

Summary of Financial Results (Japan GAAP) [Consolidated] For the Year Ended March 31, 2025

May 15, 2025

Company name : IDEC CORPORATION URL <http://jp.idec.com/>
 Stock exchange listing : Tokyo Stock Exchange – Prime Market
 Stock code : 6652
 Representative : Toshiyuki Funaki, Chairman and Chief Executive Officer
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 Scheduled date for Annual General Shareholders' Meeting : June 20, 2025
 Scheduled date for filing of securities report : June 19, 2025
 Scheduled date for dividend payment : June 2, 2025
 Preparation of supplementary material on financial results : Yes
 Holding of financial results briefing : Yes (for analysts)

(Amounts less than one million yen are omitted.)

1. Consolidated financial results for the Year ended March 31, 2025

(From April 1, 2024 to March 31, 2025)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	67,380	(7.3)	3,652	(41.8)	3,477	(49.8)	1,778	(59.6)
March 31, 2024	72,711	(13.3)	6,276	(55.4)	6,920	(51.9)	4,407	(56.6)

(Note) Comprehensive income: Year ended March 31, 2025 1,327 million yen (87.3%)
 Year ended March 31, 2024 10,444 million yen (18.3%)

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Year ended	Yen	Yen	%	%	%
March 31, 2025	60.36	60.25	2.8	3.2	5.4
March 31, 2024	150.10	149.52	7.1	6.5	8.6

(Reference) Equity in earnings (losses) of affiliates:

Year ended March 31, 2025 89 million yen
 Year ended March 31, 2024 102 million yen

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	107,216	63,810	58.9	2,142.95
March 31, 2024	107,138	66,006	61.2	2,226.99

(Reference) Shareholders' equity: As of March 31, 2025 63,197 million yen
 As of March 31, 2024 65,551 million yen

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at the end of period
Year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2025	11,248	(4,097)	(2,905)	19,194
March 31, 2024	5,504	(1,922)	(4,462)	15,040

2. Dividends

	Annual dividends per share					Total dividends (Total)	Payout ratio (Consolidated)	Dividends/Shareholders' equity ratio (Consolidated)
	End of first quarter	End of second quarter	End of third quarter	End of fiscal year	Annual (Total)			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2024	–	65.00	–	65.00	130.00	3,824	86.6	6.2
Fiscal year ended March 31, 2025	–	65.00	–	65.00	130.00	3,833	215.4	5.9
Fiscal year ending March 31, 2026 (Forecast)	–	65.00	–	65.00	130.00		111.1	

3. Forecast of consolidated results for the fiscal year ending March 31, 2026

(From April 1, 2025 to March 31, 2026)

(Percentages indicate changes from the previous year.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	68,700	2.0	4,750	30.0	5,020	44.4	3,450	93.9	117.06

* Notes

(1) Changes in specified subsidiaries resulting in the change in scope of consolidation: None

New: – company (company name) Excluded: – company (company name)

(2) Changes in accounting policies, accounting estimates and retrospective restatements

(a) Changes in accounting policies based on revisions of accounting standards: None

(b) Changes in accounting policies other than ones based on revisions of accounting standards: None

(c) Changes in accounting estimates: None

(d) Retrospective restatements: None

(3) Number of issued and outstanding shares (common shares)

(a) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2025	33,224,485 shares	As of March 31, 2024	33,224,485 shares
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(b) Number of treasury shares at the end of the period

As of March 31, 2025	3,733,699 shares	As of March 31, 2024	3,789,485 shares
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(c) Average number of shares during the period

Year ended March 31, 2025	29,473,080 shares	Year ended March 31, 2024	29,362,790 shares
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(Reference) Summary of Non-consolidated Results

1. Non-consolidated financial results for Year ended March 31, 2025

(From April 1, 2024 to March 31, 2025)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	26,092	(8.2)	954	(55.3)	4,153	(28.5)	4,356	(9.3)
March 31, 2024	28,412	(26.3)	2,135	(65.8)	5,810	(37.4)	4,801	(34.7)

	Basic earnings per share	Diluted earnings per share
Year ended	Yen	Yen
March 31, 2025	147.81	147.55
March 31, 2024	163.52	162.88

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	69,448	38,210	54.1	1,274.90
March 31, 2024	66,493	37,378	55.5	1,254.39

(Reference) Shareholders' equity: As of March 31, 2025 37,597 million yen
As of March 31, 2024 36,923 million yen

* Financial results reports are exempt from audit conducted by certified public accountants or an audit corporation.

* Proper use of earnings forecasts, and other special matters

Explanations or other items pertaining to appropriate use of business performance forecasts. The business performance forecasts and certain other statements contained in this document are forward-looking statements, which are based on information currently available to the Company and certain assumptions determined to be reasonable by the Company. For a variety of reasons, actual performance may differ substantially from these forecasts. They do not constitute a guarantee that the Company will achieve these forecasts or other forward-looking statements.

For the assumptions for the financial results forecasts and notes on the use of the financial results forecasts, please refer to page 6 of the attached document, "1. Overview of Financial results (4) Forecasts for the next fiscal year".

* This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

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1. Overview of Financial results, etc.

(1) Overview of Financial results for the current fiscal year

During the fiscal year under review, the Japanese economy showed a moderate recovery trend given the improved employment and income environment and an increase in inbound tourism. On the other hand, the outlook remains uncertain in light of factors such as soaring raw materials prices due to surging resource prices coupled with the weak yen, continuing price hikes, and downside risks associated with the stagnant real estate market in China and the U.S. tariff policy.

The Group will transform into a brand new IDEC as it focuses on shifting toward a more customer-centered business structure and improving the ability to respond to changes in the market across the globe under its new medium-term plan launched in the fiscal year ending March 31, 2026, and will work as one to implement structural reforms that will realize sustainable growth.

Under these circumstances, the Group saw domestic net sales decrease by 2,613 million yen year on year to hit 24,294 million yen (down 9.7% year on year), mainly due to the impact of distributors' inventory adjustments continuing from last year, although excess inventory in the market was largely eliminated. Overseas net sales declined 2,718 million yen year on year to reach 43,085 million yen (down 5.9% year on year) as a result of a decrease in sales mainly caused by distributors' inventory adjustments continuing from last year despite the market's excess inventory being largely eliminated as happened with domestic net sales, although net sales increased in some regions due to the weaker yen. As a result, consolidated net sales for the fiscal year under review totaled 67,380 million yen (down 7.3% year on year).

In terms of profit, operating profit decreased 2,623 million yen year on year to total 3,652 million yen (down 41.8% year on year) due to a decrease in profit resulting from a drop in revenue. Ordinary profit fell 3,443 million yen year on year to 3,477 million yen (down 49.8% year on year), and net profit attributable to owners of the parent decreased 2,628 million yen year on year to hit 1,778 million yen (down 59.6% year on year).

The above results for the fiscal year under review are as shown below.

	Year ended March 31, 2024	Year ended March 31, 2025	increase/ decrease	Rate of Change
Net sales (Millions of yen)	72,711	67,380	(5,331)	(7.3%)
Gross profit (Millions of yen)	31,019	29,437	(1,582)	(5.1%)
Gross profit margin(%)	42.7	43.7	+1.0	-
Operating profit (Millions of yen)	6,276	3,652	(2,623)	(41.8%)
Operating profit margin(%)	8.6	5.4	(3.2)	-
Ordinary profit (Millions of yen)	6,920	3,477	(3,443)	(49.8%)
Profit attributable to owners of parent (Millions of yen)	4,407	1,778	(2,628)	(59.6%)

(Exchange Rate)

Average exchange rate for USD	144.59	152.62	+8.03	-
Average exchange rate for EUR	156.74	163.87	+7.13	-
Average exchange rate for CNY	20.13	21.11	+0.98	-

Results by segment for the fiscal year under review are as follows.

