NATURAL CAPITAL

Positioning of Natural Capital in Management

Based on the Management Principles of the Yaskawa Group, we recognize that the conservation of the global environment is one of the most important issues for all humankind. In every stage of our business operation, we contribute to the realization of a sustainable society through our proactive environmentally conscious actions.

Yaskawa Group’s Vision and Long-term Plans for the Environment

Yaskawa makes contributions to the environment by reducing the burdens that result from its manufacturing activities (green process) at a greater rate, and by reducing the burden on the ecosystem with its products (green products) leveraging its technology to enhance the environmental performance.

As climate change poses a number of problems on a global scale, we are striving to enhance corporate value by pursuing sustainability through multifaceted environmental activities, with a focus on reducing CO₂ emissions through products that utilize one of our company’s core competences of power conversion.

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

Contributing to the Environment through Green Products and Green Processes (CCE 100*)

<table>
<thead>
<tr>
<th>Challenge 25 Targets</th>
<th>KPI (FY2021)</th>
<th>FY2018 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green products</td>
<td>Contribution to reducing CO₂ emissions through products</td>
<td>Contribution to reducing CO₂ emissions through products</td>
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<tr>
<td>Improve energy consumption by spreading the use of Yaskawa products</td>
<td>Over 40 million tons of CO₂ (Cumulative since FY2016)</td>
<td>Over 11.71 million tons of CO₂ (Cumulative since 2016)</td>
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<tr>
<td>Green processes</td>
<td>Amount of CO₂ emissions improvement per unit of sales</td>
<td>Amount of CO₂ emissions improvement per unit of sales</td>
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<td>Reduce effects on the environment throughout Yaskawa</td>
<td>6% or more (Compared with FY2015)</td>
<td>9% (Compared with FY2015)</td>
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<td>Introduction of photovoltaic power generation</td>
<td>Introduction of photovoltaic power generation</td>
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<tr>
<td></td>
<td>More than 2.5 MW cumulative</td>
<td>1.73 MW cumulative</td>
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</table>

* Contribution to Cool Earth 100: Contributing to the environment by reducing Yaskawa’s CO₂ emissions as well as by reducing more than 100 times that through its products.
Approach to achieving green products KPIs
In addition to further reducing power consumption by expanding the range of applications for energy-saving equipment, we will improve global energy consumption through the widespread use of Our Company products by expanding environmental contributions in the clean power market through the energy creation, storage and utilization business. As part of these efforts, the real-time signage of CO2 reduction by products is made available to the public on Our Company’s official website.

URL:
https://www.yaskawa-global.com/company/csr/env

Approach to achieving green process KPIs
As part of our group-wide efforts to reduce environmental impact, in order to achieve high results in reducing CO2 emissions, we are promoting the group-wide use of LED lighting, renewing old-fashioned air conditioning, and installing solar power generation for energy conservation and energy creation at business sites. The Head Office, including the YASKAWA Technology Center (tentative name), which is scheduled to open in 2020, is promoting initiatives to make no CO2 emissions by 2021 (Headquarters Clean Power 100 Project), and is taking on the challenge of attaining high targets as an environmentally advanced company.

Headquarters Clean Power 100 Project

Introduction of zero CO2 emission electricity
Smart use
Clean energy
Electric power company

Power generation and storage
Generate
Store
PV inverter
Peak-cut power storage system

Completion image