

# Financial Results for FY2026 (April 1, 2025 to March 31, 2026)

**IDEC CORPORATION**

Securities code: 6652

**May 14, 2026**



# 01 — Full-Year Results for FY2026



## Net sales

**Net sales JPY 72.9 billion**  
(YoY +8.3%)

- As channel inventory has been absorbed both in Japan and overseas, demand from major industries has expanded, driving sales growth across various regions, particularly in China and the United States.
- In the first year of the medium-term management plan, we achieved results that significantly exceeded initial targets.

## Profit

**Operating profit JPY 6.1 billion**  
(YoY +67.5%)

**Operating profit margin**  
**8.4%**

- Earnings also improved significantly due to the increased revenue.

## Dividends

**Annual dividends JPY 130**  
(Dividends payout ratio 99.1%)

# Consolidated Results (Full Year)



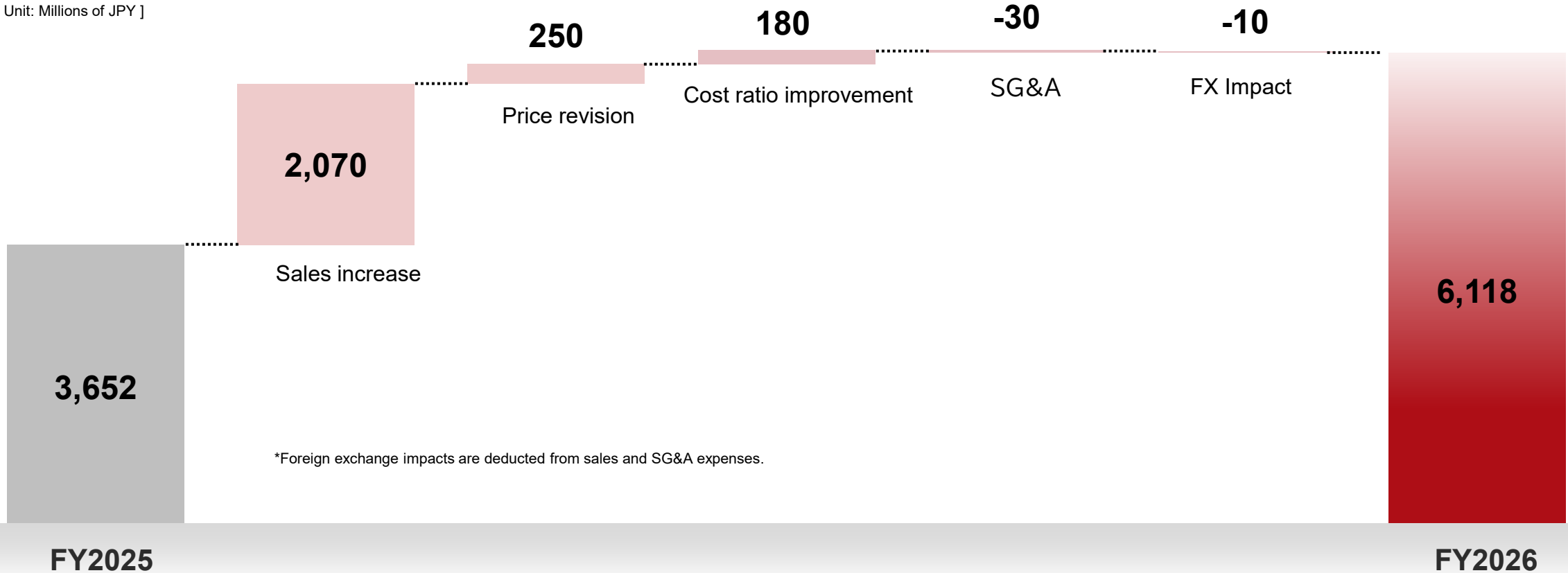
[ Unit: Millions of JPY ] *Amounts less than JPY 1 million are rounded down	FY2025		FY2026		
	Actual	Sales ratio	Actual	Sales ratio	YoY
Net sales	67,380	100.0%	<b>72,967</b>	100.0%	+8.3%
Gross profit	29,437	43.7%	<b>32,349</b>	44.3%	+9.9%
SG&A	25,784	38.3%	<b>26,230</b>	35.9%	+1.7%
Operating profit	3,652	5.4%	<b>6,118</b>	8.4%	+67.5%
Ordinary profit	3,477	5.2%	<b>6,569</b>	9.0%	+88.9%
Profit attributable to owners of parent	1,778	2.6%	<b>3,873</b>	5.3%	+117.7%
Basic earnings per share (JPY)	60.36	—	<b>131.22</b>	—	+70.86

Average exchange rate for USD	152.62	<b>150.67</b>	-1.95
Average exchange rate for EUR	163.87	<b>174.64</b>	+10.77
Average exchange rate for CNY	21.11	<b>21.22</b>	+0.11

# Factors of Operating Profit and Loss Fluctuations

- Due to the increase in sales in each region, operating profit increased by approx. 2.46 billion yen compared to the previous fiscal year.

[ Unit: Millions of JPY ]



# Consolidated Results (Quarterly)



FY2025

FY2026

[ Unit: Millions of JPY ] *Amounts less than JPY 1 million are rounded down	4Q (January-March)		1Q (April-June)		2Q (July-September)		3Q (October-December)		4Q (January-March)		
	Actual	Sales ratio	Actual	Sales ratio	Actual	Sales ratio	Actual	Sales ratio	Actual	Sales ratio	Year-on-year
Net sales	17,909	100.0%	15,736	100.0%	18,374	100.0%	18,906	100.0%	<b>19,950</b>	<b>100.0%</b>	<b>+11.4%</b>
Gross profit	8,040	44.9%	6,643	42.2%	8,584	46.7%	8,377	44.3%	<b>8,743</b>	<b>43.8%</b>	<b>+8.7%</b>
SG&A	6,688	37.3%	6,318	40.2%	6,298	34.3%	6,608	35.0%	<b>7,005</b>	<b>35.1%</b>	<b>+4.7%</b>
Operating profit	1,351	7.5%	324	2.1%	2,286	12.4%	1,769	9.4%	<b>1,738</b>	<b>8.7%</b>	<b>+28.6%</b>
Ordinary profit	1,110	6.2%	627	4.0%	2,282	12.4%	2,003	10.6%	<b>1,656</b>	<b>8.3%</b>	<b>+49.2%</b>
Profit attributable to owners of parent	162	0.9%	465	3.0%	1,290	7.0%	1,130	6.0%	<b>987</b>	<b>4.9%</b>	<b>+506.2%</b>
Basic earnings per share (JPY)	5.52	—	15.77	—	43.71	—	38.30	—	<b>33.44</b>	—	

# Sales by Region

[ Unit: Millions of JPY ] *Amounts less than JPY 1 million are rounded down (Sales ratio)	FY2025	FY2026	YoY
<b>Japan</b>	24,294 (36.1%)	<b>24,500</b> <b>(33.6%)</b>	+0.9%
<b>Overseas</b>	43,085 (63.9%)	<b>48,466</b> <b>(66.4%)</b>	+12.5%
Americas	14,389 (21.4%)	<b>15,944</b> <b>(21.8%)</b>	+10.8%
EMEA (Europe, Middle East, and Africa)	14,512 (21.5%)	<b>15,657</b> <b>(21.5%)</b>	+7.9%
Asia Pacific	14,184 (21.0%)	<b>16,865</b> <b>(23.1%)</b>	+18.9%
<b>Total</b>	67,380 (100%)	<b>72,967</b> <b>(100%)</b>	+8.3%

## Japan

- Sales increased as channel inventory was worked down, demand in major industries gradually recovered and, orders began to take precedence despite the impact of the business transfer involving a Group company.

## Americas

- Sales increased, driven by the pass-through of additional U.S. tariff costs to selling prices, as well as progress in clearing backlog.

