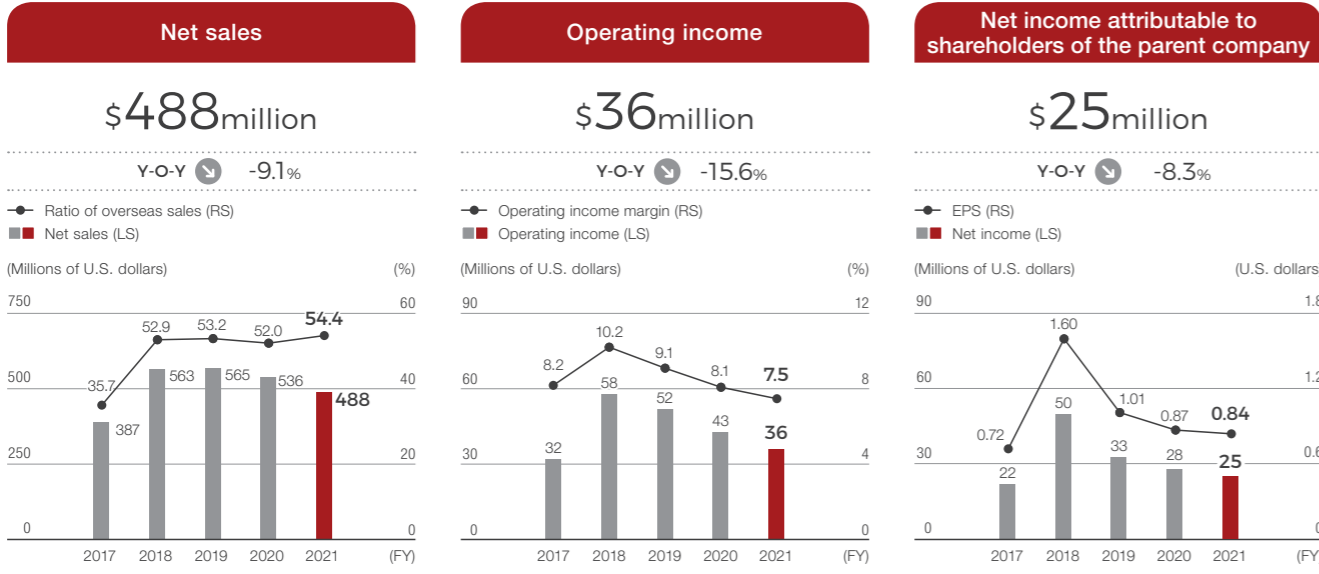
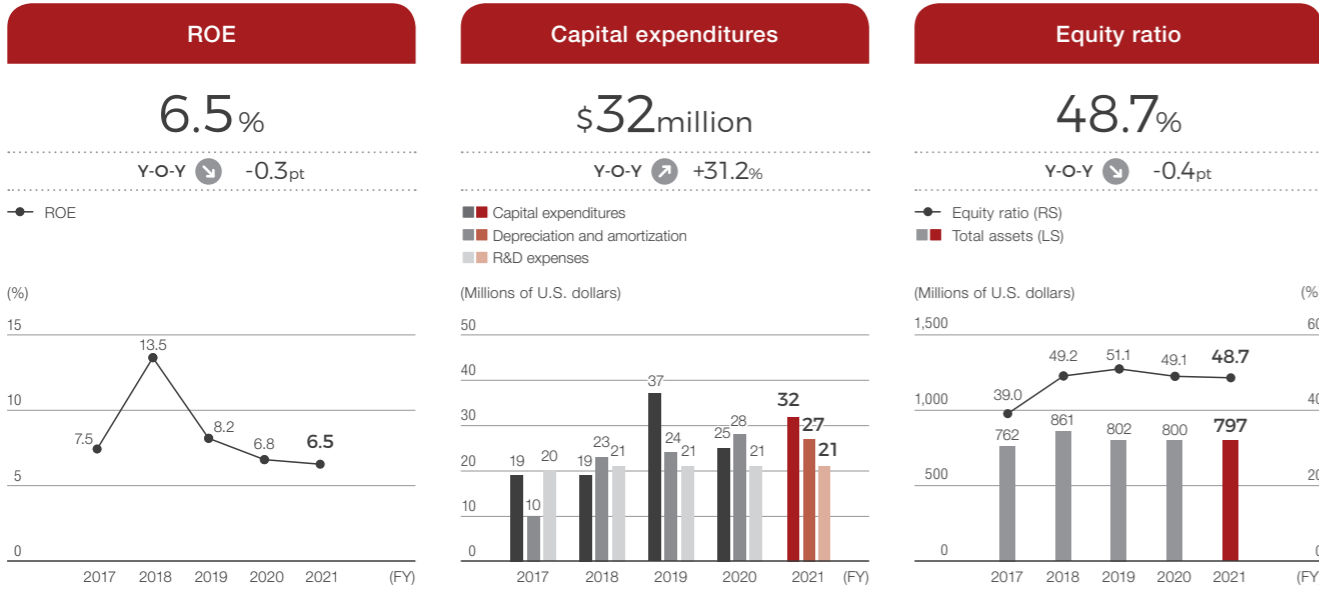


Financial Data Consolidated



Sales of various products, with the exception of the systems, decreased in all regions except China, due to the global spread of the COVID-19 infection. The ratio of overseas sales was 54.4%.
 Despite the efforts to reduce selling, general and administrative expenses, the operating income margin was 7.5% in FY2021 mainly due to a drop in sales of industrial switches and other main products.
 Mainly due to a decline in operating income, net income also decreased in FY2021.



