

# We have been carrying out company-wide activities to promote human resources development, and implementing human resources development measures that are unique to Yaskawa Electric.

Human resources development forms the foundation for producing good products, providing good service, and being a good company, and it is one of the major components essential to the growth of any company. At our morning assembly, all employees recite the Employees' Code of Conduct, established in 1981 to help achieve the goals outlined in our management philosophy, and thereby share a common sense of values.

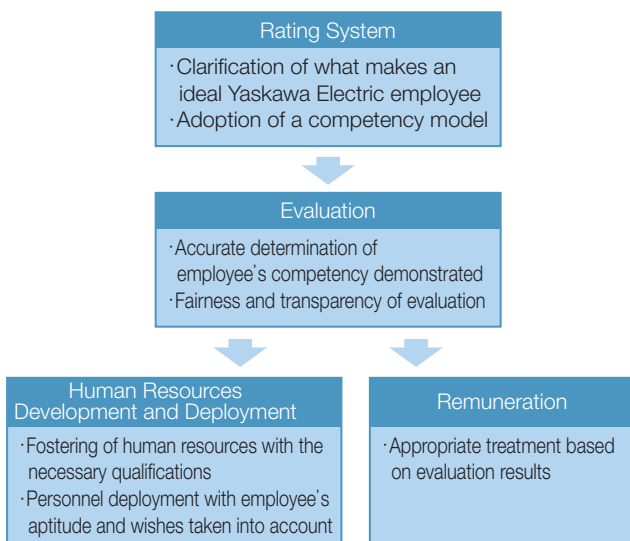
## Employees' Code of Conduct

We will honor this company's traditions while striving to realize its management philosophy, at the same time increasing our global reputation for reliability so that we may seek prosperity for the company and happiness for ourselves.

- We will make the customers' standards our own.
- We will pursue both high quality and profitability.
- We will study unceasingly and maintain a tireless resolve as we compete.
- We will take a broad view and think outside the box.
- We will build deeper trust in one another and cooperate in our shared efforts.

## Personnel System

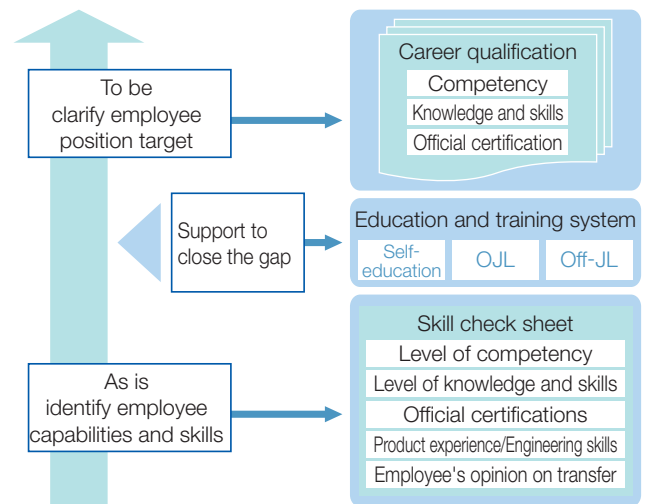
Yaskawa's personnel system stresses action leading to concrete results and equitable treatment of employees while aiming at thorough implementation of a merit-based personnel system, dissemination of CS principles, and enhancement of employee satisfaction (ES). In an effort to establish a merit-based personnel system with an emphasis on process, we have adopted the concept of competency and revised our system to consist of a rating system, an evaluation system, a remuneration system, and a human resources development and deployment system based on a competency model.