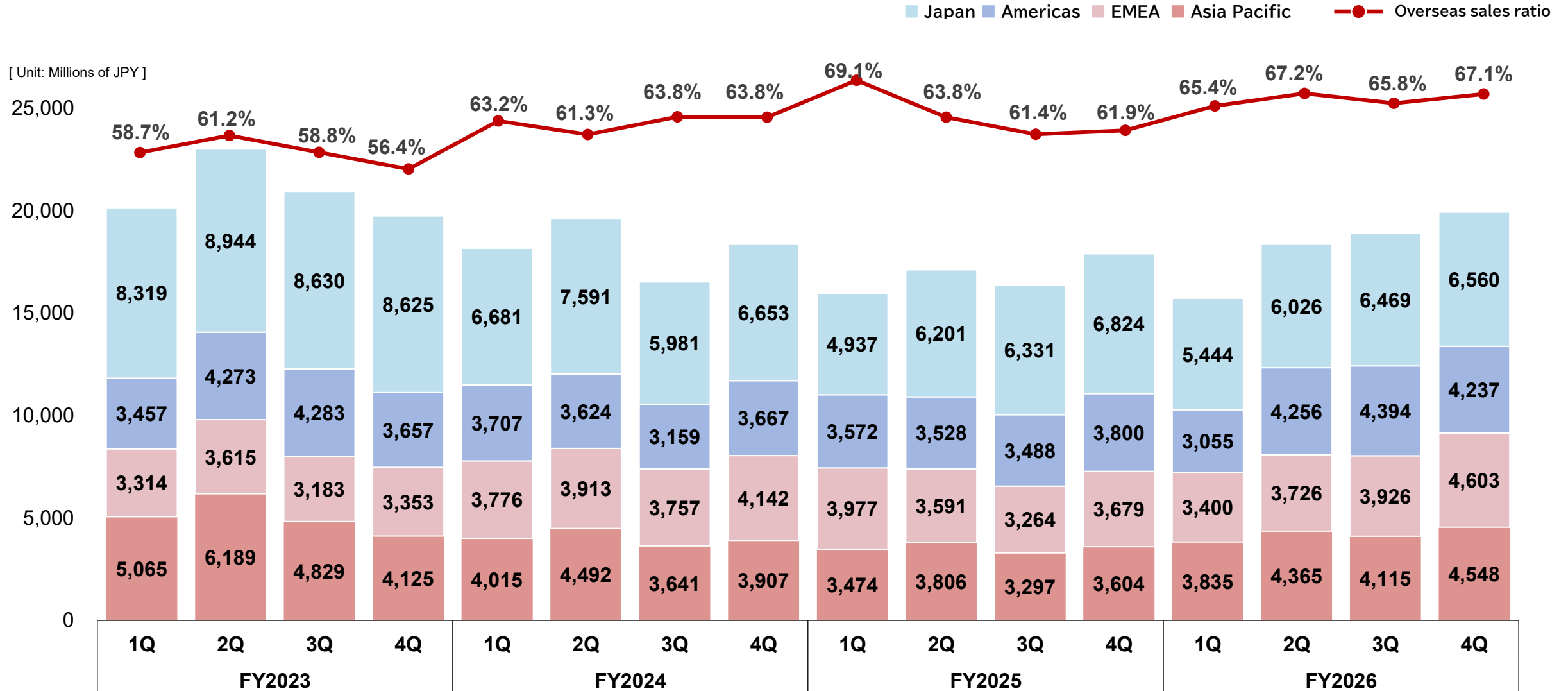
## EMEA

- Sales in Europe increased, supported by the impact of the weaker JPY, even though demand in major industries declined due to the economic downturn and geopolitical risks.

## Asia Pacific

- Sales in Asia-Pacific remained strong, driven by growing demand in China's automotive and semiconductor industries, as well as the normalization of channel inventory levels.

# Sales by Region (Quarterly)



\*Rounded down to less than one million yen

# Sales by Product

[ Unit: Millions of JPY ] *Amounts less than JPY 1 million are rounded down (Composition ratio)	FY2025	FY2026	YoY
HMI	31,842 (47.3%)	34,085 (46.7%)	+7.0%
Industrial Relays & Components	11,294 (16.8%)	13,005 (17.8%)	+15.2%
Automation & Sensing	8,705 (12.9%)	8,193 (11.2%)	-5.9%
Safety & Explosion protection	11,045 (16.4%)	12,665 (17.4%)	+14.7%
Systems	3,479 (5.2%)	5,016 (6.9%)	+44.2%
Others*	1,013 (1.4%)	—	—
<b>Total</b>	<b>67,380</b> (100%)	<b>72,967</b> (100%)	<b>+8.3%</b>

## HMI

- Despite the impact of the economic slowdown in Europe and the decline in demand in the special vehicle industry, sales of industrial switches for factory automation remained strong, driven by the normalization of channel inventories.

## Industrial Components

- Sales of control relays remain strong in core markets, including Asia Pacific and North America.

## Automation & Sensing

- In the programmable controller market, which is our core product, North America grew steadily, but new orders decreased due to inventory adjustments from OEMs.
- In the previous fiscal year, there were large orders for automatic recognition equipment in Japan, and the overall sales decreased compared to the previous fiscal year.

## Safety & Explosion Protection

- Sales of safety-related equipment remained stable in core markets such as Japan and Asia-Pacific, with particularly strong performance in China.

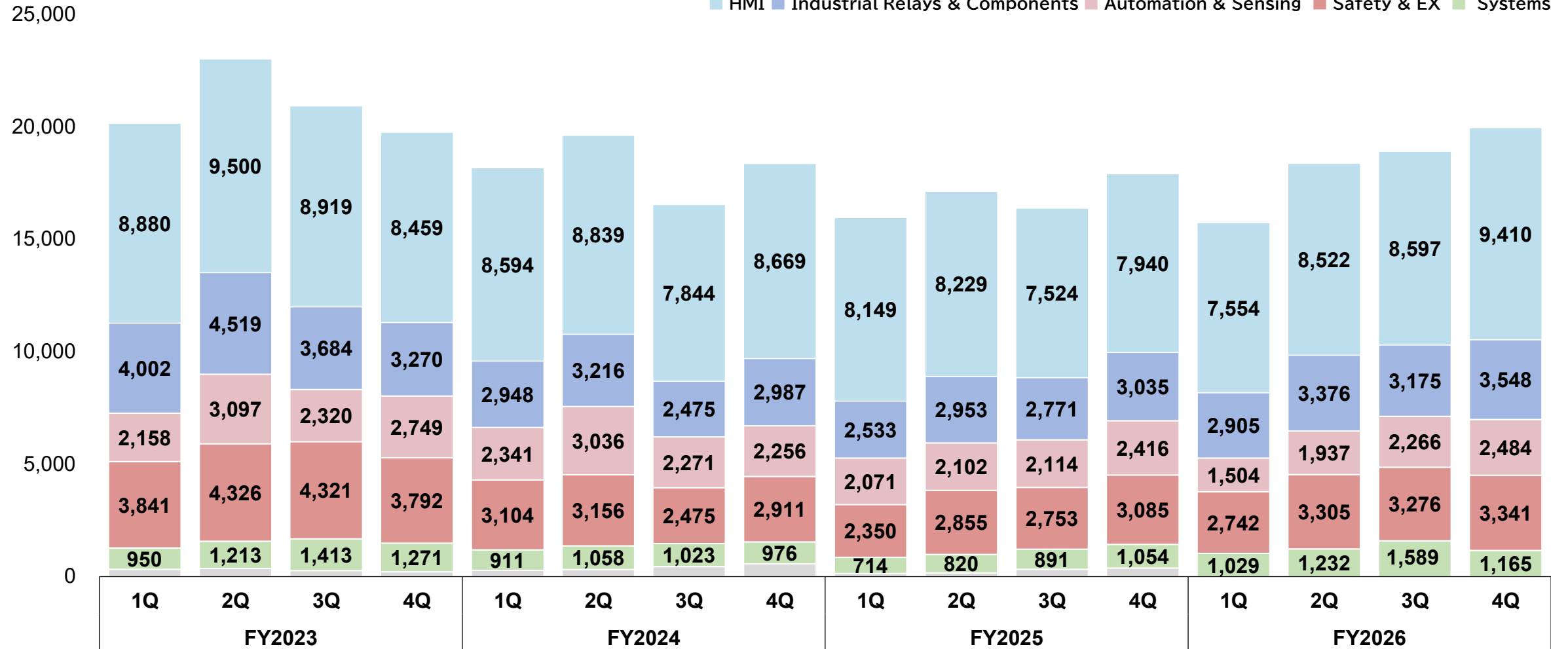
## System

- Sales of control panels for semiconductor manufacturing and logistics-related equipment increased in Japan, Asia, and the Pacific.

\*Due to the sale of IDEC Systems & Controls Co., Ltd. (solar power generation business), etc., "Other" will be abolished from the fiscal year ending March 2026.

# Sales by Product (Quarterly)

[ Unit: Millions of JPY ]



\*Rounded down to less than one million yen

\* Due to the sale of IDEC Systems & Controls Co., Ltd. (solar power generation business), etc., "Other" will be abolished from the fiscal year ending March 2026.

# Order Received

- Led by China and the Americas, order trends in each region continued to recover. Both the amount of orders received and the backlog balance increased compared with the previous year.

