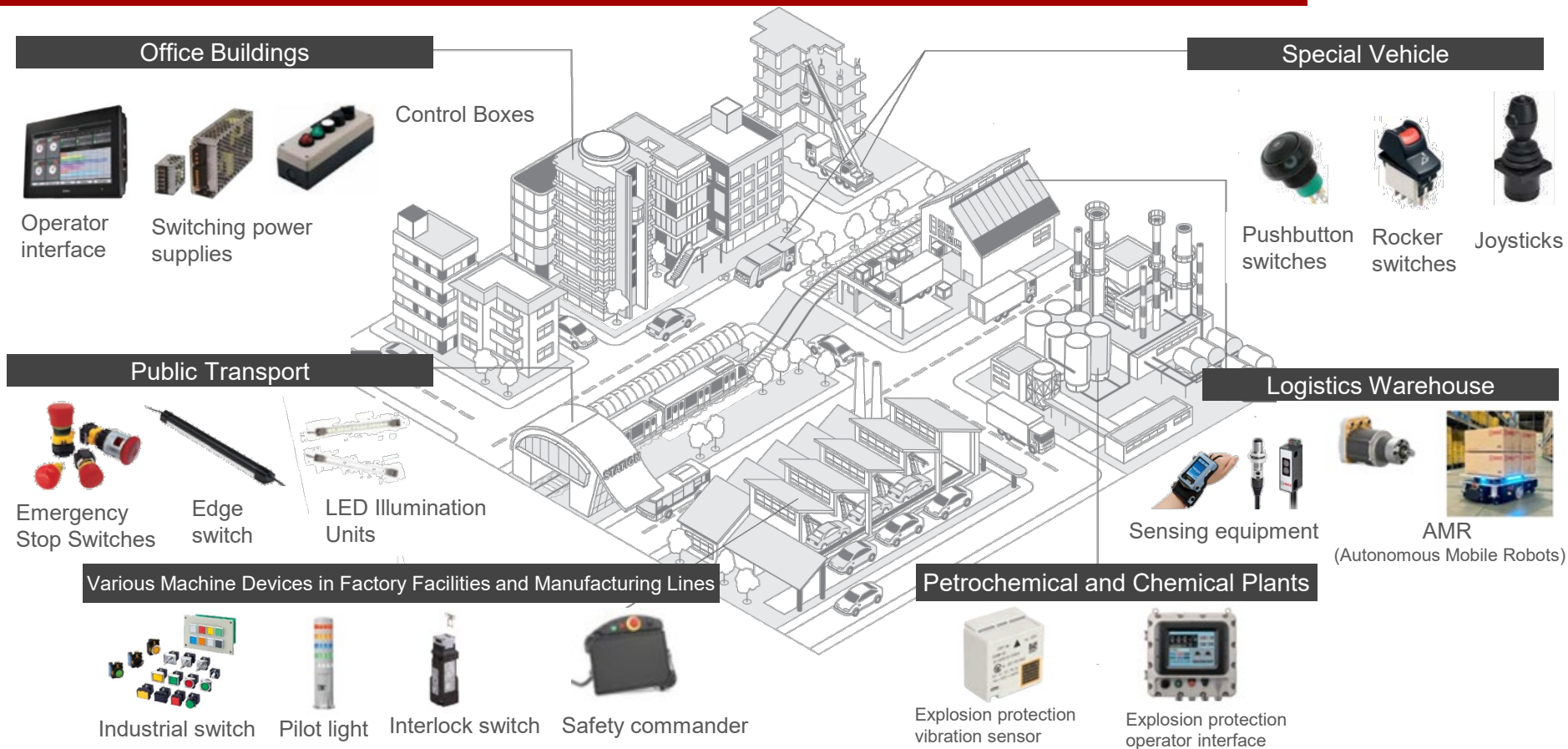
Cumulative number of attendees and number of safety & explosion protection seminar held

(IDEC unconsolidated)