【Japan】

In Japan, net sales decreased 4,458 million yen year on year to hit 26,846 million yen (down 14.2% year on year), and operating profit was down 1,128 million yen year on year to total 1,183 million (down 48.8% year on year). This was due in part to a sense of stagnation in key industries such as robotics and machine tools, and distributors' inventory adjustments.

【Americas】

In North America, orders were getting back on a track as distributors' inventory generally settled down to a good level, but net sales in local currency terms decreased year on year due to excess inventory at some distributors. However, net sales in yen terms increased 282 million yen year on year to total 14,152 million yen (up 2.0% year on year) due to the weak yen against the dollar. Operating profit decreased 456 million yen year on year to 1,138 million yen (down 28.6% year on year).

【Europe, Middle East and Africa(EMEA)】

In the European market, net sales in local currency terms decreased 975 million yen year on year to hit 14,895 million yen (down 6.1% year on year), and operating loss totaled 559 million yen (operating profit of 448 million yen in the same period of the previous fiscal year). This was due to weak demand from major industries caused by the economic downturn and geopolitical risks.

【Asia Pacific】

In the Asia-Pacific region, net sales decreased 179 million yen year on year to total 11,485 million yen (down 1.5% year on year), and operating profit dropped 633 million yen year on year to hit 1,095 million yen (down 36.6% year on year) due to the impact of the economic slowdown in China and Southeast Asia.

Net sales by product category for the third quarter under review are as follows.

【HMI】

Net sales decreased 2,105 million yen year on year to reach 31,842 million yen (down 6.2% year on year) as a result of distributors' inventory adjustments for our mainstay switches and programmable displays in the first half of the fiscal year although inventory in the market generally returned to an optimal level.

*This product category includes control switches, joysticks, indicator lights, and programmable displays, which are key human-machine interfaces (HMIs).

【Industrial relays & components】

Net sales were down 335 million yen year on year to hit 11,294 million yen (down 2.9% year on year) as a result of a decrease in sales of industrial relays in the Asia-Pacific region, our key market, due to the economic slowdown particularly in the Chinese market and continuing distributors' inventory adjustments.

*This product category includes switching power supplies, terminal blocks, control relays/sockets, and circuit protectors, which are built into control panels for controlling and operating machines and production lines and are used as the basis for control parts of machines and equipment.

【Automation & sensing】

Net sales decreased 1,199 million yen year on year to reach 8,705 million yen (down 12.1% year on year), although the backlog of orders for our mainstay programmable controllers, was resolved, new orders in Japan and the Americas decreased.

*This product category includes products designed to contribute to the automation of equipment used in a wide range of industrial and consumer applications, programmable controllers, which act as the brains of machines and equipment, and automatic identification devices, which are used in retail, logistics, and various other areas.

【Safety & explosion protection】

Net sales fell 601 million yen year on year to total 11,045 million yen (down 5.2% year on year) due to a downturn in sales of safety components, affected by distributors' inventory adjustments and demand decreasing in major industries such as machine tools and robotics, mainly in Japan and the Asia-Pacific region.

*This product category includes safety components, such as emergency stop pushbutton switches, safety switches, and enabling devices, which protect the safety of industrial sites, as well as explosion-protection devices that prevent accidents at sites where explosive gases exist, such as oil and chemical plants.

【Systems】

Net sales dropped 490 million yen year on year to reach 3,479 million yen (down 12.3% year on year) due to a decrease in sales of control panels for semiconductor manufacturing facilities, logistics facilities, etc. in the Asia-Pacific region.

*This product category includes various systems custom-made with IDEC products according to customer needs as well as collaborative robot system solutions that combine safety components and safety technologies to create optimal systems.

【Others】

Net sales fell 599 million yen year on year to total 1,013 million yen (down 37.2% year on year) as a result of a decrease in demand for other related products in Japan.

*This product category includes mega-solar and photovoltaic power generation power management systems (renewable energy business), which are being researched for application in a wide range of fields.

(2) Overview of Financial position for the current fiscal year

(Assets, liabilities, and net assets)

Total assets at the end of fiscal year under review came to 107,216 million yen, an increase of 78 million yen since the end of the previous fiscal year. This was mainly due to an increase of 4,450 million yen in property, plant and equipment, as a result of the acquisition of a building and land to integrate the U.S. offices into a new facility and strengthen the North American business, and 1,579 million yen in cash and deposit, despite a decrease of 2,971 million yen in inventories and 2,644 million yen in trade receivables.

Liabilities increased 2,274 million yen from the end of the previous fiscal year to total 43,406 million yen. This was mainly due to an increase of 1,284 million yen in borrowings and 950 million yen in accrued expenses.

Net assets decreased 2,196 million yen from the end of the previous fiscal year to reach 63,810 million yen mainly due to a decrease of 2,050 million yen in retained earnings.

(3) Overview of Cash flows for the current fiscal year

Cash and cash equivalents at the end of the fiscal year under review came to 19,194 million yen, an increase of 4,154 million yen since the end of the previous fiscal year.

Cash flows and main reasons for the results for the fiscal year under review are as follows.

Net cash provided by operating activities was 11,248 million yen, compared with 5,504 million yen in the same period of the previous fiscal year. This was mainly due to the recording of 4,091 million yen of depreciation, 3,410 million yen of profit before income taxes, 2,628 million yen of business restructuring expenses, and a decrease of 2,486 million yen in accounts receivable - trade, and contract assets, in spite of the recording of 1,200 million yen of gain on sale of shares of subsidiaries.

Net cash used in investing activities was 4,097 million yen, compared with 1,922 million yen in the same period of the previous fiscal year. This was mainly due to the disbursement of 10,432 million yen for acquisition of non-current assets, in spite of proceeds of 2,596 million yen from refunds of time deposits and proceeds of 2,147 million yen from sale of shares of subsidiaries resulting in change in scope of consolidation.

Net cash used in financing activities was 2,905 million yen, compared with 4,462 million yen in the same period of the previous fiscal year. This was mainly due to the disbursement of 3,821 million yen through the payment of dividends, in spite of income of 1,438 million yen from borrowings, etc..

Trends in cash flow-related indicators

	Year ended March 31, 2021	Year ended March 31, 2022	Year ended March 31, 2023	Year ended March 31, 2024	Year ended March 31, 2025
Equity-to-asset ratio(%)	48.7	51.2	56.1	61.2	58.9
Market-based equity ratio(%)	61.9	78.6	96.4	74.2	67.2
Interest-bearing debts to cash flow ratio(%)	393.7	265.4	364.5	459.4	233.5
Interest coverage ratio	43.6	73.0	65.3	43.2	43.4

Equity ratio: Equity capital/Total assets

Equity ratio at market value: Market capitalization/Total assets

Cash flow to interest-bearing debt ratio:

Interest-bearing debt/Net cash provided by (used in) operating activities

Interest coverage ratio: Net cash provided by (used in) operating activities/Interest payments

1. Each indicator is calculated using consolidated financial figures.
2. Market capitalization is calculated as the closing stock price at the end of the period multiplied by the number of shares outstanding at the end of the period.
3. Net cash provided by (used in) operating activities is used for cash flows.
4. Interest-bearing debt includes all debts on which interest has been paid and which are recorded in the consolidated balance sheet.

