





# Sustainability Targets and Progress

Along with a reassessment of materiality, areas for action have been established in order to achieve our vision for 2030, and sustainability KPIs have been selected for each area. Moreover, materiality and some of the sustainability KPIs are linked to the medium-term management plan.

Materiality	Vision for 2030	Areas for action	Sustainability KPIs	FY2023 achievements	FY2025 targets
 <b>Productivity improvement</b> Improve productivity using control technology	Contribute to improving the productivity and efficiency of our Group and customers and communities around the world by providing the control technology, products, and system solutions that we have cultivated since our founding.	Develop products that meet new customer needs and strengthen our ability to propose solutions to customer issues	Solution ratio to sales	10%	12%
			CAGR in Safety & Explosion Protection Business (during the past five years)	14%	15%
 <b>Safety, ANSHIN, and well-being</b> Pursuit and realization of safety, ANSHIN, and well-being	Realize the optimum environment for both humans and machines to resolve various societal challenges and make it possible to achieve healthy, happy, and vigorous lives.  Improve safety, productivity, and well-being through technology development, human resource development, management, and rulemaking.	Provide products and services that achieve customer safety, ANSHIN and well-being	Cumulative attendees of safety & explosion protection seminars (Japan)	Increase 9% YoY	Increase 5% YoY
			Achieve safety, ANSHIN, and well-being by fostering a culture of safety	Number of cumulative employees holding safety qualification*1	Increase 3% YoY
		Frequency rate of industrial accidents*2		0.58	0
		 <b>Climate change</b> Response to climate change	Reduce CO <sub>2</sub> emissions through the in-house use of renewable energy.	Reduce environmental impact at our business sites	Cumulative ratio of enhanced eco-friendly products to total new products (vs. FY2020)
Reduction of CO <sub>2</sub> emissions (vs. FY2020)	Decrease 7%				Decrease 24%
Renewable energy utilization ratio	8%				18%
 <b>Business foundation</b> Establish a management structure that promotes value creation, fosters an organizational climate, and develops human resources	Ensure a thorough understanding of "The IDEC Way" and stimulate the company by creating an attractive work environment that gives employees a sense of purpose.	Create a pleasant work environment	Engagement score (Japan)	Improvement in the scores for 21 out of all 26 items (as compared to FY2020)	Improvement in the scores for 3 main issues*3 (as compared to FY2023)
			Ratio of males taking childcare leave*2	58%	90%
	Promote decent work, as well as diversity & inclusion, to strengthen the company's human capital, in order to cultivate employees who will be able to innovate and create new value.	Promote of decent work and increase investment in human capital	Number of female managers*2 (including associates in the position of leader with subordinates)	12	15
			Average per human capital training costs*2	JPY 40,000	JPY 70,000
	Further strengthen governance and compliance to ensure that the company is trusted by society.	Improved management transparency and effectiveness	Number of items with below average scores in the Board of Directors' effectiveness assessment	18%	20% or less
			Number of serious legal violations	0	0

\*1 Number of employees certified as Safety Assessors, Safety Basic Assessors, Robot Safety Assessors, or Safety Officers

\*2 IDEC unconsolidated

\*3 Main issues: (1) human resource development, (2) strengthening of management abilities, and (3) improvement of the acceptability of human resource systems