



# **YASKAWA**

Corporate Profile

# Our Identity

Since its establishment in 1915, Yaskawa Electric has constantly strived to take on the latest technologies of the times, upholding its corporate motto of being “a technology driven company” and defining its business domain as “electric motors and their applications.”

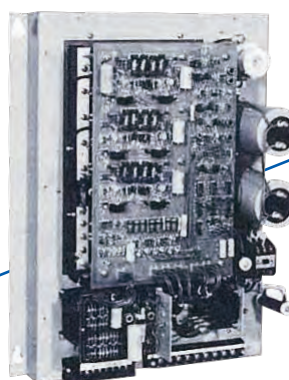
Currently, the business environment surrounding the Yaskawa Group is rapidly changing due to the global shortage of components, mainly semiconductors, exchange rate fluctuations and geopolitical risks. Amid this environment, while always keeping Yaskawa Principles at its core, the Yaskawa Group aims to become a company that continues to be needed by society by contributing to a sustainable society through the core technologies it has cultivated and the implementation of “i<sup>3</sup>-Mechatronics.”

## Minertia motor (1958)

A motor that became the basis for the servo motor available today.  
A revolutionary product that had a response rate 100 times greater than conventional motors.



World's first



## VS-616T (1974) Transistor AC drive

2000~

World's first



1915~

Founding



## Three-phase induction motor (1917)

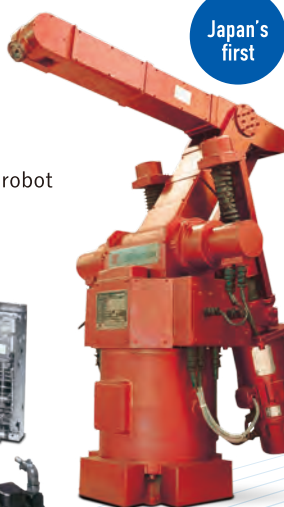
Yaskawa's first commercial product

1970~

## MOTOMAN-L10 (1977)

Japan's first all-electric vertical articulated industrial robot

Japan's first



## AC servo drive series (1983)

Commercialization of AC servos by responding to the needs of industry

## Robot system for (2013)

Robot system using a processing of reagents bio-medical field



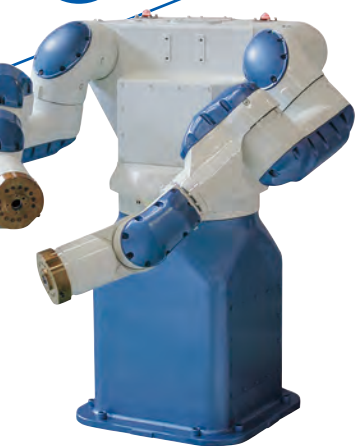
Our passion for  
manufacturing is timeless  
and will never change.

2020~

2015~

Centenary

World's  
first

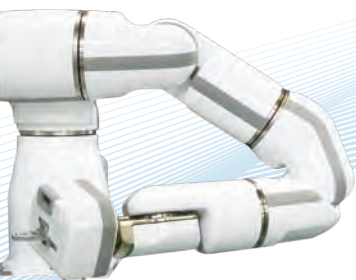


**MOTOMAN-DA20**  
(2005)

Dual-arm industrial robot  
for volume production

**Varispeed AC**  
(2005)

Matrix converter



pre-analysis

dual-armed robot for preanalytical  
and specimens in the

World's  
first



**GaN power semiconductor equipped  
servo motor with built-in amplifier**  
(2017)

**MOTOMAN-HC10**  
(2017)

Collaborative robot



The smallest  
and lightest in  
industry

**MotoMINI**  
(2017)

Commercialized the smallest  
and lightest 6-axis articulated  
robot in the industry



**YRM-X Controller**  
(2021)

Controller that synchronizes various data  
of cells in high-speed, real-time, and  
time-series, and controls them in  
an integrated manner

Industry's  
first



**AC Servo Drive Σ-X Series**  
(2021)

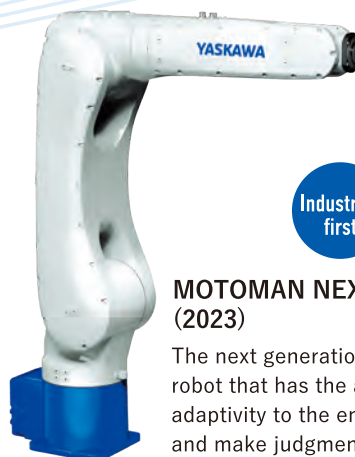
Industry's best motion performance  
and digital data solution

Industry's  
best

Industry's  
first

**MOTOMAN NEXT**  
(2023)

The next generation adaptive  
robot that has the autonomous  
adaptivity to the environment  
and make judgments



# Our Principles



Based on the “founding motivation” of its founder, Daigoro Yasukawa, the Company formulated its corporate motto in 1979, due to a sense of danger in management during the confusion of the first oil shock in the 1970s. We have reclassified it into “Our Purpose,” “Our Values” and “Our Actions” in 2022 as the Yaskawa Principles to promote better understanding and strengthen the practices of all employees globally.

This principle always serves as a flag for the significance of our existence, the core values of “Quality,” “Profitability” and “Market,” as well as the daily code of conduct. The spirit behind this is our origin, which never changes over time. We take this origin as the foundation of our mind for the sustainable growth of the Yaskawa Group into the future, and put it into practice every day as the criteria of judgment, to realizing our principles.



Promoter

## Keiichiro Yasukawa

Keiichiro Yasukawa, the promoter of Yaskawa absorbed new knowledge and philosophies from the West. He engaged himself in mining, later expanding his business to spinning, steel, railway and banking.

He personally funded the opening of Meiji College of Technology, a vocational school for training engineers. The school later became Kyushu Institute of Technology, and continues to produce numerous engineers to this day.



