FY2015 Financial Results
(Ended March 20, 2016)

FY2016 Financial Forecasts
(Ending March 20, 2017)

YASKAWA ELECTRIC CORPORATION  (TSE 6506)
April 20, 2016

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Business Overview

**Motion Control (M)**

[Core products]
- AC servo motors and controllers
- Linear servo motors
- AC drives
- Power conditioners
- Motor drive systems for EV etc.

**Robotics (R)**

[Core products]
- Industrial Robots
  - Arc and spot welding robots, Painting robots
  - FPD glass sheet transfer robots, New generation robots, Handling robots,
  - Semiconductor wafer transfer robots
  - Biomedical robots etc.

**System Engineering (S)**

[Core products]
- Electrical systems for steel plants
- Electrical instrumentation systems for water supply plants and sewage treatment facilities
- Large-scale wind power generator and converter etc.

**Other**

[Core products]
- IT-related services
- Logistics, etc.
1. FY2015 Financial Results (Ended March 20, 2016)
### FY2015 Financial Highlights

- **Sales, operating income and ordinary income were record high**

<table>
<thead>
<tr>
<th></th>
<th>FY2015 Results</th>
<th>FY2015 forecasts</th>
<th>Changes from the forecasts</th>
<th>FY2014 Results</th>
<th>Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>¥ 411.3bn.</td>
<td>¥ 410.0bn.</td>
<td>+¥ 1.3bn.</td>
<td>¥ 400.2bn.</td>
<td>+¥ 11.1bn. +2.8%</td>
</tr>
<tr>
<td>Operating income</td>
<td>¥ 36.7bn.</td>
<td>¥ 35.5bn.</td>
<td>+¥ 1.2bn.</td>
<td>¥ 31.5bn.</td>
<td>+¥ 5.2bn.  +16.5%</td>
</tr>
<tr>
<td>Ordinary income</td>
<td>¥ 35.8bn.</td>
<td>¥ 35.5bn.</td>
<td>+¥ 0.3bn.</td>
<td>¥ 33.9bn.</td>
<td>+¥ 1.9bn.  +5.8%</td>
</tr>
<tr>
<td>Net income</td>
<td>¥ 22.4bn.</td>
<td>¥ 23.0bn.</td>
<td>-¥ 0.6bn.</td>
<td>¥ 24.8bn.</td>
<td>-¥ 2.5bn.  -9.9%</td>
</tr>
</tbody>
</table>

Notes: The figures of FY2015 forecasts were announced on January 20, 2016.
FY2015 Financial Highlights by Business Segment (1)

• **(R)** led the growth in both sales and profits, that was sustained by firm demand

  (Unit: Billions of yen)

