FY2011 Financial Results (Summary)  
(Ended March 20, 2012)  

FY2012 Overview (Summary)  
(Ending March 20, 2013)  

Presented by Junji Tsuda, President
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Business Overview

Motion Control

AC servo motors are used in machine tools, robots, printing machines, and food and packaging machines. They are also widely used in semiconductor manufacturing machines and chip mounters as well as in machine presses and injection molding machines. AC drives are used not only in industrial machinery, but also in the industrial air conditioners, refrigerators, and washing machines. AC drives are also found in transport equipments such as elevators and cranes. They receive much attention as energy saving devices.

YASKAWA applies power conversion technology cultivated in the AC drive business to realize effective utilization of natural energy and to develop the motor drive system for EV.

Robotics

Robots contribute to the automation of manufacturing processes of automobile and electronic industries. The typically automated processes by robots include welding, painting, and handling.

In the semiconductor industry, robots are used in clean and vacuum environments. There are also robots to handle glass-substrates for use in the FPD industry.

In recent years, YASKAWA focuses on automation in the food, chemical, and cosmetic industries utilizing robots.

System Engineering

System Engineering business provides solutions for varieties of large-scale plant facilities such as steel plants and water treatment plants. They are indispensable for our daily lives and stable operation is an absolute requirement.

The demand for medium-voltage AC drives are growing for their significant energy saving effect in use for pumps and blowers, and other such wind or water force machinery and facilities.

Since 2010, generators and converters for large-scale wind power generation have been launched, with advanced functions and mechanism realizing high generation efficiency.

Information Technologies

The entire businesses of Yaskawa Information Systems Corporation and YE Data Inc. which are two of the Yaskawa group of companies constitute the Information Technologies segment. They conduct businesses in software development and computer peripherals.
1. FY2011 Financial Results
Robust in the first half of FY2011 overcoming the East Japan Great Earthquake. Achieved year-on-year increase in sales and profits despite the difficult business environment including slowing economic growth in China, sluggish investments in the semiconductor and FPD industries, strong yen, and sharp increase in prices of magnet.

**FY2011 Financial Highlights**

<table>
<thead>
<tr>
<th></th>
<th>FY2011</th>
<th>FY2010</th>
<th>Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>¥307.1 bn.</td>
<td>¥296.8 bn.</td>
<td>+10.2 bn. +3.5%</td>
</tr>
<tr>
<td>Operating Income</td>
<td>¥14.8 bn.</td>
<td>¥12.8 bn.</td>
<td>+1.9 bn. +15.1%</td>
</tr>
<tr>
<td>Ordinary Income</td>
<td>¥15.6 bn.</td>
<td>¥13.4 bn.</td>
<td>+2.1 bn. +16.4%</td>
</tr>
<tr>
<td>Net Income</td>
<td>¥8.4 bn.</td>
<td>¥6.5 bn.</td>
<td>+1.8 bn. +28.8%</td>
</tr>
</tbody>
</table>

**FY2011 Financial Highlights Chart**

- **Net Sales**: FY09 ¥224.7 bn. (41.2% increase), FY10 ¥296.8 bn. (3.5% increase), FY11 ¥307.1 bn.
- **Operating Income**: FY09 (6.8) billion yen, FY10 ¥12.8 bn. (15.1% increase), FY11 ¥14.8 bn.
- **Net Income**: FY09 (5.6) billion yen, FY10 ¥6.5 bn., FY11 ¥8.4 bn. (28.8% increase)
## FY2011 Financial Results by Business Segment - 1

**Achieved year-on-year increase in sales and profits, by significant improvement in the (R) Robotics segment**

(Unit: Billions of yen, %)