Founder

## Daigoro Yasukawa

Electric motors were starting to advance into all industrial segments as replacements for steam engine at the beginning of the Taisho period. Daigoro Yasukawa, the fifth son of Keiichiro, was among those who learned the fundamentals of such leading-edge technology. In 1915, with his father promising “to provide financial support, but not interfere with the way you run the business,” Daigoro founded our predecessor, Yaskawa Electric Manufacturing Co. The company started its business by manufacturing electric motors for mining, where the imported products dominated and domestically produced motors were scarce. Daigoro wished to contribute to the nation by exporting domestically produced motors to overseas as “motivation of establishment,” and aimed at undertaking the business with the company’s own technologies, not by copying the leading Western products.

# Yaskawa Principles

## Our Purpose

**Yaskawa's mission is to contribute broadly to social development and human welfare through the execution of our business.**

Since its inception, YASKAWA Electric has expanded its business with “electric motors and their applications” as a major business pillar. The spread of our Group's diverse technologies and products to society will help to improve the advancement of machinery and manufacturing.

Yaskawa innovation contributes to the advancement of social development, creating a safer, cleaner, more efficient and sustainable workplace to free the workforce from the 3Ds (Dangerous, Dirty, Dull). The purpose of the Yaskawa is to contribute to a society where people can live a safe, secure and humane life.

## Our Values

To achieve the mission, our group has set the following three objectives and work hard to achieve them.

### 1 Quality

Always developing and improving world-class technologies with a focus on quality

### 2 Profitability

Working to improve management efficiency and secure Profit necessary for the sustainable growth

### 3 Market

Serving the needs of our customers and pursuing customer satisfaction

## Our Actions

**We respect our group's heritage and strive to realize our mission, and through this, we seek the group's prosperity and our own well-being by raising society's trust. In particular, the following five items comprise our daily action guidelines.**

- ✓ Stay customer-focused.
- ✓ Pursue both high quality and high profitability.
- ✓ Work hard to overcome the competition with a fighting spirit.
- ✓ Broaden our perspective and change our thinking.
- ✓ Deepen mutual trust and strive for unity and cooperation.

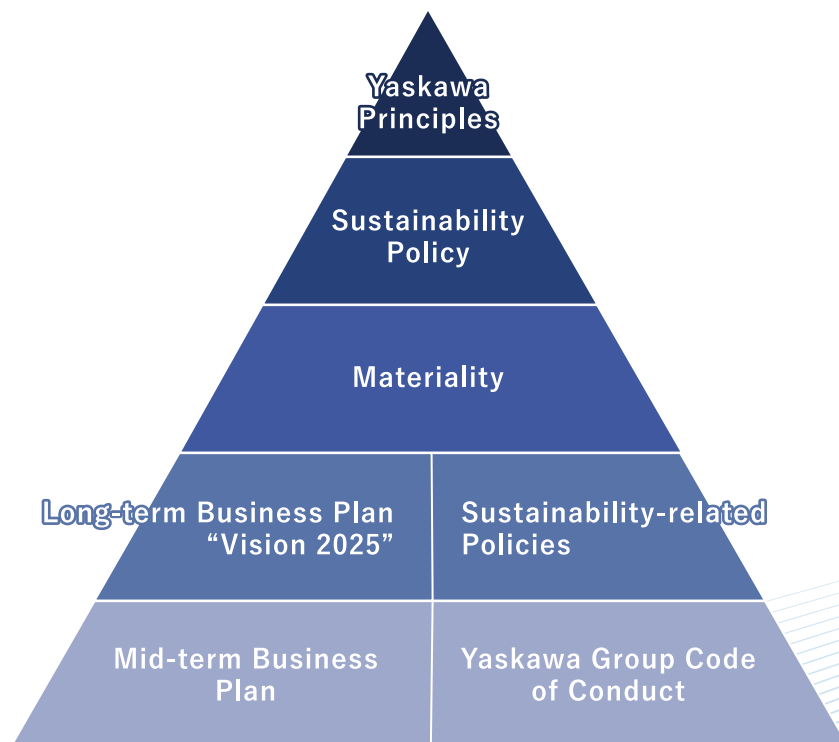
# Action for Society

The Yaskawa Group responds to the trust and expectations of all stakeholders, including customers and business partners, people in countries and regions where we conduct business, shareholders and investors, and employees. In addition, we will contribute to the sustainable development of the economy and society by implementing our Yaskawa Principles of “contributing broadly to social development and human welfare through the execution of our business” and strive to continuously increase corporate value.

## Sustainability Policy and Initiatives

Under the Yaskawa Principles, Yaskawa Group formulated its Sustainability Policy in FY2021. In line with this policy, we identify our materiality and develop targets for long-term and mid-term business plans to promote sustainability strategically. In addition, we will monitor progress and implement the PDCA cycle to achieve a sustainable society and increase corporate value.

### System Diagram of Sustainability Promotion



## Sustainability Policy

We will strive to realize a sustainable society and increase corporate value through the implementation of the Yaskawa Principles which is to leverage the pursuit of our business to contribute to the advancement of society and the well-being of humankind.

1. We will contribute to the value creation for customers and society through creating innovation by cutting-edge mechatronics technologies.
2. We will realize fair and transparent corporate management through communication and collaboration with stakeholders around the world.
3. We will work to resolve social issues globally with the aim of achieving SDGs as a universal goal.

## Sustainability Challenges and Targets

In addition, in line with the formulation of the Sustainability Policy, we have prepared challenges and targets related to sustainability.

### Create Social Value and Solve Social Issues through Business Activities



Realize revolutionary industrial automation with partners through “i<sup>3</sup>-Mechatronics”



Build clean social infrastructure and foundation for safe and comfortable living



Develop new technologies and business domains through open innovations



### Strengthen Management Foundation that Contributes to Sustainable Society/Businesses



Sustainable and productive manufacturing



Create a rewarding workplace and human resource development



Fair and transparent governance system



YASKAWA Innovation Center conveys the fun of manufacturing and nurtures the next generation.