<table>
<thead>
<tr>
<th></th>
<th>FY2015 Results</th>
<th>FY2015 Income ratio</th>
<th>FY2015 Forecasts</th>
<th>FY2015 Income ratio</th>
<th>Change from Forecasts</th>
<th>FY2014 Results</th>
<th>FY2014 Income ratio</th>
<th>Changes Amounts</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>411.3</td>
<td>410.0</td>
<td>+1.3</td>
<td>400.2</td>
<td>+11.1</td>
<td>35.8</td>
<td>35.5</td>
<td>-0.3</td>
<td>-9.9%</td>
</tr>
<tr>
<td>(M) Motion Control</td>
<td>187.5</td>
<td>186.0</td>
<td>+1.5</td>
<td>188.1</td>
<td>-0.6</td>
<td>22.4</td>
<td>20.7</td>
<td>+1.8</td>
<td>+3.1%</td>
</tr>
<tr>
<td>(R) Robotics</td>
<td>154.1</td>
<td>153.5</td>
<td>+0.6</td>
<td>136.0</td>
<td>+18.1</td>
<td>15.3</td>
<td>16.2</td>
<td>-0.9</td>
<td>-44.9%</td>
</tr>
<tr>
<td>(S) System Engineering</td>
<td>43.1</td>
<td>42.0</td>
<td>+1.1</td>
<td>41.0</td>
<td>+2.1</td>
<td>0.9</td>
<td>0.9</td>
<td>+0.4</td>
<td>+3.6%</td>
</tr>
<tr>
<td>Other</td>
<td>26.6</td>
<td>28.5</td>
<td>-1.9</td>
<td>35.1</td>
<td>-8.5</td>
<td>-1.1</td>
<td>-1.2</td>
<td>-</td>
<td>-33.1%</td>
</tr>
<tr>
<td>Operating income</td>
<td>36.7</td>
<td>8.9%</td>
<td>35.5</td>
<td>8.7%</td>
<td>31.5</td>
<td>22.4</td>
<td>5.4%</td>
<td>33.9</td>
<td>8.5%</td>
</tr>
<tr>
<td>(M) Motion Control</td>
<td>22.4</td>
<td>12.0%</td>
<td>20.7</td>
<td>11.1%</td>
<td>21.7</td>
<td>15.3</td>
<td>9.9%</td>
<td>+4.7</td>
<td>+44.9%</td>
</tr>
<tr>
<td>(R) Robotics</td>
<td>15.3</td>
<td>9.9%</td>
<td>16.2</td>
<td>10.6%</td>
<td>10.6</td>
<td>0.9</td>
<td>3.2%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(S) System Engineering</td>
<td>-0.8</td>
<td>-1.1</td>
<td>-1.1</td>
<td>-0.8</td>
<td>-0.8</td>
<td>0.9</td>
<td>0.9</td>
<td>+0.4</td>
<td>+3.6%</td>
</tr>
<tr>
<td>Other</td>
<td>-1.1</td>
<td>-1.2</td>
<td>-1.2</td>
<td>-1.3</td>
<td>-1.3</td>
<td>-1.1</td>
<td>-1.2</td>
<td>+0.1</td>
<td>+5.8%</td>
</tr>
<tr>
<td>Ordinary income</td>
<td>35.8</td>
<td>8.7%</td>
<td>35.5</td>
<td>8.7%</td>
<td>33.9</td>
<td>22.4</td>
<td>5.4%</td>
<td>+1.9</td>
<td>+5.8%</td>
</tr>
<tr>
<td>Net income</td>
<td>22.4</td>
<td>5.4%</td>
<td>23.0</td>
<td>5.6%</td>
<td>24.8</td>
<td>6.2%</td>
<td>-2.5</td>
<td>-</td>
<td>-9.9%</td>
</tr>
</tbody>
</table>

Notes: The figures of FY2015 forecasts were announced on January 20, 2016
Motion Control

• Sales of AC servo were led by the machine tool and the semiconductor industries in the U.S., although smart phone- and automotive-related demand in China was weak in 2H. The profitability improved as switch to the new product progressed.
• The demand of AC drive was sluggish in the U.S. oil/gas industry and the Chinese infrastructure markets. However, the overall sales were firm as the PV inverter sales of Solectria Renewables, LLC contributed.

Robotics

• The global automotive demand was strong especially in the U.S. and Europa, while the demand in China deteriorated in 2H.
• The non-automotive sales such as food industry expanded through robot centers.

System Engineering

• The demand for steel plant and social system were solid.
• The sales in the large-scale wind generation increased by contribution from The Switch Engineering Oy in Finland.
Sales Breakdown by Business Segment

FY2014

- System: 10%
- Engineering: 9%
- Motion Control: 47%
- Robotics: 34%

Net Sales: ¥400.2 bn.