## Human Resources Development and Deployment System

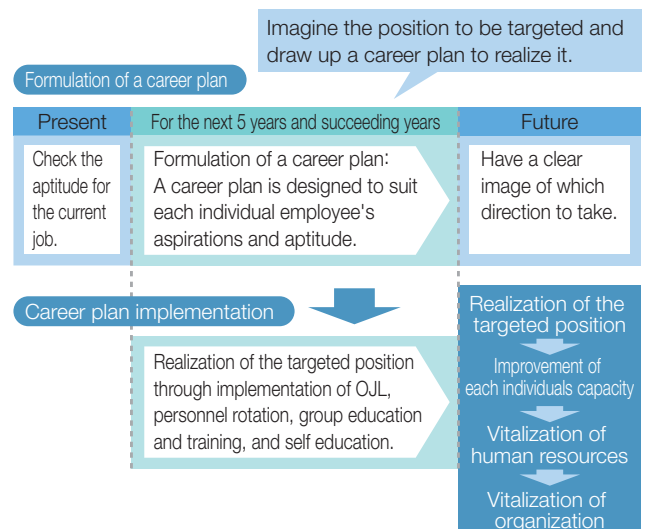
### Educational System

In accordance with our personnel guidelines, our educational system places value on autonomy and calls on individuals to be the actors in their own growth. Based on the descriptions of desirable and required traits as defined in the Career Qualifications, employees can check their current traits, such as the skills they have, and the company will support them in education and training that will allow them to attain the desirable and required skills and traits.



### Career Plan System

The Career Plan System includes formulation of a mid- and long-term development plan tailored to meet the aspirations and aptitude of each individual. Plans for human resources development are implemented in accordance with the mid- and long-term development plans. This system was introduced in FY2006 and it has continued to be administered in FY2010.



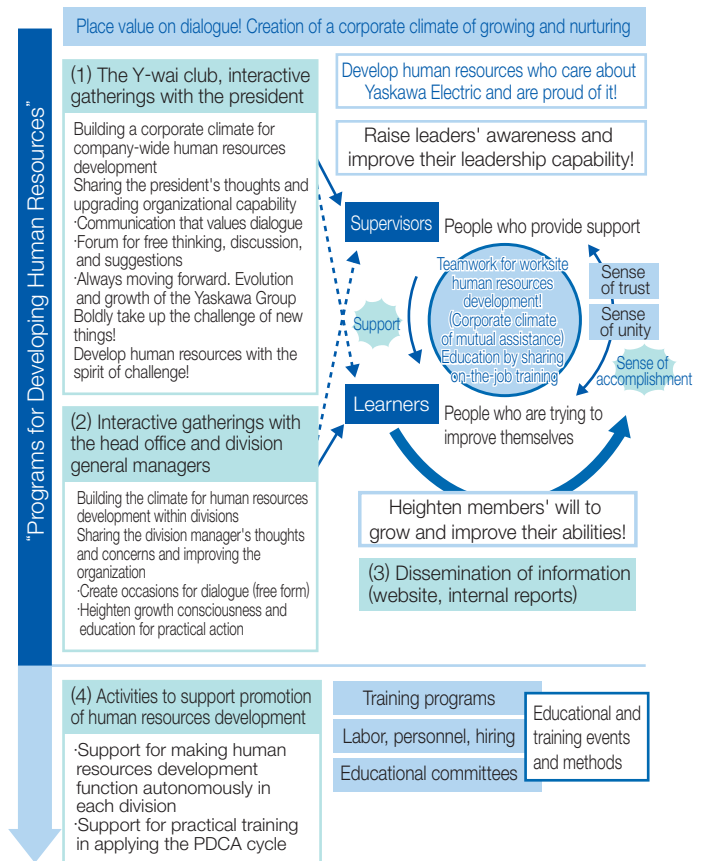
## Program for Developing Human Resources

The President of Yaskawa Electric himself took charge of human resources development starting in FY2007, intending to improve programs throughout the company. Aiming to foster a corporate climate of growing and nurturing, he has worked to establish an expanding practice of communication that emphasizes dialogue with employees. Specifically, he adopted the policy of fostering employees who care about and proud of Yaskawa Electric. He also sponsored and participated in the interactive gatherings, the Y-Wai Club, which has met 93 times to date and attracted 1170 attendees (FY2007-FY2010). He also started interactive gatherings with the head office and division general managers, and these have been held 355 times to date and attracted 2,992 attendees (FY2007-FY2010).

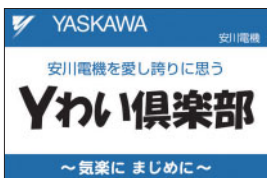
### The President's Thoughts

I want to develop people who have will, who learn on their own, and who accomplish things! I want to create a corporate climate where you support each other until you make it to the goal! I want to build a Yaskawa Group that is always advancing, continuing to evolve and grow!