# Our Vision

## Long-term Business Plan “Vision 2025”

The Yaskawa Group has set forth its “Vision 2025” (FY2016 to FY2025), a long-term business plan for 10 years, with the starting point of FY2015, which is its centenary. Our basic policy in Vision 2025 is to contribute to the resolution of our customers’ management issues through the evolution of our core business, and to create new added value for society through the expansion of new fields utilizing mechatronics technology.

### External Environment for 2025

Changes in global population structure, such as declining birthrate and aging of developed countries

Environmental problems and climate change caused by expansion of energy consumption

Rapidly evolving telecommunication technologies such as 5G communication and IoT

### Yaskawa Principles

**Yaskawa’s mission is to contribute broadly to social development and human welfare through the execution of our business.**

### Yaskawa’s FY2025 Goals

#### Respect Life

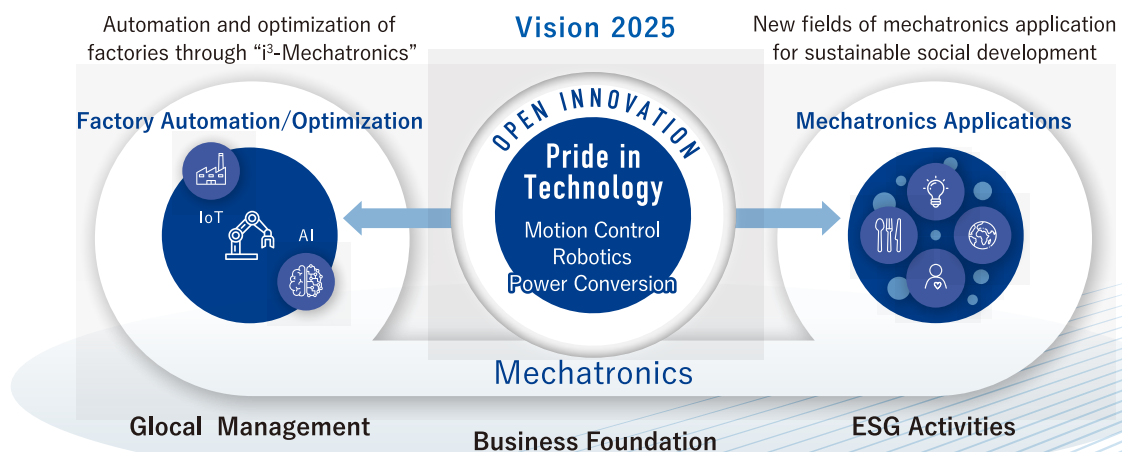
We aim to contribute to improving quality of life and building a sustainable society with technologies accumulated over the past century.

#### Empower Innovation

We venture in new technologies/domains/targets to bring excitement and enthusiasm to people.

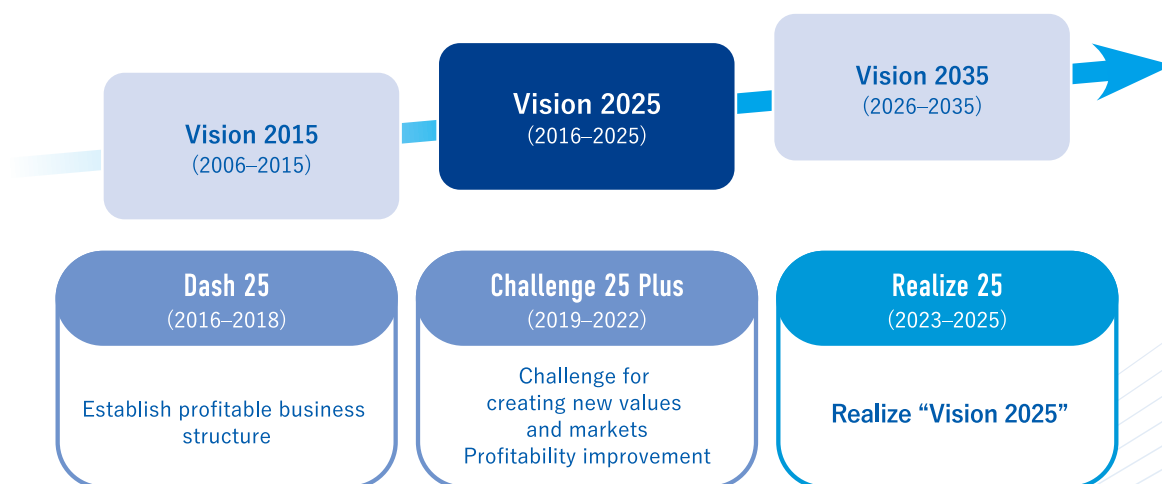
#### Deliver Results

We promise to deliver assured results to stakeholders, while continuously enhancing business execution capabilities.



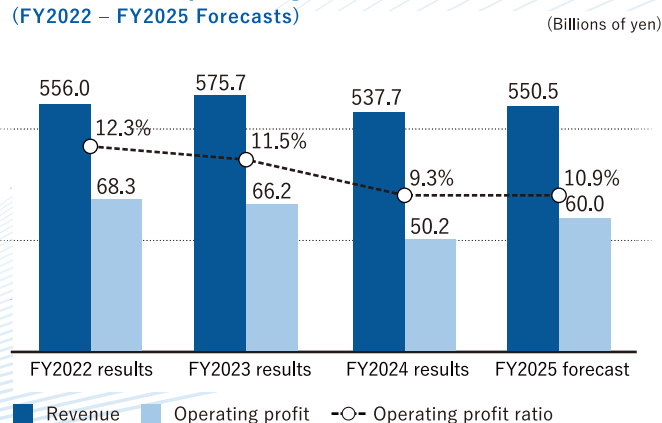
## Mid-term Business Plan “Realize 25”

The Yaskawa Group launched mid-term business plan “Realize 25” for 3 years from FY2023 to FY2025 in order to achieve its long-term business plan “Vision 2025” and sustainable growth beyond that.



### Revenue / Operating Profit (FY2022 – FY2025 Forecasts)

As for investments, we plan to invest a cumulative total of 150 billion yen over three years to solidify future sustainable growth. The main objectives of the investments are to improve value added through the expansion of in-house manufacturing and automation, the restructuring of factories and business sites, and the strengthening of local production in demand areas.