FY2015

- System: 10%
- Engineering: 6%
- Motion Control: 46%
- Robotics: 37%

Net Sales: ¥411.3 bn.
Sales Breakdown by Destination (1) (FY2014 ➔ FY2015)

- **Overseas sales expanded due to growth in the Americas and Europa**

<table>
<thead>
<tr>
<th></th>
<th>FY2015</th>
<th>FY2014</th>
<th>Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Amounts</td>
</tr>
<tr>
<td>Net sales</td>
<td>411.3</td>
<td>400.2</td>
<td>+11.1</td>
</tr>
<tr>
<td>Japan</td>
<td>135.5</td>
<td>144.2</td>
<td>-8.8</td>
</tr>
<tr>
<td>Overseas</td>
<td>275.8</td>
<td>255.9</td>
<td>+19.9</td>
</tr>
<tr>
<td>The Americas</td>
<td>85.1</td>
<td>72.6</td>
<td>+12.5</td>
</tr>
<tr>
<td>Europe</td>
<td>52.0</td>
<td>46.9</td>
<td>+5.1</td>
</tr>
<tr>
<td>China</td>
<td>81.9</td>
<td>85.0</td>
<td>-3.1</td>
</tr>
<tr>
<td>Asian Countries Except China</td>
<td>52.4</td>
<td>47.8</td>
<td>+4.6</td>
</tr>
<tr>
<td>Other</td>
<td>4.4</td>
<td>3.6</td>
<td>+0.8</td>
</tr>
</tbody>
</table>

Note: “Other” category includes Australia and South Africa, etc.
Sales Breakdown by Destination (2)

- **Overseas sales ratio expanded mainly due to growth in the Americas**

**FY2014**
- **Net Sales:** ¥ 400.2 bn.
- **Japan:** 36%
- **Overseas:** 64%

**FY2015**
- **Net Sales:** ¥ 411.3 bn.
- **Japan:** 33%
- **Overseas:** 67%

China: 21% to 20%
Other: 1% to 1%
Asia Countries Except China: 12% to 13%
Europe: 12% to 12%
The Americas: 18% to 21%
Breakdown of Changes in Operating Income (FY14→FY15)

(Units: Billions of yen)

<table>
<thead>
<tr>
<th>Category</th>
<th>FY2014</th>
<th>FY2015</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in added value</td>
<td>+3.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in expenses</td>
<td>-4.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effects of particular factors</td>
<td>+4.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit decrease due to sales decrease</td>
<td>-1.8</td>
<td>36.7</td>
<td>+5.2</td>
</tr>
</tbody>
</table>

Profit decrease due to sales decrease
Effects of changes in forex rates
Increase in added value
Increase in expenses
Effects of particular factors

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Measures for FY2015 (1)

- **Expand sales and profits from existing businesses**
  - **Introduce AC servo motor “Σ-7” series**
    - Enhance introduction of Σ-7 in China
      - FY15 switch rate to Σ-7 series: Approx. 40%
        (In China: Approx. 75%)
  - **Expand sales of Matrix converter U1000**
    - Achieve low harmonics, energy saving and downsizing
      - Optimized for wide usage such as data center, hospital, air conditioning, compressor
  - **Increase sales to the general industries by robot centers**
    - Expand SI networks in general industries
    - Established 4 Robot Centers in FY15
      (Japan (Aichi), China (Foshan), (Changzhou) and Korea (Taegu))

Robot Center in Aichi
Robot Center in Tegu

31 (until FY14) + 4 (FY15) = 35 (As of March 20, 2016)
Reinforce development, production and sales capabilities

- Develop next generation products
  - New AC drive “Zero series” (Launched in Apr. 2016)
    - Enhance market share for expanding product lineup optimized for different application by region and market
  - “2016 model” robots (MOTOMAN-GP series) and new robot controller (It is scheduled to launch in Jun. 2016)
    - Fastest speed and slimmest shape with smallest controller in the world
  - World’s first SiC matrix converter
    - Miniaturized and save electricity by sine wave of input and output voltage current
  - Human collaborative robot “MOTOMAN-HC10”
    - Coexistence with humans without safety fences in accordance with International Standard
  - Servo motor with built-in amplifier utilizing GaN*
    - Downsizing (volume ratio: ¼) and higher efficiency (Electric loss reduced by 12% compared with conventional product)

*Compound of Ga (Gallium) and N (Nitrogen)
Measures for FY2015 (3)