<table>
<thead>
<tr>
<th></th>
<th>FY2011 Results</th>
<th>FY2010 Income Ratio</th>
<th>Changes from FY2011</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(M) Motion Control</td>
<td>149.4</td>
<td>156.4</td>
<td>(7.0)</td>
<td>(4.5)%</td>
<td></td>
</tr>
<tr>
<td>(R) Robotics</td>
<td>101.0</td>
<td>83.8</td>
<td>+17.2</td>
<td>+20.5%</td>
<td></td>
</tr>
<tr>
<td>(S) Information Technologies</td>
<td>12.8</td>
<td>14.1</td>
<td>(1.3)</td>
<td>(9.2)%</td>
<td></td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(M) Motion Control</td>
<td>5.8</td>
<td>8.9</td>
<td>(3.1)</td>
<td>(35.1)%</td>
<td></td>
</tr>
<tr>
<td>(R) Robotics</td>
<td>7.0</td>
<td>1.6</td>
<td>+5.3</td>
<td>+319.2%</td>
<td></td>
</tr>
<tr>
<td>(S) Information Technologies</td>
<td>1.9</td>
<td>2.0</td>
<td>(0.1)</td>
<td>(7.0)%</td>
<td></td>
</tr>
<tr>
<td><strong>Ordinary Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(M) Motion Control</td>
<td>15.6</td>
<td>13.4</td>
<td>+2.1</td>
<td>+16.4%</td>
<td></td>
</tr>
<tr>
<td>(R) Robotics</td>
<td>8.4</td>
<td>6.5</td>
<td>+1.8</td>
<td>+28.8%</td>
<td></td>
</tr>
</tbody>
</table>
(M): Both sales and profits decreased year-on-year due to slowing economy in China and weak demand in the semiconductor, FPD and chipmounter markets, which started in the 2nd half of FY2011. Appreciation of the yen and soaring prices of magnets also led to a decline in profits. Replacement of old models by the core and new products progressed.

(R): Significant year-on-year increase in sales and profits mainly in the general industry. In overseas markets, solid growth mainly in the automobile market. In Japan, both automobile and non-automobile industries recovered steadily. Improvement in mix (e.g. product) and the business operation focusing on the profitability progressed.

(S): Maintained the same level of sales and profitability as FY2010. Investments in water treatment equipment sector in Western Japan have been delayed because of the earthquake. Investments were weak also in steel industry. Secured a certain level of profits by cost reductions.

(IT): IT investments have been delayed because of the earthquake. Although this caused sales to decrease from FY2010, profitability was improved by taking extensive actions to reduce costs.

Note: (M)= Motion Control   (R)= Robotics   (S)= System Engineering   (IT)= Information Technologies
Breakdown of Changes in Operating Income (FY2010 to FY2011)

(Unit: Billions of yen)
Sales Breakdown by Business Segment (FY2010 to FY2011)

Growth in (R) robotics segment significantly increased its share

FY2010
- Robotics: 28%
- System Engineering: 12%
- Information Technologies: 5%
- Consolidated net sales: 296.8 billion yen

FY2011
- Robotics: 33%
- System Engineering: 12%
- Information Technologies: 4%
- Motion Control: 49%
- Consolidated net sales: 307.1 billion yen
## Sales by Destination (FY2010 to FY2011)

Sales expanded in the Americas, Europe, and China, contributing to overall growth

<table>
<thead>
<tr>
<th></th>
<th>FY2011</th>
<th>FY2010</th>
<th>Changes from FY2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amounts</td>
<td>%</td>
<td></td>
</tr>
<tr>
<td>Net sales</td>
<td>307.1</td>
<td>296.8</td>
<td>+10.2</td>
</tr>
<tr>
<td>Japan</td>
<td>143.0</td>
<td>144.7</td>
<td>(1.7)</td>
</tr>
<tr>
<td>Overseas</td>
<td>164.0</td>
<td>152.0</td>
<td>+11.9</td>
</tr>
<tr>
<td>The Americas</td>
<td>43.9</td>
<td>38.7</td>
<td>+5.2</td>
</tr>
<tr>
<td>Europe</td>
<td>33.9</td>
<td>29.6</td>
<td>+4.3</td>
</tr>
<tr>
<td>China</td>
<td>47.3</td>
<td>42.8</td>
<td>+4.4</td>
</tr>
<tr>
<td>Other Asian Countries</td>
<td>37.9</td>
<td>39.9</td>
<td>(1.9)</td>
</tr>
</tbody>
</table>

