

Message from Outside Director

Strengthening Both Defensive and Offensive Governance

Outside Director,
Audit and Supervisory Committee Member

Toshikazu Koike



Appointment as Outside Director

This time, I will assume a heavy responsibility as an Outside Director and Audit and Supervisory Committee Member, and I feel motivated.

During my 23 years in the United States, I had a variety of experiences in sales, product planning, marketing, IT, logistics, customer service and finance. Since I became president of the Americas Regional Headquarters 21 years ago, I have been in charge of the management of the global group to this day. I would like to contribute to the sustainable growth of the Yaskawa Group and its eternal prosperity, based on the experience and knowledge I have accumulated, including many failures.

Expectations for management

The appeal of the Yaskawa Group is that it has a portfolio of businesses that are expected to grow, such as the environment and social infrastructure businesses, in addition to its core businesses such as motion control and robots. In addition, Yaskawa is actively engaged in new businesses such as biotechnology, and I feel that this has led to high evaluations from stakeholders. And by combining these businesses with value-added solutions to make them even stronger, I think we have a chance to make a big leap.

The Yaskawa Group's corporate governance in the future

As an outside director, I have an image of Yaskawa as an open corporate culture. From now on, in addition to the defensive governance that further enhances transparency and ethics, I believe it is necessary to foster a spirit of boldly taking on the challenge of business and strengthen both proactive governance that is rich in diversity.

Key Initiatives in FY2020 and KPIs in Mid-Term Business Plan “Challenge 25 Plus”

Achievements in FY2020	KPI for a Fair and Transparent Governance System (FY2022)
<p>Awareness of the reporting system for legal violations</p> <p>27% improvement from FY2018</p> <p>(Results of FY2020 employee questionnaire)</p>	<p>Awareness of the reporting system for legal violations</p> <p>Improvement by at least 20% from FY2018 level</p> <p>(Awareness is measured by employee questionnaire)</p>
<p>Level of implementation of information security measures</p> <p>20% improvement from FY2019</p> <p>(Implemented audit assessment by external audit organization/ Planned zero-trust security measures through the formulation of a roadmap)</p>	<p>Level evaluation score for information security measures</p> <p>Improvement by 10% or more annually from FY2018</p> <p>(Measurement of evaluation points for each IPA-compliant security index)</p>
<p>Implementation of disaster prevention risk surveys at major plants</p>	<p>Improvement plan execution rate in disaster prevention risk survey</p> <p>100%</p>
<p>Implementation of self-evaluation of the Board of Directors</p> <p>In addition to annual self-evaluations, third-party evaluations are conducted every three years</p>	<p>Implementation of self-evaluation of the Board of Directors</p> <p>In addition to annual self-evaluations, third-party evaluations are conducted every three years</p>

Major Initiatives in FY2020

Awareness of the reporting system for legal violations

The Compliance Promotion Month was set up to raise awareness of the reporting system through the dissemination of messages from the top management and the activities of the legal experts, who are in charge of legal affairs and are well versed in business operations and applicable laws and regulations, as well as the activities of the compliance promotion leader established in each business division. We will continue to strive to maintain and improve awareness of the reporting system through information dissemination and activities to prevent violations of laws and regulations.

Improvement of level evaluation score for information security measures

Since FY2020, Yaskawa has been engaged in digital management utilizing IT under the slogan of YASKAWA Digital Transformation (YDX). New threats and security risks are increasing in addition to conventional cyber attacks, such as cloud services and the increase of remote work in COVID crisis, which are essential for achieving these goals.

For this reason, we regard the response to information security risks as a management issue and consider these measures to be necessary investments for future business activities and growth. In FY2020, we conducted an information security audit by an external organization, established a new evaluation standard covering various guidelines and regulations, strengthened the system,

formulated a roadmap, implemented PDCA and necessary security measures, and conducted numerical evaluations. Going forward, we will define zero trust security* as three access layers: cloud, network, and endpoint, and move forward with the transition to a zero trust environment utilizing cloud resources, with the aim of further strengthening security. We will also confirm changes in the environment and technological progress based on the circumstances of other companies and strive to maintain and improve the security level.

* Zero-trust security: The concept of security measures based on the assumption that “everything is untrustworthy”

Implementation of disaster prevention risk surveys at major plants

A disaster risk survey was conducted at four business sites in Japan (Yahatanishi, Yahatahigashi, Yukuhashi, Nakama,) and fire, water, and earthquake risks were evaluated. Improvement plans were prepared for improvement proposals extracted as a result of the evaluation.

Continued implementation of the Board of Directors evaluation

We conducted a survey of all directors. In addition, independent hearings with directors are conducted by a third-party organization once every 3 years, and are scheduled to be held in FY2021.

