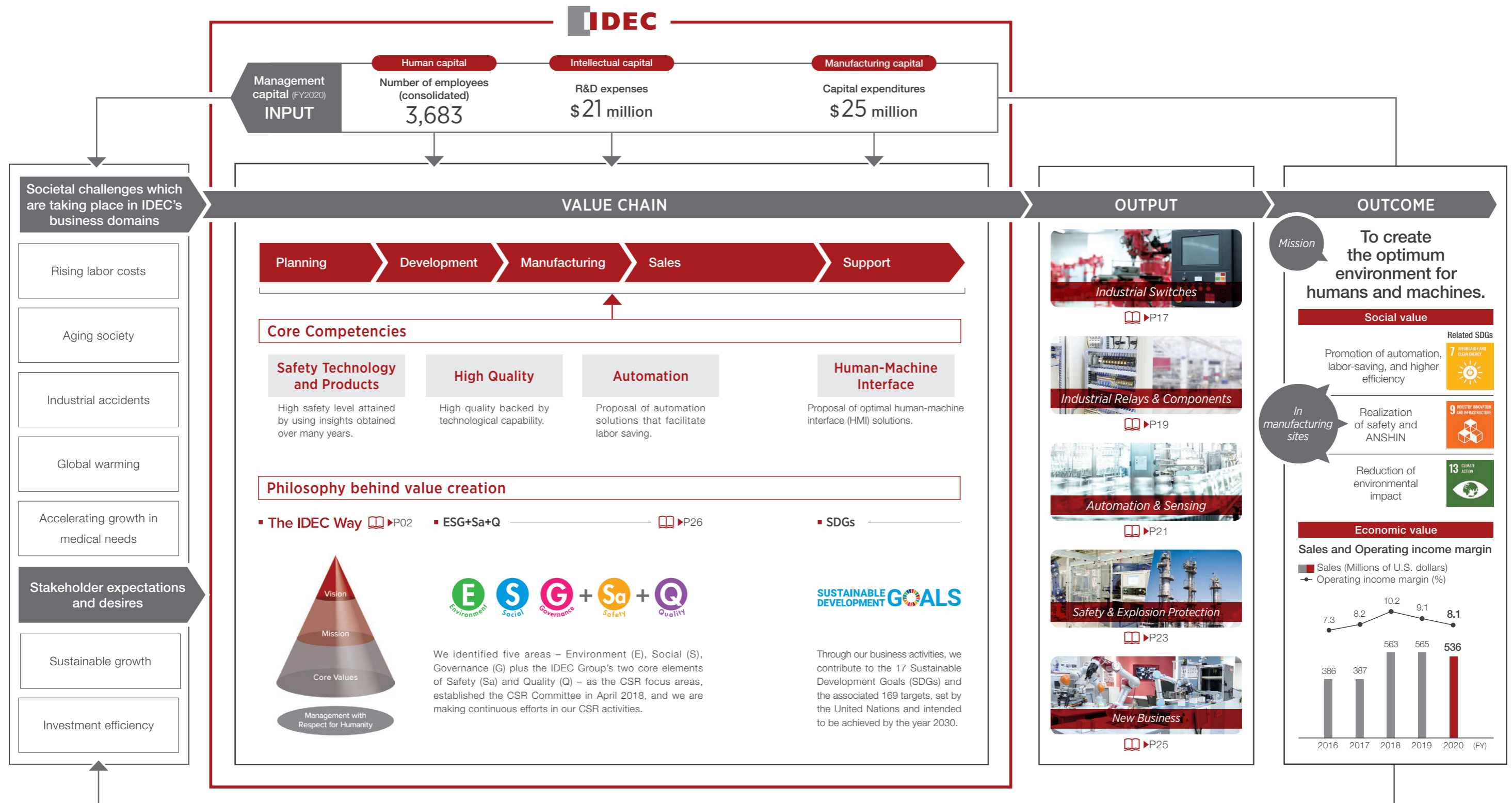


Business Model and Value Creation Process

Value Creation Process

From its beginning, the IDEC Group has provided products and services to society by integrating with control and safety technology in products vital to society.

Contributions to the resolution of societal challenges through our business activities include, in particular, (1) promotion of automation, labor-saving, and higher efficiency; (2) realization of safety and ANSHIN; and (3) reduction of environmental impact in manufacturing sites as well as people's lives around the world. We aim to create an optimum environment for humans and machines, as stated in our Mission, and to help build a sustainable society.



Note: Amounts in U.S. dollars are calculated at the prevailing exchange rate as of March 31 in every fiscal year.
 Note: Exchange rate (1 U.S. dollar): FY2016 (¥112.69), FY2017 (¥112.20), FY2018 (¥106.27), FY2019 (¥111.01), FY2020 (¥108.83)