(Unit: Billions of yen, %)

Note: The figures for “Other areas” including Australia, etc are omitted in the above table.
Sales Breakdown by Destination (FY2010 to FY2011)

Overseas sales ratio grew to a record high of 53% due to growth in the Americas, Europe and China.

**FY2010**
- Consolidated net sales: 296.8 billion yen
- Overseas: 51%
  - The Americas: 14%
  - China: 14%
  - Europe: 10%
  - Other Asian Countries: 13%
- Japan: 49%

**FY2011**
- Consolidated net sales: 307.1 billion yen
- Overseas: 53%
  - The Americas: 15%
  - China: 14%
  - Europe: 11%
  - Other Asian Countries: 12%
- Japan: 47%

The increase in overseas sales is attributed to growth in the Americas, Europe and China.
Measures in FY2011 - 1

Focusing investment on growing and priority markets and improving profitability

◆ Initiatives for expanding orders

1. Focusing investment on the growing areas/markets as well as on the markets where we are aiming to expand

   ■ Strengthen structure to expand sales in China and other Asian countries
     - Increase production capability in Shenyang plant
       (Started construction in August 2011. Planned to complete in May 2012)
     - Conversion of robot joint venture in China into a subsidiary in September 2011
     - Established a trading company “YASKAWA TSUSHO GROUP CO., LTD.” in October 2011
     - Established a holding company in China in January 2012
     - Determined to integrate two subsidiaries (Motion Control and Robotics) in India in December 2011
       (Planned to integrate in April 2012)

   ■ Reinforce business network to expand robot business
     - Newly established and integrated business bases for Robotics division in the U.S. in June 2011
     - Launched Robot system plant in China (Shanghai) in July 2011
     - Established Kanto Robotics Center in September 2011
     - Determined to establish a manufacturing subsidiary in China in December 2011
       (Planned to start production in March 2013)
     - Launched Robot Technical Center in China (Shanghai) in January 2012
     - Conversion of a investing company in South Africa into a subsidiary in March 2012
     - Newly establish and integrate business bases for Robotics division in Europe (Planned in August 2012)
     - Newly construct a robot plant in the headquarters in Kitakyushu, Japan
       (Planned to start operation in 2Q of FY2013)

2. Expanding sales of core and new products

   ■ Replacement of old models by the core products (AC servo “Σ-Ψ”, AC drive “1000 series”, etc.)
   ■ Launched and expanded sales of new products
Measures in FY2011 - 2

◆Accelerating development of new businesses
  Expanded product lineup in environmental energy businesses
  • Large-scale wind power generator “Enewin series”
  • Power conditioner for photovoltaic power generation “Enewell-SOL”
    (for industrial and residential uses)
  • Motor drive system for EV “QMET-Ⅱ”

◆Strengthening countermeasures against appreciation of the yen
  • Expanded overseas production in China and India
  • Accelerated overseas procurement
    (overseas local procurement, component procurement from overseas)

◆Reinforcing countermeasures against soaring prices of magnets
  • Minimized the effect of soaring prices of magnets
  • Increased sales prices
  • Developed new motors using less rare earth metals (Planned to be released in first half of FY2012)

◆Further streamlining expenses and investments
  • From the beginning of the 2nd half, implemented extensive expense control policy
    including group companies
  • Further streamline investments

◆Impact of and response to the Great East Japan Earthquake
  • Provided reconstruction support for customers and regions affected by the earthquake
  • The impact on Yaskawa’s production was limited (Supply chain recovered in June 2011)

◆Restoration support to the customers affected by the massive flood in Thailand
2. FY2012 Financial Forecasts
Although market environment in FY2012 is uncertain, overall recovery is predicted.

