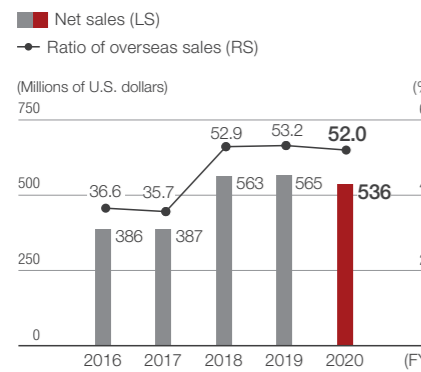


Financial Data / Non-financial Data

Financial Data Consolidated

Net sales

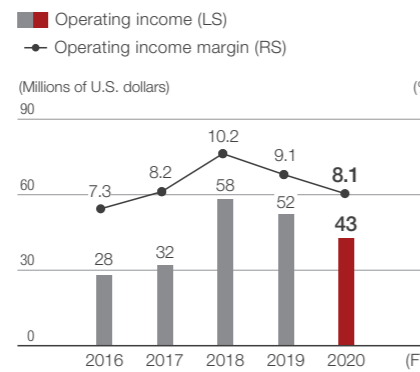
\$536 million | Y-O-Y -5.2%



Sales of various products decreased in FY2020 due to the U.S.-China trade friction and other reasons. Partly due to the appreciation of the yen, the ratio of overseas sales declined from FY2019 to 52.0%.

Operating income

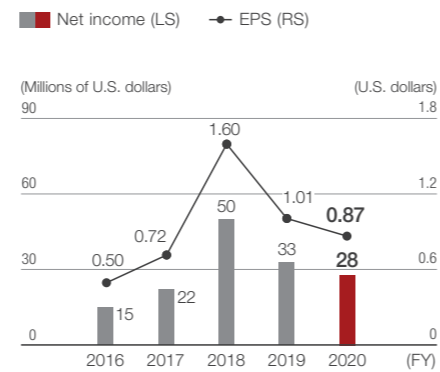
\$43 million | Y-O-Y -16.2%



IDEC strived to enhance profitability by reorganizing manufacturing bases and reviewing profitability of products but operating income margin declined to 8.1% in FY2020 partly due to a drop in sales of industrial switches and other main products.

Net income attributable to shareholders of the parent company

\$28 million | Y-O-Y -17.1%

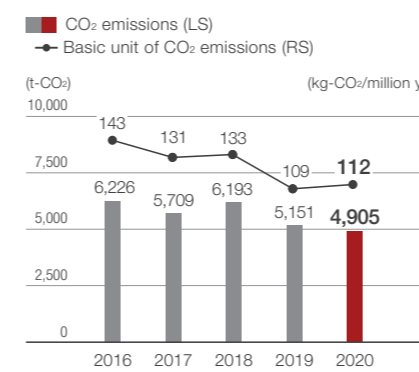


Gains from sale of investment securities and loss from subsidiary reorganization and from office relocation were recorded in FY2020, resulting in a decrease in net income from FY2019.

Non-financial Data IDEC unconsolidated

CO₂ emissions

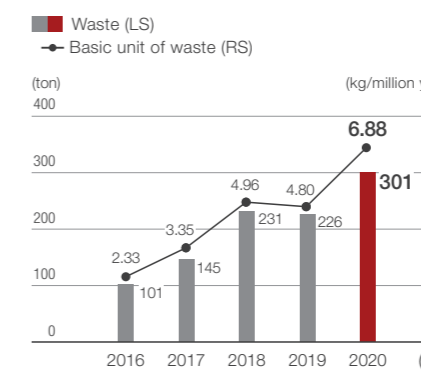
4,905t-CO₂ | Down 246t-CO₂



In addition to participating in Japan's Cool Biz (casual dressing) campaign, recommended use of staircases, replacement to LED lighting, and encouragement to turn lights off when not needed, IDEC established four solar power stations in the Kansai region for use of natural energy.

Waste

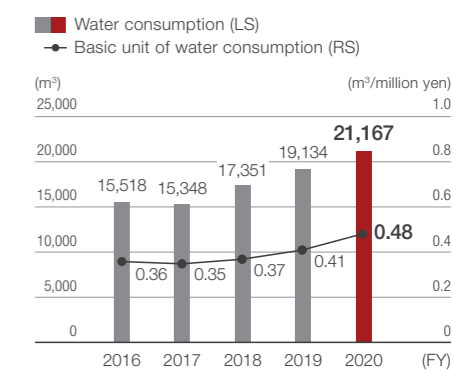
301t | Up 74t



IDEC modified moulds to enable product manufacturing with less waste. We also reduced defect ratios and hence material waste loss. However, due to China's waste import regulations, the total amount of waste increased in FY2020.