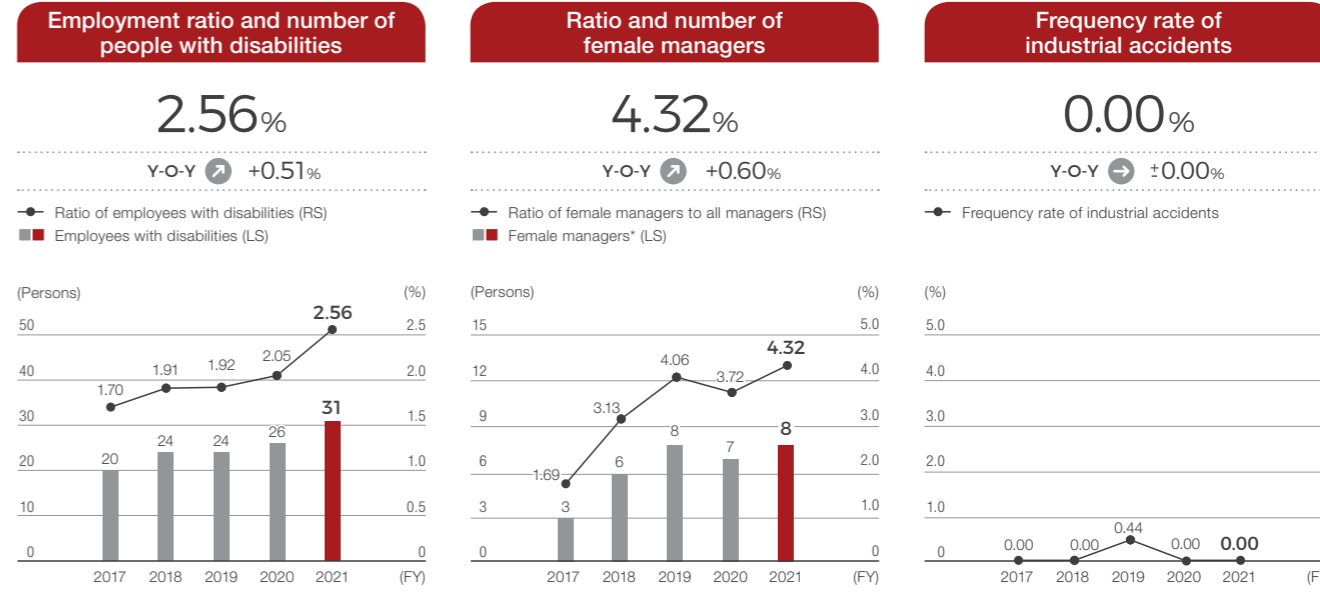
Due to the harsh business environment, net income decreased in FY2021 and ROE was 6.5%.
 Capital expenditures increased in FY2021 from FY2020 due to construction and relocation of factories by subsidiaries in Japan and overseas.
 After dropping to less than 40% in FY2017 due to acquisition of APEM Group, the equity ratio has returned to around 50% since FY2018.

Non-financial Data IDEC unconsolidated

* Due to the review and change of the calculation method of basic units, the past data have been revised.



IDEC plans to develop the accounting standard of the Scope 3 (CO₂ emissions of the entire supply chain) and calculate quarterly data for IDEC and its group companies in Japan from FY2022. The aggregated data will be used in considering effective measures for CO₂ emission reduction.
 With the aim of reducing waste plastics, IDEC has enhanced in-house recycling efforts by thoroughly examining what can be recycled and seeking to raise the recycling ratio. The offering of plastic bottled beverages in vending machines has been suspended at the head office and other main offices in Japan.
 In promoting paperless operations, IDEC has abolished paper-based applications for approval and has enabled applications and approvals by using electronic seals. The Assembly Center has replaced paper work instruction forms with rewritable cards, thereby saving paper and storage space.



IDEC provides opportunities for work experience and trial employment to people with disabilities so that they can check the work environment and their aptitude before starting to work. IDEC also makes use of the government's Job Coach Support Project and assists people with disabilities to smoothly fit into their assigned workplaces, such as by hosting a monthly get-together with those concerned.
 In order to promote women's empowerment, IDEC has affirmatively selected women as next-generation executive candidates, and has worked on human resource development. In FY2022, IDEC will implement a management development program for female employees. The target is to reach 10% as the ratio of female managers to all managers by FY2026.
 With the aim of risk reduction, IDEC carries out risk assessment of equipment and work processes at manufacturing bases and encourages its manufacturing employees to write "notice reports." The Takino Factory has translated the emergency evacuation guidelines and work manuals for foreign technical interns into Vietnamese.