For details, please refer to “Evaluation of the Effectiveness of the Board of Directors” on page 48.

Basic Approach to Corporate Governance

Yaskawa has established Yaskawa Electric Corporate Governance Policy, which outlines its basic stance on

corporate governance, with the aim of enhancing corporate value for our stakeholders over the medium- to long-term.

Yaskawa Electric Corporate Governance Policy	
Chapter 1 Ensuring Shareholder Rights and Equality	Chapter 4 Responsibilities of the Board of Directors, etc.
1. Policy for the General Meeting of Shareholders	1. Organization Design
2. Capital Policy	2. Board of Directors Policy
3. Policy on Cross-Shareholdings	3. Policy on Directors
4. Policy on Takeover Defense Measures	4. Independent Outside Director
5. Policy for Transactions between Relevant Parties	5. Access to Independent Experts
Chapter 2 Appropriate Collaboration with Stakeholders Except Shareholders	6. Advisory Committee
1. Basic Concept for Strengthening Social and Relationship Capital	7. Exchange of information and sharing of awareness among independent outside directors
2. Social and Environmental Issues	8. Directors' Remuneration
Chapter 3 Ensuring Appropriate Information Disclosure and Transparency	9. Roles of the Audit and Supervisory Committee
	Chapter 5 Communication with Shareholders
	Chapter 6 Other

*For details of this policy, please see the website. https://www.yaskawa-global.com/wp-content/uploads/2021/02/Corporate_Governance_Policy.pdf

Corporate Governance System

As a Business-to-Business manufacturing company, Yaskawa's management requires in-depth knowledge of market characteristics and technological trends, it has selected a system with an Audit and Supervisory Committee as an institutional design for its organization on the assumption that the president has authority over management policies, nominations, and compensation.

Furthermore, we have developed a governance system to enhance the effectiveness of the Board of Directors by actively incorporating external knowledge, and to strengthen both defensive and offensive governance, in order to continuously improve corporate value. Yaskawa will continue to pursue its best, enhance management transparency, and further enhance corporate governance.

History of Initiatives to Enhance Corporate Governance

FY		FY2012 – FY2014	FY2015 – FY2017	FY2018 – FY2020
Main measures		FY2012 <ul style="list-style-type: none"> Adoption of executive officer system Number of Directors was reduced to 12 from 20 FY2014 <ul style="list-style-type: none"> Voluntary Remuneration Advisory Committee established 	FY2015 <ul style="list-style-type: none"> Transition to a company with Audit and Supervisory Committee Voluntary Nomination Advisory Committee established FY2016 <ul style="list-style-type: none"> Evaluation of the effectiveness of the Board of Directors commenced 	FY2018 <ul style="list-style-type: none"> At least 1/3 of the board of directors are independent outside directors FY2019 <ul style="list-style-type: none"> Disclosed board skill matrix (In addition to the fields expected of each director, gender and age are listed) FY2020 <ul style="list-style-type: none"> Determination of basic policies for executive compensation Established Yaskawa Electric Corporate Governance Policy Established Sustainability Policy (March 2021)
Aim and purpose		<ul style="list-style-type: none"> Faster and more efficient management decision-making and execution Ensuring the appropriateness and transparency of executive compensation 	<ul style="list-style-type: none"> Strengthening of offensive and defensive governance Ensuring transparency and fairness in nomination of director candidates Improving the functions of the Board of Directors to increase corporate value 	<ul style="list-style-type: none"> Improving the independence and objectivity of the Board of Directors Enhancement of information disclosure Contributing to the realization of a sustainable society in addition to improving corporate value
Institution establishment		Company with Board of Corporate Auditors	Company with Audit and Supervisory Committee	
Composition of the Board of Directors	Internal	6	8*	8*
	Independent outside (Female)	1	3*	4* (1)
Composition of Audit and Supervisory Committee (Up to FY2014, data indicated as "Board of Corporate Auditors")	Internal	2	2	2
	Independent outside (Female)	2	3	4 (1)

* Including directors who are Audit and Supervisory Committee members.

Composition of the Board of Directors

Yaskawa's Board of Directors is composed of individuals with advanced knowledge and experience in various areas of corporate management. In addition, areas of particular importance in corporate management are defined as "corporate management and management strategy," "corporate governance," "finance and accounting," "legal affairs," "sales and marketing," "manufacturing, R & D and ICT," and "global."

Since May 2018, we have increased the number of independent outside directors to more than 1/3 of the Board of Directors. In addition, the number of directors is not unevenly distributed in important areas of management where each director is expected to demonstrate his or her abilities.