[ Unit: Millions of JPY ] *Amounts less than JPY 1 million are rounded down	FY2025		FY2026			
	Amount of orders received	Backlog	Amount of orders received	YoY	Backlog	YoY
Japan	27,635	5,271	<b>28,321</b>	+2.5%	<b>6,605</b>	+25.3%
Americas	13,910	2,611	<b>16,519</b>	+18.8%	<b>3,392</b>	+29.9%
EMEA (Europe, Middle East, and Africa)	14,425	7,522	<b>16,243</b>	+12.6%	<b>7,813</b>	+3.9%
Asia Pacific	12,849	4,353	<b>15,500</b>	+20.6%	<b>5,564</b>	+27.8%
Total	68,821	19,758	<b>76,585</b>	+11.3%	<b>23,376</b>	+18.3%

# Order Received (Quarterly)

- In the fourth quarter, typically the fiscal year-end period when orders increase, order intake expanded across all regions compared with the third quarter, led mainly by Japan and China.

	FY2025		FY2026								
	4Q (January-March)		1Q (April-June)		2Q (July-September)		3Q (October-December)		4Q (January-March)		
	Amount of order received	Backlog	Amount of order received	Backlog	Amount of order received	Backlog	Amount of order received	Backlog	Amount of order received	Backlog	
[ Unit: Millions of JPY ] *Amounts less than JPY 1 million are rounded down											
Japan (excluding solar power generation business)	7,535 (6,320)	5,271	6,541	5,985	6,875	6,168	6,621	5,627	<b>8,282</b>	<b>6,605</b>	
Americas	3,908	2,611	3,557	3,191	3,953	2,929	4,302	2,873	<b>4,706</b>	<b>3,392</b>	
EMEA (Europe, Middle East, and Africa)	3,776	7,522	2,989	7,086	3,767	7,072	4,675	7,738	<b>4,812</b>	<b>7,813</b>	
Asia Pacific	4,573	4,353	2,421	3,269	3,007	2,591	3,451	2,665	<b>6,620</b>	<b>5,564</b>	
Total	19,794	19,758	15,510	19,532	17,604	18,762	19,050	18,906	<b>24,420</b>	<b>23,376</b>	

# Consolidated Balance Sheet

[ Unit: Millions of JPY ] *Amounts less than JPY 1 million are rounded down	FY2025	FY2026	YoY
Current asset	51,480	<b>53,312</b>	+1,831
Non-current asset	55,736	<b>60,259</b>	+4,523
Current liabilities	27,662	<b>27,065</b>	-596
Non-current liabilities	15,744	<b>16,586</b>	+841
Total net assets	63,810	<b>69,920</b>	+6,110
Total liabilities and net assets	107,216	<b>113,572</b>	+6,355
Equity-to-asset ratio	58.9%	<b>61.0%</b>	+2.1%

## Assets

- Total assets increased by approx. JPY 6.35 billion compared with the previous fiscal year, despite a decrease in cash and deposits. The increase was driven by growth in tangible fixed assets, trade receivables, and inventories.

## Liabilities

- Liabilities increased by approx. JPY 0.24 billion from the previous fiscal year. This was mainly due to higher borrowings, despite decreases in accounts payable and trade payables.

## Net assets

- Net assets increased by approx. JPY 6.11 billion from the previous fiscal year. This increase was mainly due to higher foreign currency translation adjustments.

# Consolidated Cash Flow

[ Unit: Millions of JPY ] *Amounts less than JPY 1 million are rounded down	FY2025	FY2026	YoY
CF from operating activities	11,248	<b>7,442</b>	-3,805
CF from investing activities	-4,097	<b>-5,296</b>	-1,199
Free cash flows (FCF)	7,150	<b>2,145</b>	-5,005
CF from financing activities	-2,905	<b>-3,690</b>	-785
Cash and cash equivalents at end of period	19,194	<b>18,142</b>	-1,052

## CF from operating activities

- Cash flows amounted to approx. JPY 7.44 billion. This reflected income before income taxes, depreciation, and the recognition of structural reform expenses, despite the payment of income taxes.

## CF from investing activities

- Cash outflows amounted to approx. JPY 5.29 billion, mainly due to expenditures for the acquisition of fixed assets.

## CF from financing activities

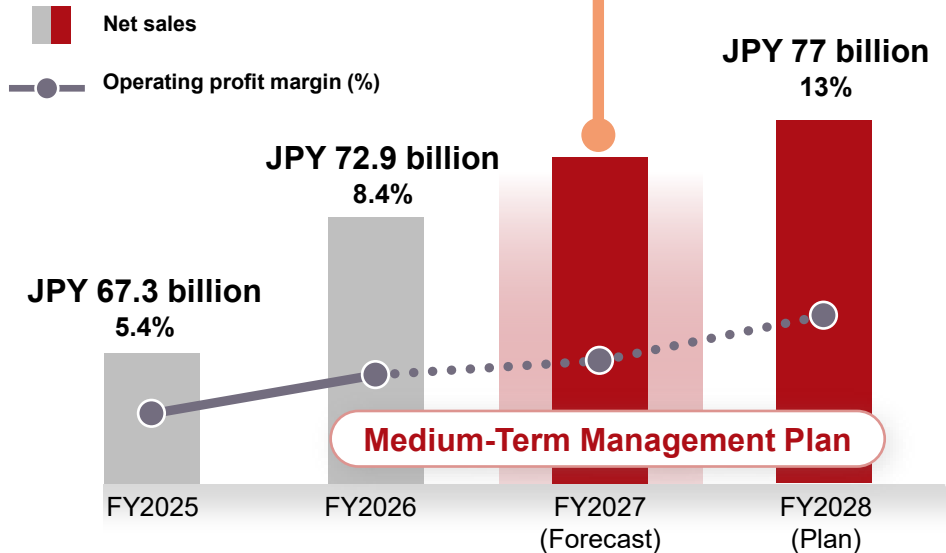
- Cash outflows amounted to approx. JPY 3.69 billion, primarily due to dividend payments.

# 02 — **Forecast for the FY2027**



	Initial plan (Announced in May 2025)	Forecast (Announced on May 14, 2026)
Net sales	JPY 72 billion	JPY <b>75.5 billion</b>
Operating profit (Margin)	JPY 7.2 billion (10%)	<b>JPY 7.2 billion (9.5%)</b>

## Trends in sales and operating profit margin



- In the second year of the medium-term management plan, we reviewed the initial plan based on the global market environment.

### Positive factors

- Due to strong global orders and foreign exchange effects, **sales are expected to increase from initial expectations.**
- Continue to reduce costs by reorganizing sites and reviewing product prices.

### Negative factors

- **Rising costs due to rising prices of raw materials such as resin and copper, as well as soaring transportation costs** against the backdrop of rising geopolitical risks.
- In addition to **human resource investment**, SG&A expenses increased due to **depreciation and amortization expenses related to investment in IT security and various systems**, which have been implemented since the previous fiscal year.

# Forecast for the FY2027

- Based on the strong order situation, forecast to increase sales and profit compared to the previous fiscal year.

[ Unit: Millions of JPY ] *Amounts less than JPY 1 million are rounded down	FY2026		FY2027		
	Actual	Sales Ratio	Forecast	Sales Ratio	YoY
Net sales	72,967	100.0%	<b>75,500</b>	100.0%	+3.5%
Gross profit	32,349	44.3%	<b>35,200</b>	46.6%	+8.8%
SG&A	26,230	35.9%	<b>28,000</b>	37.1%	+6.7%
Operating profit	6,118	8.4%	<b>7,200</b>	9.5%	+17.7%
Ordinary profit	6,569	9.0%	<b>6,750</b>	8.9%	+2.7%
Profit attributable to owners of parent	3,873	5.3%	<b>6,000*</b>	76.9%	+54.9%
Basic earnings per share (JPY)	131.22	—	<b>203.25</b>	—	+72.03

\*By selling the land and buildings of the former office building at the U.S. base, we expect to record an extraordinary profit of 3.9 billion yen.

Average exchange rate for USD	150.67	<b>150.00</b>	-0.67
Average exchange rate for EUR	174.64	<b>180.00</b>	+5.36
Average exchange rate for CNY	21.22	<b>21.00</b>	-0.22

# Forecast for the FY2027

- Sales are expected to increase mainly in HMI, automation & sensing, and safety & explosion protection businesses.

[ Unit: Millions of JPY ] *Amounts less than JPY 1 million are rounded down (Composition ratio)	FY2026	FY2027	
	Actual	Forecast	YoY
HMI	34,085 (46.7%)	<b>35,200</b> <b>(46.6%)</b>	+3.3%
Industrial Relays & Components	13,005 (17.8%)	<b>13,000</b> <b>(17.2%)</b>	-0.0%
Automation & Sensing	8,193 (11.2%)	<b>8,800</b> <b>(11.7%)</b>	+7.4%
Safety & Explosion Protection	12,665 (17.4%)	<b>13,400</b> <b>(17.7%)</b>	+5.8%
Systems	5,016 (6.9%)	<b>5,100</b> <b>(6.8%)</b>	+1.7%
Total	72,967	<b>75,500</b>	+3.5%
Domestic sales	24,500	<b>25,400</b>	+3.7%
Overseas Sales (Overseas sales ratio)	48,466 (66.4%)	<b>50,100</b> <b>(66.4%)</b>	+3.4% (—)

- Promoting various investments to achieve sustainable growth.