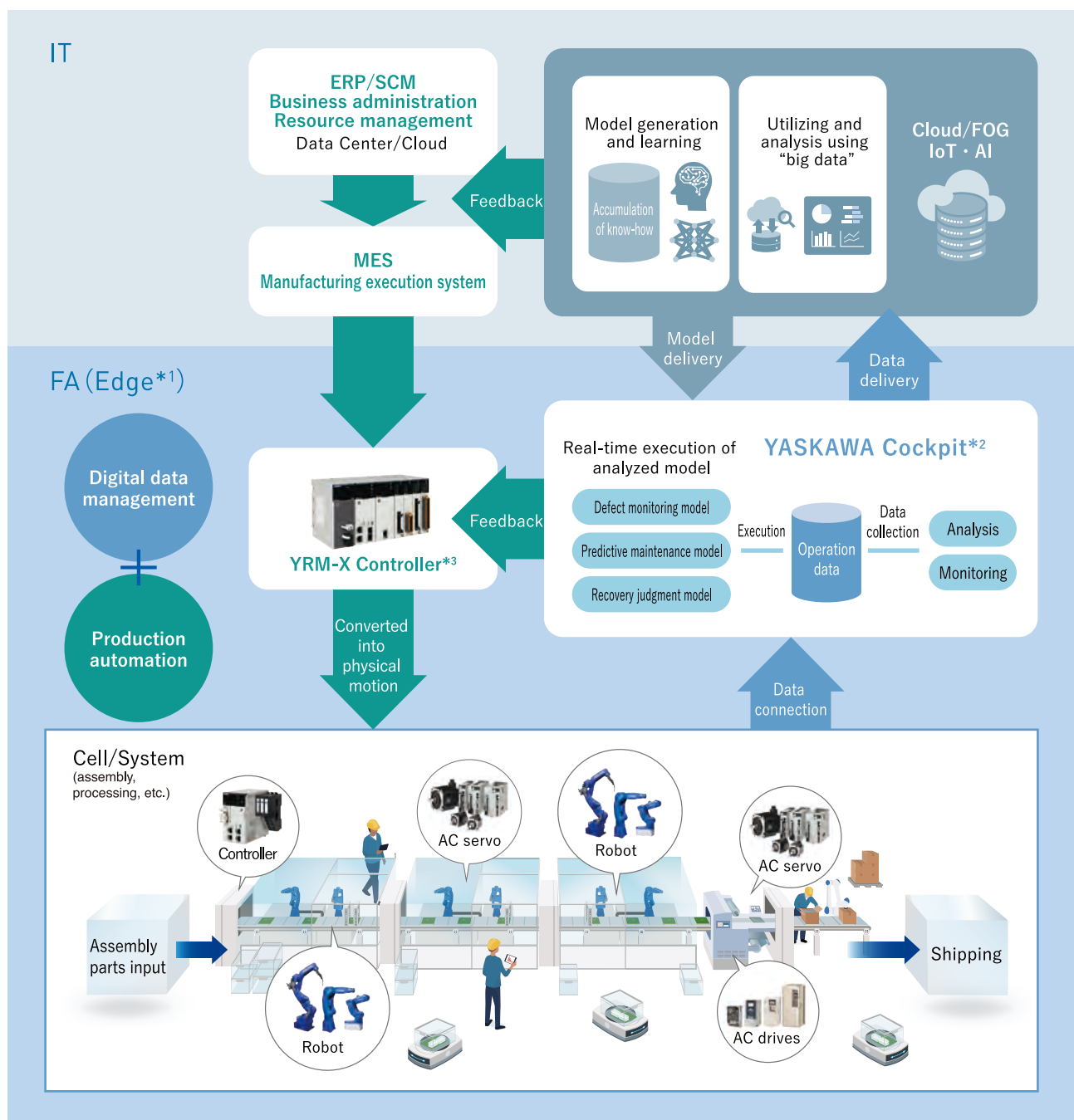
### Aim and Policies

Providing new values by expansion of i<sup>3</sup>-Mechatronics and evolution of robotics to achieve “Vision 2025” and contribute to realizing a sustainable society

# Solution Concept

In 2017, Yaskawa announced the “i<sup>3</sup>-Mechatronics” solution concept. This concept proposes various digital solutions, including the automation of production lines in factories using our servo motors, AC drives, and industrial robots. Additionally, it aims to improve productivity and quality by utilizing data collected from operating these machines and equipment, as well as achieving "non-stop production lines" through predictive maintenance leveraging AI.

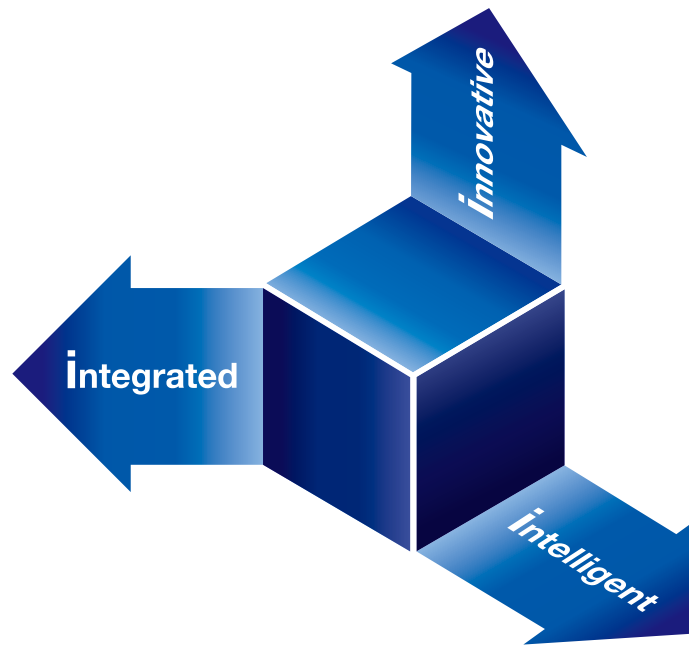
The i<sup>3</sup>-Mechatronics will proceed in three “i” steps: (1) integrated, (2) intelligent, and (3) innovative. This will help resolve various manufacturing issues from the perspective of production, quality, and maintenance in order to realize the smart factories that our customers aspire to.