* Please refer to the Notice of Convocation of the Ordinary General Meeting of Shareholders for the reasons for the election of each Director.
https://www.yaskawa-global.com/wp-content/uploads/2021/04/105_agm_en.pdf

Structures for the Board of Directors, the Audit and Supervisory Committee, and Advisory Committees

Name (Age)	Attributes	Structure				Field of capability that Yaskawa expect each director to demonstrate								● Male ○ Female
		Board of Directors	Audit and Supervisory Committee	Nomination Advisory Committee	Remuneration Advisory Committee*	Corporate management Management strategy	Corporate governance	Finance Accounting	Legal	Sales Marketing	Manufacturing R & D and IT	Global		
Junji Tsuda (70)		◎				●	●			●		●	●	
Hiroshi Ogasawara (65)		○		◎		●	●	●		●	●	●	●	
Shuji Murakami (62)		○			○	●	●	●	●			●	●	
Yoshikatsu Minami (61)		○				●	●				●	●	●	
Masahiro Ogawa (56)		○				●	●			●	●	●	●	
Yasuhiko Morikawa (58)		○				●	●	●	●			●	●	
Yuichiro Kato (51)	Independent	○		○	○	●	●			●	●	●	●	
Yuji Nakayama (61)		○	◎			●	●	●				●	●	
Koichi Tsukahata (60)		○	○			●	●					●	●	
Yoshiki Akita (69)	Independent	○	○	○	○	●	●	●	●			●	●	
Junko Sasaki (61)	Independent	○	○	○	○	●	●			●	●	●	○	
Hideo Tsukamoto (40)	Independent	○	○	○	○	●	●		●			●	●	
Toshikazu Koike (65)	Independent	○	○	○	◎	●	●			●		●	●	

◎ Chairperson ○ Member

Note: The above table does not represent the full knowledge of each director. Age is as of the 105th general meeting of shareholders held on May 26, 2021.

Evaluation of the Effectiveness of the Board of Directors

Yaskawa has been conducting an evaluation of the effectiveness of the Board of Directors every year since FY2016 to ensure the sustainable enhancement of corporate value through the improvement of the effectiveness of the Board of Directors. All Directors, including Audit and Supervisory Committee Members, respond to the "Questionnaire on the Evaluation of the Board of Directors" (anonymous method) after understanding the purpose of the evaluation.

According to the FY2020 survey, respondents answered to more than 80% of the evaluation items as "done," indicating that the Board of Directors is generally effective. On the other hand, the response "urgent improvement is necessary" was also extracted, which was not extracted in the past two years. We believe this is an increase in the level required of the Board of Directors. We are working to further improve the effectiveness of these measures by taking them into account.

Executive Compensation

Basic policy on executive compensation

The Board of Directors of Yaskawa determines the compensation policy for Directors (excluding Audit and Supervisory Committee Members.)

As a basic policy, for the purpose of continuous enhancement of corporate value and enhancement of competitiveness, the remuneration level of Yaskawa's officers shall be such that excellent human resources can be secured, and the incentive for short-term, medium- to long-term performance improvement shall function.

The basic policy for performance-linked compensation is as follows.

• Single-year compensation

In order to raise awareness of continuous profit improvement for the entire company, compensation will be provided according to profit performance in the previous fiscal year.

• Medium- to long-term compensation

Raise awareness of improving corporate value over the medium to long term and share benefits with stakeholders.

Compensation Advisory Committee

Remuneration to Directors

(Excluding Audit and Supervisory Committee Members)

① Basic compensation

The maximum amount of basic remuneration for Directors shall be a fixed limit of 430 million yen or less.

• Directors (excluding Outside Directors)

A certain amount will be provided according to the performance evaluation and position of each director as he/she is responsible for improving corporate value.

• Outside Director

A fixed amount will be provided in advance for the responsibility of supervising the execution of duties.

② Performance-linked compensation (single-year compensation)

• Directors (excluding Outside Directors)

The maximum amount of performance-linked compensation shall be 1.0% or less of the consolidated net

income of the fiscal year prior to the General Meeting of Shareholders appointed or reappointed, in order to more clearly link compensation to consolidated performance. The amount of remuneration for each director is calculated by taking into account the relative results of Yaskawa from standard deviations with respect to operating profit, operating profit growth rates and ROA performance of other companies in the same industry.

• Outside Director

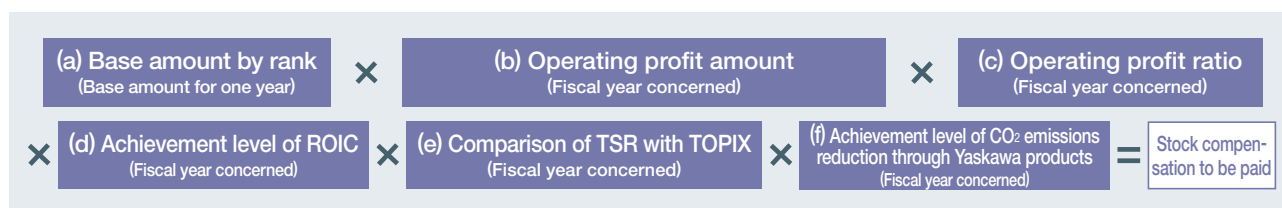
Performance-linked compensation is not provided.