(4) Forecasts for the next fiscal year

Although the global economy in the fiscal year ending March 31, 2026 is expected to gradually recover compared to the previous fiscal year, there are uncertainties such as the impact of additional U.S. tariffs on the global economy, which may affect the business environment.

IDEC has seen orders from key customers pick up as its efforts to level distributors' inventories, which remained high throughout the previous fiscal year, paid off. In light of this as well as cultivation of the market for new products, such as the EZ Wheel, that will be the backbone of our solutions, we have set our sales target for the fiscal year ending March 31, 2026 at 68,700 million yen.

We will transform into a brand new IDEC as we focus on shifting toward a more customer-centered business structure and improving the ability to respond to changes in the market across the globe as outlined in our new medium-term plan that kicked off in the fiscal year ending March 31, 2026, and will work across the group to implement structural reforms that will realize sustainable growth.

Under the new global structure, we will further enhance our optimal solution proposals by combining various products that address customer issues, and increase added value by realizing HMI-X (Transformation).

To turn ourselves into a highly profitable organization, we will use digital transformation to change our global procurement and supply chain practices, in addition to reorganizing our global production bases and optimizing our supply system through the effective use of external resources, with an eye to improving efficiency and customer satisfaction.

Based on the above, for the fiscal year ending March 2026, IDEC expects net sales of 68,700 million yen, operating profit of 4,700 million yen, ordinary profit of 5,000 million yen, and net profit attributable to owners of the parent of 3,400 million yen as full-year consolidated financial results. The exchange rates are assumed to be 145 yen to the U.S. dollar and 160 yen to the euro.

(5) Basic policy on profit distribution and dividends for the current and next fiscal years

At the Company, we have worked to enhance our financial position and business foundation, while recognizing the maintenance of stable dividends and the appropriate return of profits to shareholders to be one of our most important management measures, and we have endeavored to improve return on equity (ROE) and dividend on equity (DOE) from a medium- to long-term perspective. Meanwhile, taking into account business development, we are working to further strengthen our corporate structure and competitiveness by effectively utilizing internal reserves for investment in research and development, production streamlining, and information technology from a medium- to long-term perspective. In addition, Article 36 of the Company's Articles of Incorporation stipulates that the Company may pay dividends of surplus based on a resolution of the Board of Directors in order to ensure agility in returning profits.

Based on the above policy, we have decided to pay a year-end dividend of 65 yen per share for the fiscal year under review. As a result, the annual dividend per share will be 130 yen, including the interim dividend of 65 yen. With regard to the future dividend policy, the Company will continue to steadily pay interim and year-end dividends, while placing emphasis on returning profits to shareholders, and will implement an agile dividend policy in response to changes in business results and the external environment.

The dividend per share for the fiscal year ending March 2026 will be equivalent to that of the current fiscal year as follow: the interim dividend of 65 yen and the year-end dividend of 65 yen, the annual dividend of 130 yen in total.

2. Basic Approach to the Selection of Accounting Standards

Taking into account the comparability of consolidated financial statements among periods and entities, the IDEC Group intends to prepare consolidated financial statements under Japanese GAAP (Generally Accepted Accounting Principles) for the time being.

3. Consolidated Financial Statements and Notes

(1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	17,628	19,208
Notes and accounts receivable - trade, and contract assets	12,716	10,364
Electronically recorded monetary claims - operating	928	635
Merchandise and finished goods	13,000	11,226
Work in process	1,919	1,468
Raw materials and supplies	6,559	5,813
Other	2,203	2,834
Allowance for doubtful accounts	(35)	(71)
Total current assets	54,921	51,480
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	9,668	14,164
Machinery, equipment and vehicles, net	3,932	3,134
Tools, furniture and fixtures, net	1,798	1,779
Land	5,958	7,340
Leased assets, net	142	164
Right-of-use assets, net	1,749	1,434
Construction in progress	752	432
Total property, plant and equipment	24,000	28,451
Intangible assets		
Trademark right	2,534	2,318
Customer-related intangible assets	7,965	7,231
Software	668	874
Software in progress	934	2,016
Goodwill	12,284	11,212
Other	1,123	995
Total intangible assets	25,511	24,648
Investments and other assets		
Investment securities	489	605
Retirement benefit asset	399	397
Deferred tax assets	1,201	1,037
Other	646	618
Allowance for doubtful accounts	(31)	(23)
Total investments and other assets	2,704	2,636
Total non-current assets	52,217	55,736
Total assets	107,138	107,216

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	3,792	3,784
Electronically recorded obligations - operating	537	682
Short-term borrowings	7,000	10,985
Current portion of long-term borrowings	6,073	3,698
Lease liabilities	566	559
Accounts payable - other	852	1,397
Accrued expenses	2,430	3,381
Income taxes payable	505	796
Contract liabilities	477	434
Deposits received	165	184
Provision for product warranties	40	45
Other	1,388	1,711
Total current liabilities	23,830	27,662
Non-current liabilities		
Long-term borrowings	10,183	9,857
Lease liabilities	1,418	1,125
Deferred tax liabilities	3,026	2,800
Provision for retirement benefits for directors (and other officers)	56	31
Retirement benefit liability	1,485	1,307
Asset retirement obligations	116	78
Other	1,014	544
Total non-current liabilities	17,301	15,744
Total liabilities	41,132	43,406
Net assets		
Shareholders' equity		
Share capital	10,056	10,056
Capital surplus	9,571	9,620
Retained earnings	41,077	39,026
Treasury shares	(6,970)	(6,870)
Total shareholders' equity	53,735	51,832
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	(16)	21
Foreign currency translation adjustment	11,801	11,315
Remeasurements of defined benefit plans	30	27
Total accumulated other comprehensive income	11,815	11,364
Share acquisition rights	455	612
Total net assets	66,006	63,810
Total liabilities and net assets	107,138	107,216

(2) Consolidated Statements of Income and Consolidated Statements of Comprehensive Income
(Consolidated Statements of Income)

(Millions of yen)

	Year ended March 31, 2024	Year ended March 31, 2025
Net sales	72,711	67,380
Cost of sales	41,692	37,943
Gross profit	31,019	29,437
Selling, general and administrative expenses	24,743	25,784
Operating profit	6,276	3,652
Non-operating income		
Interest and dividend income	157	122
Share of profit of entities accounted for using equity method	102	89
Foreign exchange gains	917	64
Gain on valuation of derivatives	-	290
Other	336	247
Total non-operating income	1,514	814
Non-operating expenses		
Interest expenses	126	257
derivative losses	336	360
Loss on valuation of derivatives	177	-
Other	229	370
Total non-operating expenses	869	989
Ordinary profit	6,920	3,477
Extraordinary income		
Gain on sale of non-current assets	21	1,067
Gain on sale of investment securities	62	-
Gain on reversal of share acquisition rights	6	11
Insurance claim income	-	290
Gain on sale of shares of subsidiaries	-	1,200
Total extraordinary income	90	2,569
Extraordinary losses		
Loss on sale of non-current assets	4	1
Loss on abandonment of non-current assets	29	6
Loss on liquidation of business	142	-
Information Security Expenses	131	-
Business restructuring expenses	-	2,628
Total extraordinary losses	307	2,636
Profit before income taxes	6,702	3,410
Income taxes - current	2,133	1,674
Income taxes - deferred	162	(42)
Total income taxes	2,295	1,632
Profit	4,407	1,778
Profit attributable to owners of parent	4,407	1,778