\*1 Area of information processing for real-time data analysis and feedback (Areas close to production floor, such as factories and production sites)

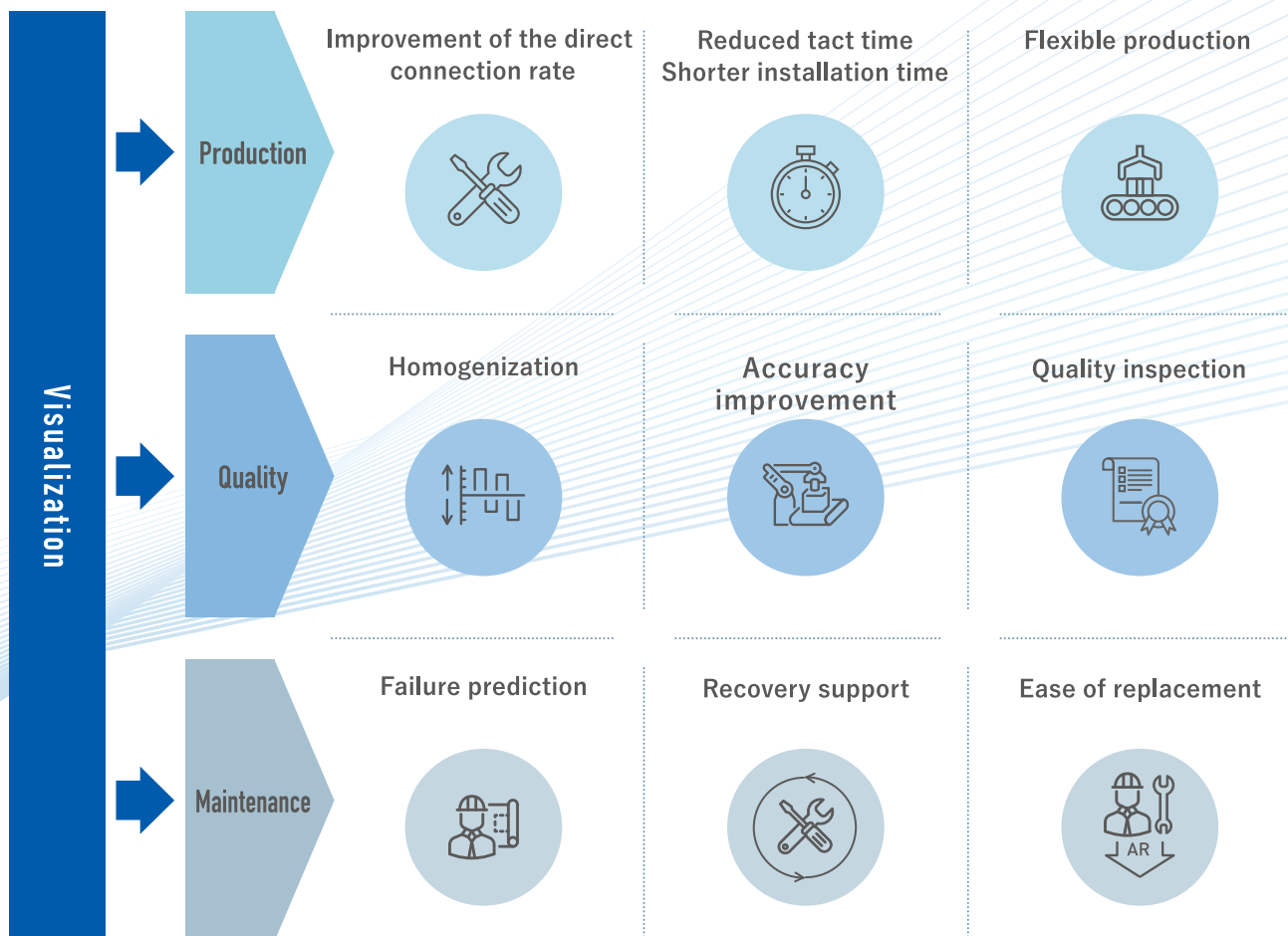
\*2 Software that can collect, store, and analyze data on production facilities and equipment in real time

\*3 Controller for integrated control of “cell” composed of devices and industrial robots by synchronizing various data from cell at high speed, in real time and in time series



## ***i<sup>3</sup>-Mechatronics***

Examples of solutions to customer's needs and wants  
by i<sup>3</sup>-Mechatronics



# Driving Society

Driving motors for 100 years.

We contribute to industrial and social developments with our technologies.



# Motion Control

## The world's leading AC servo drives and AC drives

The motion control business broadly consists of two product lineups: AC servo drives and AC drives. AC servo drives, which excel at high-speed and high-precision position control, are applied to various high-speed and high-performance equipment and automatic machines. AC drives control the rotation speeds of motors by flexibly changing the power-supply frequencies of motors. The emergence of AC drives drastically upgraded the productivity of factories, and contributed to advancements in industrial and social development and energy savings. We, as a leading company of motor controls, have gained trust from our customers with a solid record of performance.

### Major applications of AC servo drives

- Semiconductor and liquid LCD manufacturing equipment
- Chip mounters
- Machine tools
- Food and packaging machinery
- Textile machines
- Robots



AC Servo Drive  $\Sigma$ -X series  
Motion controller  
"MP3000 series"

### Major applications of AC drives

- Air-Conditioning equipment
- Elevators and escalators
- Fans and pumps
- Cranes
- Conveyors



PM motor



AC Drive series  
GA700



Matrix converter  
U1000

## Contributing to effective utilization of renewable energy and products for photovoltaic power generation

Utilization of renewable energy is being pressed forward worldwide, and we have created a lineup of large-capacity drive solutions from low voltage to high voltage. By reducing the total cost of photovoltaic power generation using PV inverter, we are contributing to the conversion of renewable energy into a mainstay power source.