[ Unit: Millions of JPY ] *Amounts less than JPY 1 million are rounded down	FY2026	FY2027 (Forecast)	YoY
Capital expenditure	5,937	4,100	-30.9%
Depreciation and Amortization	3,997	4,600	+15.1%
R&D expenses	2,945	3,300	+12.1%

Capital expenditure

- Implementation of various systems (ERP, SCP, etc.), enhancement of IT security, and capital investment in the new U.S. site are generally completed by the FY2026.
- For the FY2027, it is forecast to be JPY 4.1 billion.

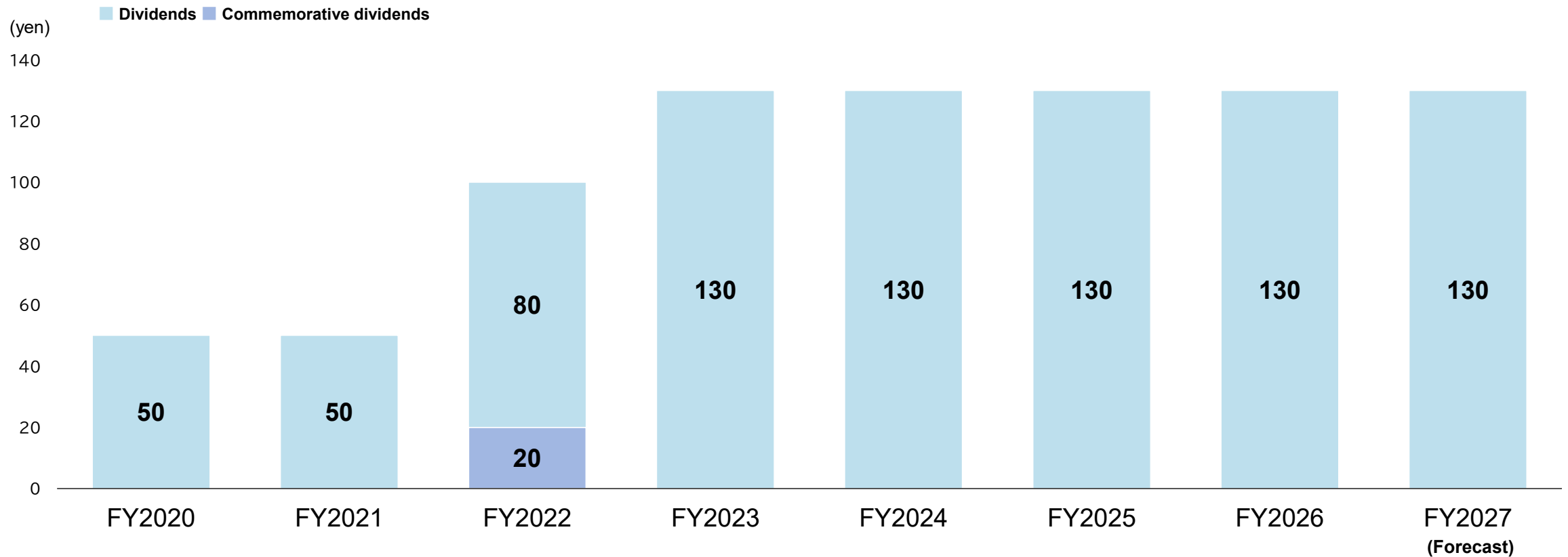
Depreciation and Amortization

- Depreciation and amortization expense for capital expenditure through FY2026 will begin in the FY2027.

# Exchange Rates and Exchange Sensitivity

Currency	Exchange assumption	Estimated impact of a JPY 1 fluctuation <small>*For CNY, estimated impact based on a JPY 0.1 fluctuation</small>	
		Net sales	Operating profit
USD	JPY 150	Approx. JPY 120 million	Approx. JPY 10 million
EUR	JPY 180	Approx. JPY 90 million	Approx. JPY 7 million
CNY	JPY 21	Approx. JPY 40 million	Approx. JPY 5 million

- Maintain an annual dividend of 130 yen (interim dividend of 65 yen, year-end dividend of 65 yen).



# 03 — **Progress of the Medium-Term Management Plan**



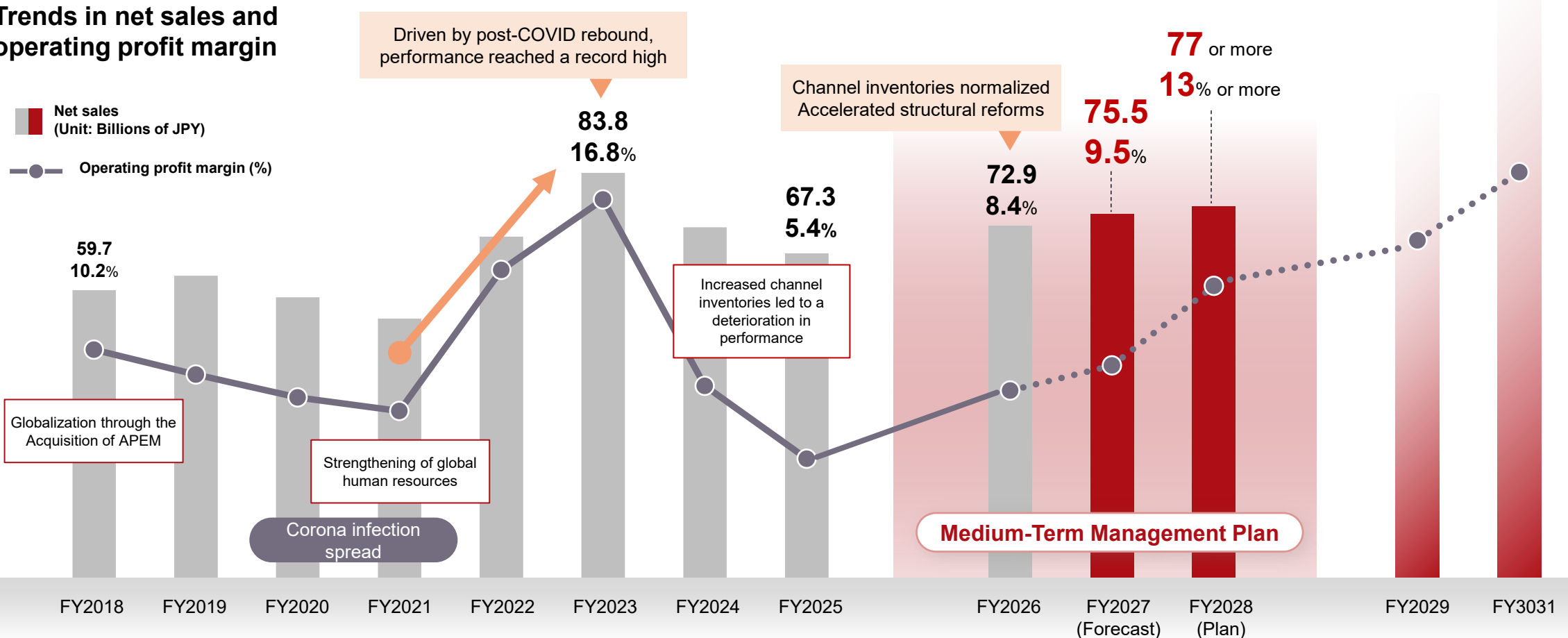
# Medium-Term Management Plan

- We are promoting a three-year medium-term management plan to strengthen our ability to respond to customer needs and transform into a global company with a high-profit structure.