(Consolidated Statements of Comprehensive Income)

(Millions of yen)

	Year ended March 31, 2024	Year ended March 31, 2025
Profit	4,407	1,778
Other comprehensive income		
Valuation difference on available-for-sale securities	(40)	37
Foreign currency translation adjustment	6,014	(486)
Remeasurements of defined benefit plans, net of tax	64	(3)
Total other comprehensive income	6,037	(451)
Comprehensive income	10,444	1,327
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	10,444	1,327

(3) Consolidated statements of changes in equity

Fiscal year ended March 31, 2024

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	10,056	9,397	40,532	(7,299)	52,687
Changes during period					
Dividends of surplus			(3,813)		(3,813)
Profit attributable to owners of parent			4,407		4,407
Increase(decrease) due to changes in fiscal year-end of consolidated subsidiaries			(49)		(49)
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		174		329	504
Net changes in items other than shareholders' equity					
Total changes during period	-	174	544	328	1,048
Balance at end of period	10,056	9,571	41,077	(6,970)	53,735

	Accumulated other comprehensive income				Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	24	5,787	(33)	5,778	347	58,813
Changes during period						
Dividends of surplus						(3,813)
Profit attributable to owners of parent						4,407
Increase(decrease) due to changes in fiscal year-end of consolidated subsidiaries						(49)
Purchase of treasury shares						(0)
Disposal of treasury shares						504
Net changes in items other than shareholders' equity	(40)	6,014	64	6,037	107	6,144
Total changes during period	(40)	6,014	64	6,037	107	7,193
Balance at end of period	(16)	11,801	30	11,815	455	66,006

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	10,056	9,571	41,077	(6,970)	53,735
Changes during period					
Dividends of surplus			(3,829)		(3,829)
Profit attributable to owners of parent			1,778		1,778
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		48		100	148
Net changes in items other than shareholders' equity					
Total changes during period	-	48	(2,050)	99	(1,902)
Balance at end of period	10,056	9,620	39,026	(6,870)	51,832

	Accumulated other comprehensive income				Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	(16)	11,801	30	11,815	455	66,006
Changes during period						
Dividends of surplus						(3,829)
Profit attributable to owners of parent						1,778
Purchase of treasury shares						(0)
Disposal of treasury shares						148
Net changes in items other than shareholders' equity	37	(486)	(3)	(451)	157	(293)
Total changes during period	37	(486)	(3)	(451)	157	(2,196)
Balance at end of period	21	11,315	27	11,364	612	63,810

(4) Consolidated statements of cash flows

(Millions of yen)

	Year ended March 31, 2024	Year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	6,702	3,410
Depreciation	3,917	4,091
Loss on liquidation of business	142	-
Information security expenses	131	-
Business restructuring expenses	-	2,628
Loss (gain) on sale of investment securities	(62)	-
Amortization of goodwill	977	989
Increase (decrease) in allowance for doubtful accounts	3	28
Increase (decrease) in net defined benefit asset and liability	(98)	(174)
Interest and dividend income	(157)	(122)
Interest expenses	126	257
Foreign exchange losses (gains)	(802)	(288)
Share of loss (profit) of entities accounted for using equity method	(102)	(89)
Increase (decrease) in provision for product warranties	(3)	5
Loss (gain) on sale of shares of subsidiaries	-	(1,200)
Loss (gain) of derivatives	476	23
Loss (gain) on sale of non-current assets	(16)	(1,065)
Loss on abandonment of non-current assets	29	6
Insurance claim income	-	(290)
Decrease (increase) in accounts receivable - trade, and contract assets	1,660	2,486
Decrease (increase) in inventories	927	1,809
Increase (decrease) in contract liabilities	(259)	(40)
Decrease (increase) in accounts receivable - other	15	(13)
Increase (decrease) in trade payables	(3,151)	172
Increase (decrease) in accounts payable - other	(105)	47
Increase (decrease) in accrued expenses	(585)	191
Increase/decrease in consumption taxes payable/consumption taxes refund receivable	103	(18)
Increase (decrease) in deposits received	8	31
Other, net	(201)	(472)
Subtotal	9,677	12,404
Interest and dividends received	166	168
Interest paid	(127)	(258)
Income taxes paid	(4,211)	(1,065)
Net cash provided by (used in) operating activities	5,504	11,248

(Millions of yen)

	Year ended March 31, 2024	Year ended March 31, 2025
Cash flows from investing activities		
Payments into time deposits	(2,762)	(1,692)
Proceeds from withdrawal of time deposits	3,903	4,288
Purchase of property, plant and equipment	(1,806)	(8,854)
Proceeds from sale of property, plant and equipment	24	1,439
Purchase of intangible assets	(763)	(1,578)
Purchase of investment securities	(61)	(7)
Proceeds from sale of investment securities	85	-
Proceeds from collection of long-term loans receivable	63	50
Purchase of shares of subsidiaries	(106)	-
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(438)	-
Proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation	-	2,147
Other, net	(62)	109
Net cash provided by (used in) investing activities	(1,922)	(4,097)
Cash flows from financing activities		
Proceeds from short-term borrowings	36,000	32,982
Repayments of short-term borrowings	(34,000)	(28,850)
Proceeds from long-term borrowings	9,995	3,755
Repayments of long-term borrowings	(12,385)	(6,449)
Purchase of treasury shares	(0)	(0)
Dividends paid	(3,802)	(3,821)
Repayments of lease liabilities	(611)	(636)
Other, net	342	114
Net cash provided by (used in) financing activities	(4,462)	(2,905)
Effect of exchange rate change on cash and cash equivalents	790	(91)
Net increase (decrease) in cash and cash equivalents	(90)	4,154
Cash and cash equivalents at beginning of period	15,070	15,040
Increase (decrease) in cash and cash equivalents resulting from change in accounting period of subsidiaries	61	-
Cash and cash equivalents at end of period	15,040	19,194

(5) Notes on the Consolidated Financial Statements

[Notes - Uncertainties of entity's ability to continue as going concern]

No items to report

[Notes - Significant accounting policies for preparation of consolidated financial statements]

1. Disclosure of scope of consolidation

The number of consolidated subsidiaries is 28 as follows.