PV inverter

# Smart Factory

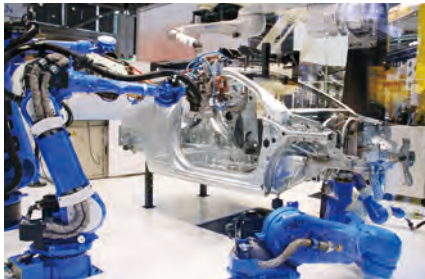
Realization of ideal automation for humans and robots to coexist and cooperate



# Robotics

## Industrial robot "MOTOMAN" operating globally

Since the debut of the all-electric industrial robot "MOTOMAN" in Japan in 1977, we have taken a leading role in the world's industrial robot market. Starting with arc welding for automobile production, for which we remain a market leader, our robots have assumed an active role in every industrial field including spot welding, handling, assembly and coating, as well as handling and transport in clean rooms for liquid crystal, organic EL displays and semiconductor manufacturing. As one solution to the labor shortage in recent years, the scope of robot applications is extending to the food industry and other markets where there has been little practice in robotic automation.



Spot welding



Palletizing

## From robots working for humans to robots working with humans

Robots are now expanding their usage not only for industry but also many other fields through improving their speed and accuracy as well as handling complex movement and enhancing their safety function to collaborate with humans.

Yaskawa developed a robot that can work with humans without the need for a safety fence in 2017. With this robot, we support for the automation in the industries such as the consumer electronics, computers and communication equipment, in which robots have yet to be introduced as much.



Collaborative robot  
MOTOMAN-HC20DTP

Note: Risk assessment is required at any cases though MOTOMAN-HC series doesn't need a safety fence.

# Secure Lifeline

Yaskawa's system engineering technology supports  
our life 24 hours a day.



# System Engineering

## Ensuring the stable operation of water treatment plants and other public facilities

We support public electric facilities for which stable operation is essential, such as water treatment plants and transportation infrastructures. For water supply/sewage facilities that cannot be stopped even for one moment, we offer not only assured reliability but also solutions that meet social needs, including environmental protection and disaster prevention. For the emerging needs, such as energy savings, advanced water purification, and effective utilization of facilities, we propose and construct new systems making full use of the leading-edge system engineering technology.



Sewage facilities

## Offering optimum control systems with advanced technology

For many years, we have been engaged in the development, design, and production of electric equipment for industrial systems, and have accumulated a wealth of experience. Our control units and drive units have been adopted in every blast furnace operating in Japan, and have also secured top share around the world in large-scale blast furnace\* systems, supporting their stable operations on a 24-hour basis. We contribute to a comfortable life and the creation of an affluent society by offering highly reliable industrial systems with advanced technology and high-quality products.



Container cranes



Blast furnace facilities

\* Volumetric capacity 5,000 m<sup>3</sup> or more

# Passion for Innovation

Continuously taking on challenges of technological innovation with high added value that changes the world.



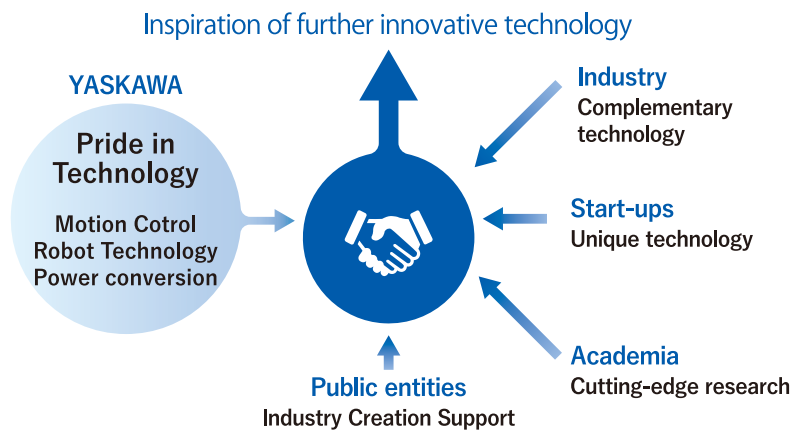
# Research & Development

Yaskawa Electric Corporation put into the "Yaskawa Technology Center (YTC)," an innovation base that integrates basic technology development, production technology development, product development, product and facility design, quality control, and mass production prototyping, with the aim of building a development system that can quickly respond to customer demands.

At YTC as our hub location, we will work to create an innovative and efficient development environment and promote the development of the world's first and best products.

## YTC Concept

With open innovation in cooperation with the Yaskawa Group,  
YTC will become a base that integrates technologies to develop  
winning products for customers in a timely manner