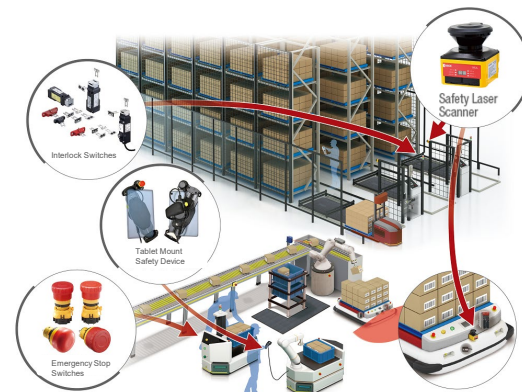
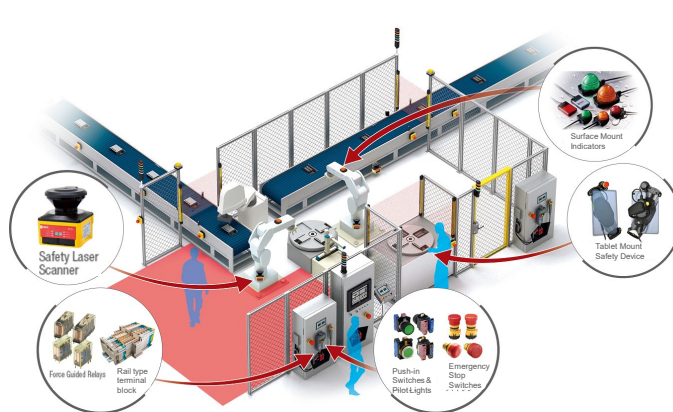
**Products and services that
contribute to society**

IDEC Products Used in Various Settings



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

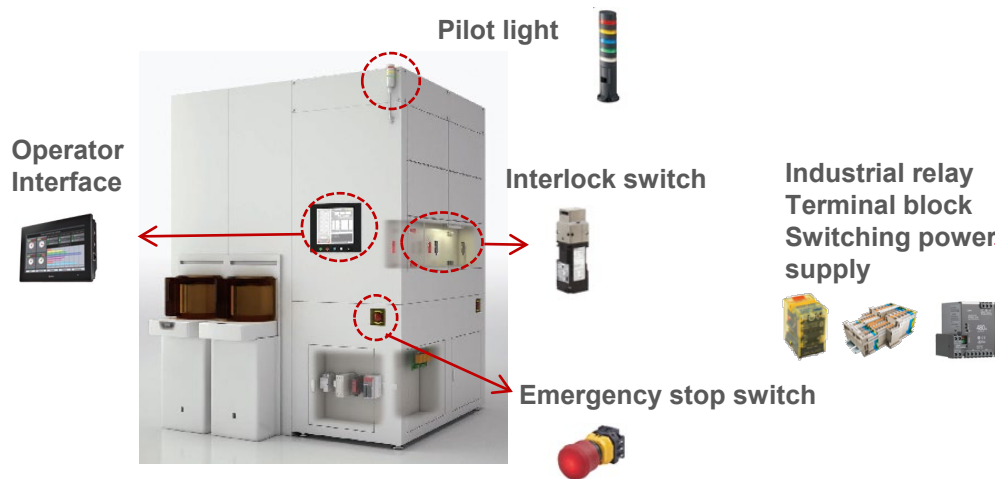
For example, it is installed as a control panel and safety device for controlling the production line of automobiles and electronic equipment, and it is also used as a safety device for logistics control, which has been growing in demand in recent years, and for autonomous transport robots.



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.

