

# Toward Sustainable Growth

In order to achieve sustainable growth, the IDEC Group is implementing various global reforms, reexamining the way we work, and taking steps toward a new era.

## 1 Reorganization of Japanese and overseas bases

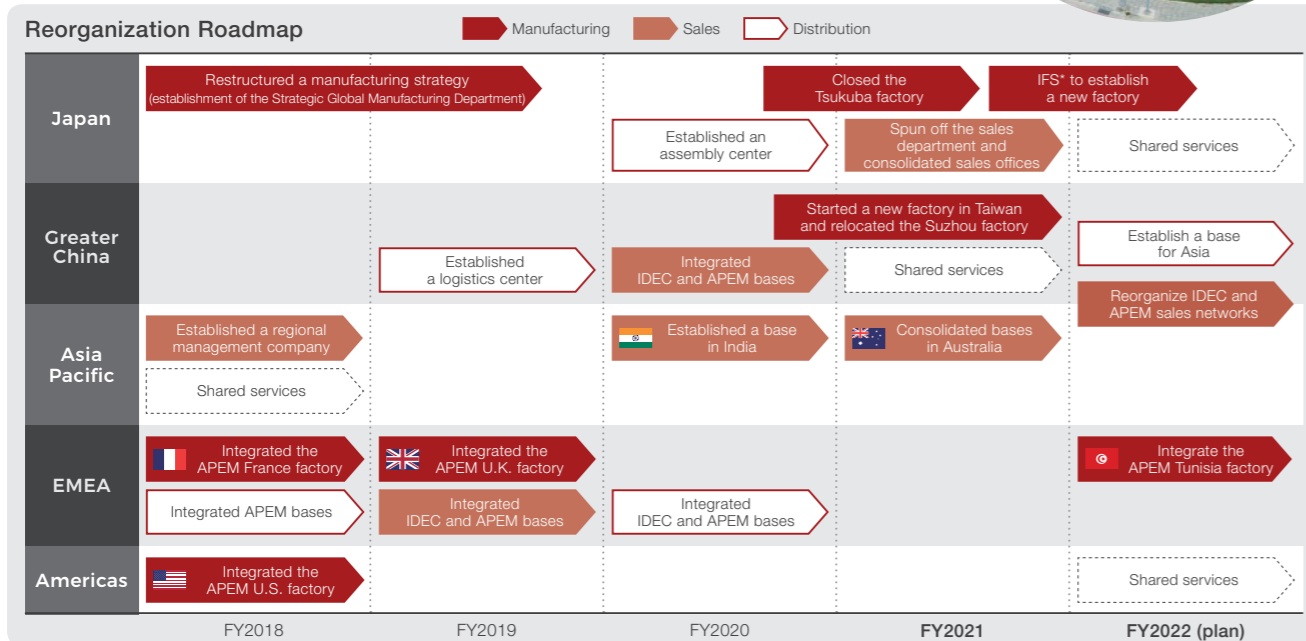
We are reorganizing our Japanese and overseas bases to optimize our manufacturing, sales, and distribution bases.

In 2020, we closed the manufacturing base in Tsukuba and consolidated our Japanese manufacturing bases, while overseas, the Suzhou Factory in China was relocated and a new factory in Taiwan started operation.

In EMEA and the Americas, IDEC and APEM are integrating their bases to generate further synergies. In Japan, we have spun off our sales department to facilitate speedy decision-making, and have consolidated 18 sales offices into two offices in Tokyo and Osaka, thereby creating a sales organization that does not rely on the offices.



A new factory in Taiwan



\* IFS: IDEC FACTORY SOLUTIONS CORPORATION



A new studio in the head office

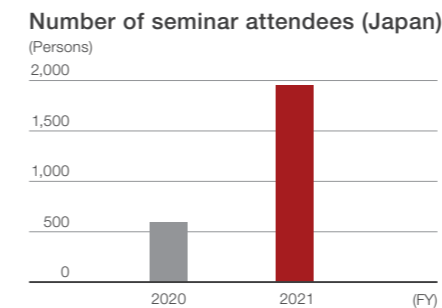
## 3 Promotion of digitalization

We established a dedicated studio in 2020 to serve as the information distribution base for the IDEC Group. This is because video demand has increased in recent years, and distribution-based video footage is becoming a key factor in future business growth.

With the launch of this studio that utilizes the latest equipment, we are delivering a wide range of video content, including product promotions, business information via webinars, and information sharing internally and externally. In fact, the number of seminar attendees more than tripled from the previous year in FY2021.

In addition, we are promoting digital marketing using digital technology as an effort to conduct efficient marketing and sales activities. By opening new, regional-specific websites that enable customer analytics and increase the success of approaches to potential customers, and by providing timely information tailored to each

customer's needs, we are seeking to expand the customer base, improve efficiency in marketing and sales, and improve services.



New website



<https://us.idec.com/>

## 4 Expansion of collaborative safety robot system business

Collaborative robots that can work in the same workplace with humans have been introduced in a variety of fields, in response to demand for automation and human resource saving on the manufacturing sites. Since 2020, due to the rising need for anti-infection measures, demand for robots has expanded further.

In order to expand the collaborative safety robot system business, which is expected to grow globally, IDEC FACTORY SOLUTIONS CORPORATION's new factory started operation in April 2021. It's new head office is also scheduled to be completed in March 2022. After its completion, the Collaborative Safety Robot Technical Center will be relocated to the head office, and the production capacity of robot systems will be three times higher than before.

In the meantime, we obtained the UL508A international standard in the United States, with an eye on the global development of our control systems. We will be engaged in operations ranging from consulting, regarding control systems, to their design and manufacturing in order to expand business.



Collaborative Safety Robot Technical Center



New factory (start-up in April 2021)



New head office (scheduled to be completed in March 2022)

## 2 Realization of a "factory that is resilient to infectious diseases"



The picking process at the Assembly Center

Contactless automatic temperature-measurement system

Concerned about occupational safety and health at manufacturing sites, we are working to create factories that is resilient to infectious diseases. New concepts, such as a response to infectious diseases and other extraneous risks, are needed. We have built a contactless automatic temperature-measurement system that combines IDEC's products, such as the KW2D smart RFID reader, with a commercial thermography camera, and installed it at all of our manufacturing and distribution bases in Japan. By reading employees' IDs prior to entry, the measured results can be automatically stored in the cloud for remote review and management. In addition, the assembly center has begun to use IDEC wearable terminals to perform picking, and RFID cards and tablets to perform assembly, in order to prevent infection via hand-based contact and to increase efficiency and productivity.