③ Stock compensation (medium- to long-term compensation)

• Directors (excluding Outside Directors)

The evaluation indices used to calculate stock-based compensation in mid-term business plan "Challenge 25 Plus" from FY2021 to FY2022 are as follows. The stock compensation is calculated by multiplying the performance factor according to the target value of each evaluation index.

► Evaluation Indicators and Formulas for Stock Compensation for Directors (Excluding Outside Directors)



► Target

	Target value		Achievement factor
	FY2021	FY2022	
(a) Base amount by rank (Base amount for one year)			
(b) Operating profit amount (Fiscal year concerned)	42.0 billion yen or more	61.0 billion yen or more	$(0.84/347 \times \text{Operating profit amount}) - a^1$
	Less than 42.0 billion yen	Less than 61.0 billion yen	$0.64/b \times \text{Operating profit amount}^{*2}$
	Less than the results of the previous fiscal year (27.1 billion yen)	Calculated based on the results of the previous fiscal year (2021)	0
(c) Operating profit ratio (Fiscal year concerned)	9.8%	13.0%	0.80~1.20
(d) Achievement level of ROIC (Fiscal year concerned)	11.3%	15.0%	0.80~1.0
(e) Comparison of TSR with TOPIX (Fiscal year concerned)	No settings		TSR/TOPIX growth rate for the fiscal year concerned
(f) Achievement level of CO ₂ emissions reduction through Yaskawa products (Fiscal year concerned)	40 million tons	73 million tons	0.80~1.20

*1 a: Substitute the numbers on the right FY2021: 0.017 FY2022: 0.477

*2 b: Substitute the numbers on the right FY2021: 42.0 FY2022: 61.0

(a) Base amount by rank

In light of the size and responsibilities of the areas in which Directors are responsible and their contribution to Group management, the Company sets the base amount according to their positions after deliberation by the Compensation Advisory Committee.

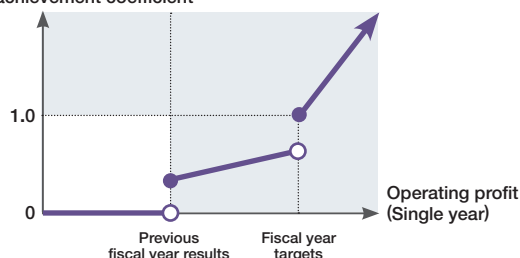
(b) Operating profit amount (fiscal year concerned)

Evaluations are based on operating profit values for each fiscal year of the mid-term business plan "Challenge 25 Plus" from FY2020 to FY2021. From the time of exceeding the results of the previous fiscal year, evaluation is conducted by a certain coefficient, and the coefficient is set higher after

achievement of the target originally planned for the fiscal year. By doing so, we aim to increase the motivation of directors to achieve the plan and to maintain their willingness to take active measures after achieving the plan.

Evaluation image

Target achievement coefficient



(c) Operating profit ratio (fiscal year concerned)

The evaluation is based on the degree of achievement of operating profit ratio for the purpose of securing high competitiveness and growing into a highly profitable company.

(d) Achievement level of ROIC (fiscal year concerned)

To motivate Directors to improve capital efficiency and profitability, we evaluate directors according to their degree of achievement of ROIC.

(e) Comparison of TSR (total shareholders return) with TOPIX (fiscal year concerned)

Evaluations are conducted according to the degree of achievement of TSR with the aim of motivating directors to increase corporate value from the shareholders' point of view.

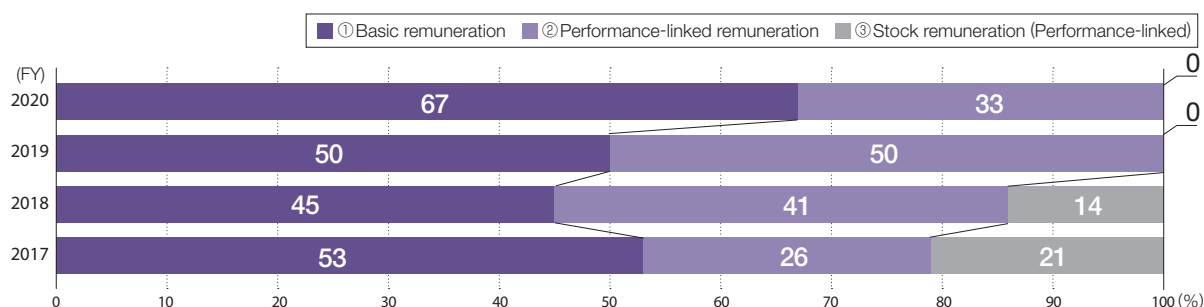
(f) Achievement level of CO₂ emissions reduction through Yaskawa products (fiscal year concerned)

In order to realize sustainable corporate activities and respond to social issues, Yaskawa evaluates the achievement of CO₂ emission reduction targets through its products.