Water consumption

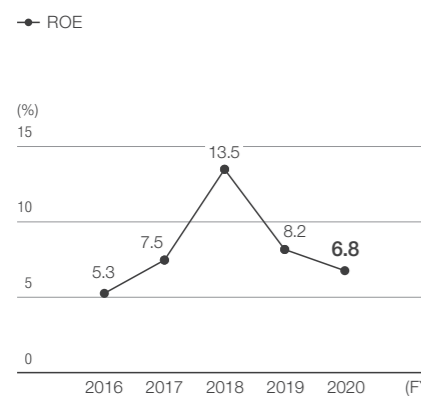
21,167m³ | Up 2,033m³



IDEC stores rainwater to sprinkle water in the courtyard and roof garden of the head office, conserving water by doing this. In FY2020, the total used amount increased from FY2019 due to the opening of the Kiba plant and the Assembly Center.

ROE

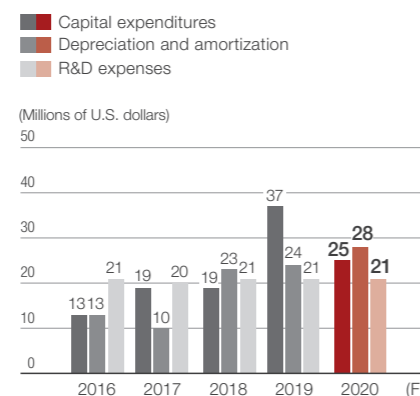
6.8% | Y-O-Y -1.4pt



ROE declined from FY2019 to 6.8% mainly due to a decline in net income caused by the impact of a harsh business environment.

Capital expenditures

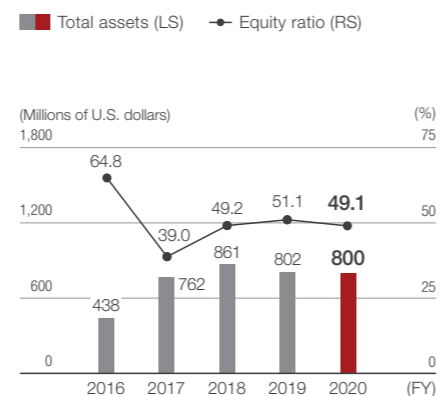
\$25 million | Y-O-Y -33.9%



Capital expenditures increased in FY2019 due to reorganization of manufacturing bases in Japan and overseas but returned to the normal level in FY2020.

Equity ratio

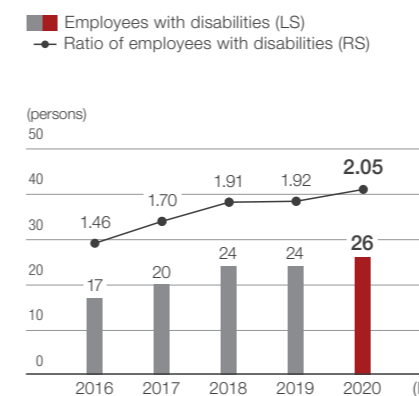
49.1% | Y-O-Y -2.0pt



After dropping to less than 40% in FY2017 due to acquisition of APEM Group, the equity ratio has returned to around 50% since FY2018.

Employment ratio and number of people with disabilities

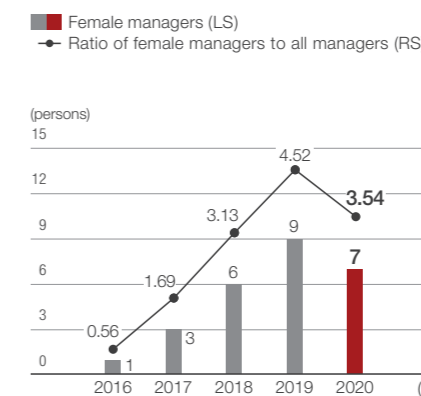
2.05% | Up 0.13%



IDEC hosts company visits and briefings for people with disabilities. IDEC also holds trainings for employees of departments where people with disabilities are to be assigned, so as to facilitate the people with disabilities to smoothly fit in at their assigned workplaces. The Job Coach Support Project of the Ministry of Health, Labour and Welfare is also utilized.

Ratio and number of female managers

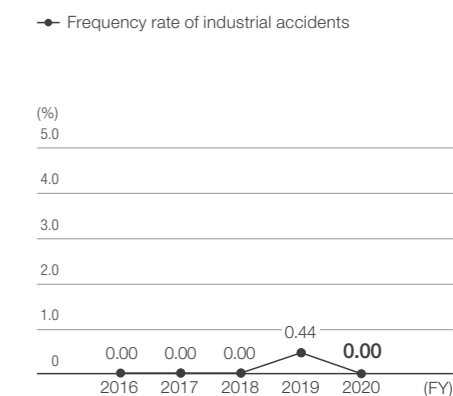
3.54% | Down 0.98%



IDEC adopted an action plan for promoting women's empowerment, affirmatively selected women as next-generation executive candidates, and carried out development programs for them. The target is to reach 10% as the ratio of female managers to all managers by FY2023.

Frequency rate of industrial accidents

0.00% | Down 0.44%



IDEC encourages its manufacturing employees to write "notice reports" concerning occupational health and safety environment, and responds to opinions raised among them. Emergency evacuation guidelines and safety policy and manuals for foreign technical interns are displayed and readily available in their mother languages at manufacturing bases.

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)