## Trends in net sales and operating profit margin

■ Net sales  
(Unit: Billions of JPY)

● Operating profit margin (%)



## New IDEC

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

### Customer-centric Business Structure

- Establish global structure to meet customer demands  
P.25 P.27-28 P.30
- Strengthen solutions to address customer challenges  
P.26 P.32-33

### Realizing One IDEC

- Optimize operations and manufacturing bases globally  
P.29 P.30
- Establish SCM system that leverages digital technology and enhances customer satisfaction and efficiency  
P.36
- Establish organization that reinforces “One IDEC”  
P.25 P.35

### Targets for the FY2028

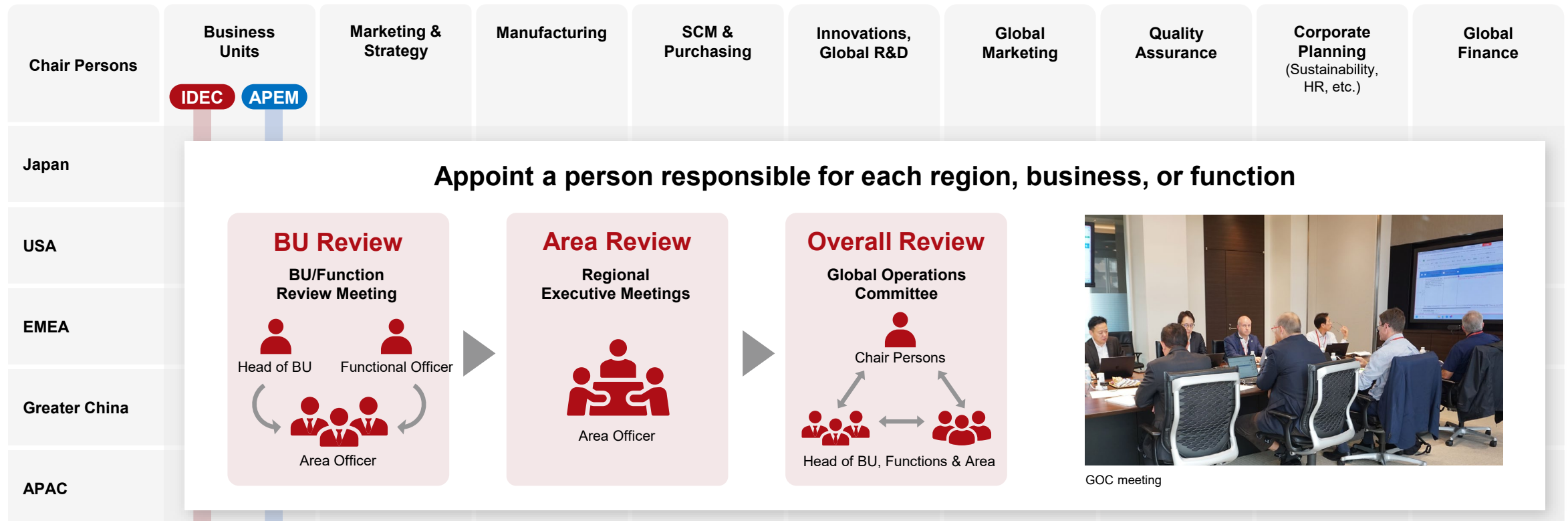
Net sales: JPY **77** billion or more

Operating profit margin:  
**13%** or more

ROIC: **7%** or more

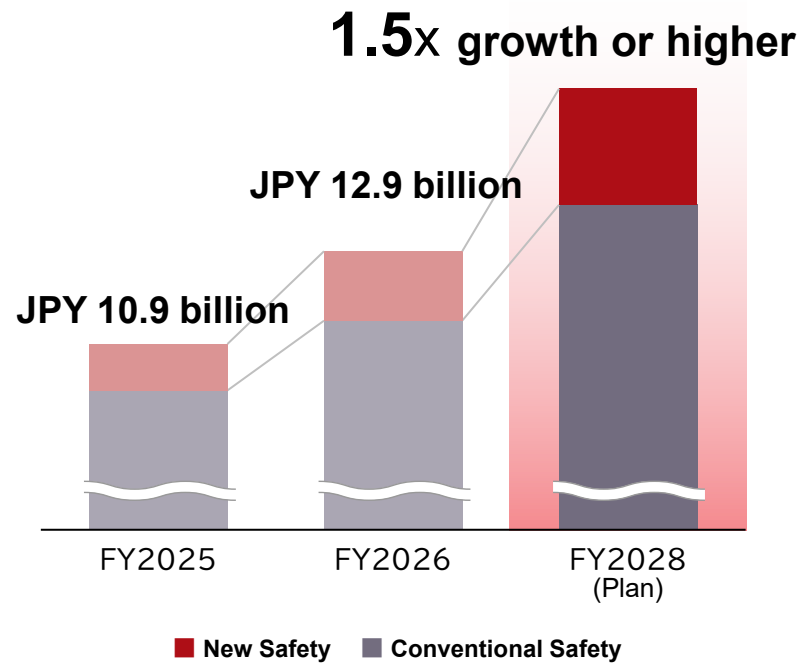
# Renewal of the Global System

- Established a new global management matrix structure starting in April 2025.
- Established the Global Operations Committee (GOC) to review plans while regularly sharing information and checking progress, and steadily promoting annual and medium-term management plans.

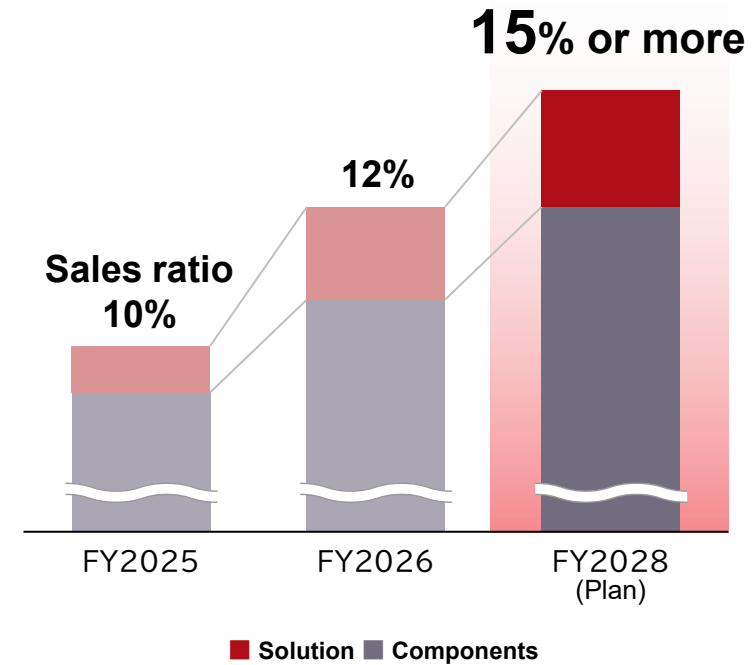


- We will develop products and services that meet the latent needs of our customers and drive business growth based on our core pillars of “HMI, safety, and ANSHIN.”

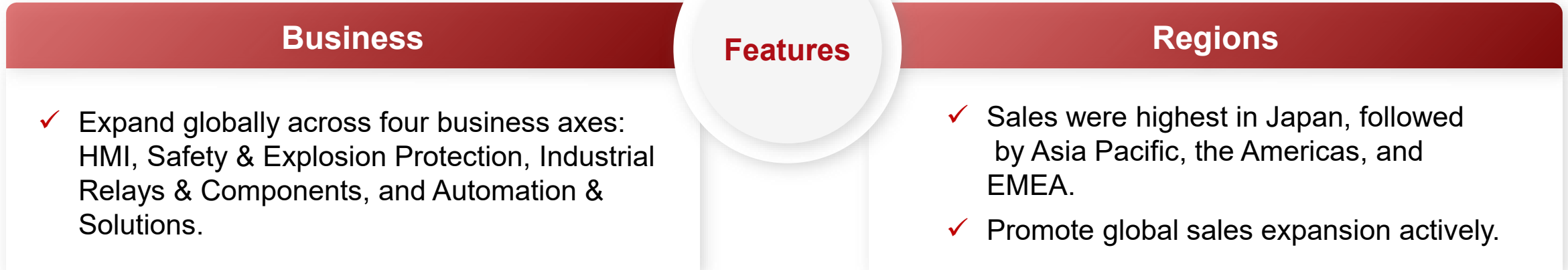
Expand the Safety Business with safety and ANSHIN component solutions



Increase solution sales ratio to accelerate provision of value to customers



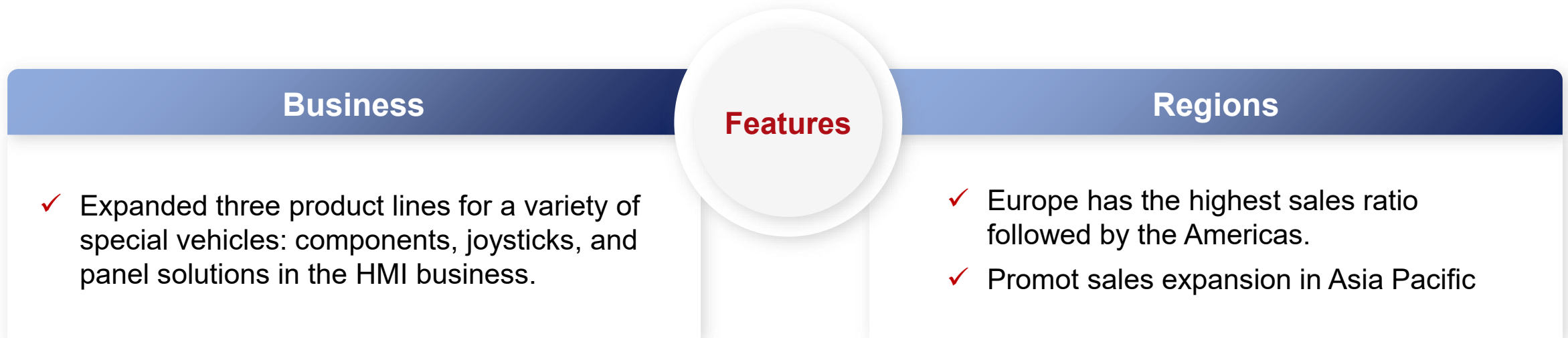
\*Due to the review of safety-related products, the results for the FY2025 have been changed.



