

10-Year Financial Data

		Japanese GAAP				
(Fiscal year)		2011	2012	2013	2014	2015
Net sales		307,111	310,383	363,570	400,153	411,260
Gross profit		79,571	82,108	108,139	126,890	134,147
Operating profit		14,818	13,070	25,702	31,532	36,730
Profit before income taxes		15,353	12,125	25,717	34,413	35,202
Profit attributable to owners of parent		8,432	6,800	16,964	24,819	22,365
Business Segment Information*1*2						
Motion Control	Net sales	149,410	144,333	162,346	188,116	187,548
	Operating profit	5,824	3,248	16,444	21,748	22,413
	Operating profit ratio (%)	3.9	2.3	10.1	11.6	12.0
Robotics	Net sales	101,065	110,223	122,543	135,956	154,068
	Operating profit	7,014	8,365	9,511	10,558	15,304
	Operating profit ratio (%)	6.9	7.6	7.8	7.8	9.9
System Engineering	Net sales	35,520	37,263	35,327	40,980	43,053
	Operating profit	1,917	1,504	-5	-768	-760
	Operating profit ratio (%)	5.4	4.0	-0.0	-1.9	-1.8
Sales by Destination*3						
Japan		143,019	143,456	150,101	144,246	135,495
The Americas		43,985	51,113	58,481	72,616	85,088
Europe		33,939	32,047	42,499	46,921	52,011
China			48,555	67,165	85,017	81,938
Asia except China		85,276	32,752	41,430	47,761	52,355
Other		890	2,456	3,892	3,590	4,370
Overseas sales ratio (%)		53.4	53.8	58.7	64.0	67.1
Cash Flow						
Cash flows from operating activities		6,391	24,640	23,972	29,023	31,954
Cash flows from investing activities		-11,874	-18,058	-16,942	-27,874	-22,421
Free cash flows		-5,483	6,582	7,029	1,149	9,533
Cash flows from financing activities		13,592	-9,053	-5,983	-1,471	-2,601
Cash and cash equivalents at end of period		20,206	19,389	22,992	24,347	31,656
Per Share Information						
Earning (yen)		33.51	27.03	67.42	98.45	84.71
Dividends (yen)		10.00	10.00	12.00	20.00	20.00
End of the Fiscal Year						
Total assets		279,072	302,518	340,506	388,205	373,533
Interest-bearing debt		58,612	54,684	55,528	52,430	48,426
Shareholders' equity		100,109	112,218	134,076	171,388	181,281
Management and Financial Indicators						
Operating profit ratio (%)		4.8	4.2	7.1	7.9	8.9
ROE: Return on equity (%)		8.7	6.4	13.8	16.3	12.8
Shareholders' equity ratio (%)		35.9	37.1	39.4	44.1	48.5
Debt-to-equity ratio (times)		0.59	0.49	0.41	0.31	0.27
Dividend payout ratio (%)		29.8	37.0	17.8	20.3	23.6
Exchange rate						
U.S. dollar (yen)		79.3	81.9	99.6	108.2	120.8
Euro (yen)		109.6	105.7	132.7	139.7	133.0

*1 Starting FY2013, reportable segments changed to the following 3 segments: Motion Control, Robotics, and System Engineering. There have also been partial changes in the division of businesses within these segments. Figures and profit ratios of each segment for the period up until FY2012 are based on figures before the change was implemented. The figures for former Information Technologies segment and Other segment are omitted.

Revisions were made to the division of businesses segments starting FY2017. The PV inverter business, which was previously included in Motion Control, is included in System Engineering. Figures and profit ratios of each segment for FY2016 reflect this change. The change is not applied to figures and profit ratios for the period up until FY2015.

*2 From FY2020, high-pressure AC drive systems were included in the Systems Engineering segment, but are now included in the Motion Control segment. Amounts and operating profit ratios for each segment are presented on the basis after the change of segments for FY2019 and before the change of segments for the period up to FY2018.

*3 For FY2010 and FY2011, figures for Japan, the Americas, Europe, Asia, and Other were disclosed.