- **Reinforce development, production and sales capabilities**
  - **Strengthen global production**
    - Global production capacity of 3,000 robots per month
      (Japan: new factory started operation in Sep 2015 /
      China: Production capacity to 600 robots per month)
  - **Collaborate with top home appliance manufacturer, Midea Group**
    - Established two joint robot venture companies in China
      ➔ Progress robotization in home appliance production line
      ➔ Develop the market of nursing and rehabilitation robots
  - **Alliance with Korean system integrator, Doolim**
    - Strengthen painting and sealing system

- **Expand new businesses over the world**
  - **Expand large-scale wind turbine business with Switch**
    - Capture major windmill makers in the world
    - Develop energy-saving system for vessels
  - **Expand PV inverter business**
    - Launched insulated-type PV inverter for residential use.
    - Expand sales of the mega-solar domain in the U.S. with SOL
Measures for FY2015 (4)

Fortify product development in Humatronics fields

- **Launch walking assist device “ReWalk” in Japan** (May 2015)
  - Walking assist for spinal cord injury patients
  - Sales promotion for hospital, institution and home
- **Rehabilitation device for lower limbs “LR²”**
  - Promote sales for hospital in Japan and China
  - Expand sales by joint venture company with Midea
- **Rehabilitation device of repeated therapy “Forearm pronation and supination training device”** (Aug 2015)
  - Clinical research and evaluation was implemented for commercialization
- **Robot nursing care equipment “Indoor walk support device”** in Dec 2015
  - Preparation for commercialization in 2H/FY16 as applied to promotion project for robot nursing care equipment by Ministry of Health, Labour and Welfare

*As a part of development and introduction promotion project for robot nursing care equipment by Ministry of Economy, Trade, and Industry Japan Agency for Medical Research and Development*
2. FY2016 Financial Forecasts
Sales and income are projected to decrease mainly due to the strong yen in FY 2016.

<table>
<thead>
<tr>
<th></th>
<th>FY2016 Forecast</th>
<th>FY2015 Results</th>
<th>Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>¥ 400.0bn.</td>
<td>¥ 411.3bn.</td>
<td>-¥ 11.3bn. -2.7%</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td>¥ 28.0bn.</td>
<td>¥ 36.7bn.</td>
<td>-¥ 8.7bn. -23.8%</td>
</tr>
<tr>
<td><strong>Ordinary income</strong></td>
<td>¥ 28.5bn.</td>
<td>¥ 35.8bn.</td>
<td>-¥ 7.3bn. -20.5%</td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td>¥ 18.0bn.</td>
<td>¥ 22.4bn.</td>
<td>-¥ 4.4bn. -19.5%</td>
</tr>
</tbody>
</table>
### FY2016 Financial Forecasts by Business Segment

- **Both sales and income of (M) and (R) decrease mainly due to the strong yen.**
- **(S) turns in profitable with increasing sales of The Switch.**

<table>
<thead>
<tr>
<th></th>
<th>FY2016 Plan</th>
<th>FY2015 Results</th>
<th>Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Income ratio</td>
<td>Income ratio</td>
<td>Amounts</td>
</tr>
<tr>
<td>Net sales</td>
<td>400.0</td>
<td>411.3</td>
<td>-11.3</td>
</tr>
<tr>
<td>(M) Motion Control</td>
<td>180.0</td>
<td>187.5</td>
<td>-7.5</td>
</tr>
<tr>
<td>(R) Robotics</td>
<td>150.0</td>
<td>154.1</td>
<td>-4.1</td>
</tr>
<tr>
<td>(S) System Engineering</td>
<td>47.0</td>
<td>43.1</td>
<td>+3.9</td>
</tr>
<tr>
<td>Other</td>
<td>23.0</td>
<td>26.6</td>
<td>-3.6</td>
</tr>
<tr>
<td>Operating income</td>
<td>28.0</td>
<td>36.7</td>
<td>-8.7</td>
</tr>
<tr>
<td>(M) Motion Control</td>
<td>17.4</td>
<td>22.4</td>
<td>-5.0</td>
</tr>
<tr>
<td>(R) Robotics</td>
<td>11.3</td>
<td>15.3</td>
<td>-4.0</td>
</tr>
<tr>
<td>(S) System Engineering</td>
<td>0.1</td>
<td>-0.8</td>
<td>+0.9</td>
</tr>
<tr>
<td>Other</td>
<td>0.3</td>
<td>0.9</td>
<td>-0.6</td>
</tr>
<tr>
<td>Elimination or Corporate</td>
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<td>-1.1</td>
<td>-0.0</td>
</tr>
<tr>
<td>Ordinary income</td>
<td>28.5</td>
<td>35.8</td>
<td>-7.3</td>
</tr>
<tr>
<td>Net income</td>
<td>18.0</td>
<td>22.4</td>
<td>-4.4</td>
</tr>
</tbody>
</table>