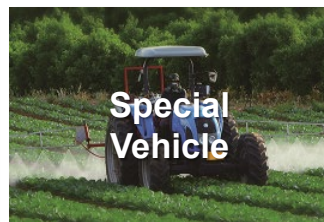
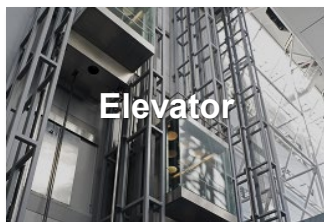
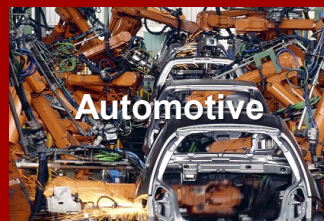
【Semiconductor manufacturing equipment】



【Machine Tools】

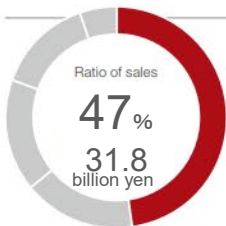


- Among the focus industries, in addition to AGVs (automated guided vehicles), AMRs (autonomous mobile robots) and robots, which are expected to grow rapidly in the future, we will focus on machine tools and the automobile industry.
- Strengthen competitiveness by proactively proposing solutions to each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



IDEC's Business

HMI

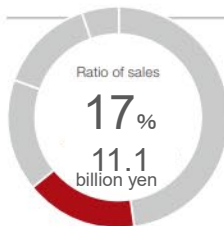


Industrial switch



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

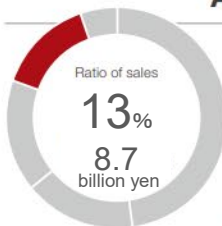


Switching power supply



LED illumination unit

Automation & Sensing



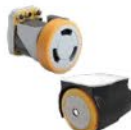
Cloud-based data logger



Sensor

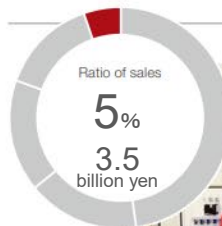


Programmable logic controller



ez-Wheel product

Systems



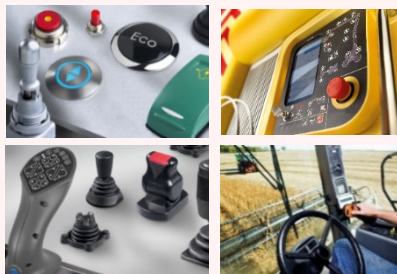
HMI (Human-Machine Interface)

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

IDEC products



APEM products



HMI (Human-Machine Interface)