▶ Evaluation Indicators for Stock Compensation for Outside Directors

It is based on the indicator and amount of Directors who are Audit and Supervisory Committee members. (non-performance-linked)

▶ Composition of compensation for Directors (Excluding Audit and Supervisory Committee Members)



Policy on the proportion of each remuneration

• Directors (excluding Outside Directors)

Performance-linked compensation (single-year compensation) and stock compensation (medium- to long-term compensation) shall be designed without upper limit so that any improvement in performance is returned as compensation. Therefore, if the performance of the indicators used as the basis for calculation is favorable, the ratio of basic remuneration will be relatively small, whereas if the performance of the indicators used as the basis for calculation is unfavorable, the ratio of basic remuneration will be relatively large.

• Outside Director

From the perspective of independence, performance-linked compensation is not provided, and basic compensation and non-performance-linked stock compensation only when performance targets are achieved are provided. The composition of compensation for Outside Directors is as follows.

(a) In the event that stock compensation does not accrue

Basic compensation: Stock-based compensation = 100%: 0%

(b) When stock compensation is generated (when stock

compensation is maximum)

Basic compensation: Stock-based compensation = 75%: 25%

Remuneration of Audit and Supervisory Committee members

① Basic compensation







The maximum amount of basic remuneration for Audit and Supervisory Committee members shall be a fixed limit of 150 million yen or less.

② Stock compensation

In light of the situation in which the Audit and Supervisory Committee members, in addition to the function of supervising business execution, are responsible for monitoring management execution, etc. to ensure the achievement of mid-term business plan, remuneration will be paid on the premise of mid-term business plan's achievement. In order to share value with shareholders, this remuneration is a stock-based remuneration. The number of shares to be paid to Audit and Supervisory Committee members is not linked to business performance, and the value of the remuneration is linked only to Yaskawa Stock Price, thereby eliminating the impact on the Audit and Supervisory Committee members' function of supervising business execution.