*Unit: Billions of yen*
Breakdown of Changes in Operating Income (FY15 ➔ FY16 Plan)

<table>
<thead>
<tr>
<th>FY2015</th>
<th>36.7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effects of changes in forex rates</td>
<td>-6.6</td>
</tr>
<tr>
<td>Effect of particular factor</td>
<td>-3.0</td>
</tr>
<tr>
<td>Profit increase due to sales increase</td>
<td>+6.4</td>
</tr>
<tr>
<td>Decrease in added value</td>
<td>-1.9</td>
</tr>
<tr>
<td>Increase in expenses</td>
<td>-3.6</td>
</tr>
<tr>
<td>FY2016 Forecast</td>
<td>28.0</td>
</tr>
</tbody>
</table>

(Billions of yen)
Expand sales of core business

- **Increase sales of new AC drive “Zero series”**  
  (Launched in Apr. 2016)

- **Plan to launch new industrial robots “2016 model”**  
  ➔ 8kg/12kg arc welding and handling robots  
  (They are scheduled to launch in June and July, 2016)

- **Expand Σ-7 series lineups**  
  ➔ Capture targeted application market by tetrapolar development

- **Drive sales to the general industries through robot centers**

- **Maximize synergy of M&A**  
  ➔ Doolim (Korea): Fortify painting/sealing system  
  ➔ Midea Group (China): Enhance the sales in assembly line of home appliances
Measures for FY2016 (2)

➢ **Grow environmental and energy business**
  - **Expand PV inverter business globally**
    - Expand domestic market share by new products
    - Maximize synergy with Sol
  - **Maximize synergy with The Switch**
    - Expand large-scale wind turbine business and enter into the energy-saving business for vessels
  - **Establishment of Chery Yaskawa E-Drive System Co., Ltd.**
    - Expand EV motor drive system business

➢ **Strengthen development, production and sales capabilities**
  - **Develop the next generation components with YASKAWA Industrie 4.0**
  - **Reinforce sales capabilities** (top sales, Restructuring of marketing function)
  - **Establish BTO production system**

➢ **Creating new business**
  - **Market development in biomedical field**
    - Explore the market through the technology transfer venture of AIST, RBI*

*Robotic Biology Institute Inc.
3. Reference
Capital Expenditure, R&D Investment, Forex Rates

◆ Capital expenditure (Consolidated) (Unit: Billions of yen)

<table>
<thead>
<tr>
<th></th>
<th>FY2014</th>
<th>FY2015</th>
<th>FY2016 Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Expenditure</td>
<td>36.4</td>
<td>16.8</td>
<td>19.0</td>
</tr>
<tr>
<td>Depreciation and Amortization</td>
<td>11.5</td>
<td>13.1</td>
<td>13.0</td>
</tr>
</tbody>
</table>

◆ R&D investment (Consolidated) (Unit: Billions of yen)

<table>
<thead>
<tr>
<th></th>
<th>FY2014</th>
<th>FY2015</th>
<th>FY2016 Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D investment</td>
<td>15.3</td>
<td>16.8</td>
<td>18.0</td>
</tr>
</tbody>
</table>

◆ Forex rates (Consolidated) (Unit: Yen)