- **Based on the concept of HMI-X [Transformation]**, develop products and solutions that solve problems that arise in an environment where humans and machines coexist, to help ensure that customers' sites are more safe and efficient.
- **Establish as system that enables the rapid delivery of products that match local needs.**
- **Promote global sales expansion and expand the lineup to meet the needs of "collaborative safety" aimed** at achieving both safety and productivity to strengthen the safety business.

## HMI-X [Transformation]



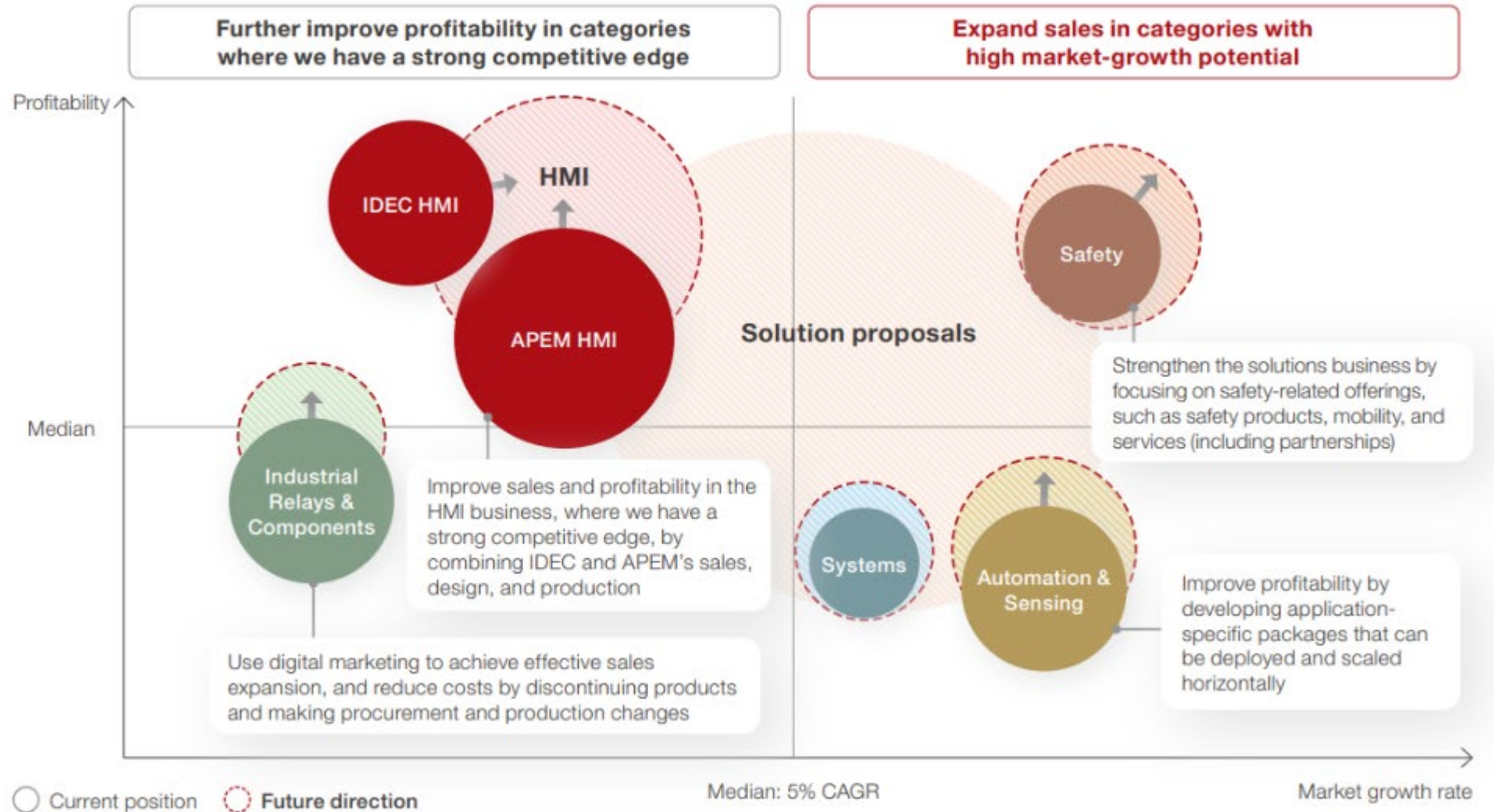


- **Material handling, construction machinery, and defense** are key markets which are growing globally.
- Expand products **for special vehicles** in various industries with a trend towards Solutions with more added value.
- Develop products supporting **Safety and Cybersecurity** growing requirements.
- Promote expansion in Asia, where there is a lot of room for growth, while strengthening its core strengths in Europe and the United States



# Business Strategy: Business Portfolio

- Strong business profitability growth and enhanced solutions in high market growth categories.



- Further expand overseas sales, mainly in the Americas, where the market is large and profitable.
- Promote local production for local consumption on a global scale, and quickly develop and sell products and solutions that match customer needs.

## Japan

- Further enhancement of automation, robotics, mobility solutions, collaborative safety applications to meet safety need
- Improvement of sales efficiency by strengthening inside sales and technical sales
- Collaborating with distributors to improve sales accuracy and customer service

## Americas

- Integration of IDEC and APEM operation of new headquarters to accelerate synergies and business expansion
- Expansion of products and solutions in response to growing demand in Automation, robotics, and safety needs
- Strengthening our focus on specific industries in the Americas, such as oil and gas In addition to our global focus industries.

## EMEA

- Further enhancement of special vehicles for material handling, construction equipment, and defense
- Accelerate the deployment of mobility solutions
- Strengthening our approach based on robotics demand
- Expansion of sales of IDEC brand products such as safety equipment to APEM customers

## Greater China

- Development of a variety of safety solutions to meet growing safety demands
- Promotion of "China for China" initiative by strengthening local marketing, R&D, and production, and strengthen product development to meet local needs
- Accelerating growth through partnerships with local manufacturers

## Asia Pacific

- Expanded sales of HMIs, safety equipment, mobility solutions, etc. for the Indian market
- Accelerate growth by building local partnerships and localizing the assembly of key products
- Establishment of an engineering and software support center in India

# Focus Industries and Trends

- Semiconductor-related and AGVs and AMRs are expected to grow at a high rate globally, and the machine tool and robot industries are also expected to continue to grow to a certain extent.

-: Flat ○: Expand

		Outlook for the fiscal year ending March 2027 (Compared to the fiscal year ended March 2026)	Japan	United States	Europe	China	APAC
<b>Machine tool</b>		<ul style="list-style-type: none"> <li>• Excluding Europe, growth is expected to continue to be at some level in each region.</li> </ul>	○	○	—	○	○
<b>Semiconductors</b>		<ul style="list-style-type: none"> <li>• With strong global growth expected, mainly in China and Japan, semiconductor manufacturing equipment is also expected to grow significantly.</li> </ul>	○	○	—	○	
<b>Robots</b>		<ul style="list-style-type: none"> <li>• It is expected to grow to a certain extent globally, mainly in the United States and China.</li> </ul>	—	○	—	○	
<b>Automotive</b>		<ul style="list-style-type: none"> <li>• Growth is expected to be limited.</li> </ul>	—	—	—	—	—
<b>Special Vehicles</b>		<ul style="list-style-type: none"> <li>• While defense-related products are expected to grow, construction machinery and equipment for material handling are expected to remain flat or increase slightly.</li> </ul>	—	—	—	○	
<b>AGV·AMR</b>		<ul style="list-style-type: none"> <li>• We expect to continue to grow strongly globally.</li> </ul>	○	○	○	○	

- IDEC's solutions that contribute to solving diverse customer needs and social issues.

## Reduction of workload in the material handling process

- Solutions using Assisted Wheel Drive (AWD) that can be easily electrically assisted by attaching to existing trolleys
- By saving costs and man-hours, it greatly reduces the worker's load and contributes to improving well-being. In addition, safety is ensured by slowing down and stopping by operating a switch at hand.



## Reduction of development costs and man-hours for material handling process automation

- Equipped with a safety wheel drive (SWD), we provide the SWD Build KIT, a development kit for AGVs and AMRs that is packaged with various IMIs and safety-related equipment from IDEC by software, and supports the automation of the transportation process
- Flexible customization is possible to suit the customer's application, greatly reducing development costs and man-hours.



