

# SOCIAL AND RELATIONSHIP CAPITAL

## Positioning of Social and Relationship Capital in Management

Yaskawa is committed to building good relationships and creating value through dialogue and collaboration with its stakeholders. This commitment reflects its founder's will to develop human resources and contribute to society at large. Under the banner of "supporting development of next-generation engineers through use of facilities such as Yaskawa Innovation Center and robotics centers" and "contributing to local communities on a global basis" of the Vision 2025, the Group engages in symbiotic activities in

local communities where it operates as well as in the training of engineers using its products and facilities. We will also fulfill our responsibilities as a supplier to our customers and business partners who support the Yaskawa Group's business activities, from the perspective of ensuring product safety and quality, and building a sustainable supply chain. We will also work to maintain and improve relationships of trust with them so that our stakeholders and we continue to grow together.

## KPIs for Mid-Term Business Plan Targets and Roadmap toward Achievement

Challenge 25 Targets	KPI (FY2021)	FY2018 Results
Coexistence with glocal communities	Continued implementation of symbiosis activities at each local site	Continued implementation of symbiosis activities at each local site (Some examples are shown on the right page.)
Support development of next-generation engineers by utilizing YASKAWA Innovation Center	Number of visitors <b>30,000</b> or more per year Number of student visitors <b>10,000</b> or more per year	Number of visitors <b>34,329</b> per year Number of student visitors <b>10,385</b> per year
Guaranteeing product safety and quality	Visualization of real-time global quality information	Grasp of current status of global infrastructure completed
Build a sustainable supply chain	Obtain agreement on procurement policies from 100% of major suppliers	Held semiannual briefings on procurement policies at the head office and each division

### Approach to "Coexistence with glocal communities"

Centered on its headquarters in Kitakyushu, Yaskawa supports human resource development and regional revitalization through academic research and educational activities, as well as the promotion of sports in regions where Yaskawa has plants and business bases. We will also actively participate in local events, receive global visitors, and provide venue for communication among industry, academia, and government.



Participation in the Kurosaki Yosakoi Festival



Sponsorship of "Vocational Training Programs for Women's Economic Independence" in India

### Approach to "Support development of next-generation engineers"

Using the robot village (YASKAWA Innovation Center, YASKAWA History Museum, Robot Plant and Greenbelt), factories, and robotics centers, visitors can experience technologies and products centered on the "motors and their applications" that Yaskawa has cultivated over more than 100 years. The purpose of this program is to stimulate interest in science and technology, which are constantly evolving, and to contribute to the development of human

resources who will be in charge of next-generation manufacturing.



Acceptance of students from Super Science High School

### Approach to "Guaranteeing product safety and quality"

As part of the digital management that Yaskawa Group is aiming for, in order to ensure quality on a global scale, we will construct a "Quality Dashboard" that centralizes quality information from development to the market and makes global quality information visible in real time. We aim to further improve customer satisfaction by quickly ensuring quality. To achieve this goal, we will first accelerate our efforts to unify the global quality information code and promote infrastructure development.

### Approach to "Build a sustainable supply chain"

We will continue to ask our business partners to agree to and implement the "Yaskawa Group Procurement Policy", and we will also check and follow up on their compliance with the procurement policy. We also educate employees engaged in procurement activities on compliance and other important CSR issues so that they can provide guidance and support to suppliers.