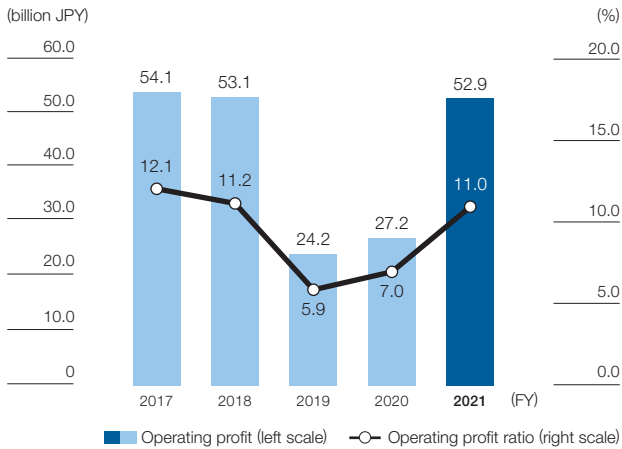
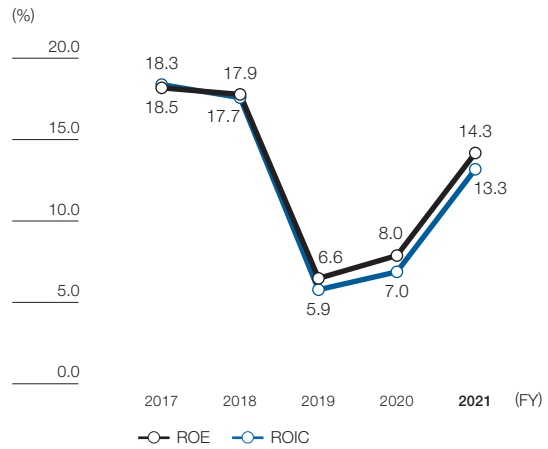


Financial and Non-Financial Highlights

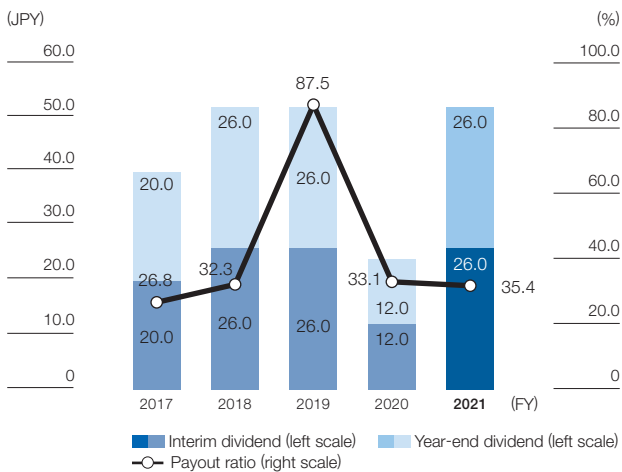
Operating profit / Operating profit ratio