Members of the Board of Directors

<p>Junji Tsuda (March 15, 1951) Representative Director, Chairman of the Board Number of shares of the Company held: 608 hundred</p>		<p>Mar. 1976 Joined the Company Jun. 2005 Director, General Manager, Drives Div., Motion Control Div. Jun. 2009 Managing Director, General Manager, Robotics Div. Mar. 2010 President (Representative Director) Mar. 2013 Representative Director, Chairman of the Board, President Mar. 2016 Representative Director, Chairman of the Board (incumbent)</p>	<p>Apr. 2017 Chairman, board of directors, the University of Kitakyushu (incumbent) Jun. 2018 Outside Director, TOTO LTD. (incumbent) [Significant concurrent positions] Chairman, board of directors, the University of Kitakyushu Outside Director, TOTO LTD.</p>
<p>Hiroshi Ogasawara (September 19, 1955) Representative Director, President Number of shares of the Company held: 450 hundred</p>		<p>Mar. 1979 Joined the Company Jun. 2006 Director Mar. 2007 Director, General Manager, Drives Div. Mar. 2011 Director, General Manager, Motion Control Div. Jun. 2012 Corporate Vice President, General Manager, Motion Control Div. Jun. 2013 Director, Managing Executive Officer Mar. 2014 Director, Managing Executive Officer, General Manager, Technology & Development Div. Mar. 2015 Representative Director, Senior Managing Executive Officer, General Manager, Technology & Development Div.</p>	<p>Mar. 2016 Representative Director, President, General Manager, Technology & Development Div. Mar. 2017 Representative Director, President, In charge of Human Resources Development, Manager, Diversity Management Div. Mar. 2018 Representative Director, President, In charge of Human Resources Development, Manager, ICT Strategy Div. Jul. 2020 Representative Director, President, In charge of Human Resources Development, Regional Manager, China, Manager, ICT Strategy Div. (incumbent)</p>
<p>Shuji Murakami (April 21, 1959) Representative Director, Senior Managing Executive Officer Number of shares of the Company held: 413 hundred</p>		<p>Mar. 1982 Joined the Company Jun. 2008 Director, Manager, Corporate Planning Div. Jun. 2012 Director, Corporate Vice President Mar. 2014 Director, Managing Executive Officer Mar. 2016 Representative Director, Senior Managing Executive Officer Mar. 2017 Representative Director, Senior Managing Executive Officer, In charge of CSR & Compliance, In charge of Administration, General Manager, Corporate Planning Div.</p>	<p>Mar. 2020 Representative Director, Senior Managing Executive Officer, In charge of CSR, In charge of Administration, General Manager, Corporate Planning Div. (incumbent)</p>
<p>Yoshikatsu Minami (October 31, 1959) Director, Managing Executive Officer Number of shares of the Company held: 317 hundred</p>		<p>Dec. 1983 Joined the Company Jun. 2008 Director Jun. 2012 Corporate Vice President, General Manager, Robotics Div. Jun. 2015 Director, Managing Executive Officer Mar. 2017 Director, Managing Executive Officer, In charge of ICT strategy, General Manager, Production Management & Operations Div., General Manager, Export Administration Div. Mar. 2018 Director, Managing Executive Officer, General Manager, Production Management & Operations</p>	<p>Mar. 2020 Div., General Manager, Export Administration Div. Director, Managing Executive Officer, General Manager, Production Management & Operations Div., General Manager, Export & Import Administration Div. (incumbent)</p>
<p>Masahiro Ogawa (August 25, 1964) Director, Managing Executive Officer Number of shares of the Company held: 174 hundred</p>		<p>Mar. 1987 Joined the Company Dec. 2010 Chairman, YASKAWA AMERICA, Inc. Jun. 2012 Corporate Vice President Mar. 2016 Corporate Vice President, General Manager, Robotics Div., Chairman of the Board of Directors, YASKAWA SHOUGANG ROBOT CO., LTD. (incumbent) Mar. 2019 Corporate Vice President, General Manager, Robotics Div., General Manager, Control Technology Div., Robotics Div. May. 2019 Director</p>	<p>Mar. 2020 Director, Managing Executive Officer, General Manager, Robotics Div., General Manager, Control Technology Div., Robotics Div. Mar. 2021 Director, Managing Executive Officer, General Manager, Robotics Div. (incumbent) [Significant concurrent position] Chairman, YASKAWA SHOUGANG ROBOT CO., LTD.</p>
<p>Yasuhiko Morikawa (June 11, 1962) Director, Senior Executive Officer Number of shares of the Company held: 104 hundred</p>		<p>Apr. 1985 Joined The Dai-ichi Kangyo Bank, Limited (currently Mizuho Bank, Ltd.) Apr. 2008 Corporate Officer, Corporate Planning Group, Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.) Apr. 2010 General Manager, Gotanda Branch, Mizuho Bank, Ltd. Apr. 2012 General Manager, Financial Institutions Banking Division No. 1, Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.) Apr. 2013 Executive Officer, Mizuho Corporate Bank, Ltd. May. 2015 Joined the Company, Trustee Mar. 2016 Corporate Vice President, General Manager, Tokyo Office, Corporate Marketing Div., In charge of Corporate Marketing, Corporate Marketing Div.</p>	<p>Mar. 2017 Corporate Vice President, General Manager in Finance, Corporate Planning Div., In charge of Public Relations, Corporate Planning Div. Mar. 2020 Corporate Vice President, In charge of Compliance, Deputy General Manager, Corporate Planning Div., General Manager in Finance, Corporate Planning Div. Mar. 2021 Senior Executive Officer, In charge of Compliance, Deputy General Manager, Corporate Planning Div., General Manager in Finance, Corporate Planning Div. May. 2021 Director, Senior Executive Officer, In charge of Compliance, Deputy General Manager, Corporate Planning Div., General Manager in Finance, Corporate Planning Div. (incumbent)</p>
<p>Yuichiro Kato (October 20, 1969) Outside Director Number of shares of the Company held: 16 hundred</p>		<p>Apr. 1992 Joined Nichirei Corporation Apr. 1995 Joined DAIKO ADVERTISING INC. Apr. 2003 Associate professor of industrial strategy engineering, Graduate School of Engineering, Nagoya Institute of Technology Visiting researcher, Business Knowledge Bureau, DAIKO ADVERTISING INC. Jan. 2015 Member, The Deming Prize Examination Committee, Union of Japanese Scientists and Engineers (incumbent) Oct. 2015 Representative Partner, Brand Design LLC (currently Brand Design Co., Ltd.) Specially-appointed professor, Industry-Academia-Government Collaboration Center, Nagoya Institute of Technology Apr. 2018 Professor, Vocational Ability Development Institute, Polytechnic University administrated by the Ministry of Health, Labour and Welfare Member,</p>	<p>The Japan Quality Recognition Prize Examination Committee, Union of Japanese Scientists and Engineers (incumbent) Nov. 2018 Representative Director, Brand Design Co., Ltd. (incumbent) Jun. 2019 Professor, Project for Organization for Co-Creation Research and Social Contribution, Nagoya Institute of Technology (incumbent) May. 2020 Outside Director, Member of the Audit and Supervisory Committee of the Company May. 2021 Outside Director of the Company (incumbent) [Significant concurrent position] Representative Director, Brand Design Co., Ltd. Professor, Project for the Institute for Industry-Academia-Government-Finance Collaboration, Nagoya Institute of Technology</p>