Operator Interface



Flush Silhouette Switches

LB/LBW



CW



LW



Switches / Pilot Lights

LB



A6



Switches / Pilot Lights

HW



TW



TWS



TWN/TWND



MA/MC



Switchboard



Pilot Lights

AP



AP6S



AP22



SLC



LH



Illuminated Buzzer

HW1Z



Cam Switch

CS



AC/UC



General purpose box

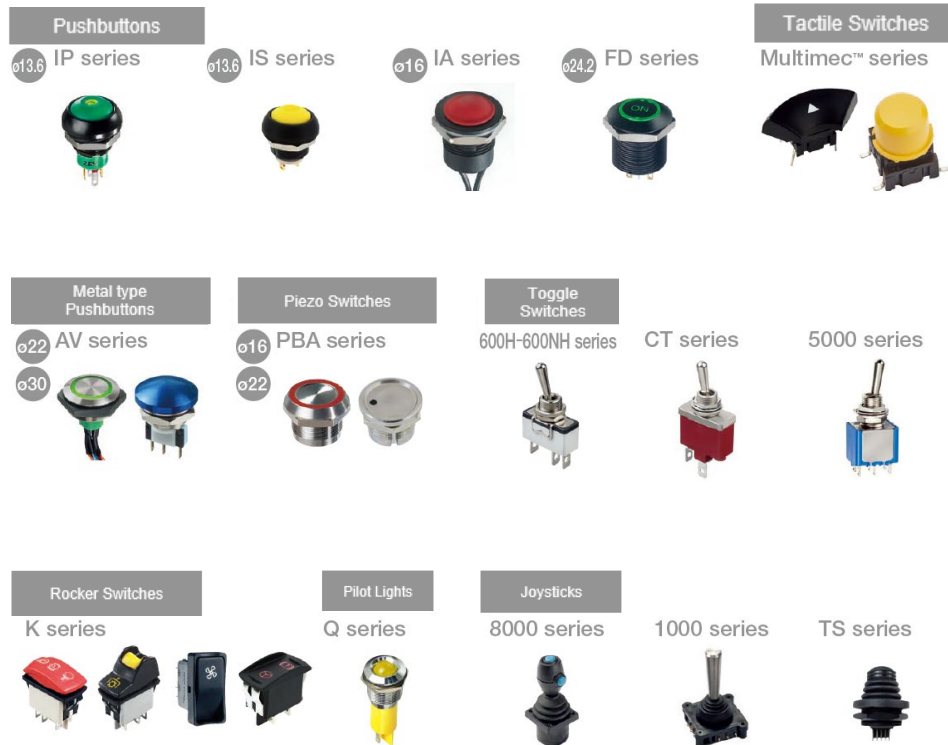
FB

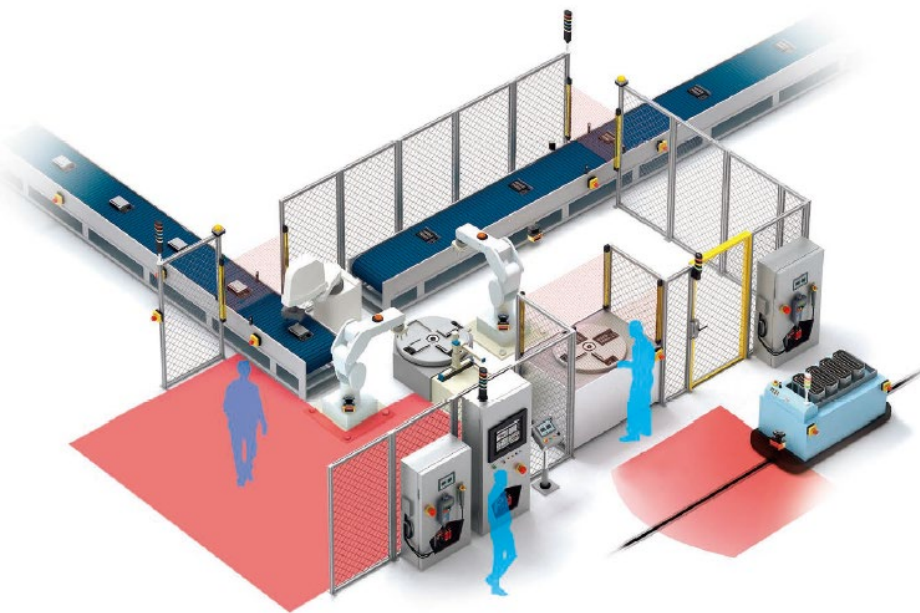


AG/KG



HMI (Human-Machine Interface)





