

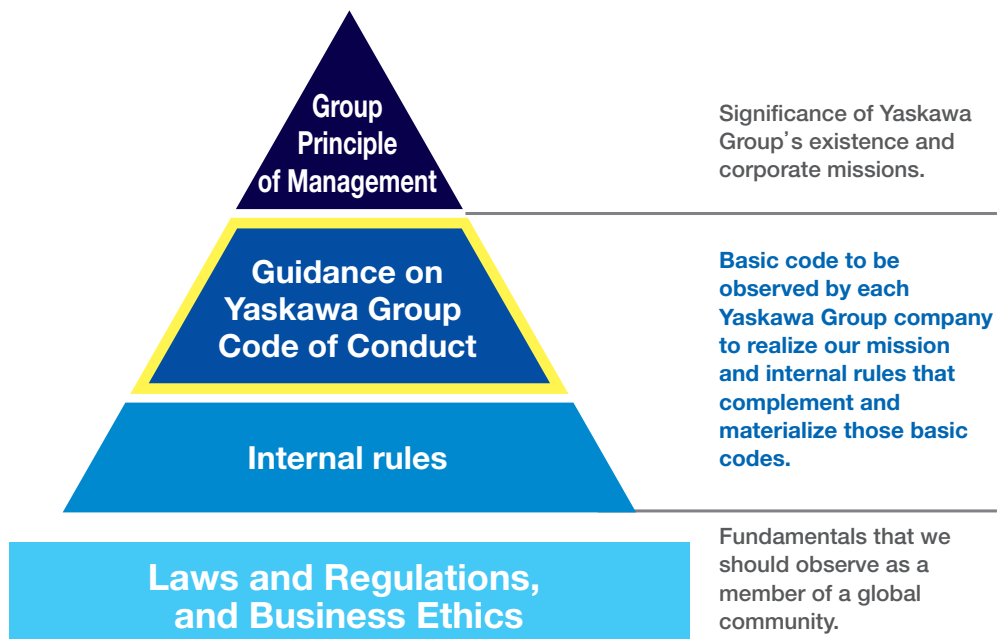
1. Yaskawa Group Principle of Management

At Yaskawa our mission is to leverage the pursuit of our business to contribute to the advancement of society and the well-being of humankind.

We will realize our mission by executing these core tenets:

1. Develop and enhance world-class technologies, with an emphasis on our foundation of quality.
2. Boost management and operation efficiency and achieve the returns necessary for the successful growth of the company.
3. Satisfy the needs of the market and dedicate ourselves to serving our customers as a customer centric organization.

2. Framework of our policies



We are one Yaskawa Group*¹ united across the world by the common mission "Yaskawa Group Principle of Management". In order to ensure the successful and sustainable growth of Yaskawa Group and realize the mission, it is essential that each company commits to observing the fundamentals of the "Yaskawa Group Code of Conduct"*² as well as laws and regulations and business ethics. Also, each of the officers and employees of Group should observe "Our Commitments"*³ in order to behave in accordance with "Yaskawa Group Code of Conduct."

*1 In this Guidance, collectively refers to YASKAWA Electric Corporation and its domestic and overseas subsidiaries, which are hereinafter referred to as "Yaskawa Group" or simply "Group."

*2 Therefore, Group companies shall acquire prior approval of YASKAWA Electric Corporation to change any provision in "Yaskawa Group Code of Conduct" or "Our Commitments."

*3 Refers to standards established in order to ensure practical compliance and integrity of all officers and employees of the Group.

3. What Is “Compliance and Integrity”

The “compliance and integrity” referred in this Guidance or within Group means our behaviors in line with applicable laws, regulations, and business ethics but also “Yaskawa Group Code of Conduct,” “Our Commitments,” our internal rules and integrity in the course of conducting the businesses, which should be made by all officers and employees of Yaskawa Group.

4. Responsibilities of Officers and Managers

- All officers should always grasp changes in the management climate and social requirements, maintain the “Compliance and Integrity Program” while exercising leadership in practices of compliance and integrity.
- All officers must verify on a regular basis that all employees are properly behave in accordance with compliance and integrity and make efforts to prevent any violations.
- In the event of any violations, all officers and managers must report to a local/regional compliance officer and, if necessary, the Chief Compliance Officer of YASKAWA Electric Corporation and implement appropriate action(s) against the compliance and integrity issue.
- All managers must practice compliance and integrity behaviors, make reasonable efforts to educate on, raise awareness of and familiarize subordinates with compliance and integrity and ensure that the subordinates reporting to them receive the help and advice they need to be in line with compliance and integrity.

5. Responsibilities of Employees

- All employees are expected to familiarize themselves with “Yaskawa Group Code of Conduct” and “Our Commitments” in order to put compliance and integrity behaviors into practice in their day-to day work. Each employee’s conscious behaviors with integrity in compliance with “Our Commitments” will enhance the reputation and confidence of Yaskawa Group.

6. Zero-Tolerance Policy

- All officers and employees of Yaskawa Group should not instruct other officers or employees or tolerate any behavior which is contrary to compliance and integrity.
- All officers and employees are expected to seek a resolution for actual or suspected compliance and integrity concerns through report to and advice of line managers or speak up channels.
- Neither ignorance of laws and regulations, business ethics, internal rules and/or “Yaskawa Group Code of Conduct” nor the intention to protect company interests may constitute justification of any behavior contrary to compliance and integrity.
- An officer or employee who makes any kind of behavior contrary to compliance and integrity may be subject to disciplinary action(s) in accordance with the respective company’s rules, in consideration of the status, impact and conditions of the behavior.