## **Editorial Policy**

The IDEC Group published the integrated report "IDEC Report 2023," referring to the "International Integrated Reporting Framework" proposed by the Value Reporting Foundation (VRF) and the "Guidance for Collaborative Value Creation" of the Ministry of Economy, Trade and Industry.

Guidance for Collaborative Value Creation

In addition to financial information such as business performance and management strategy, we have compiled non-financial information. These "invisible" assets, including ESG, have been compiled in a systematic matter so that our stakeholders can understand our process of improving corporate value and our efforts to realize a sustainable society.

- Period covered Fiscal Year 2023 (April 1 2022-March 31 2023)
- Organizations covered IDEC CORPORATION and IDEC Group companies (32 consolidated subsidiaries)
- Publication date June 2023

 Cautionary statement regarding forward-looking statements

The information in this report, including plans, estimates, and strategies, is based on information available at the time of publication and contains risks and uncertainties. Actual results may differ from those stated in this report, due to factors such as future economic conditions and business environment.

## Contents

### Introduction

- Purpose
- Editorial Policy / Contents
- At a Glance
- History
- Strengths

# Value Creation Story

- Value Creation Process
- CEO Message
- 14 Long-Term Vision
- Materiality
- 17 Sustainability Targets and Progress
- Sustainability Promotion Policy and Organization
- 19 Medium-Term Management Plan
  - Growth Strategy: Actions for Advancing HMI-X
  - Improving profitability, 23 enhancing business foundation and ESG initiatives

## Foundation For Value Creation

- 34 Financial Capital
- 36 Manufacturing Capital
- Intellectual Capital
- Human Capital
- Natural Capital
- Social Relationship Capital
- 51 Value Provided to Stakeholders

#### Governance

- 53 Features of IDEC's Governance
- 55 Efforts to Evaluate Effectiveness
- Nominating Committee and Remuneration Committee
- Director Profiles
- Executive Officers
- Interview with Outside Directors
- 63 Outside Director Activities
- 64 Risk Management

## **Business Strategy**

- **26** Performance
- 27 HMI (Human-Machine Interface)
- Safety & Explosion Protection
- 30 Industrial Relays & Components
- 31 Automation & Sensing
- 32 Systems

## Data

- 68 Non-Financial Data
- 69 11-Year Key Financial Data
- 70 Income Statement
- 71 Balance Sheet
- 72 Cash Flow Statement
- 73 Company Overview

IDEC Report 2023