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”

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

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.
Corporate Governance

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
1. Policy for the General Meeting of Shareholders
2. Capital Policy
3. Policy on Cross-Shareholdings
4. Policy on Takeover Defense Measures
5. Policy for Transactions between Relevant Parties

Chapter 2 Appropriate Collaboration with Stakeholders Except Shareholders
1. Basic Concept for Strengthening Social and Relationship Capital
2. Social and Environmental Issues

Chapter 3 Ensuring Appropriate Information Disclosure and Transparency

Chapter 4 Responsibilities of the Board of Directors, etc.
1. Organization Design
2. Board of Directors Policy
3. Policy on Directors
4. Independent Outside Director
5. Access to Independent Experts
6. Advisory Committee
7. Exchange of information and sharing of awareness among independent outside directors
8. Directors’ Remuneration
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

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Main measures</td>
<td>Adoption of executive officer system&lt;br&gt;Number of Directors was reduced to 12 from 20</td>
<td>Transition to a company with Audit and Supervisory Committee&lt;br&gt;Voluntary Nomination Advisory Committee established</td>
<td>At least 1/3 of the board of directors are independent outside directors&lt;br&gt;Disclosed board skill matrix (In addition to the fields expected of each director, gender and age are listed)</td>
</tr>
<tr>
<td>FY2014</td>
<td>Voluntary Remuneration Advisory Committee established</td>
<td>Evaluation of the effectiveness of the Board of Directors commenced</td>
<td></td>
</tr>
</tbody>
</table>

| Aim and purpose | Faster and more efficient management decision-making and execution<br>Ensuring the appropriateness and transparency of executive compensation | Strengthening of offensive and defensive governance<br>Ensuring transparency and fairness in nomination of director candidates<br>Improving the functions of the Board of Directors to increase corporate value | Improving the independence and objectivity of the Board of Directors<br>Enhancement of information disclosure<br>Contributing to the realization of a sustainable society in addition to improving corporate value |

<table>
<thead>
<tr>
<th>Institution establishment</th>
<th>Company with Board of Corporate Auditors</th>
<th>Company with Audit and Supervisory Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Composition of the Board of Directors</td>
<td>Internal&lt;br&gt;Independent outside (Female)</td>
<td>6&lt;br&gt;1</td>
</tr>
<tr>
<td>Composition of Audit and Supervisory Committee</td>
<td>Internal&lt;br&gt;Independent outside (Female)</td>
<td>2&lt;br&gt;2</td>
</tr>
</tbody>
</table>

* 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 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.

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

<table>
<thead>
<tr>
<th>Name (Age)</th>
<th>Attributes</th>
<th>Structure</th>
<th>Field of capability that Yaskawa expect each director to demonstrate</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
</table>
| Junji Tsuda (70)    |            | ○         | ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ●
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

<table>
<thead>
<tr>
<th>Evaluation Indicator/Formula</th>
<th>Target value</th>
<th>Achievement factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Base amount by rank (Base amount for one year)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b) Operating profit amount (Fiscal year concerned)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(c) Operating profit ratio (Fiscal year concerned)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(d) Achievement level of ROIC (Fiscal year concerned)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(e) Comparison of TSR with TOPIX (Fiscal year concerned)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(f) Achievement level of CO2 emissions reduction through Yaskawa products (Fiscal year concerned)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Formulas

\[
\text{Stock compensation to be paid} = (a) \times (b) \times (c) \times (d) \times (e) \times (f)
\]

- (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.

(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 CO$_2$ 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 CO$_2$ 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)

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

- **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.

- **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’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

#### Junji Tsuda
- **Representative Director, Chairman of the Board**
- Number of shares of the Company held: 608 hundred
- **Joined the Company**: Mar. 1976
- **Director**: Jun. 2005
- **Managing Director, General Manager, Drives Div., Motion Control Div.**: Jun. 2009
- **President**: Mar. 2010
- **Representative Director, Chairman of the Board**: Mar. 2013
- **Representative Director, Chairman of the Board (incumbent)**: Mar. 2016
- **Chairman, board of directors, the University of Kitakyushu (incumbent)**: Apr. 2017
- **Outside Director, TOTO LTD. (incumbent)**: Jun. 2018

#### Hiroshi Ogasawara
- **Representative Director, President**
- Number of shares of the Company held: 450 hundred
- **Joined the Company**: Mar. 1983
- **Director**: Jun. 2006
- **Director, General Manager, Drives Div.**: Mar. 2007
- **Director, General Manager, Motion Control Div.**: Mar. 2011
- **Corporate Vice President, General Manager, Motion Control Div.**: Jun. 2012
- **Director, Managing Executive Officer**: Jun. 2013
- **Managing Executive Officer**: Mar. 2014
- **Executive Officer, General Manager, Technology & Development Div.**: Mar. 2015
- **Representative Director, Senior Managing Executive Officer**: Mar. 2016
- **Representative Director, President**: Mar. 2017
- **President**: Mar. 2019