## Overall View of the Activities in the Program for Developing Human Resources



## The Y-wai Club, Interactive Gatherings with the President



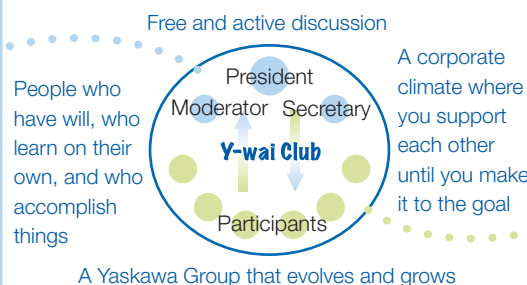
The Y-Wai Club holds interactive gatherings with the president, who visits each plant to meet with employees and talk directly with them. The participants talk freely with each other about the topics set for each session, such as the dreams and visions for the future of team Yaskawa, our own ambitions and goals we aim for, and challenges we would like to take up. These dialogues, following the motto "seriously but relaxed," show the value we place on two-way communication with employees. The purpose is to work, by means of dialogue, toward development of a corporate climate and human resources that take on challenges.

### The President's Messages

- "Let's raise our own flags (the things we want to do) and boldly take on the challenge of doing something new."
- "Let's make our development capabilities, production capabilities, and marketing capabilities evolve steadily, day by day."
- "Let's provide our customers with solution suggestions that bring out Yaskawa's qualities (good points)."
- "Let's generate new business activities and use them as steppingstones to the future."
- "Let's envision team Yaskawa's dream and aim to be the best in the world."
- "Yaskawa Electric contributes to the evolution of society."
- "Always go forward. From today, farther toward tomorrow."
- "Let's think and act freely and flexibly."



Boldly take up the challenge of new things!



### Comments from Participants

- "The world's best research and development"
- "First in the world: Industrial robot development"
- "Yaskawa energy conservation and energy creation business that saves the world"
- "The world is ardent about Yaskawa's EV technology and product lines."
- "Customer-centered stance"
- "Systematic marketing"
- "Yaskawa production systems stand proudly in the world."
- "We want to act globally overseas."
- "Collaboration outside the box"

# TOPICS

Yaskawa Electric has advanced technological capabilities and abundant experience, and we therefore have many employees every year who receive awards in their various fields.

## 58th Electrical Science and Engineering Promotion Awards

(Awarded in recognition of development of vibration-damping control technology for general-purpose servo drives)

From left

Tadashi Okubo and Yasuhiko Kaku  
Motion Control Division  
Shoji Takamatsu  
Technology and Development Division



This vibration-damping control function has made it possible to improve the operating performance of machinery, and we expect it will contribute to some small extent, at least, to raising our international competitiveness in machinery and processed goods produced by machinery. This technology was brought to completion in stages over a long period of time, with cooperation received from many quarters, and we are very pleased to have these steady, prolonged efforts appreciated in this way.

## Governor of Fukuoka's Commendation for Excellence in Technical Skills

(Awarded in recognition of technical skill in assembling distribution panels and control panels)

Yuji Kawaguchi

System Engineering Division

I have been involved in system control panel manufacturing ever since I joined the company, and it was as part of that work that I set my own goals for the future and worked hard to move toward those goals. The results have taken this form, and now I am grateful to the company as well as grateful both to my senior colleagues who helped me and to everyone in my workplace who gave me their cooperation. I will continue, in the future, to help train our successors and to pass on my technical skills.



## Acquired National Government Certification as a Professional Engineer

One of our employees passed the examination for certification by the national government as a Professional Engineer in the spring of 2010, and was accredited as a Professional Engineer in the electrical and electronic category. This is a national government qualification that is said to be the engineering equivalent of the attorney's qualification in humanities and social sciences, and it is called the highest qualification given to engineers. This makes the eighth person at Yaskawa



Masahiro Touchi  
System Engineering Division

Electric to receive this certification, and we expect that more of our people will be designated Professional Engineers in the future, as proof of the advanced technological level of this company's engineers and technicians.

## Employee Family Communication Activities

Because we believe in a work-family balance and the proper development of the next generation, each plant plans a number of events to bring families in touch with us and each other. Many employee families take part in each event, which lets us actively pursue communication not just with our employees but also their families.