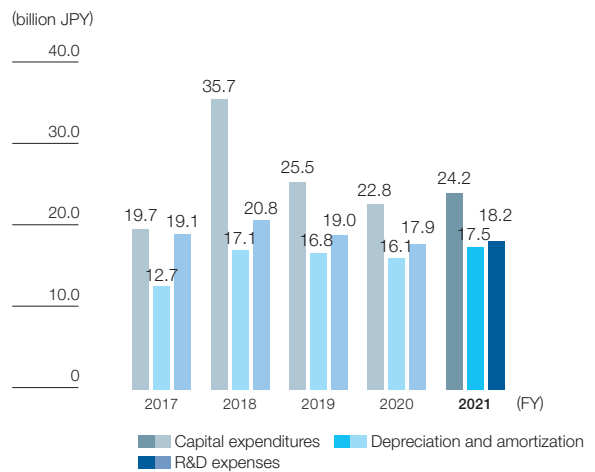
ROE / ROIC



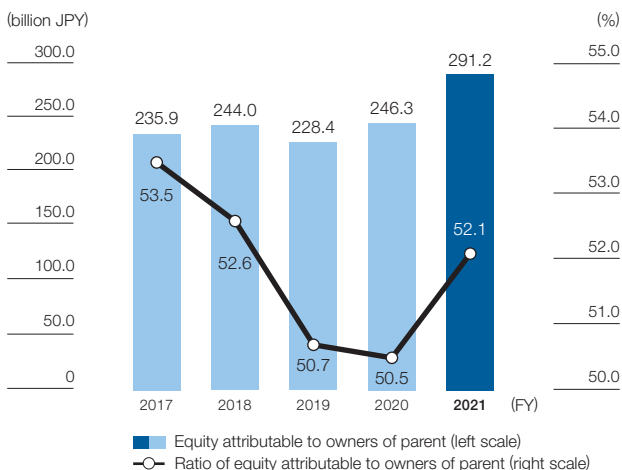
Dividends per share / Payout ratio



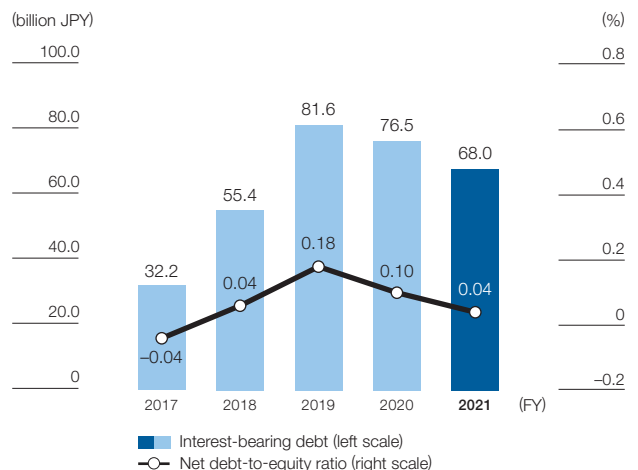
Capital expenditures / Depreciation and amortization / R&D expenses



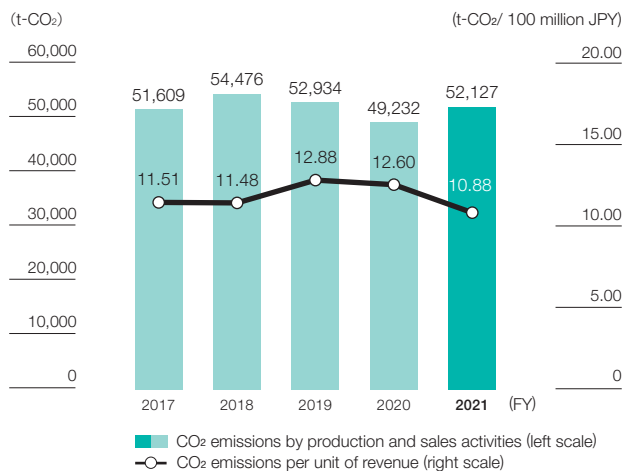
Equity attributable to owners of parent / Ratio of equity attributable to owners of parent to total assets



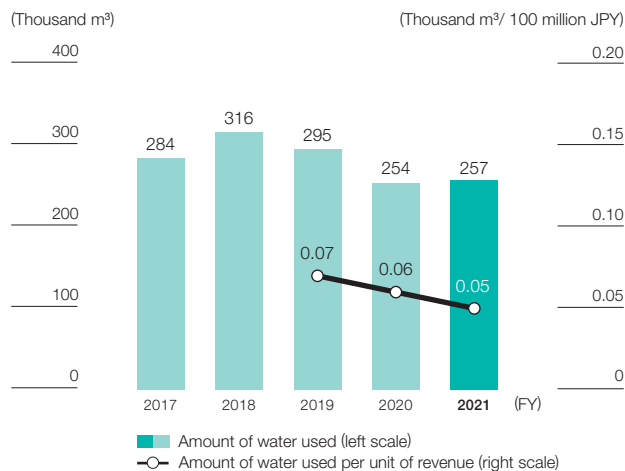
Interest-bearing debt / Net debt-to-equity ratio