### Market Environment

<table>
<thead>
<tr>
<th>Industry</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semiconductor</td>
<td>Capital expenditure is expanding by overseas semiconductor makers.</td>
</tr>
<tr>
<td></td>
<td>Moderate recovery trend is predicted.</td>
</tr>
<tr>
<td>FPD</td>
<td>The investment for large-sized panel is sluggish.</td>
</tr>
<tr>
<td></td>
<td>The investments for small-to-medium sized high-definition panels for</td>
</tr>
<tr>
<td></td>
<td>smart-phones and tablet PCs as well as OLED are solid.</td>
</tr>
<tr>
<td>Automobile</td>
<td>Solid in China, Korea, Thailand, and India. Steady recovery in Japan,</td>
</tr>
<tr>
<td></td>
<td>the U.S. and Europe.</td>
</tr>
<tr>
<td>Steel</td>
<td>Overall investments are slow, although the drop-off period for</td>
</tr>
<tr>
<td></td>
<td>renovation is over.</td>
</tr>
<tr>
<td>New energy</td>
<td>The demands for energy-saving and new energy are expected to expand</td>
</tr>
<tr>
<td></td>
<td>because of earthquake reconstruction and introduction of buyback</td>
</tr>
<tr>
<td></td>
<td>program for renewable energy, effective July 2012.</td>
</tr>
</tbody>
</table>

### Regional Trends

<table>
<thead>
<tr>
<th>Region</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Americas</td>
<td>Capital expenditure continues to recover, exceeding the record high.</td>
</tr>
<tr>
<td>Europe</td>
<td>Robust at exporting companies. The condition varies among countries</td>
</tr>
<tr>
<td></td>
<td>and industries. Concern about financial crisis in Europe still</td>
</tr>
<tr>
<td></td>
<td>remains. Risk of economic slow-down in European region.</td>
</tr>
<tr>
<td>China and other</td>
<td>Chinese economy is steadily recovering. Full-scale recovery is</td>
</tr>
<tr>
<td>Asian countries</td>
<td>expected after July. Other Asian countries are generally on a growing</td>
</tr>
<tr>
<td></td>
<td>trend.</td>
</tr>
<tr>
<td>Japan</td>
<td>Favorable factors including demands for reconstruction and recovery</td>
</tr>
<tr>
<td></td>
<td>in automotives production exist. Uncertainty over overseas demand,</td>
</tr>
<tr>
<td></td>
<td>especially in China and Europe, remains.</td>
</tr>
</tbody>
</table>

Note: Trends from FY2011/2H to FY2012/1H
Continuous income growth is expected by securing orders, improving profitability and efficient management of expenses and investments, while the market environment is uncertain.

### FY2012 Financial Forecast Highlights

Any forward-looking statements within this document are made according to the assumptions of management and are subject to change as a result of risks and uncertainties.

<table>
<thead>
<tr>
<th>FY2012 Forecasts</th>
<th>FY2011</th>
<th>Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>¥310.0 bn.</td>
<td>¥307.1 bn.</td>
</tr>
<tr>
<td>Operating Income</td>
<td>¥16.0 bn.</td>
<td>¥14.8 bn.</td>
</tr>
<tr>
<td>Ordinary Income</td>
<td>¥16.0 bn.</td>
<td>¥15.0 bn.</td>
</tr>
<tr>
<td>Net Income</td>
<td>¥9.0 bn.</td>
<td>¥8.6 bn.</td>
</tr>
</tbody>
</table>
Breakdown of Changes in Operating Income (FY2011 to FY2012)

<table>
<thead>
<tr>
<th>Component</th>
<th>FY2011</th>
<th>FY2012 (Forecast)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit increase due to sales increase</td>
<td>14.8</td>
<td>16.0</td>
</tr>
<tr>
<td>Effects of changes in forex rates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Added value</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in expenses</td>
<td></td>
<td>+1.2</td>
</tr>
</tbody>
</table>