Enabling Switches

HE6B



HE2G



Interlock Switches

HS1T



HS5L



HS5D



Interlock Switches

HS6E/6B



Actuators

Door Handle



Slide Handle



Non-contact Interlock Switches

HS7A



HS3A



Emergency Stop Switches

ø16 X6



X series

ø16 XA



ø22 XW



ø30 XN



FB



Force-guided Relays

RF1/2



Safety Relay Modules

HR5S/6S



Safety Controllers

FS1A



Safety Laser Scanner

SE2L



Safety Light Curtains

SE4D



SignalLight Towers

LD6A



Safety & Explosion-proof -Explosion-proof-



Control Boxes
EC2B



EC1A



Wired/wireless Zoom Camera
PSM-03



Network Camera
BBK24M-T



Mat switches



LED Illumination Units
EF1A



Junction Boxes
EJ5A



Operator Interface
EX4R



EX1R-D3



Relay Barriers
EB3C



EB3L



EB3N



EB3S



Interlock Switches
HS5L-K



Barrier/Detection Device
DX-IB

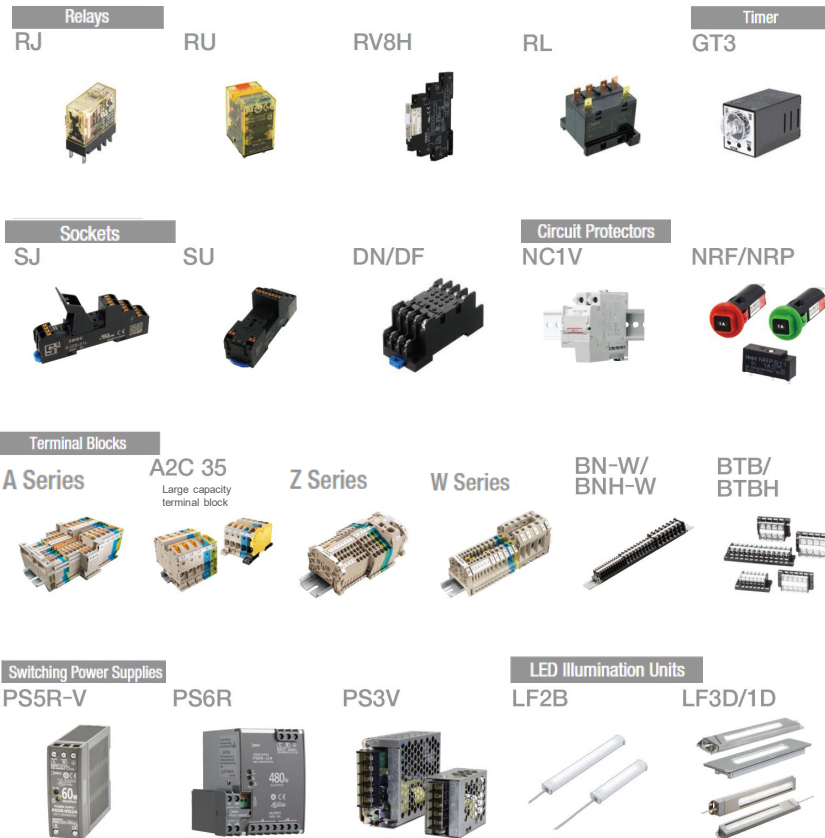


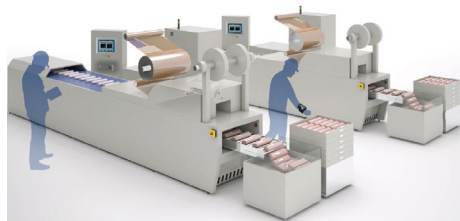
D5000



Vibration Sensors
ES3M







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



Code reader

GD4590

PD9500DPM

Matrix 120

Magellan 1500i

Magellan 3450



welcat

WIT-series



ウェアラブルターミナル
WIT-SERIES

XIT-series



ハンディターミナル
XIT-series

Sensor checker

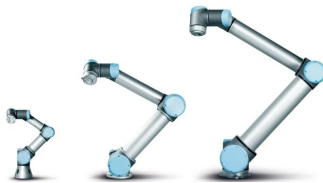
SA1P



Code reader

WB1F





Collaborative robot system



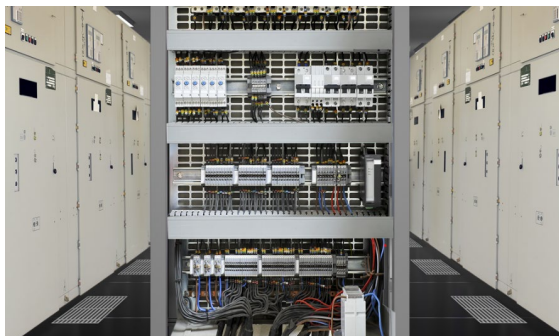
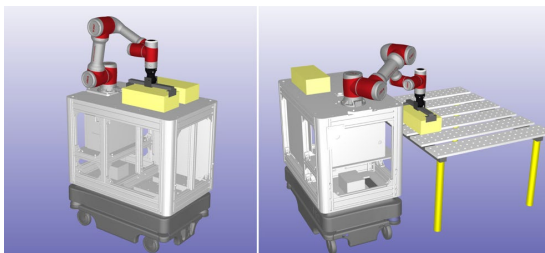
AMR