- (1) IDEC LOGISTICS SERVICE CORPORATION
- (2) IDEC AUTO-ID SOLUTIONS CORPORATION
- (3) IDEC FACTORY SOLUTIONS CORPORATION
- (4) IDEC SALES SUPPORT CORPORATION
- (5) IDEC ALPS Technologies Co., Ltd.
- (6) IDEC CORPORATION
- (7) IDEC IZUMI ASIA PTE LTD.
- (8) IDEC ASIA (THAILAND) CO., LTD.
- (9) IDEC CONTROLS INDIA PRIVATE LIMITED
- (10) IDEC IZUMI TAIWAN CORPORATION
- (11) IDEC TAIWAN CORPORATION
- (12) IDEC IZUMI SUZHOU Co., Ltd.
- (13) IDEC HONG KONG CO., LTD.
- (14) IDEC IZUMI (H.K.) CO., LTD.
- (15) IDEC (SHANGHAI) CORPORATION
- (16) IDEC ELECTRONICS TECHNOLOGY (SHANGHAI) CORPORATION
- (17) MMI Technologies SAS
- (18) APEM SAS
- (19) Contact Technologies UK Ltd
- (20) APEM Components Ltd
- (21) MEC ApS
- (22) APEM, Inc.
- (23) APEM AB
- (24) APEM GmbH
- (25) APEM Benelux N.V.
- (26) APEM ITALIA SRL
- (27) SACEMA SARL
- (28) SAMELEC SARL

Some companies, which were consolidated subsidiaries in the previous fiscal year, have been excluded from the above list. These are IDEC SYSTEMS & CONTROLS CORPORATION, which were excluded due to the sale of shares, IDEC Environmental Solutions LLC and TAICANG CONET ELECTRONICS CO., Ltd. due to the completion of liquidation, and ez-Wheel SAS due to the merger with APEM SAS.

2. Disclosure about application of equity method

The number of affiliates to which the equity method is applied is one as follows.

Sayo IDEC Limited Liability Partnership

3. Disclosure about fiscal years, etc. of consolidated subsidiaries

Of the consolidated subsidiaries, the balance sheet date of IDEC IZUMI SUZHOU Co., Ltd., IDEC (SHANGHAI) CORPORATION, and IDEC ELECTRONICS TECHNOLOGY (SHANGHAI) CORPORATION is December 31. In preparing the consolidated financial statements, the Company uses non-consolidated financial statements based on the provisional closing performed as of the consolidated balance sheet date.

4. Disclosure of accounting policies

(1) Evaluation standards and methods for significant assets

① Securities

Other securities:

- Securities other than shares, etc. without market price
Market value method (valuation difference is reported as a component of net assets, and the cost of securities sold is calculated by the moving-average method)
- Shares, etc. without market price Stated at cost based on the moving-average method.

② Derivative transactions

Market value method

③ Inventories

Stated at cost based mainly on the periodic average method
(calculated after book value is written down based on a decrease in profitability).

(2) Methods of depreciation and amortization for significant depreciable assets

① Property, plant and equipment (excluding leased assets and right-of-use assets)

Depreciation is calculated mainly by the straight-line method.

The useful lives are mainly as follows.

Buildings and structures	1 to 47 years
Machinery, equipment and vehicles	3 to 17 years
Tools, furniture and fixtures	1 to 20 years

② Intangible assets (excluding leased assets and right-of-use assets)

Depreciation is calculated by the straight-line method.

Trademark rights	20 years
Customer-related assets	12 to 20 years
Software for internal use	1 to 10 years

③ Leased assets

Leased assets related to finance lease transactions that do not transfer ownership
Calculated by the straight-line method, with lease periods of such assets being useful lives, and residual values being zero.

④ Right-of-use assets

Calculated by the straight-line method, with lease periods of such assets being useful lives, and residual values being zero.

(3) Accounting standards for significant provisions

① Provision for doubtful accounts

To prepare for possible losses on accounts receivable, the Company sets aside an amount that is expected to be irrecoverable, after it considers the possibility of recoverability of (a) general accounts receivable, mainly by actual default ratio, and (b) specific accounts receivable where recoverability is in doubt, on a case-by-case basis.

② Provision for retirement benefits for officers

To prepare for the expenditure of retirement benefits for officers, the Company sets aside the amount necessary at the end of fiscal year based on the Rules for Retirement Benefits for Officers.

③ Provision for product warranties

To provide for expenses associated with product warranties, the Company sets aside the estimated amount necessary for repairs in consideration of the possibility of occurrence.

(4) Accounting procedures for retirement benefits

To prepare for the provision of retirement benefits for employees, the Company sets aside an estimated amount for retirement benefit obligations and pension assets as of the end of the consolidated fiscal year under review.

① Period attribution method for expected retirement benefit payments

In calculating retirement benefit obligations, the benefit formula basis is used for attributing the expected retirement benefit payments to the period up to the end of the consolidated fiscal year under review.

② Method of handling the cost of actuarial gains and losses

Actuarial gains and losses are recognized as expenses starting from the following consolidated fiscal year by the straight-line method over the average remaining service period of the employees on payroll in the period when such gains and losses arise (11 to 15 years).

(5) Accounting standards for revenue and expenses

The Company recognizes revenue in the amount expected to be received in exchange for the promised goods or services upon transfer of control of the said goods or services to the customer.

The Group's main performance obligation is the sale of goods, for which revenue is recognized at the time of shipment when the period from the time of shipment to the time of transfer of control of the merchandise or products to the customer is the normal period for the domestic sale of merchandise or products, applying the alternative treatment set forth in Paragraph 98 of the Guidance on Application of the Accounting Standard for Revenue Recognition. For export sales, the Company recognizes revenue when the risk is transferred to the customer based mainly on the trade terms stipulated in Incoterms, etc. At foreign subsidiaries, revenue is recognized when the risk is transferred to the customer at the time of shipment or delivery under contract. For sale of goods, the Company measures revenue by deducting discounts, etc. from the amount expected to be received in exchange for goods or services.

In normal payment terms under these agreements, payments are due within a short time and do not include material financial factors.

(6) Standards for translating significant foreign currency-denominated assets or liabilities into Japanese currency

Monetary claims and liabilities denominated in foreign currencies are translated into Japanese yen at the spot exchange rate on the consolidated balance sheet date, and the translation differences are accounted for as profit (loss).

Assets and liabilities of foreign consolidated subsidiaries are translated into Japanese yen at the spot exchange rate on the consolidated balance sheet date. Revenues and expenses are translated into Japanese yen at the average exchange rate during the period, and translation differences are included in foreign currency translation adjustments in the net assets.

(7) Amortization method and period for goodwill

Goodwill is amortized by the straight-line method over the estimated period when its effect manifests (10 to 20 years).

(8) Scope of funds in the consolidated statement of cash flows

Funds consist of cash on hand, demand deposits and short-term investments with maturities of three months or less from the date of acquisition that are highly liquid, readily convertible to cash and carry insignificant risk of changes in value.

[Notes - Segment information, etc.]

[Segment Information]

1. Overview of reportable segments

IDEC's reportable segments are component units for which separate financial information is available and which are subject to periodic review by the Board of Directors to determine management resource allocation and evaluate performance.

The IDEC Group is primarily engaged in the manufacture and sale of products related to control devices. Each of the overseas subsidiaries plans and develops strategies suitable for each region as an independent management unit. The IDEC Group has four reportable segments: Japan, Americas, EMEA and Asia Pacific, which are regional segments based on the manufacturing and sales structure.

2. Calculation method of net sales and income, assets, and other items by reportable segment

The method of accounting for reportable segments is generally the same as described in "Significant accounting policies for preparation of consolidated financial statements."

Intersegment transactions and transfers are based on the prevailing market prices.

