





Sustainability Targets and Progress

Areas for action have been established in order to achieve our vision for 2030, and sustainability KPIs have been selected for each area. We also plan to set new short-term and medium-term targets in the future. Material issues and some of the sustainability KPIs are linked to the medium-term management plan.

Material issues	Vision for 2030	Areas for action	Sustainability KPIs	FY2023 results	FY2024 results	FY2023-2025 targets	Targets achieved	
 Productivity improvement Improvement of productivity using control technology	Contribute to improving the productivity and efficiency of our customers and society around the world by providing the IDEC Group's long-cultivated control technology, products, and system solutions.	Develop products that meet new customer needs and strengthen our ability to propose solutions to customer issues	Solution ratio to sales	10.4%	13.0%	12%	✓	
			CAGR in Safety & Explosion Protection Business (during the past five years)	13.6%	6.5%	15%		
 Safety, ANSHIN, and well-being Pursuit and realization of safety, ANSHIN, and well-being	Realize the optimum environment for both humans and machines to resolve societal issues to create safe and comfortable environment and achieve healthy, happy, and vigorous lives.	Provide products and services that achieve customer safety, ANSHIN and well-being	Cumulative attendees of safety & explosion protection seminars (Japan)	Increase 9.0% YoY	Increase 7.7% YoY	Increase 5% YoY	✓	
			Number of cumulative employees holding safety qualification*1	Increase 3.2% YoY	Increase 5.3% YoY	Increase 3% YoY	✓	
		Improve safety, productivity, and well-being through technology development, human resource development, management, and rulemaking.	Achieve safety, ANSHIN, and well-being by fostering a culture of safety	Frequency rate of industrial accidents*2	0.58	0.65	0	
				Cumulative ratio of enhanced eco-friendly products to total new products (Cumulative total since FY2020)	74.1%	73.5%	60% or higher	✓
 Climate change Response to climate change	Reduce CO ₂ emissions through the in-house use of renewable energy.	Reduce environmental impact at our business sites	Reduction ratio of CO ₂ emissions (Scope1&2, vs. FY2020)	Decrease 5.5%	Decrease 19.8%	Decrease 24%		
			Renewable energy utilization ratio	8.2%	14.5%	18%		
			Reduction ratio of industrial wastes (vs. FY2020)	Decrease 7.7%	Increase 1.0%	Decrease 24%		
 Business foundation Establishment of a management structure that promotes value creation, respect for human rights, and development of a corporate culture and human resources	Ensure a thorough understanding of "The IDEC Way" and stimulate the company by creating an attractive work environment that gives employees a sense of purpose.	Create a pleasant work environment	Engagement score (Japan)	Improvement in the scores for 21 out of all 26 items (as compared to FY2020)	-	Improvement in the scores for 3 main issues*3 (as compared to FY2023)		
			Ratio of males taking childcare leave*2	58.3%	100%	90%	✓	
	Conduct business with the highest ethical standards, respect human rights both at our company and in the value chain, and further strengthen corporate governance and compliance.	Respect for human rights	Improve management transparency and effectiveness	Human rights and compliance training attendance rate (Japan)	-	100%	100%	✓
				Number of items with below average scores in the Board of Directors' effectiveness assessment	18%	26%	20% or less	
			Number of serious legal violations	0	0	0	✓	
			Number of female managers*2 (including associates in the position of leader with subordinates)	12	15	15	✓	
Strengthen human capital to cultivate employees who will be able to create new value and innovate.	Promote of decent work and increase investment in human capital	Average per capital training costs*2	JPY 66,000	JPY 59,000	JPY 70,000			

*1 Number of employees certified as Safety Assessors, Safety Basic Assessors, Robot Safety Assessors, or Safety Officers *2 IDEC unconsolidated *3 Main issues: (1) human resource development, (2) strengthening management abilities, and (3) improving the acceptability of the personnel system