ultra fine bubble
Generator



library system



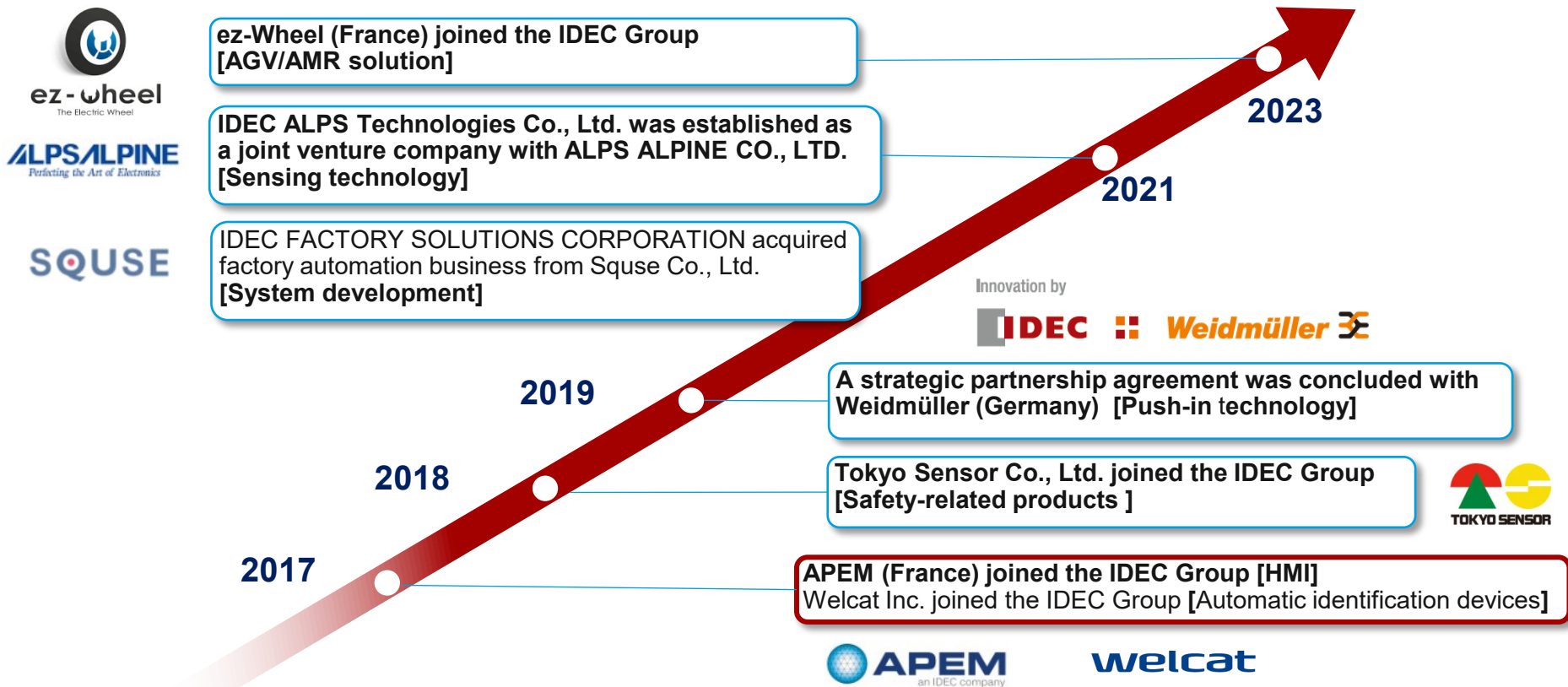
UL standard compliant/
Control panel design and production system