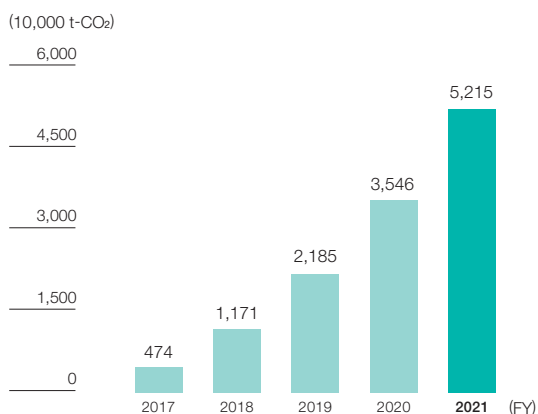
CO₂ emissions by production and sales activities / CO₂ emissions per unit of revenue



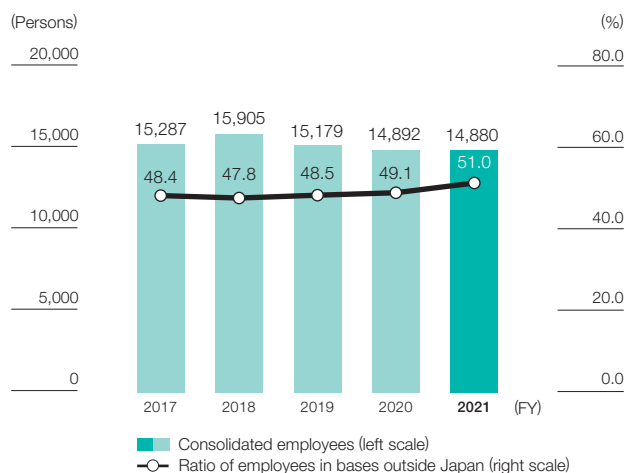
Amount of water used / Amount of water used per unit of revenue



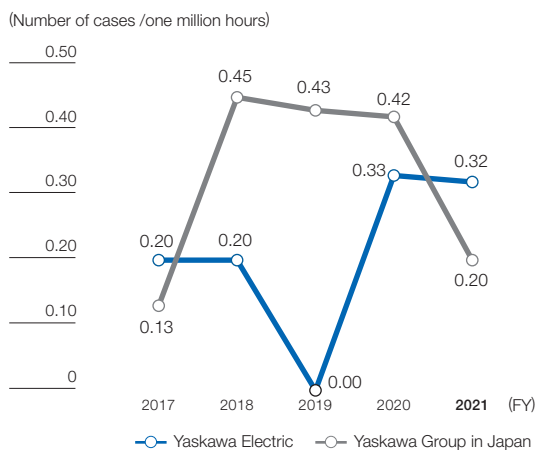
Contribution to CO₂ emissions reduction through products (Cumulative since FY2016)



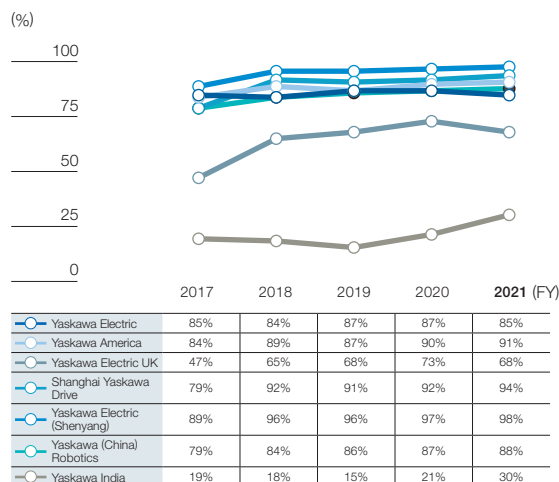
Consolidated employees / Ratio of employees in bases outside Japan