Japanese GAAP		IFRS			(millions of JPY)
2016	2017*4	2018	2019	2020	(Fiscal year)
394,883	448,523	474,638	410,957	389,712	Revenue
124,018	154,174	156,353	124,496	116,370	Gross profit
30,409	54,126	53,098	24,198	27,180	Operating profit
29,910	53,556	55,051	24,642	27,172	Profit before tax
20,397	39,749	42,524	15,572	18,927	Profit attributable to owners of parent
					Business Segment Information*1*2
172,025	212,095	213,260	180,446	176,014	Revenue
22,772	41,729	34,697	20,554	24,576	Operating profit
13.2	19.7	16.3	11.4	14.0	Operating profit ratio (%)
139,993	163,379	177,995	152,170	139,494	Revenue
10,253	17,761	17,986	6,503	6,907	Operating profit
7.3	10.9	10.1	4.3	5.0	Operating profit ratio (%)
59,354	52,934	51,627	55,535	50,763	Revenue
-591	-3,794	-770	469	-1,030	Operating profit
-1.0	-7.2	-1.5	0.8	-2.0	Operating profit ratio (%)
					Revenue by region
134,205	133,896	154,539	151,481	135,908	Japan
74,691	83,078	84,908	73,906	58,928	The Americas
50,736	60,879	70,436	61,275	54,822	EMEA
81,246	103,313	103,404	79,974	97,938	China
49,798	63,397	60,914	43,892	41,818	Asia except China
4,205	3,957	435	428	296	Other
66.0	70.1	67.4	63.1	65.1	Overseas revenue ratio (%)
					Cash Flow
33,752	46,054	34,347	21,480	39,602	Net cash provided by operating activities
-18,936	-18,852	-27,111	-20,645	-9,601	Net cash used in investing activities
14,816	27,202	7,236	835	30,000	Free cash flows
-16,453	-14,820	-10,268	491	-20,284	Net cash provided by (used in) financing activities
29,735	42,213	39,289	40,307	50,953	Cash and cash equivalents at end of period
					Per Share Information
76.60	149.35	161.00	59.42	72.41	Earnings per share (yen)
20.00	40.00	52.00	52.00	24.00	Dividends per share (yen)
					End of the Fiscal Year
387,512	441,249	463,965	450,127	487,428	Total assets
36,765	32,247	55,415	81,578	76,543	Interest-bearing debt
198,513	235,865	243,967	228,362	246,266	Equity attributable to owners of parent
					Management and Financial Indicators
7.7	12.1	11.2	5.9	7.0	Operating profit ratio (%)
10.7	18.3	17.9	6.6	8.0	ROE: Return on equity (%)
51.2	53.5	52.6	50.7	50.5	Ratio of equity attributable to owners of parent to total assets (%)
0.19	0.14	0.22	0.36	0.31	Debt-to-equity ratio (times)
26.1	26.8	32.3	87.5	33.1	Dividend payout ratio (%)
					Average Exchange Rate
108.4	111.5	110.5	109.0	106.0	U.S. dollar (yen)
119.2	128.8	128.9	121.4	122.8	Euro (yen)

*4 The Company changed its accounting period starting FY2017 from March 20 to the last day of February. As a transitional year for this change, FY2017 was from March 21, 2017 to February 28, 2018.

Disclosure Policy and IR Activities

Disclosure policy

■ Scope of reporting, etc.

Period covered	March 1, 2020 to February 28, 2021 (Certain contents include activities occurred in or after March 2021.)
Scope	YASKAWA Electric Corporation and consolidated subsidiaries Note: A part of non-financial information is provided of YASKAWA Electric Corporation.
Accounting standard	Unless otherwise stated, figures for FY2017 and earlier are stated in accordance with Japanese GAAP, and figures for FY2018 and after are stated in accordance with International Financial Reporting Standards (IFRS).

■ Editorial Policy

This report is prepared for a wide range of stakeholders, including shareholders and investors. This report is created with the aim of providing a well-balanced understanding of various aspects of the Group's business model and value creation, based on the theme of "communicating the future potential of Yaskawa."

This report is prepared with reference to the "International Integrated Reporting Framework" by the International Integrated Reporting Council (the IIRC) and "Guidance for Collaborative Value Creation" by Ministry of Economy, Trade and Industry with the aim of helping readers make a comprehensive assessment of Yaskawa's value.