(Unit: Billions of yen)

Any forward-looking statements within this document are made according to the assumptions of management and are subject to change as a result of risks and uncertainties.
In the first half of FY2012, accelerate securing orders and cost reduction while carefully managing costs and investments, as we did in the second half of FY2011. Significantly improve profitability in the second half of FY2012.
Measures for FY2012 - 1

1) Secure Volume
   - Expand orders and sales in strong and recovering markets
     - Expand orders for electronics-related markets such as semiconductor and chipmounter industries as well as machinery industries such as machine tool.
     - Proactively develop new markets/areas
     - Cultivate markets mainly in the U.S., China, Japan, as well as other Asian countries and other emerging countries
     - Continuously improve and reinforce sales, manufacturing and development capabilities

2) Improve the profitability of core businesses
   - Accelerate countermeasures against the strong yen (Expanding production in China and overseas procurement)
   - Accelerate countermeasures against the soaring prices of magnets (Increase of sales price. Development and release of products using less rare earth metals)
   - Increase added value (Price increase, cost reduction, etc.)
   - Review the expense structure (Establishment of Structural Innovation Division. K30 program)
   - Selection and concentration of resources (Improve efficiency of core businesses and shift resources to new businesses and areas)

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3) Mid-term measures and initiatives

- Focus resources on new businesses
  - Turning “Environmental Energy Business” into core business
  - Seeking new businesses relating to “Robotics Human Assist”
  - Exploring new business opportunities

- Development of products using no rare earth metals
- Promoting development of next generation core products
- Establish new robot plants in Japan and China
- Construct a new head office in Japan (“Robot Village” concept)

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Reference
FY2000-2012 Trends in Sales/Operating Income

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## Capital Expenditure, R&D Investment, Forex Rates

### Capital expenditure (Consolidated)

<table>
<thead>
<tr>
<th></th>
<th>FY2010</th>
<th>FY2011</th>
<th>FY2012 forecasts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital expenditure</td>
<td>6.66</td>
<td>9.91</td>
<td>13.00</td>
</tr>
<tr>
<td>Depreciation</td>
<td>7.06</td>
<td>7.61</td>
<td>8.50</td>
</tr>
</tbody>
</table>

### R&D investment (Consolidated)

<table>
<thead>
<tr>
<th></th>
<th>FY2010</th>
<th>FY2011</th>
<th>FY2012 forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D investment</td>
<td>9.72</td>
<td>10.39</td>
<td>11.00</td>
</tr>
</tbody>
</table>

### Forex rates (Non-consolidated)

<table>
<thead>
<tr>
<th></th>
<th>FY2010</th>
<th>FY2011</th>
<th>FY2012 forecasts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1H</td>
<td>Full-year</td>
<td>1H</td>
</tr>
<tr>
<td>U.S. dollar</td>
<td>89.61</td>
<td>86.07</td>
<td>80.43</td>
</tr>
<tr>
<td>Euro</td>
<td>114.85</td>
<td>113.26</td>
<td>114.17</td>
</tr>
</tbody>
</table>

(Note) Average rate during the period

Any forward-looking statements within this document are made according to the assumptions of management and are subject to change as a result of risks and uncertainties.
Balance Sheet Structural Trends (Consolidated)

As of March 20, 2011

- Shareholders’ equity ratio: 35.2%
- Shareholders’ equity: 93.2 billion yen
- Interest-bearing debt: 41.4 billion yen
- D/E ratio: 0.44
  (Net D/E ratio: 0.32)
- Inventory: 58.0 billion yen
- Turnover: 2.3 months

As of March 20, 2012

- Shareholders’ equity ratio: 35.9%
- Shareholders’ equity: 100.0 billion yen
- Interest-bearing debt: 58.6 billion yen
- D/E ratio: 0.59
  (Net D/E ratio: 0.39)
- Inventory: 63.8 billion yen
- Turnover: 2.5 months

※Inventory at the end of the period is used for calculating turnover months.