Food manufacturing system

M&A and Partnerships

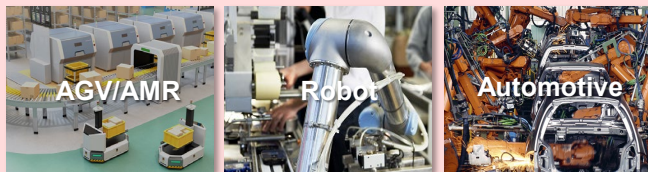
Recent M&As and Business Alliances



Expansion of Target Markets Through The Acquisition of APEM



Market centered on the FA industry



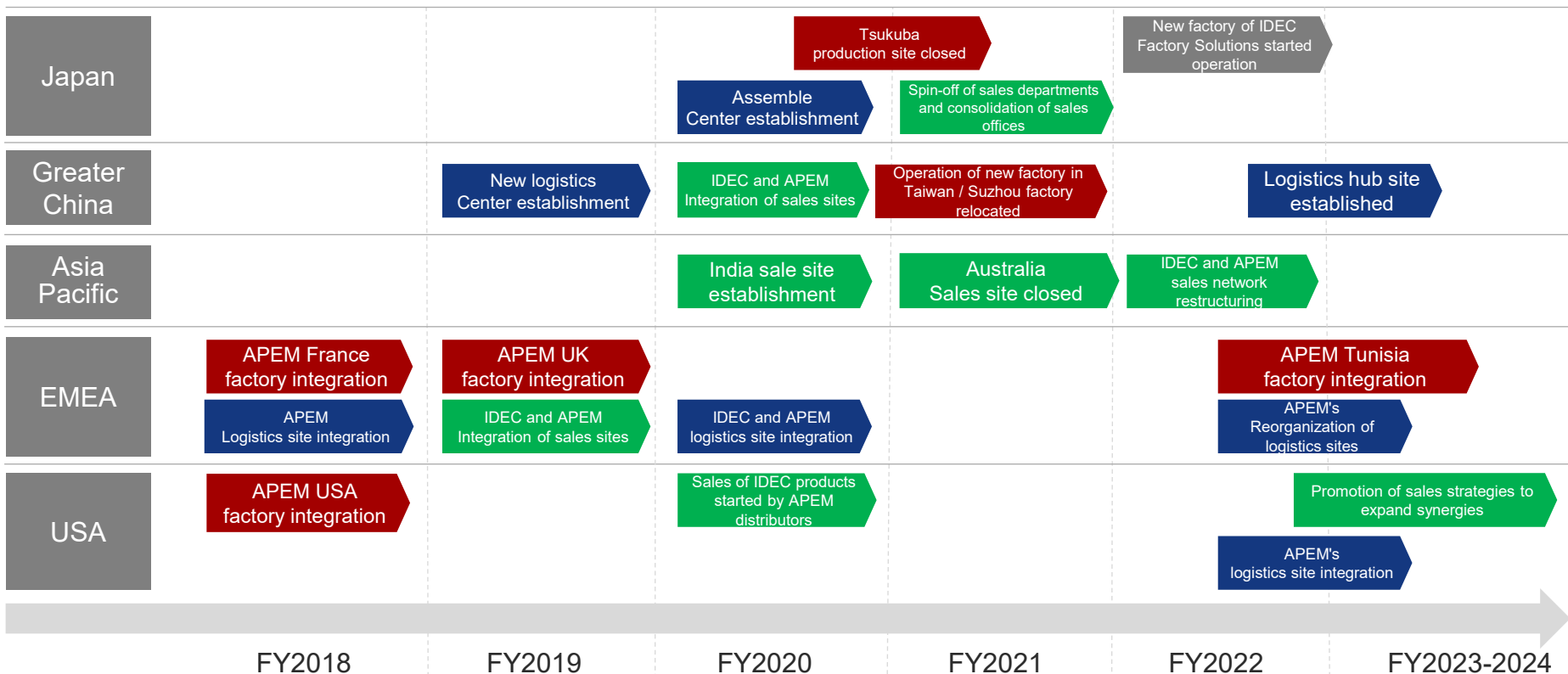
Special vehicle Defense/Aerospace Material handling



