// Manufacturing Capital











Manufacturing technology organization leveraging insights and expertise accumulated over many years

We operate a Manufacturing Technology Department that designs and manufactures diverse production equipment used by Japan and overseas Group companies, including dies, jigs, and robot-supported automated assembly equipment. We constantly strives to improve our Group's production efficiency by leveraging manufacturing technology insights and expertise accumulated over more than 70 years.

Related materialities





Major sustainability KPIs (FY2025)

- 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 that have been developed ever since its foundation.
- Improve safety, productivity, and well-being through technology development, human resource development, management, and rulemaking.

Frequency rate of industrial accidents 0 (IDEC unconsolidated)

Designing and manufacturing production equipment to improve our productivity

The Manufacturing Technology Department designs and manufactures a diverse array of production equipment that is used at our manufacturing sites both in Japan and overseas, strengthening product manufacturing and achieving ongoing improvements in productivity.

Precision machining and assembly technologies, including die technology, are the core of product manufacturing. Dies include both molding dies, into which molten plastic material and the like is poured and then cooled to solidify and form the products, and press dies that are used to shear and bend plate-like or tape-like metal materials. It is no exaggeration to say that these technologies determine the quality of products. Even maintenance is conducted in-house to maintain and improve product quality. Our production efficiency is enhanced by our technical expertise in die design and manufacture, assembly technologies enabling diverse assembly methods,





and concurrent coordination with product design departments.

In addition to dies, the Manufacturing Technology Department also manufactures in-house various other types of equipment used at our manufacturing sites. We are able to further improve the productivity of our Japanese and overseas factories by supplying them with customized production equipment. These are optimally selected combinations of manufacturing approaches that are tailored to the characteristics of each product group, such as production quantity and product shape. Moreover, the use of our own switches and safety-related products helps to ensure equipment safety.

We continuously make improvements through QC circle activities at our Japanese and overseas manufacturing sites, and through problem-solving reviews at our monthly corporate-wide quality meetings, with the aim of further increasing quality across our Group. We also provide Group employees with continuing training in quality and encourage them to acquire QC certification. As of April 30, 2023, the Quality Management and Quality Control Examination®* certification has been acquired by 660 employees.

* The Quality Management and Quality Control Examination® is a registered trademark of the Japanese Standards Association



Resin part molding line



Automated assembly line



We are committed to improving the safety, ANSHIN, and well-being of people around the world through our manufacturing capabilities. We do this by using the HMI and safety insights we have amassed since our founding to provide high-quality, highly reliable products globally, enhance quality and production efficiency, and promote automation. We have also worked to reorganize our manufacturing sites and devise measures to strengthen production capacity. Going forward, however, we will place greater emphasis on strengthening our ability to transform ourselves so that our manufacturing operations can cope with the increasingly challenging changes in the manufacturing environment.

The Manufacturing Division is at a key turning point and faces a major transformation. To enable the IDEC Group to continue its sustainable growth in anticipation of its 100th anniversary, we will initiate further structural reforms for production and continue our thorough pursuit of improved quality, reduced production costs, and shorter delivery times.

IDEC Report 2023 Manufacturing Capital