3. Disclosure of sales, profit, asset, and other items for each reportable segment and revenue breakdown

Year ended March 31, 2024 (From April 1, 2023 to March 31, 2024)

(Millions of yen)

	Reportable segments					Reconciling items	Per consolidated financial statements
	Japan	Americas	EMEA	Asia Pacific	Reportable segments		
Sales							
Revenue from Contracts with Customers	31,305	13,870	15,871	11,664	72,711	-	72,711
Other income	-	-	-	-	-	-	-
Revenues from external customers	31,305	13,870	15,871	11,664	72,711	-	72,711
Transactions with other segments	7,779	994	2,672	8,096	19,543	(19,543)	-
Net sales	39,085	14,864	18,544	19,760	92,254	(19,543)	72,711
Operating profit	2,311	1,594	448	1,729	6,083	192	6,276
Assets	46,308	16,152	34,284	18,702	115,447	(8,308)	107,138
Other items							
Depreciation	1,328	541	1,377	670	3,917	-	3,917
Amortization of goodwill	133	154	689	-	977	-	977
Investments in entities accounted for using equity method	306	-	-	-	306	-	306
Increase in property, plant and equipment and intangible assets	1,679	145	789	386	3,000	(40)	2,960

(Notes) 1. Adjustments of segment profit 192 million yen represents intersegment transactions.

2. Segment profit has been adjusted to be consistent with the operating profit reported in the consolidated statements of income.

3. Segment assets adjustments of (8,308) million yen include corporate assets of 262 million yen and intersegment adjustments of (8,571) million yen. Corporate assets consist mainly of long-term investment funds (investment securities).

4. Adjustments of the increase in property, plant and equipment and intangible assets of (40) million yen represents the elimination of intersegment transactions.

5. These are mainly performance obligations that are satisfied at a point in time, but some performance obligations are satisfied over a period of time.

The amounts recognized as performance obligations satisfied over time are insignificant.

Year ended March 31, 2025 (From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segments					Reconciling items	Per consolidated financial statements
	Japan	Americas	EMEA	Asia Pacific	Reportable segments		
Sales							
Revenue from Contracts with Customers	26,846	14,152	14,895	11,485	67,380	–	67,380
Other income	–	–	–	–	–	–	–
Revenues from external customers	26,846	14,152	14,895	11,485	67,380	–	67,380
Transactions with other segments	7,900	768	2,517	5,263	16,450	(16,450)	–
Net sales	34,746	14,921	17,413	16,748	83,830	(16,450)	67,380
Operating profit (loss)	1,183	1,138	(559)	1,095	2,857	794	3,652
Assets	47,429	21,834	31,755	17,340	118,360	(11,143)	107,216
Other items							
Depreciation	1,375	585	1,429	701	4,091	–	4,091
Amortization of goodwill	102	161	725	–	989	–	989
Investments in entities accounted for using equity method	416	–	–	–	416	–	416
Increase in property, plant and equipment and intangible assets	1,949	8,067	629	237	10,884	(101)	10,782

(Notes) 1. Adjustments of segment profit(loss) 794 million yen represents intersegment transactions.

2. Segment profit(loss) has been adjusted to be consistent with the operating profit reported in the consolidated statements of income.

3. Segment assets adjustments of (11,143) million yen include corporate assets of 266 million yen and intersegment adjustments of (11,410) million yen. Corporate assets consist mainly of long-term investment funds (investment securities).

4. Adjustments of the increase in property, plant and equipment and intangible assets of (101) million yen represents the elimination of intersegment transactions.

5. These are mainly performance obligations that are satisfied at a point in time, but some performance obligations are satisfied over a period of time.

The amounts recognized as performance obligations satisfied over time are insignificant.

[Information associated with reportable segments]

Year ended March 31, 2024 (From April 1, 2023 to March 31, 2024)

1. Information for each product or service

(Millions of yen)

	HMI	Industrial relays & components	Automation & sensing	Safety & explosion protection	Systems	Others	Total
Revenues from external customers	33,948	11,629	9,904	11,647	3,969	1,612	72,711

2. Information for each region

(1) Net sales

(Millions of yen)

Japan	Americas	EMEA	Asia Pacific	Total
26,907	14,158	15,589	16,056	72,711

(Notes) 1. Net sales are classified by country or region based on the location of each customer.

2. Net sales to the Americas and Asia Pacific segments include net sales of 13,311 million yen in the U.S. and 8,136 million yen in China, which account for 10% or more of net sales in the consolidated statement of income.

(2) Property, plant and equipment

(Millions of yen)

Japan	Americas	EMEA	Asia Pacific	Total
13,942	2,159	3,637	4,260	24,000

3. Information for each of main customers

Sales to external customers are not disclosed as there are no customers that account for 10% of sales in the consolidated statements of income.

Year ended March 31, 2025 (From April 1, 2024 to March 31, 2025)

1. Information for each product or service

(Millions of yen)

	HMI	Industrial relays & components	Automation & sensing	Safety & explosion protection	Systems	Others	Total
Revenues from external customers	31,842	11,294	8,705	11,045	3,479	1,013	67,380

2. Information for each region

(1) Net sales

(Millions of yen)

Japan	Americas	EMEA	Asia Pacific	Total
24,294	14,389	14,512	14,184	67,380

(Notes) 1. Net sales are classified by country or region based on the location of each customer.

2. Net sales to the Americas and Asia Pacific segments include net sales of 13,987 million yen in the U.S. and 7,675 million yen in China, which account for 10% or more of net sales in the consolidated statement of income.

(2) Property, plant and equipment

(Millions of yen)

Japan	Americas	EMEA	Asia Pacific	Total
11,838	9,444	3,401	3,767	28,451

(Notes) 1. Property, plant and equipment in the Americas includes property, plant and equipment totaling 9,444 million yen in the United States, which represents more than 10% of the property, plant and equipment on the consolidated balance sheet.

3. Information by key customer

Sales to external customers are not disclosed as there are no customers that account for 10% of sales in the consolidated statements of income.

[Disclosure of impairment losses on non-current assets for each reportable segment]

Year ended March 31, 2024 (From April 1, 2023 to March 31, 2024)

No items to report

Year ended March 31, 2025 (From April 1, 2024 to March 31, 2025)

No items to report

[Amortization and unamortized balance of goodwill for each reportable segment]

Year ended March 31, 2024 (From April 1, 2023 to March 31, 2024)

(Millions of yen)

	Japan	America	EMEA	Asia Pacific	Unallocated amounts and elimination	Per consolidated financial statements
Amortization of goodwill	133	154	689	–	–	977
Goodwill	1,058	2,052	9,173	–	–	12,284

Year ended March 31, 2025 (From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Japan	America	EMEA	Asia Pacific	Unallocated amounts and elimination	Per consolidated financial statements
Amortization of goodwill	102	161	725	–	–	989
Goodwill	949	1,876	8,385	–	–	11,212

[Information about gain on bargain purchase for each reportable segment]

Year ended March 31, 2024 (From April 1, 2023 to March 31, 2024)

No items to report

Year ended March 31, 2025 (From April 1, 2024 to March 31, 2025)

No items to report

[Notes - Per share information]

		Year ended March 31, 2024	Year ended March 31, 2025
Net assets per share	(Yen)	2,226.99	2,142.95
Basic earnings per share	(Yen)	150.10	60.36
Diluted earnings per share	(Yen)	149.52	60.25

(Notes)Basis for calculation

1. Basic earnings per share and Diluted earnings per share

		Year ended March 31, 2024	Year ended March 31, 2025
Profit attributable to owners of parent	(Millions of yen)	4,407	1,778
Profit attributable to owners of parent for common shares	(Millions of yen)	4,407	1,778
Amount not attributable to common shareholders	(Millions of yen)	-	-
Average number of common shares outstanding during the period	(shares)	29,362,790	29,473,080
Adjustments to net income attributable to owners of parent	(Millions of yen)	-	-
Number of increase in common shares used in calculation of diluted net income per share	(shares)	114,124	51,580
(Of those, share acquisition rights)	(shares)	97,404	36,680
(Of those, restricted stock unit)	(shares)	16,720	14,900
Overview of dilutive shares not included in calculation of diluted net income per share because of lack of dilutive effect	-	-	-