Our goal of open innovation



# Company's Outline

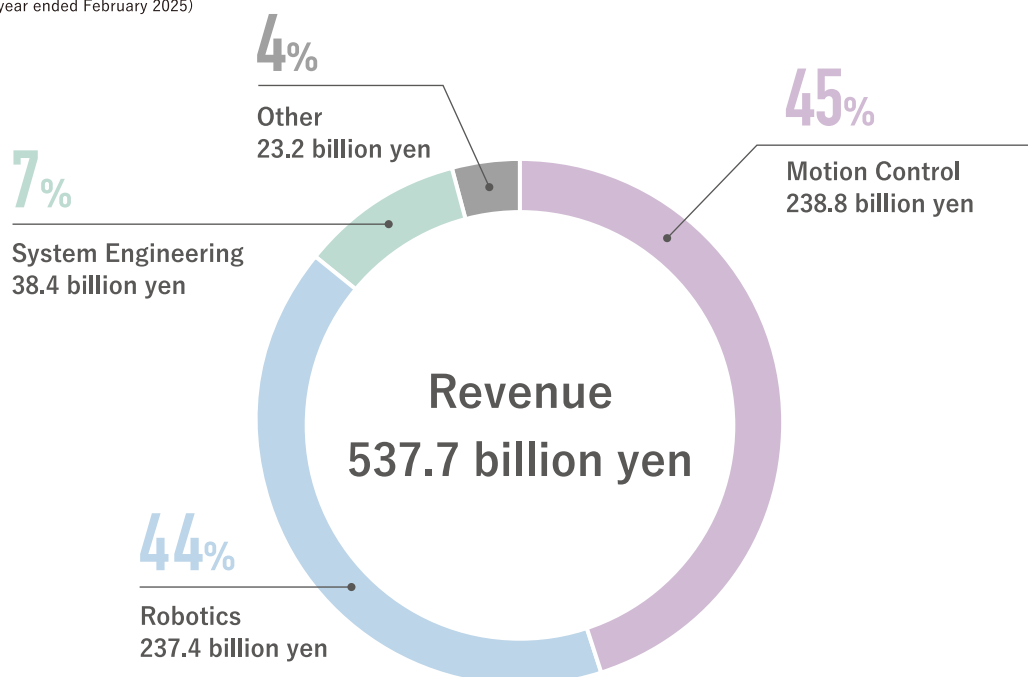


# Corporate Outline (As of February 28, 2025)

<b>Corporate Name</b>	YASKAWA Electric Corporation	<b>Representative</b>	Masahiro Ogawa, Representative Director, President
<b>Founded</b>	July 16, 1915	<b>Capital Stock</b>	30.6 billion yen
<b>Head Office</b>	2-1 Kurosakishiroishi, Yahatanishi-ku, Kitakyushu 806-0004, Japan Phone +81-93-645-8801	<b>Number of Shares Outstanding</b>	266,690 thousand shares
		<b>Number of Shareholders</b>	41,080
		<b>Employees</b>	Consolidated 12,833
		<b>Revenue</b>	Consolidated 537.7 billion yen (Fiscal year ended February 2025)

## Sales breakdown by business segment

(year ended February 2025)



## Directors and Executive Officers (As of May 28, 2025)

Representative Director,  
Chairman of the Board  
**Hiroshi Ogasawara**

Representative Director,  
President  
**Masahiro Ogawa**

Director, Senior Executive Officer  
**Yasuhiko Morikawa**

Outside Director<sup>(\*)</sup><sup>(\*)</sup>  
**Hisanori Makaya**

Director and Member of the Audit  
and Supervisory Committee  
**Takeshi Ikuyama**

Outside Director, Member of the Audit  
and Supervisory Committee<sup>(\*)</sup><sup>(\*)</sup>  
**Kaori Matsuhashi**

Outside Director, Member of the Audit  
and Supervisory Committee<sup>(\*)</sup><sup>(\*)</sup>  
**Keiji Nishio**

Outside Director, Member of the Audit  
and Supervisory Committee<sup>(\*)</sup><sup>(\*)</sup>  
**Yaeko Hodaka**

Senior Managing Executive Officer  
**Shuji Murakami**

Senior Executive Officer  
**Michael Knappek**

Senior Executive Officer  
**Nobuaki Jinnouchi**

Senior Executive Officer  
**Kenji Ueyama**

Senior Executive Officer  
**Tatsuya Yamada**

Senior Executive Officer  
**Hiroshi Takata**

Senior Executive Officer  
**Ayumi Hayashida**

Senior Executive Officer  
**Manabu Okahisa**

Senior Executive Officer  
**Yasushi Ichiki**

Senior Executive Officer  
**Kozo Ide**

Executive Officer  
**Masahiko Okura**

Executive Officer  
**Takenori Otsuka**

Executive Officer  
**Michiaki Higuchi**

Executive Officer  
**Shunrin Mizutani**

Executive Officer  
**Shoichiro Shimoike**

Executive Officer  
**Yasuo Adachi**

Executive Officer  
**Toshio Kawasaki**

Executive Officer  
**Yumie Kubota**

Executive Officer  
**Hideaki Yoshimatsu**

Executive Officer  
**Seigo Yamada**

Executive Officer  
**Marcus Mead**

Executive Officer  
**Tetsuyoshi Yamamoto**

Executive Officer  
**Takahiro Uchiyama**

Executive Officer  
**Hidenori Hara**

(\*)1 Indicates an Outside Director as provided  
in Article 2-15 of the Companies Act.

(\*)2 Indicates a designated Independent Director  
as stipulated by the Tokyo Stock Exchange.

# Global Network

Yaskawa's worldwide network includes business bases in approx.30 countries and production bases in 12 countries.

## Europe



YASKAWA EUROPE GmbH

### Germany

- YASKAWA EUROPE GmbH

### Sweden

- YASKAWA NORDIC AB

### U.K.

- YASKAWA ELECTRIC UK LTD.
- YASKAWA UK LTD.

### Italy

- YASKAWA ITALIA S.R.L

### France

- YASKAWA FRANCE SAS

### Spain

- YASKAWA IBERICA S.L.

### Finland

- YASKAWA FINLAND OY

### Netherlands

- YASKAWA BENELUX B.V.



YASKAWA EUROPE ROBOTICS D.O.O.

### Slovenia

- YASKAWA EUROPE ROBOTICS D.O.O.
- YASKAWA SLOVENIJA D.O.O.
- YASKAWA RISTRO D.O.O.

### Czech Republic

- YASKAWA CZECH S.R.O

### Poland

- YASKAWA POLSKA SP. ZO. O.

## North America



YASKAWA AMERICA, INC.

### U.S.A.

- YASKAWA AMERICA, INC.
- SOLECTRIA RENEWABLES, LLC

### Canada

- YASKAWA CANADA INC.

### Mexico

- YASKAWA MEXICO S.A. DE C.V.

## Middle East • Africa

### Israel

- YASKAWA EUROPE TECHNOLOGY, LTD.

### Turkey

- YASKAWA TURKEY ELEKTRIK TICARET LTD. STI.

### South Africa

- YASKAWA SOUTHERN

## South America

### Brazil

- YASKAWA ELETRICO DO BRASIL LTDA.
- MOTOMAN ROBOTICA DO BRASIL, LTDA.