Iruma Plant: Corporate team Ekiden championships support tour



Tokyo Office: Ueno Zoo walking rally



Osaka Office:  
Bowling Festa



Yukuhashi Plant:  
Workplace tour for family members and summer festival

## Employee Mutual Aid Club Group Activities

We encourage cultural and physical fitness events as part of the activities of the Employee Mutual Aid Club. Every plant has formed its own clubs for rugby, baseball, futsal (indoor five-man football), light music, art, and other such activities that build broader communication among our employees.



Kokura Plant Regional Sports Club

# Our health and safety initiatives and health promotion efforts help to build a safe and comfortable place to work.

## Health and Safety

We engage in health and safety programs according to the fundamental policy of "creating a safe, friendly and comfortable workplace."

We are actively implementing a hazard prediction program (KY Activities) and near-accident activities. We are also generating risk assessments based on information from cases of disasters that occurred in the past, workplace inspections, and other such information. We have placed particular importance on developing work standards, and are concentrating on activities that go back to the fundamentals of what we do.

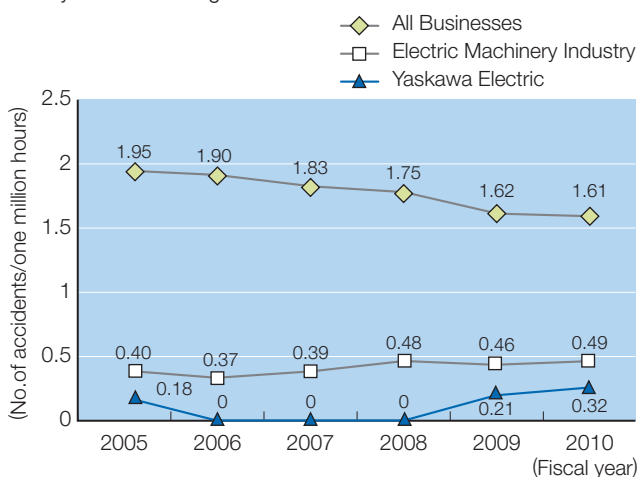


Risk assessment session

### Priority Activity Headings (FY2011)

- 1 Prepare work standards.
- 2 Enrich occupational health and safety education.
- 3 Promote risk assessment.
- 4 Make use of case examples of how past disasters occurred.
- 5 Promote 3Ss activities.
- 6 Expand mental health care programs.
- 7 Conduct thoroughgoing health checks at time of hiring.
- 8 Medical checkup for overwork.
- 9 Promote the prevention of lifestyle-related diseases.

● Frequency of Occupational Accidents and Injuries (only those Resulting in Absence from Work)



## Major Health Promotion Programs

### (1) Mental-health Care

#### ● By Individual

To encourage individual mental health while protecting personal privacy, we use GHQ28\* and an occupational stress questionnaire to evaluate the psychological status of employees. We provide counsel from an industrial physician or other follow-up care depending on the results.



\* GHQ : General Health Questionnaire, a questionnaire used to assess one's mental health.

#### ● At Work

Mental health seminars are incorporated into training sessions for newly appointed supervisors and other management personnel to foster better working environments.

We also conduct workplace stress surveys and take countermeasures in high-risk workplaces.

#### ● By Industrial Healthcare Staff in Plants

Industrial healthcare staff (industrial physicians, nurses, etc.) at the clinics in each plant play a central role in supporting employee health.

#### ● By Outside Resources

Each plant has a system for easy referral to specialists appointed by the plant.

### (2) Medical Checkup for Overwork

When overtime hours have exceeded a prescribed criterion, a physical examination, stress testing, and fatigue level testing are given by an industrial physician. According to the results, detailed advice and guidance are provided including prescription of overtime hour limit, and the patient's progress is carefully monitored.

### (3) Lifestyle-related Disease Prevention

Employees found to have indications of any abnormality in a medical examination are provided with periodical follow-up observation and health guidance by an industrial physician or nurse.

### (4) Support Return to the Workplace

We provide guidance to employees who are on sick leave due to mental or physical illnesses to help prepare them for return to the workplace, and we also provide support after their return to the workplace.