2. Net assets per share

		Year ended March 31, 2024	Year ended March 31, 2025
Total net assets	(Millions of yen)	66,006	63,810
Amount to be deducted from total net assets	(Millions of yen)	455	612
(Of those, share acquisition rights)	(Millions of yen)	455	612
Net assets at year end related to common shares	(Millions of yen)	65,551	63,197
Number of common shares at year end used in calculation of net assets per share	(shares)	29,435,000	29,490,786

[Notes - Significant events after reporting period]

(Absorption-type merger between consolidated subsidiaries)

On April 1, 2025, the Company carried out an absorption-type merger between its consolidated subsidiaries, IDEC Corporation and APEM, Inc., with IDEC Corporation being the surviving company and APEM, Inc. being the absorbed company.

(1) Overview of the transaction

①Names of the companies involved in the merger and description of their businesses

Name of the combining entity: IDEC Corporation

Business: Sales of control equipment

Name of the combined entity: APEM, Inc.

Business: Development, manufacture, and sales of control equipment

②Date of the business combination

April 1, 2025

③Legal form of the business combination

Absorption-type merger with IDEC Corporation as the surviving company and APEM, Inc. as the absorbed company

④Name of the entity after the combination

IDEC Corporation

⑤Other matters related to the overview of the transaction

The purpose of the integration of the two companies is to pursue further synergies in the North American business.

(2) Overview of accounting procedures to be carried out

In accordance with the Accounting Standard for Business Combinations (ASBJ Statement No. 21, January 16, 2019) and the Implementation Guidance on Accounting Standard for Business Combinations and Accounting Standard for Business Divestitures (ASBJ Guidance No. 10, November 1, 2024), the transaction was treated as a transaction under common control.

(Cancellation of treasury shares)

At a meeting of the Board of Directors held on May 15, 2025, the Company resolved to cancel treasury shares in accordance with Article 178 of the Companies Act.

1. Reason for cancellation of treasury shares

To further increase shareholder profit through a reduction in the total number of shares issued and outstanding

2. Cancellation method

Reduction from capital surplus and retained earnings

3. Type of shares to be cancelled

Common stock of the Company

4. Number of shares to be cancelled

1,850,000 shares (5.56% of total outstanding shares before cancellation)

5. Scheduled date of cancellation

May 23, 2025

6. Total number of shares outstanding after cancellation

31,374,485 shares

4. Non-consolidated Financial Statements and Notes

(1) Non-consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	4,266	7,309
Accounts receivable - trade	7,086	6,228
Electronically recorded monetary claims - operating	350	250
Merchandise	2,782	1,907
Finished goods	2,219	1,553
Raw materials	1,750	1,523
Work in process	735	708
Supplies	128	57
Prepaid expenses	330	350
Short-term loans receivable from subsidiaries and associates	2,105	4,880
Accounts receivable - other	390	490
Accounts receivable-other-materials	10	12
Income taxes refund receivable	418	-
Other	108	184
Total current assets	22,684	25,456
Non-current assets		
Property, plant and equipment		
Buildings	4,701	4,302
Structures	97	80
Machinery and equipment	929	821
Vehicles	46	37
Tools, furniture and fixtures	448	434
Land	4,314	4,090
Leased assets	106	142
Construction in progress	494	235
Total property, plant and equipment	11,139	10,144
Intangible assets		
Software	559	723
Software in progress	829	1,894
Other	1	0
Total intangible assets	1,390	2,618
Investments and other assets		
Investment securities	9	9
Shares of subsidiaries and associates	26,287	26,022
Investments in capital of subsidiaries and associates	1,670	1,755
Long-term loans receivable from subsidiaries and associates	2,032	2,064
Prepaid pension costs	327	315
Deferred tax assets	596	751
Other	388	332
Allowance for doubtful accounts	(31)	(23)
Total investments and other assets	31,279	31,228
Total non-current assets	43,808	43,991
Total assets	66,493	69,448

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Accounts payable - trade	1,993	2,082
Electronically recorded obligations - operating	537	589
Short-term borrowings	6,000	10,485
Short-term borrowings from subsidiaries and associates	1,225	574
Current portion of long-term borrowings	6,033	3,408
Lease liabilities	54	69
Accounts payable - other	984	1,532
Accrued expenses	612	1,274
Income taxes payable	-	547
Contract liabilities	4	13
Deposits received	135	164
Other	-	243
Total current liabilities	17,580	20,985
Non-current liabilities		
Long-term borrowings	9,714	8,931
Provision for retirement benefits	1,111	916
Lease liabilities	63	86
Other	646	318
Total non-current liabilities	11,534	10,252
Total liabilities	29,115	31,238
Net assets		
Shareholders' equity		
Share capital	10,056	10,056
Capital surplus		
Legal capital surplus	5,000	5,000
Other capital surplus	4,474	4,523
Total capital surplus	9,474	9,523
Retained earnings		
Other retained earnings		
Reserve for tax purpose reduction entry of non-current assets	316	316
Retained earnings brought forward	24,045	24,572
Total retained earnings	24,361	24,888
Treasury shares	(6,970)	(6,870)
Total shareholders' equity	36,923	37,597
Share acquisition rights	455	612
Total net assets	37,378	38,210
Total liabilities and net assets	66,493	69,448

(2)Non-consolidated Statements of Income

(Millions of yen)

	Year ended March 31, 2024	Year ended March 31, 2025
Net sales	28,412	26,092
Cost of sales	15,958	15,032
Gross profit	12,454	11,060
Selling, general and administrative expenses	10,319	10,105
Operating profit	2,135	954
Non-operating income		
Interest and dividend income	2,891	3,037
Foreign exchange gains	936	106
Commission income	189	178
Other	236	514
Total non-operating income	4,255	3,836
Non-operating expenses		
Interest expenses	35	172
derivative losses	349	359
Loss on valuation of derivatives	176	-
Other	18	106
Total non-operating expenses	579	638
Ordinary profit	5,810	4,153
Extraordinary income		
Gain on sale of non-current assets	6	227
Gain on sale of investment securities	62	-
Gain on reversal of share acquisition rights	6	11
Insurance claim income	-	290
Gain on sale of shares of subsidiaries	-	2,220
Total extraordinary income	75	2,749
Extraordinary losses		
Loss on abandonment of non-current assets	16	2
Loss on liquidation of business	142	-
Information Security Expenses	131	-
Business restructuring expenses	-	1,952
Total extraordinary losses	290	1,954
Profit before income taxes	5,594	4,947
Income taxes - current	609	746
Income taxes - deferred	184	(155)
Total income taxes	793	591
Profit	4,801	4,356

(3)Non-consolidated statements of changes in equity

Fiscal year ended March 31, 2024

(Millions of yen)