Yuji Nakayama (May 17, 1960) Director, Member of the Audit and Supervisory Committee (full-time) Number of shares of the Company held: 282 hundred		Mar. 1983 Joined the Company Jun. 2010 Director, General Manager, Accounting Div. Jun. 2012 Corporate Vice President Jun. 2013 Director, Corporate Vice President Mar. 2017 Director, Corporate Vice President, General Manager, Human Resources & General Affairs Div. Mar. 2019 Director, Corporate Vice President, In charge of Human Resources & General Affairs Div. and audit May. 2019 Director, Member of the Audit and Supervisory Committee (full-time, incumbent)	
Koichi Tsukahata (September 22, 1960) Director, Member of the Audit and Supervisory Committee (full-time) Number of shares of the Company held: 88 hundred		Mar. 1985 Joined the Company Mar. 2009 Motion Control Div., General Manager, Yahata Factory Jun. 2010 Deputy General Manager, Motion Control Div. Mar. 2013 Trustee, Director, President, YASKAWA ELECTRIC (SHENYANG) CO., LTD. Mar. 2018 Trustee, In charge of audit May. 2018 Director, Member of Audit and Supervisory Committee (full-time, incumbent)	
Yoshiki Akita (February 12, 1952) Outside Director, Member of the Audit and Supervisory Committee Number of shares of the Company held: 173 hundred Independent		Oct. 1978 Joined Japan Office, Arthur Andersen & Company Sep. 1984 Registered as a Certified Public Accountant Aug. 1986 In charge of Japan Business, Chicago Office, Arthur Andersen LLP Jan. 1994 International Partner, Arthur Andersen LLP Jun. 1995 Representative Member, Asahi Audit Corp. (currently KPMG AZSA LLC) Representative Director, Asahi Arthur Andersen, Ltd. (currently PwC Consulting LLC) Jan. 2002 Representative Director, President and CEO, Asahi Arthur Andersen, Ltd. Jun. 2002 Representative Director and President, KPMG Consulting Co., Ltd. (currently PwC Consulting LLC)	Mar. 2006 Outside Director, Bell-Park Co., Ltd. (incumbent) Sep. 2007 Representative Director and Chairman and Executive Director, Layers Consulting Co., Ltd. (incumbent) Jun. 2012 Outside Director of the Company Jun. 2015 Outside Director, Member of the Audit and Supervisory Committee (incumbent) [Significant concurrent position] Representative Director and Chairman and Executive Director, Layers Consulting Co., Ltd. Outside Director, Bell-Park Co., Ltd.
Junko Sasaki (January 12, 1960) Outside Director, Member of the Audit and Supervisory Committee Number of shares of the Company held: 18 hundred Independent		Apr. 1983 Joined IBM Japan Ltd Jan. 2007 Executive Officer, APAC & Japan, Technical Sales Support, IBM Japan Ltd Jan. 2011 Joined Microsoft Japan Co., Ltd., Executive, General Manager, Customer Service & Support Feb. 2015 Joined WEIC Corporation Apr. 2015 Director, Vice President, WEIC Corporation Jan. 2016 Joined FireEye, Inc., Vice President Dec. 2016 Joined Sartorius Japan K.K. President & CEO May. 2018 Outside Director, Member of the Audit and Supervisory Committee of the Company (incumbent)	Jun. 2019 External Director, Sumitomo Mitsui Trust Bank, Limited (incumbent) Jun. 2020 Outside Director, HANWA Co., Ltd. (incumbent) Sep. 2020 External Director, Gemini Strategy Group Inc. (incumbent) [Significant concurrent position] External Director, Sumitomo Mitsui Trust Bank, Limited Outside Director, HANWA Co., Ltd. External Director, Gemini Strategy Group Inc.
Hideo Tsukamoto (July 25, 1980) Outside Director, Member of the Audit and Supervisory Committee Number of shares of the Company held: 0 Independent		Apr. 2003 Entered the Legal Training and Research Institute, Supreme Court of Japan Oct. 2004 Graduated from the Legal Training and Research Institute, Supreme Court of Japan (57th Term), Registered as an Attorney (member of Daini Tokyo Bar Association), Joined Anderson Mori Law Office (currently Anderson Mori & Tomotsune LPC) Nov. 2010 Worked at Civil Affairs Bureau, the Ministry of Justice (in charge of planning and formulation of Revised Companies Act) Jan. 2013 Partner, Anderson Mori & Tomotsune LPC (incumbent) Apr. 2014 Part-time lecturer, Faculty of Law, The University of Tokyo Jan. 2016 Expert Member, Case Study Committee, The Japan Audit & Supervisory Board Members Association (incumbent)	Dec. 2017 Member (2nd term), Corporate Governance System (CGS) Workshop, the Ministry of Economy, Trade and Industry Jun. 2018 Outside Audit & Supervisory Board Member, JA MITSUI LEASING, LTD. (incumbent) May. 2019 Outside Director, Member of the Audit and Supervisory Committee of the Company (incumbent) Aug. 2019 Member, the Study Group on the Process of the General Meeting of Shareholders in the New Era, the Ministry of Economy, Trade and Industry [Significant concurrent position] Partner, Anderson Mori & Tomotsune LPC Outside Audit & Supervisory Board Member, JA MITSUI LEASING, LTD.
Toshikazu Koike (October 14, 1955) Outside Director, Member of the Audit and Supervisory Committee Number of shares of the Company held: 0 Independent		Apr. 1979 Joined BROTHER INDUSTRIES, LTD. Aug. 1982 Seconded to Brother International Corporation (U.S.A.) Oct. 1992 Director, Brother International Corporation (U.S.A.) Jan. 2000 Director & President, Brother International Corporation (U.S.A.) Jun. 2004 Director, BROTHER INDUSTRIES, LTD. Jan. 2005 Director & Chairman, Brother International Corporation (U.S.A.) Apr. 2005 Director & Managing Executive Officer, BROTHER INDUSTRIES, LTD. Apr. 2006 Director & Senior Managing Executive Officer, BROTHER INDUSTRIES, LTD. Jun. 2006 Representative Director & Senior Managing Executive Officer, BROTHER INDUSTRIES, LTD.	Jun. 2007 Representative Director & President, BROTHER INDUSTRIES, LTD. Jun. 2018 Representative Director & Chairman, BROTHER INDUSTRIES, LTD. (incumbent) Jun. 2020 Outside Director, Toyo Seikan Group Holdings, Ltd. (incumbent) May. 2021 Outside Director, Member of the Audit and Supervisory Committee of the Company (incumbent) [Significant concurrent position] Representative Director & Chairman, BROTHER INDUSTRIES, LTD. Outside Director, Toyo Seikan Group Holdings, Ltd.

