

Vision

Leading the world over 100 years Constantly supporting the “times to come”

Since its founding in 1915, Yaskawa Electric has set motors and their applications as its business domain, and continued to support the cutting-edge industries of the times with its products and technologies.

From “motor manufacturer” to “automation provider,” we gave birth to the now universally accepted concept of mechatronics*, and now we evolved to “total solution provider.”

We continue to offer a new value to society by solving such issues as dwindling birth rate and an aging population, environment and energy issues as well as sophistication of industries through fusion of core technology advancement and open innovation.

*: Yaskawa Electric led the world in putting forward the term "mechatronics" in the late 1960s. This concept evolved when we combined our customers' machinery with Yaskawa's electronic products to create superior quality and function.

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. To emphasize the importance of quality of products and constantly develop and improve technologies in which we can take pride throughout the world.
2. To improve the efficiency of operation and secure profits necessary for the survival and continued growth of the company.
3. To endeavor to keep a market-oriented attitude, to meet the needs of the market and do our utmost to serve our customers in the best way possible.

Mid- to Long-Term Business Plans

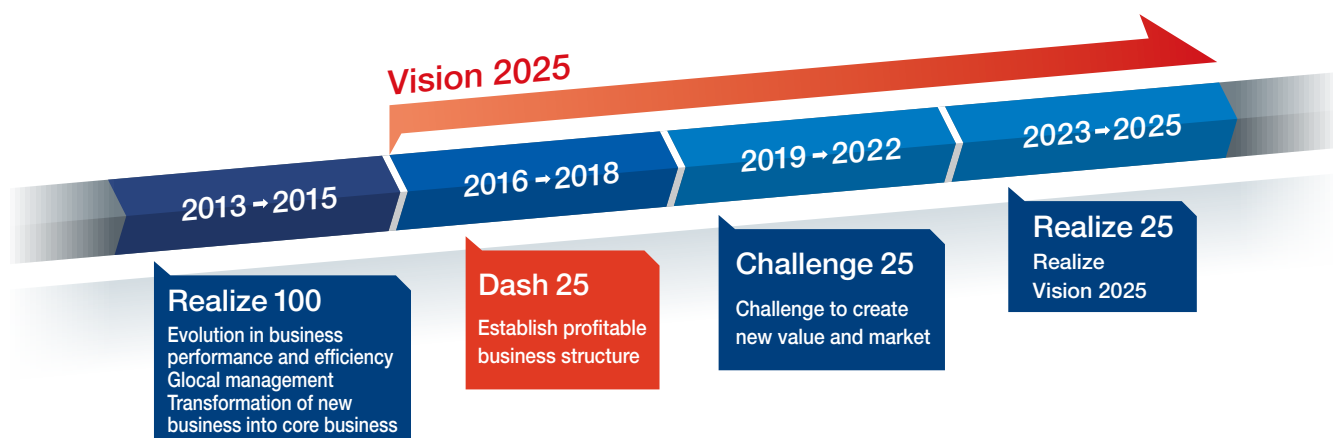
Long-Term Business Plan Vision 2025

Vision 2025 describes the growth strategy for the first ten years in looking ahead into the next 100 years of the Yaskawa Group. With serious environmental issues triggered by increase in energy consumption, as well as rapid advancement in ICT initiating a radical change in manufacturing as an assumed management environment, we aim at offering a new value to society through fusion of core technology advancement and open innovation.

Numerical targets for 2025

Net Sales	Double FY2015 level (411.3 billion JPY) or more
Operating Income(Ratio)	100.0 billion JPY (10% or more)
Dividend Payout Ratio	Above 30% (Gradual increase to 30% by 2020)
ROE	13% or more

Positioning of Mid-Term Business Plans



Outline of Dash 25

We created Dash25 mid-term business plan which started in FY2016 as a kick-start and first step for realizing our long-term business plan Vision 2025. Our numerical targets are 450 billion yen in net sales, 40 billion yen out of which earned by new businesses and an operating in-

come ratio of 10 percent in FY2018, the final year for this plan. We aim to achieve them with the three basic policies of "maximizing results of Realize 100," "building foundation for realizing Vision 2025" and "growing Clean Power as core business."