## Enhancement of safety and convenience in parking lots

- Provides solutions that incorporate a variety of products to prevent serious accidents caused by operating the equipment without noticing that a person is in the machine parking lot.
- Prevent trapped accidents caused by operation errors or lack of confirmation, as well as accidents in which they get caught or fall.



Pilot light



Emergency-stop switch



RFID reader



Safety controller



mmWave radar sensors

- IDEC's solutions that contribute to solving diverse customer needs and social issues.

## Panel solutions tailored to the needs of special vehicles

- Different industries, such as construction machinery and material handling-related vehicles, with needs for integrated plug & play HMI solutions.
- APEM's panel solutions combine high-quality components with panel technologies and applications in a variety of environments to provide tailor made control panels and remote controls that meet customer technical requirements & budget constrains.



## Control panel design, manufacturing, and consulting services for global markets

- IDEC Factory Solutions, a group company registered as a UL508A certified manufacturer in the United States, supports control cabinet compliance with standards, which is the biggest barrier to entering the North American market.
- As a system integrator, we have established a consistent system from risk assessment before design to design, manufacturing, and shipment.



## Safety solutions supporting automation in factories and logistics centers

- As a safety measure for AGF (automated guided forklift), which is widely used in factories and logistics bases, we provide a solution that combines IDEC ALPS Technologies' millimeter-wave radar sensor and IDEC's emergency stop assist system
- It can stably detect people and obstacles and can be remotely controlled even in the event of an unforeseen situation, achieving both productivity, efficiency, and safety.



Customer-centric Business Structure

+

Realizing One IDEC

## Major Structural Reforms Projects

- Sales Reform
- Reform of R&D System and Process
- Global Optimization of SCM and Production

- **Sales transformation: Globally standardize different sales processes at each location**

- **Establish a proactive targeted sales approach** that provides value after deeply understanding customer needs.
- By systematizing and standardizing internal knowledge and know-how, we **will further raise the overall level of solution proposals.**
- Feedback customer needs to development and **develop a product development roadmap based on needs.**

- **R&D reform: Revamping the global R&D system and processes to build a customer-centric business structure**

- Based on the information shared by related departments from the pre-development process, **switched to concurrent development through the three R&D sites in Japan, the U.S., and Europe.**
- **Consider technical issues to be solved for customers**, and select these customer-centric themes as innovation themes.
- By creating plans based on customer needs, we will reduce the rework of post-production processes and **promote development speed and quality improvement.**

- Based on local production for local consumption, we promote efficient supply chain management and base restructuring.
  - Promoting supply chain review and reorganization of production sites to **shorten lead times and improve on-time delivery rates.**
  - **Restructuring of multiple production sites to be promoted sequentially.**
  - Globally introduce SCP (Supply Chain Planning) system to **collect and centrally manage supply and demand information and improve supply and demand planning.**

## Americas

- Production and assembly at the new head office in the United States
- Establishment of a new site in Mexico
- Transfer of production from other sites

## Europe

- Aggregation of Locations
- Transfer of production to Europe and abroad

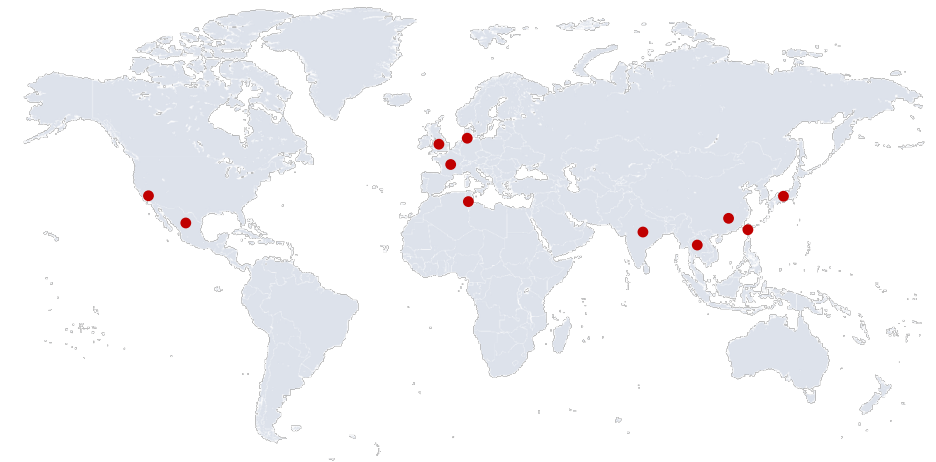
## Japan + Asia Pacific

### Japan

- Consolidation and establishment of new sites
- Outsourcing of non-core processes
- Transfer of production abroad
- Strategic expansion of production partners

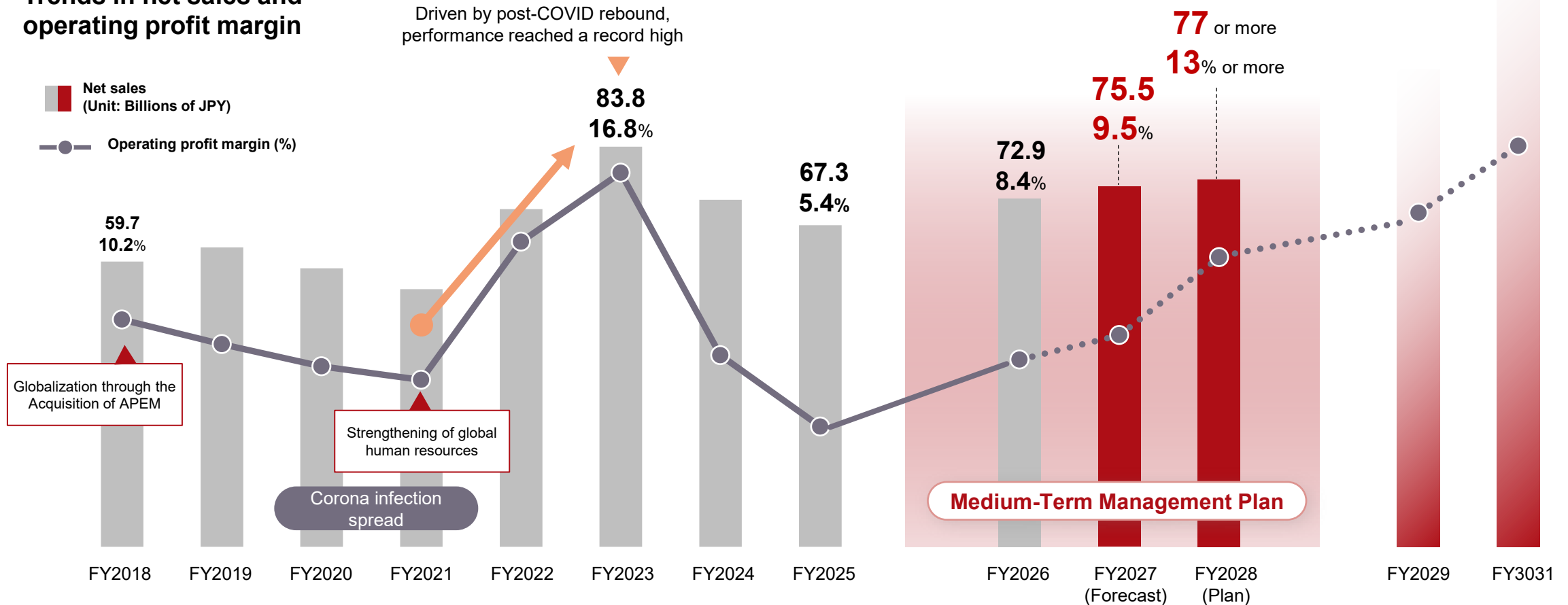
### Asia Pacific

- Production transfer, integration and consolidation of bases
- Consideration of local procurement and production in India



