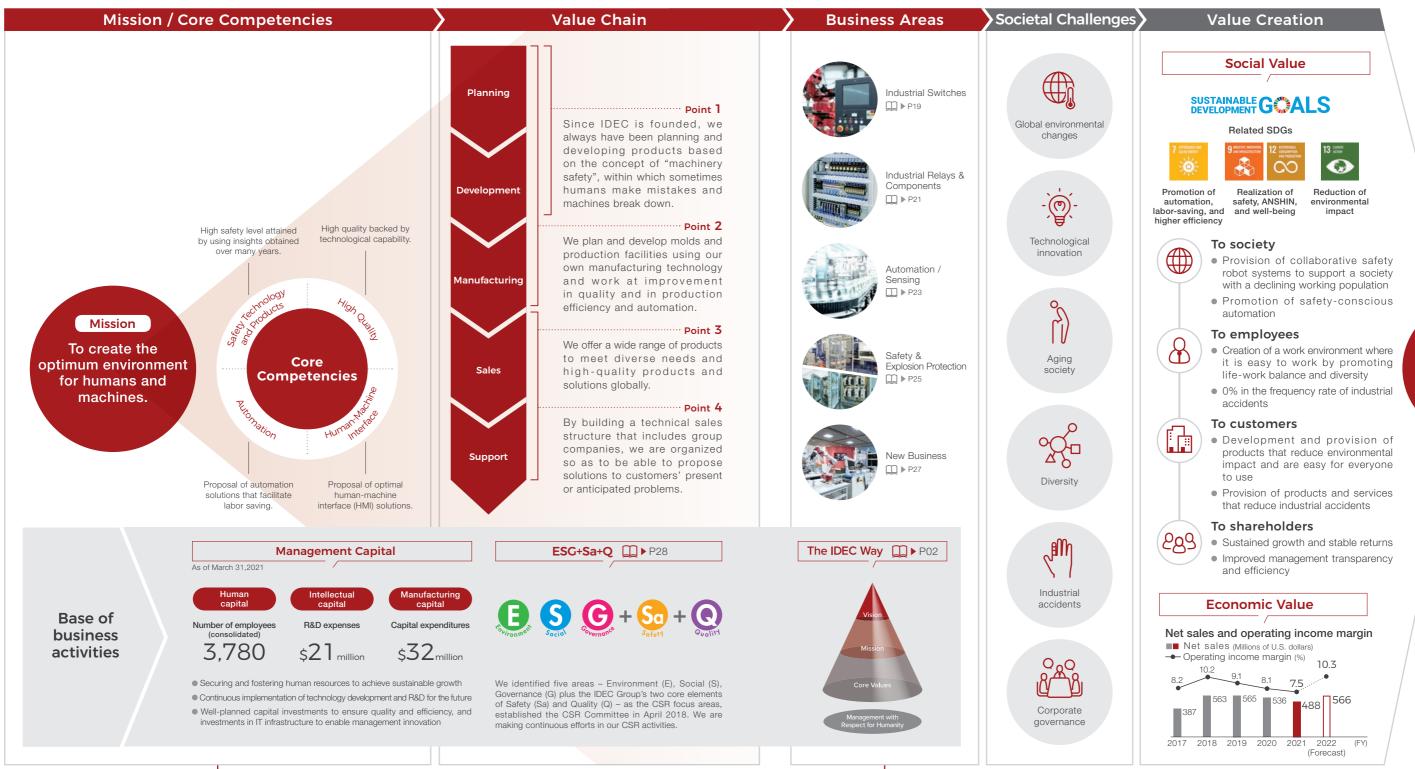
## **Value Creation Process**

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, ANSHIN, and well-being; and (3) reduction of environmental impact in manufacturing sites as well as people's lives around the world. We aim to help build a sustainable society.

07



Note: Exchange rate (1 U.S. dollar): FY2022 (¥106)

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Vision

Pioneer the new

norm for a safer

and sustainable

world.

IDEC