<table>
<thead>
<tr>
<th></th>
<th>FY2014</th>
<th>FY2015</th>
<th>FY2016 Forecasts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1H</td>
<td>2H</td>
<td>Full-year</td>
</tr>
<tr>
<td>U.S. dollar</td>
<td>102.2</td>
<td>114.2</td>
<td>108.2</td>
</tr>
<tr>
<td>Euro</td>
<td>139.4</td>
<td>139.9</td>
<td>139.7</td>
</tr>
</tbody>
</table>

Note: Average rate during the period
Financial Indices

**As of March 20, 2015**
- Shareholders’ equity ratio: 44.1%
- Shareholders’ equity: 171.4 billion yen
- Interest-bearing debt: 52.4 billion yen
- D/E ratio: 0.31
  (Net D/E ratio): 0.16
- Inventory: 85.5 billion yen
- Turnover: 2.6 months
- ROE: 16.3%

**As of March 20, 2016**
- Shareholders’ equity ratio: 48.5%
- Shareholders’ equity: 181.3 billion yen
- Interest-bearing debt: 48.5 billion yen
- D/E ratio: 0.27
  (Net D/E ratio): 0.09
- Inventory: 77.5 billion yen
- Turnover: 2.3 months
- ROE: 12.8%

*Interest-bearing debt includes convertible bonds and lease obligations.
*Inventory at the end of the period is used for calculating turnover months.
*ROE = Net income / Shareholders’ equity (average of beginning and end of fiscal year)

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Operating CF

<table>
<thead>
<tr>
<th></th>
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Investment CF

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Net Sales/Operating Income (FY2006-2018 Plan)

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<th>Year</th>
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</table>

Mid-term Business Plan

Dash 100 | Challenge 100 | Realize 100 | Dash 25
Quarterly Sales Trends (1)

### Business Segment

- **(M)** = Motion Control
- **(R)** = Robotics
- **(S)** = System Engineering

### Destination

- Japan
- The Americas
- Europe
- China
- Other Asian Countries
- Other

Notes: (M) = Motion Control  (R) = Robotics  (S) = System Engineering
Quarterly Sales Trends (2)
Quarterly Order Trends

(Millions of Yen)

FY14 1Q | FY14 2Q | FY14 3Q | FY14 4Q | FY15 1Q | FY15 2Q | FY15 3Q | FY15 4Q
--- | --- | --- | --- | --- | --- | --- | ---
全社

YoY
+11% | +15% | +15% | +30% | +8% | +6% | +1% | -17%
QoQ
+18% | -3% | +8% | +5% | -1% | -6% | +3% | -14%

( M )
YoY
+22% | +10% | -2% | +30% | +17% | +18% | +1% | -14%
QoQ
+22% | -5% | +3% | +3% | +3% | -4% | -9% | -2%

( R )
YoY
+22% | +10% | -2% | +30% | +17% | +18% | +1% | -14%
QoQ
+22% | -5% | +3% | +3% | +3% | -4% | -9% | -2%

( S )
YoY
+22% | +10% | -2% | +30% | +17% | +18% | +1% | -14%
QoQ
+22% | -5% | +3% | +3% | +3% | -4% | -9% | -2%

Notes: (M) = Motion Control  (R) = Robotics  (S) = System Engineering

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Major Production Bases

YASKAWA Electric UK Ltd.
YASKAWA Electric (Shenyang) Co., Ltd
YASKAWA America, Inc.
Drives&Motion Div.
YASKAWA Canada, Inc.

YASKAWA Nordic AB
Swedish

YASKAWA SHOUGANG
ROBOT CO., LTD.
China

YASKAWA Ristro d.o.o.
Slovenia

YASKAWA Robotics India Ltd.
India

YASKAWA India Private Ltd.
India

YASKAWA (China) Robotics Co., Ltd
China

Shanghai Yaskawa Drive Co., Ltd.
China

Yaskawa Electric Corp.
Production bases in Japan:
- Yahata-nishi Plant (Yaskawa Robot Center)
- Yahata-higashi Plant
- Yukuhashi Plant (Drive Center/ System Engineering Center)
- Iruma Plant (Solution Center)
- Nakama Plant

Major overseas production bases

Yaskawa Electric's production bases in Japan