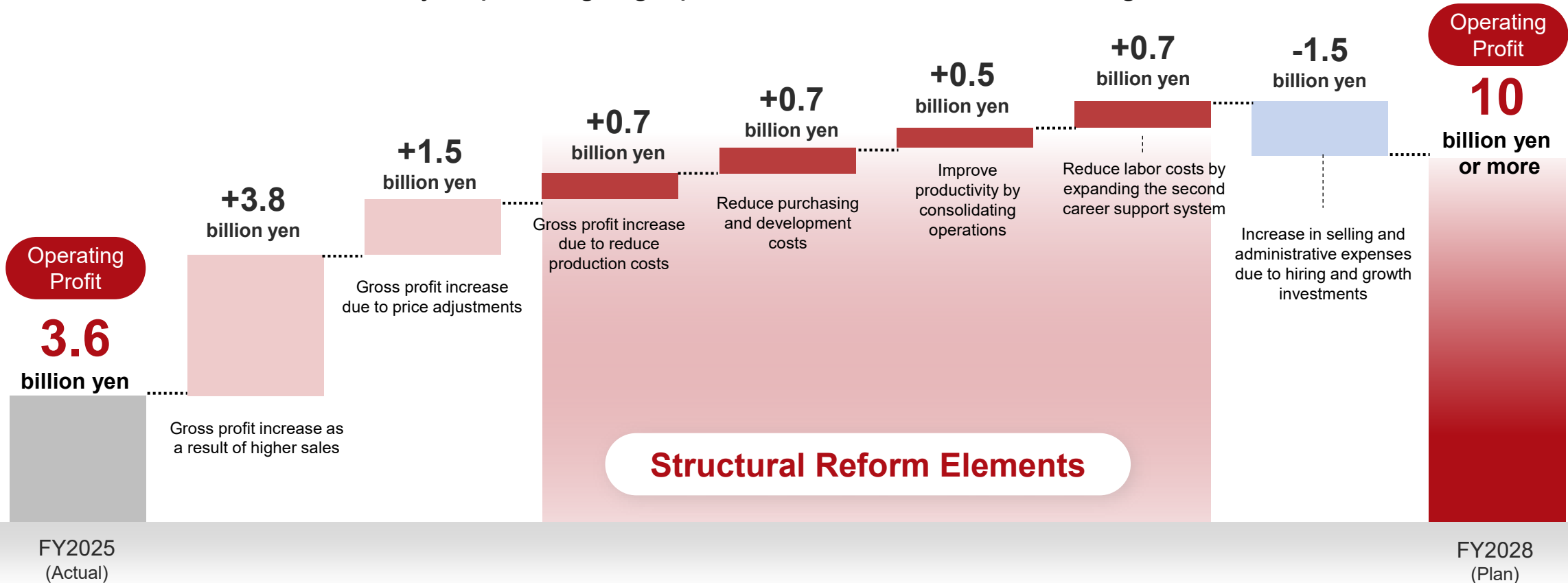
# Medium-Term Management Plan

## Trends in net sales and operating profit margin



# Expected Profit Changes for the FY2025 and FY2028

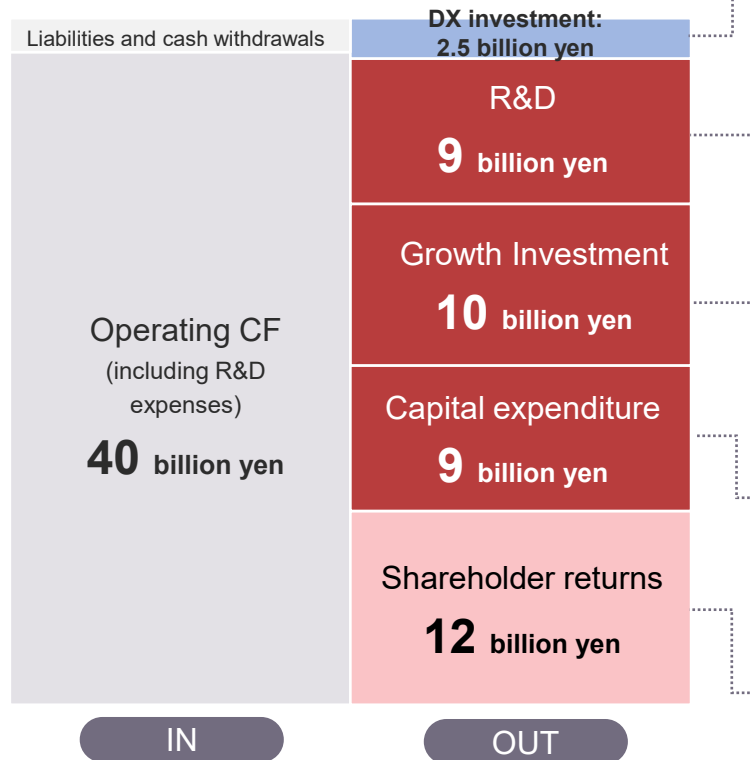
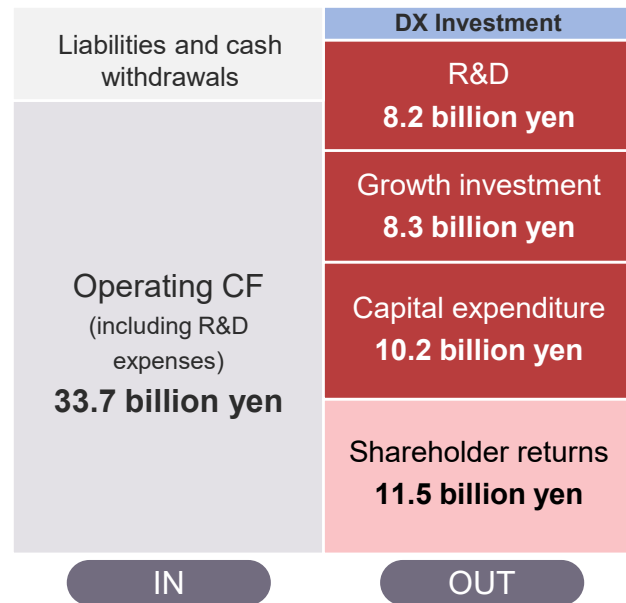
- Investment in global human resources and increased labor costs are on the rise more than expected.
- As for structural reform elements, cost reductions are almost as expected, but cost increase factors exceed expectations due to the influence of the external environment.
- Accelerate cost reduction by expanding high-profit businesses and reviewing PLM.



- In FY2026, approx. 6 billion yen was invested in DX including ERP, growth investments such as the establishment of a new head office in the United States, and other capital investments.

## Medium-Term Management Plan (FY2026 ~ FY2028)

Previous Medium-Term Management Plan  
(FY2023 ~ FY2025)



### DX

Digital investments including ERP, SCP, CRM, etc.

### R&D

Development of custom solutions to meet customer needs

### Growth investment

Investments for inorganic growth such as M&A and new sites

### Capital expenditure

Investment for efficiency  
Investment for maintaining the efficiency of existing assets

### Shareholder returns

Stable dividends and share buybacks in response to timing

# References

The bottom of the slide features decorative wavy lines. On the left, there is a light blue wave. On the right, there is a red wave. These two waves overlap in the center, creating a gradient from blue to red. The overall effect is a modern, abstract background element.

Overseas sales ratio

# 66%

Countries/regions  
in which we operate

# 16

● Sales ■ Development ▲ Manufacturing



## Americas

- ■ ▲ IDEC CORPORATION (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)

(As of the end of March 2026)

## Japan

- ■ ▲ IDEC CORPORATION
- ■ ▲ IDEC FACTORY SOLUTIONS CORPORATION
- ■ ▲ IDEC ALPS Technologies CORPORATION
- ■ 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.I) CO., LTD.
- IDEC ELECTRONICS TECHNOLOGY (SHANGHAI) CORPORATION
- ▲ IDEC IZUMI SUZHOU CO., LTD.
- ▲ IDEC IZUMI TAIWAN CORPORATION

## APAC

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

## HMI

- Industrial switch
- Joystick
- Pilot Lights
- Operator interface
- Safety Commander

IDEC

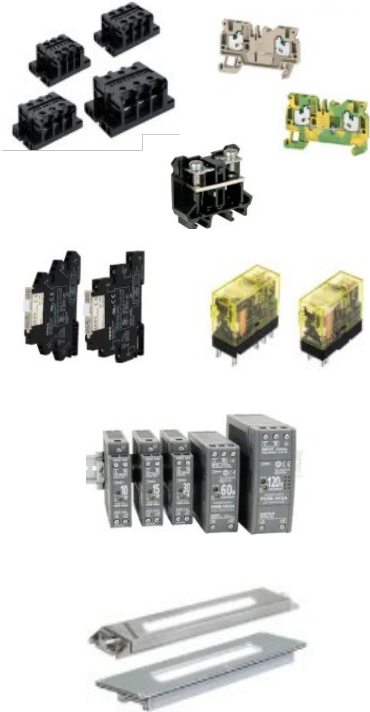


APEM



## Industrial Relays & Components

- Terminal blocks
- Industrial relay/socket
- Switching power supply
- Circuit Protector
- LED illumination units



## Automation & Sensing

- Programmable logic controllers
- Sensors
- Assisted Wheel Drive (AWD)
- Safety Wheel Drive (SWD)
- Automatic identification devices



## Safety & Explosion Protection

- Safety-related equipment
  - Emergency-stop switches
  - Enable switches
  - Interlock switches
  - Safety laser scanners, etc.



- Explosion protection products



## Systems

- Control panel
- Collaborative robot system
- Security system
- Other systems



This material contains our plans and performance forecasts, which we have planned and expected in accordance with available information as of May 14, 2026.

Therefore, actual performances may vary from aforementioned plans and expected values due to unforeseeable events and factors.

The original language is Japanese in financial results materials. The English version is translated into the original Japanese version. In the case of any discrepancy between the English translation and the Japanese original, the latter shall prevail.

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