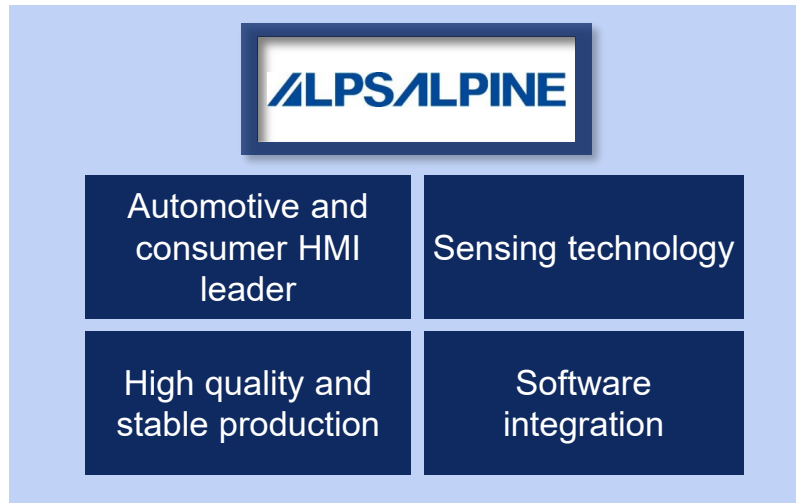
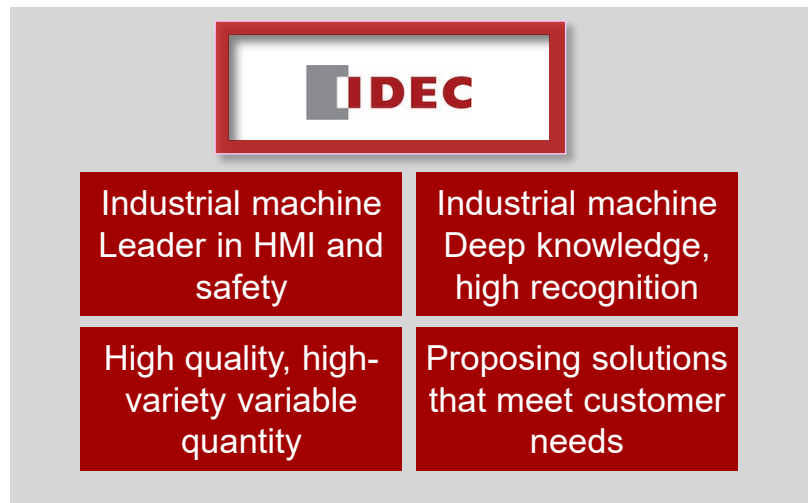
Roadmap for Business Structure and Reorganization of Sites



● 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

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

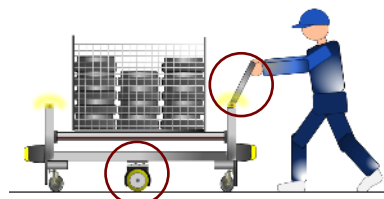
Easily and safely electrify carts for transporting heavy loads

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



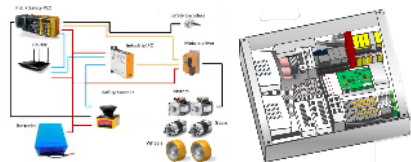


Safety Wheel Drive

Easily build safe and secure AGVs/AMRs

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



Medium-Term Management Plan

Reborn into a new company that is both customer-centric and highly profitable!



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





Summary of structural reform initiatives to be implemented over the next three years



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 structure■ Renew 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 France■ Consolidate Japanese manufacturing sites with the consideration of utilizing external resources■ Consolidate Taiwan factories as an electronics manufacturing site■ Launch 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 prices■ Transfer 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 management■ Develop 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.

