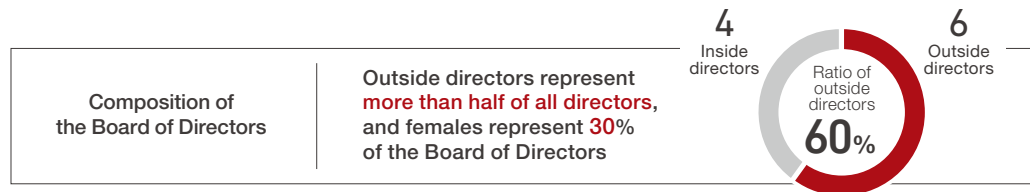


Directors and Executive Officers (As of July, 2024)



Directors



Toshi K. Funaki

Chairman and CEO

Mr. Funaki has been the CEO since 1997. His extensive experience as a business leader has given him deep insights on international business, industries, and more.



Mikio Funaki

Senior Executive Vice President, COO

Mr. Funaki has served as Senior Executive Vice President since 2006. He has a wealth of experience gained mainly from overseas operations of IDEC CORPORATION and its Group companies.



Takuji Yamamoto

Managing Director

Mr. Yamamoto became a Director for IDEC CORPORATION after serving as Executive Officer for OMRON Corporation and the CEO of an overseas OMRON subsidiary. He has considerable experience and achievements in the control device industry.



Takao Funaki

Director, Senior Executive Officer

Mr. Funaki worked at IDEC CORPORATION (USA) before heading Australia and Germany. In his concurrent posts as a Senior Executive Officer of IDEC CORPORATION and President of APEM Inc. He is working to strengthen the Group's business in North America, procurement & SCM, and manufacturing.



Hiroshi Kobayashi

Outside Director

Mr. Kobayashi previously served as Senior Executive Officer, Division General Manager in charge of Regional Operations (Asia & Oceania) for Honda Motor Co., Ltd. He has extensive experience in Japan and overseas, and insights from the automobile industry.



Hideyuki Ohkubo

Outside Director

Mr. Ohkubo previously worked for Mitsubishi Electric Corporation in posts such as Representative Executive Officer, overseeing their factory automation systems business, export management, and production systems. He has in-depth knowledge and broad experience in the FA business.



Mariko Sugiyama

Outside Director

As an Outside Director for IDEC CORPORATION, Ms. Sugiyama provides oversight and advice on IT/DX strategy, drawing upon her experience in the IT industry, which includes serving as an Executive Director for Salesforce Japan Co., Ltd.

Directors (Audit & Supervisory Committee Members)



Yasuo Himeiwa

Outside Director

Mr. Himeiwa is a Certified Public Accountant. He was appointed by IDEC CORPORATION as an Outside Director who is an Audit and Supervisory Committee Member in 2020. He uses his knowledge of financing and accounting to contribute to the strengthening of IDEC's auditing system.



Michiko Kanai

Outside Director

Ms. Kanai is an attorney. She became an Outside Director for IDEC CORPORATION in 2016. She contributes to the strengthening of legal aspects of IDEC's auditing system with her high-level expertise as a lawyer.



Eri Nakajima

Outside Director

Ms. Nakajima was appointed by IDEC CORPORATION as an Outside Director in 2022 to draw upon her past experience as a Ministry of the Environment official and Deputy Governor of Nagano Prefecture. She contributes to the strengthening of IDEC's auditing system with regard to environmental measures.

Chief Safety, Health and Well-being Officer



Toshihiro Fujita

Chief Safety, Health and Well-being Officer

Senior Executive Officers



Tomonori Nishiki

Senior Executive Officer R&D & Environment



Shinichi Yoshimi

Senior Executive Officer Strategic Planning



Yasunori Kawanaka

Executive Officer Products Strategy



Marc Enjalbert

Executive Officer APEM & Manufacturing



Arnaud Mondy

Senior Executive Officer Marketing and Strategy



Masaki Tsuri

Executive Officer Quality Assurance



Yoshihiko Nishiyama

Executive Officer President's Office & Special Assignments

Expected skills matrix of the Board of Directors □ indicates contributing areas/roles; ■ indicates contributing areas/roles with particularly high expectations

	Name	Attendance rate (FY2024)			Corporate management and management strategy	International business	Industry knowledge	R&D and manufacturing	Sales and marketing	Financing and accounting	Legal affairs and risk management	Personnel affairs and development	IT and DX	Sustainability and ESG
		Board of Directors	Nominating Committee	Remuneration Committee										
Directors	Chairman and CEO	Toshi K. Funaki	7/7 (100%)	3/3 (100%)	4/4 (100%)	■	■	■	□	□	□			□
	Senior Executive Vice President, COO	Mikio Funaki	7/7 (100%)			■	■	■	□	□			□	
	Managing Director	Takuji Yamamoto	7/7 (100%)			■	■	■	□	□	□	□		
	Director, Senior Executive Officer	Takao Funaki	6/6 (100%)				■	□	□	■			■	□
	Outside Independent	Hiroshi Kobayashi	7/7 (100%)	3/3 (100%)	4/4 (100%)	□	■			■			□	
	Outside Independent	Hideyuki Ohkubo	7/7 (100%)		3/4 (75%)	■		■	■				□	
	Outside Independent	Mariko Sugiyama	7/7 (100%)				□			□			□	■
Directors Audit & Supervisory Committee Members	Outside Independent	Yasuo Himeiwa	7/7 (100%)	3/3 (100%)	4/4 (100%)		□	□		■	□			
	Outside Independent	Michiko Kanai	6/7 (86%)	3/3 (100%)	4/4 (100%)		□				■			□
	Outside Independent	Eri Nakajima	7/7 (100%)										□	■

Corporate management and management strategy

Have experience in corporate management as a (representative) director, executive officer, etc., and considerable knowledge in that area.

International business

Have experience in international business at a company, or involvement in international business cases as an attorney, certified public accountant, or other professional, and considerable knowledge in that area.

Industry knowledge

Have considerable knowledge of industries in which the IDEC Group is involved, such as the control device industry, industrial devices industry, and the factory automation (FA) industry.

R&D and manufacturing

Have experience in development and manufacturing at a company, and considerable knowledge in that area.

Sales and marketing

Have experience in the sales department at a company, and considerable knowledge in that area.

Financing and accounting

Have experience as a certified public accountant, tax accountant, or other professional who has been involved in finance and accounting, in the accounting and finance department of a company, and considerable knowledge in that area.

Legal affairs and risk management

Have experience in corporate legal affairs and risk management as an attorney, or in a corporate legal department, etc., and considerable knowledge in that area.

Personnel affairs and development

Have experience in corporate human resources, such as organizational development and human resource development at a company, and considerable knowledge in that area.

IT and DX

Has considerable knowledge in the IT and digital business fields.

Sustainability and ESG

Have considerable knowledge of sustainability and ESG.