* The information is based on the Securities Report for the 105th fiscal year.

Executive Officers

Managing Executive Officer

**Akira
Kumagae**



General Manager,
Corporate Technology Div.

Senior Executive Officers

**Michael
Stephen
Knapek**



Regional Manager,
The Americas

**Junichi
Nakano**



Regional Manager,
Asia

**Nobuaki
Jinnouchi**



General Manager,
Drives Div.

Kenji Ueyama



General Manager,
Motion Control Div.
Department Manager,
Business Planning
Dept., Motion Control
Div.

**Bruno
Schnekenburger**



Regional Manager,
Europe

**Akinori
Urakawa**



General Manager,
Global Marketing Div.

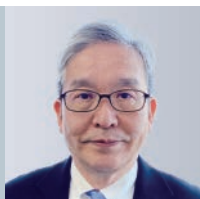
**Tatsuya
Yamada**



General Manager,
Environmental & Social
Systems Div.

Executive Officers

**Toshihiro
Kose**



Manager,
Industry Research Office,
Global Marketing Div.

**Masahiko
Okura**



Managing Director,
YASKAWA ELECTRIC
(SHENYANG) CO.,
LTD.

**Tatsuya
Fukunaga**



Department Manager,
Engineering Dept.,
Robotics Div.

**Takenori
Otsuka**



General Manager,
Human Resources &
General Affairs Div.

**Yukio
Tsutsui**



Technology
Cooperation &
Development
Corporate Technology
Div.

**Ayumi
Hayashida**



General Manager,
Corporate
Communications Div.

**Michiaki
Higuchi**



Department Manager,
Procurement Dept.,
Production
Management &
Operations Div.

**Ryuta
Matsutani**



General Manager,
Quality & Service Div.
Department Manager,
Market Quality
Assurance Dept.,
Quality & Service Div.

**Hiroshi
Takata**



General Manager,
Corporate Sales &
Marketing Div.
Tokyo Branch Office
General Manager

**Shunrin
Mizutani**



Managing Director,
YASKAWA TSUSHO
(SHANGHAI) CO., LTD.

**Yasushi
Ichiki**



Department Manager,
Corporate Planning
Dept.,
Corporate Planning &
Finance Div.

**Manabu
Okahisa**



Managing Director,
YASKAWA ELECTRIC
(CHINA) CO., LTD.