	Shareholders' equity						
	Share capital	Capital surplus			Retained earnings		
		Legal capital surplus	Other capital surplus	Total capital surplus	Reserve for tax purpose reduction entry of non-current assets	Retained earnings brought forward	Total retained earnings
Balance at beginning of period	10,056	5,000	4,300	9,300	316	23,057	23,373
Changes during period							
Dividends of surplus						(3,813)	(3,813)
Profit						4,801	4,801
Purchase of treasury shares							
Disposal of treasury shares			174	174			
Net changes in items other than shareholders' equity							
Total changes during period	-	-	174	174	-	988	988
Balance at end of period	10,056	5,000	4,474	9,474	316	24,045	24,361

	Shareholders' equity		Valuation and translation adjustments		Share acquisition rights	Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments		
Balance at beginning of period	(7,299)	35,431	55	55	347	35,834
Changes during period						
Dividends of surplus		(3,813)				(3,813)
Profit		4,801				4,801
Purchase of treasury shares	(0)	(0)				(0)
Disposal of treasury shares	329	504				504
Net changes in items other than shareholders' equity			(55)	(55)	107	52
Total changes during period	328	1,491	(55)	(55)	107	1,544
Balance at end of period	(6,970)	36,923	-	-	455	37,378

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity						
	Share capital	Capital surplus			Retained earnings		
		Legal capital surplus	Other capital surplus	Total capital surplus	Reserve for tax purpose reduction entry of non-current assets	Retained earnings brought forward	Total retained earnings
Balance at beginning of period	10,056	5,000	4,474	9,474	316	24,045	24,361
Changes during period							
Dividends of surplus						(3,829)	(3,829)
Profit						4,356	4,356
Purchase of treasury shares							
Disposal of treasury shares			48	48			
Net changes in items other than shareholders' equity							
Total changes during period	-	-	48	48	-	526	526
Balance at end of period	10,056	5,000	4,523	9,523	316	24,572	24,888

	Shareholders' equity		Share acquisition rights	Total net assets
	Treasury shares	Total shareholders' equity		
Balance at beginning of period	(6,970)	36,923	455	37,378
Changes during period				
Dividends of surplus		(3,829)		(3,829)
Profit		4,356		4,356
Purchase of treasury shares	(0)	(0)		(0)
Disposal of treasury shares	100	148		148
Net changes in items other than shareholders' equity			157	157
Total changes during period	99	674	157	832
Balance at end of period	(6,870)	37,597	612	38,210

5. Supplementary Information

(1) Summary of consolidated results

(Figures in parentheses are compared to the previous fiscal year) (Millions of yen, %)

	Fiscal year ended March 31, 2024		Fiscal year ended March 31, 2025		Fiscal year ending March 31, 2026 (Forecast)	
Net sales	72,711	(86.7)	67,380	(92.7)	68,700	(102.0)
Operating profit	6,276	(44.6)	3,652	(58.2)	4,750	(130.0)
Ordinary profit	6,920	(48.1)	3,477	(50.2)	5,020	(144.4)
Profit attributable to owners of parent	4,407	(43.4)	1,778	(40.4)	3,450	(193.9)

(2) Net sales by products / Net sales by regions

① Net sales by products

(Figures in parentheses are compared to the previous fiscal year) (Millions of yen, %)

	Fiscal year ended March 31, 2024		Fiscal year ended March 31, 2025		Fiscal year ending March 31, 2026 (Forecast)	
HMI	33,948	(94.9)	31,842	(93.8)	33,000	(103.6)
Industrial relays & components	11,629	(75.1)	11,294	(97.1)	11,500	(101.8)
Automation & sensing	9,904	(95.9)	8,705	(87.9)	8,500	(97.6)
Safety & explosion protection	11,647	(71.5)	11,045	(94.8)	11,500	(104.1)
Systems	3,969	(81.9)	3,479	(87.7)	4,200	(120.7)
Others	1,612	(137.3)	1,013	(62.8)	-	(-)
Total	72,711	(86.7)	67,380	(92.7)	68,700	(102.0)

*Forecast figures for the fiscal year ending March 31, 2026 in the "Other" column is not provided due to the sale of IDEC SYSTEMS & CONTROLS CORPORATION, etc.

② Net sales by regions

(Figures in parentheses are compared to the previous fiscal year) (Millions of yen, %)

	Fiscal year ended March 31, 2024		Fiscal year ended March 31, 2025		Fiscal year ending March 31, 2026 (Forecast)	
Japan	26,907	(77.9)	24,294	(90.3)	24,800	(102.1)
Overseas						
Americas	14,158	(90.3)	14,389	(101.6)	-	(-)
EMEA	15,589	(115.8)	14,512	(93.1)	-	(-)
Asia Pacific	16,056	(79.4)	14,184	(88.3)	-	(-)
Total Overseas	45,804	(92.8)	43,085	(94.1)	43,900	(101.9)
Total	72,711	(86.7)	67,380	(92.7)	68,700	(102.0)

(3)Capital expenditures

(Figures in parentheses are compared to the previous fiscal year) (Millions of yen, %)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Fiscal year ending March 31, 2026 (Forecast)
Consolidated	2,960 (72.4)	10,782 (364.2)	8,300 (77.0)

(4)Depreciation and amortization expense

(Figures in parentheses are compared to the previous fiscal year) (Millions of yen, %)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Fiscal year ending March 31, 2026 (Forecast)
Consolidated	3,917 (110.5)	4,091 (104.4)	4,100 (100.2)

(5)R&D expense

(Figures in parentheses are compared to the previous fiscal year) (Millions of yen, %)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Fiscal year ending March 31, 2026 (Forecast)
Consolidated	2,796 (3.8)	2,936 (4.4)	3,200 (4.7)

(6)Quarterly trends of financial results(consolidated)

(Figures in parentheses are compared to the previous fiscal year) (Millions of yen, %)

	Fiscal year ended March 31, 2025				
	First quarter	Second quarter	Third quarter	Fourth quarter	Annual
Net sales	15,962 (87.8)	17,126 (87.3)	16,381 (99.0)	17,909 (97.5)	67,380 (92.7)
Operating profit	272 (16.4)	1,278 (53.7)	750 (124.4)	1,351 (83.1)	3,652 (58.2)
Ordinary profit	494 (24.4)	969 (38.7)	903 (169.8)	1,110 (59.8)	3,477 (50.2)
Profit attributable to owners of parent	300 (20.5)	980 (57.5)	334 (127.0)	162 (16.8)	1,778 (40.4)

(7)Quarterly trends of net sales by products(consolidated)

(Figures in parentheses are compared to the previous fiscal year) (Millions of yen, %)

	Fiscal year ended March 31, 2025				
	First Quarter	Second quarter	Third quarter	Fourth quarter	Annual
HMI	8,149 (94.8)	8,229 (93.1)	7,524 (95.9)	7,940 (91.6)	31,842 (93.8)
Industrial relays & components	2,533 (85.9)	2,953 (91.8)	2,771 (111.9)	3,035 (101.6)	11,294 (97.1)
Automation & sensing	2,071 (88.5)	2,102 (69.3)	2,114 (93.1)	2,416 (107.1)	8,705 (87.9)
Safety & explosion protection	2,350 (75.7)	2,855 (90.4)	2,753 (111.2)	3,085 (106.0)	11,045 (94.8)
Systems	714 (78.4)	820 (77.5)	891 (87.0)	1,054 (108.0)	3,479 (87.7)
Others	142 (50.9)	165 (53.0)	326 (72.7)	378 (66.3)	1,013 (62.8)
Total	15,962 (87.8)	17,126 (87.3)	16,381 (99.0)	17,909 (97.5)	67,380 (92.7)