Shareholders’ equity (left scale)
Interest-bearing debt (left scale)
Shareholders’ equity ratio (right scale)

(Billions of yen)

Operating CF
8.4 18.5 5.7 18.7 14.9 17.6 12.4 4.0 2.4 6.3
(Bitllions of yen)

Investment CF
(1.9) 1.1 (2.2) 9.7 (6.1) (9.9) (10.6) (6.4) (6.7) (11.8)

Free CF
6.4 19.6 3.5 8.9 8.8 7.7 1.7 (2.4) (4.2) (5.4)
Trends in Dividends (FY2006 to FY2012)

* No payout ratio is shown for FY2009 due to the net loss in that fiscal year.

Any forward-looking statements within this document are made according to the assumptions of management and are subject to change as a result of risks and uncertainties.
Quarterly Sales Trends by Business Segment and Destination

(Billions of yen)

Business Segments

(Billions of yen)

Destinations

Note: (M)= Motion Control  (R)= Robotics  (S)= System Engineering  (IT)= Information Technologies

(YASKAWA)
(M) & (R) Quarterly Sales Trends by Destination

Note: (M)= Motion Control  (R)= Robotics

(Billions of yen)
Major Production Bases
(World's strongest network supporting global business development)

YASKAWA Electric UK Ltd.
Scotland

YASKAWA NORDIC AB
Sweden

YASKAWA SHOUGANG ROBOT CO., LTD.
China

YASKAWA Ristro d.o.o.
Slovenia

YASKAWA Robotics India Ltd.
India

YASKAWA (China) Robotics Co., Ltd
(Planned to launch production in March 2013)
China

Shanghai Yaskawa Drive Co., Ltd.
China

YASKAWA Electric (Shenyang) Co., Ltd
China

YASKAWA Electric Corp.

Production bases in Japan

- Yahata-nishi Plant (Motoman Center/Motoman Station)
- Yahata-higashi Plant
- Yukusho Plant (Drive Center/System Engineering Center)
- Tokyo Plant (Solution Center)
- Nakama Plant

YASKAWA AMERICA, Inc.
Drives & Motion Div.
U.S.

YASKAWA Motoman Canada, Ltd.
Canada

YASKAWA Motoman Mexico, S.A. de C.V.
Mexico

YASKAWA Elétrico do Brasil Ltda.
Brazil

YASKAWA Electric's production bases in Japan

Major overseas production bases
Recent Activities in Asia

June CY2010-:
- Establishment of Shenyang plant
- Launch of full-scale production of servo motors

FY2011:
- Expansion of plant in Shenyang

FY2009:
- Magnet-manufacturing company in China became an equity affiliate

FY2009-:
- Strengthening regional business management functions in Asia

FY2010:
- Expanding of the local procurement in China
- Installation of robot-marketing organization under YASKAWA Electric (Shanghai) Co., Ltd.
- Launch of local development team for AC drives in China
- Tripled production capability for AC drives at Shanghai plant
- Creation of marketing network for electric equipment for large-scale wind power generation

FY2011:
- Construction of a robot system plant
- Establishment of Headquarters in China
- Establishment of YASKAWA Tusho Group Co., Ltd as group trading company

FY2011:
- Conversion of robot-marketing joint venture in China into a subsidiary

FY2010:
- Conversion of robot-marketing joint venture in India into wholly owned subsidiary

FY2010:
- Establishment of a local corporation in India
- Integration of subsidiaries in India

FY2009:
- Strengthened regional business management functions in Asia

FY2009:
- Establishment of a robot manufacturing production subsidiary

China
- Shenyang
- Beijing
- Yantai
- Shanghai

India
- Gurgaon
- Bangalore

Singapore

June CY2010:
- Establishment of Shenyang plant
- Launch of full-scale production of servo motors