#### Shuji Murakami
- **Representative Director, Senior Managing Executive Officer**
- Number of shares of the Company held: 413 hundred
- **Joined the Company**: Apr. 1983
- **Director**: Jun. 2008
- **Director, Corporate Vice President**: Jun. 2011
- **Corporate Vice President, General Manager**: Jun. 2012
- **Managing Executive Officer**: Jun. 2013
- **Representative Director**: Mar. 2014
- **Senior Managing Executive Officer**: Mar. 2016
- **Representative Director, Senior Managing Executive Officer**: Mar. 2017
- **Representative Director, Senior Managing Executive Officer**: Mar. 2019

#### Yoshikatsu Minami
- **Director, Managing Executive Officer**
- Number of shares of the Company held: 317 hundred
- **Joined the Company**: Dec. 2010
- **Director**: Jun. 2012
- **Corporate Vice President, General Manager, Robotics Div.**: Jun. 2015
- **Managing Executive Officer**: Jun. 2016
- **President**: Mar. 2018
- **Representative Director**: Mar. 2019
- **Executive Officer, General Manager, Administration**: Mar. 2020

#### Masahiro Ogasawara
- **Director, Managing Executive Officer**
- Number of shares of the Company held: 174 hundred
- **Joined the Company**: Mar. 1987
- **Director**: Jun. 2010
- **Corporate Vice President**: Jun. 2012
- **Corporate Vice President, General Manager, Robotics Div.**: Mar. 2016
- **Executive Officer**: Mar. 2017
- **Director**: May. 2019

#### Yusuke Morikawa
- **Director, Senior Executive Officer**
- Number of shares of the Company held: 10 thousand
- **Joined the Company**: Apr. 1985
- **Corporate Officer, Corporate Planning Group, Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.)**: Apr. 2008
- **General Manager, Gotanda Branch, Mizuho Bank, Ltd.**: Apr. 2010
- **General Manager, Financial Institutions Banking Division No. 1, Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.)**: Apr. 2012
- **Executive Officer, Mizuho Corporate Bank, Ltd.**: Apr. 2013
- **Executive Officer, Mizuho Corporate Bank, Ltd. (incumbent)**: May. 2015
- **Corporate Vice President, General Manager, Tokyo Office, Corporate Marketing Div.**: May. 2016
- **Corporate Vice President, General Manager, Tokyo Office, Corporate Marketing Div.**: Mar. 2017

#### Yuichi Kato
- **Director**
- Number of shares of the Company held: 16 hundred
- **Joined Nichiei Corporation**: Apr. 1992
- **Joined DAIKO ADVERTISING INC.**: Apr. 1995
- **Associate professor of Industrial Strategy Engineering, Graduate School of Engineering, Nagoya Institute of Technology**: Apr. 2003
- **Visiting researcher, Business Knowledge Bureau, DAIKO ADVERTISING INC.**: Jan. 2015
- **Member, The Daiming Prize Examination Committee, Union of Japanese Scientists and Engineers (incumbent)**: Oct. 2015
- **Representative Partner, Brand Design LLC (currently Brand Design Co., Ltd.)**: Apr. 2018
- **Professor**: Apr. 2018
- **Vocational Ability Development Institute, Polytechnic University administered by the Ministry of Health, Labour and Welfare, Member**: Apr. 2018
- **Independent**: Apr. 2020

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**[Significant concurrent positions]**
- Chairman, board of directors, the University of Kitakyushu (incumbent)
- Outside Director, TOTO LTD.
Hideo Tsukamoto  
July 25, 1930  
Outside Director, Member of the Audit and Supervisory Committee  
Number of shares of the Company held: 1,713 hundred

Yoshiaki Akita  
February 12, 1962  
Outside Director, Member of the Audit and Supervisory Committee  
Number of shares of the Company held: 173 hundred

Junko Sasaki  
January 12, 1960  
Outside Director, Member of the Audit and Supervisory Committee  
Number of shares of the Company held: 88 hundred

Toshikazu Koike  
October 14, 1955  
Outside Director, Member of the Audit and Supervisory Committee  
Number of shares of the Company held: 282 hundred

Yuji Nakayama  
May 17, 1960  
Director, Member of the Audit and Supervisory Committee (Full-time)  
Number of shares of the Company held: 173 hundred

Koichi Tsukahata  
September 22, 1960  
Director, Member of the Audit and Supervisory Committee (Full-time)  
Number of shares of the Company held: 88 hundred

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

### Managing Executive Officer

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Akira Kumagae</td>
<td>General Manager, Corporate Technology Div.</td>
</tr>
</tbody>
</table>

### Senior Executive Officers

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael Stephen Knapek</td>
<td>Regional Manager, The Americas</td>
</tr>
<tr>
<td>Junichi Nakano</td>
<td>Regional Manager, Asia</td>
</tr>
<tr>
<td>Nobuaki Jinnouchi</td>
<td>General Manager, Drives Div.</td>
</tr>
<tr>
<td>Kenji Ueyama</td>
<td>General Manager, Motion Control Div.</td>
</tr>
<tr>
<td>Bruno Schnekenburger</td>
<td>Regional Manager, Europe</td>
</tr>
<tr>
<td>Akinori Urakawa</td>
<td>General Manager, Global Marketing Div.</td>
</tr>
<tr>
<td>Tatsuya Yamada</td>
<td>General Manager, Environmental &amp; Social Systems Div.</td>
</tr>
</tbody>
</table>
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

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.