■ Note on Forecasts Mentioned in this Report

Future projections for performance and other matters contained in this report are based on the information that is available at the time of issue and on a certain level of requirements as seen rational, however, actual results may vary due to various factors. Some examples of such factors are economic conditions, both in Japan and outside the country, trends in demand for the company's products and services, and trends in foreign exchange and stock markets. Please also note that factors which may impact the company's results are not limited to the aforementioned.

Investor Relations Activities

Yaskawa believes it is important to promote constructive dialogue with shareholders and investors in order to achieve sustainable growth and increase corporate value over the medium to long term.

In addition to enhancing information disclosure and opportunities for dialogue with our stakeholders, including institutional investors and analysts, we appropriately report to the management the opinions and requests of our stakeholders, and use them in discussions aimed at improving corporate value.

■ YASKAWA Global Website Information

A wide range of IR related information is available. Please visit the following URL.



Investor Relations <https://www.yaskawa-global.com/ir>



Sustainability <https://www.yaskawa-global.com/company/csr>

■ External evaluation of IR activities (FY2020)

Overall IR Activities

• Institutional Investor

2020 All-Japan Executive Team Ranking

"Engineering & Machinery" Sector

2nd place in Best CEO

3rd place in Best CFO

IR Website

Daiwa Investor Relations Co., Ltd.

2020 "Internet IR Awards" Excellence Award

Nikko IR Co., Ltd.

"Ranking of all listed companies' websites in FY2020"
Best site (General award)

Morningstar Japan K.K.

"Gomez IR Site Ranking 2020" Excellent company:
Silver Prize

Corporate Information and Stock Information

Corporate Information (As of February 28, 2021)

Corporate name	YASKAWA Electric Corporation
Head office	2-1 Kurosakishiroishi, Yahatanishi-ku, Kitakyushu 806-0004, Japan
Founded	July 16, 1915
Share capital	30,562 million yen

Employees	14,892 Consolidated (including temporary employees)
Number of consolidated subsidiaries	65 companies
Number of affiliates accounted for by the equity method	10 companies

Stock and Shareholder Information

(As of February 28, 2021)

■ Stock Information

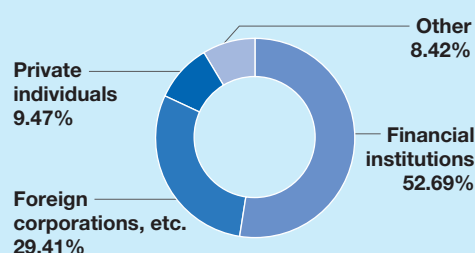
Stock exchange listings	Tokyo, Fukuoka
Securities code	6506 (Japan)
Share unit	100 shares
Business year	March 1 of each year to the last day of February of the following year
Record date for dividend payout	Last day of February and August 31 of each year
Number of shares outstanding	266,690 thousand
Number of shareholders	43,329

■ Major Shareholders

Major shareholders (Top 10 shareholders)	Number of Shareholding shares (Thousands)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	36,577	13.93
Custody Bank of Japan, Ltd. (Trust Account)	22,248	8.47
Mizuho Bank, Ltd. (MHBK)	8,100	3.09
Meiji Yasuda Life Insurance Company	7,774	2.96
Custody Bank of Japan, Ltd. (Sumitomo Mitsui Trust Bank, Limited Employee Retirement Benefit Trust Account)	7,439	2.83
SSBTC CLIENT OMNIBUS ACCOUNT	5,986	2.28
Custody Bank of Japan, Ltd. (Sumitomo Mitsui Trust Bank, Limited ReTrust Account, The Bank of Fukuoka, Ltd. Employee Retirement Benefit Trust Account)	5,100	1.94
THE DAI-ICHI LIFE INSURANCE COMPANY, LTD.	4,199	1.60
Custody Bank of Japan, Ltd. (Trust Account 7)	4,194	1.60
STATE STREET BANK WEST CLIENTTREATY 505234	4,065	1.55

Note: Treasury stock (4,121,962 shares) is deducted in the calculation of the shareholding ratio.

■ Share Distribution by Shareholder Type



■ Company Share Price (From January 2018 to July 2021)



Signing the United Nations Global Compact

Yaskawa signed the United Nations Global Compact and was registered as a participating company on August 4, 2021. We will comply with and implement the 10 principles of the United Nations Global Compact, further promote responsible management as a global corporation, and contribute to the sustainability of society.



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.