## Asia Pacific



YASKAWA ELECTRIC (SHENYANG) CO., LTD.

### China

- YASKAWA ELECTRIC (CHINA) CO., LTD.
- SHANGHAI YASKAWA DRIVE CO., LTD.
- YASKAWA TSUSHO (SHANGHAI) CO., LTD.
- YASKAWA ELECTRIC (SHENYANG) CO., LTD.
- YASKAWA SHOUGANG ROBOT CO., LTD.
- YASKAWA (CHINA) ROBOTICS CO., LTD.
- YASKAWA (Changzhou) Mechatronics System CO., LTD.

### Korea

- YASKAWA ELECTRIC KOREA CORPORATION

### Taiwan

- YASKAWA ELECTRIC TAIWAN CORPORATION

### Singapore

- YASKAWA ASIA PACIFIC PTE. LTD.

### Thailand

- YASKAWA ELECTRIC (THAILAND) CO., LTD.

### Indonesia

- PT. YASKAWA ELECTRIC INDONESIA

### Vietnam

- YASKAWA ELECTRIC VIETNAM CO., LTD.

### Malaysia

- YASKAWA MALAYSIA SDN. BHD.

### India

- YASKAWA INDIA PRIVATE LIMITED

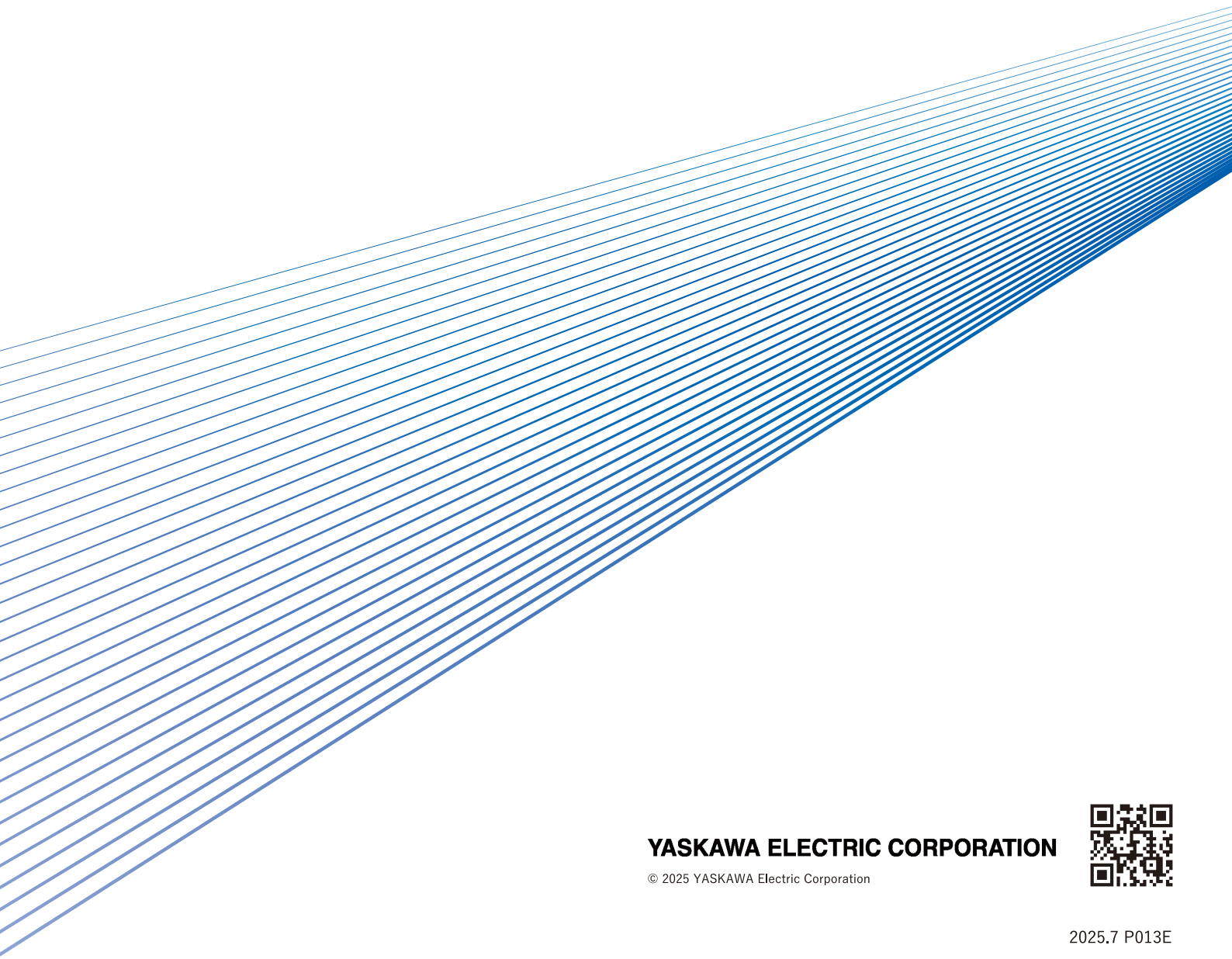
# Network in Japan

We flexibly respond to the needs of our customers with the sales and service network.



## Group companies in Japan

- YASKAWA AUTOMATION & DRIVES CORP.
- YASKAWA MECHATREC SUEMATSU KYUKI CORP.
- FOOD & AGRI MECHATRO SOLUTION. INC.
- AI CUBE INC.
- ROBOTIC BIOLOGY INSTITUTE INC.
- BESTACT SOLUTIONS INC.
- i3 DIGITAL CORPORATION.
- YASKAWA CONTROLS CO., LTD.
- YASKAWA LOGISTEC CORPORATION.
- YASKAWA MANUFACTURING CORPORATION.
- DOEI CORPORATION.
- YASKAWA OBVIOUS COMMUNICATIONS INC.



**YASKAWA ELECTRIC CORPORATION**

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