Frequency rate of lost-time injuries



Local procurement rate at key business sites



11-Year Financial Data

Japanese GAAP							
(Fiscal year)	2011	2012	2013	2014	2015	2016	
Net sales	307,111	310,383	363,570	400,153	411,260	394,883	
Gross profit	79,571	82,108	108,139	126,890	134,147	124,018	
Operating profit	14,818	13,070	25,702	31,532	36,730	30,409	
Profit before income taxes	15,353	12,125	25,717	34,413	35,202	29,910	
Profit attributable to owners of parent	8,432	6,800	16,964	24,819	22,365	20,397	
Business Segment Information^{*1*2}							
Motion Control	Net sales	149,410	144,333	162,346	188,116	187,548	172,025
	Operating profit	5,824	3,248	16,444	21,748	22,413	22,772
	Operating profit ratio (%)	3.9	2.3	10.1	11.6	12.0	13.2
Robotics	Net sales	101,065	110,223	122,543	135,956	154,068	139,993
	Operating profit	7,014	8,365	9,511	10,558	15,304	10,253
	Operating profit ratio (%)	6.9	7.6	7.8	7.8	9.9	7.3
System Engineering	Net sales	35,520	37,263	35,327	40,980	43,053	59,354
	Operating profit	1,917	1,504	-5	-768	-760	-591
	Operating profit ratio (%)	5.4	4.0	-0.0	-1.9	-1.8	-1.0
Sales by Destination^{*3}							
Japan	143,019	143,456	150,101	144,246	135,495	134,205	
The Americas	43,985	51,113	58,481	72,616	85,088	74,691	
Europe	33,939	32,047	42,499	46,921	52,011	50,736	
China	85,276	48,555	67,165	85,017	81,938	81,246	
Asia except China		32,752	41,430	47,761	52,355	49,798	
Other	890	2,456	3,892	3,590	4,370	4,205	
Overseas sales ratio (%)	53.4	53.8	58.7	64.0	67.1	66.0	
Cash Flow							
Cash flows from operating activities	6,391	24,640	23,972	29,023	31,954	33,752	
Cash flows from investing activities	-11,874	-18,058	-16,942	-27,874	-22,421	-18,936	
Free cash flows	-5,483	6,582	7,029	1,149	9,533	14,816	
Cash flows from financing activities	13,592	-9,053	-5,983	-1,471	-2,601	-16,453	
Cash and cash equivalents at end of period	20,206	19,389	22,992	24,347	31,656	29,735	
Per Share Information							
Earning (yen)	33.51	27.03	67.42	98.45	84.71	76.60	
Dividends (yen)	10.00	10.00	12.00	20.00	20.00	20.00	
End of the Fiscal Year							
Total assets	279,072	302,518	340,506	388,205	373,533	387,512	
Interest-bearing debt	58,612	54,684	55,528	52,430	48,426	36,765	
Shareholders' equity	100,109	112,218	134,076	171,388	181,281	198,513	
Management and Financial Indicators							
Operating profit ratio (%)	4.8	4.2	7.1	7.9	8.9	7.7	
ROE: Return on equity (%)	8.7	6.4	13.8	16.3	12.8	10.7	
Shareholders' equity ratio (%)	35.9	37.1	39.4	44.1	48.5	51.2	
Debt-to-equity ratio (times)	0.59	0.49	0.41	0.31	0.27	0.19	
Dividend payout ratio (%)	29.8	37.0	17.8	20.3	23.6	26.1	
Exchange rate							
U.S. dollar (yen)	79.3	81.9	99.6	108.2	120.8	108.4	
Euro (yen)	109.6	105.7	132.7	139.7	133.0	119.2	

*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.

2017*4	IFRS				(Fiscal year)	(million JPY)
	2018	2019	2020	2021		
448,523	474,638	410,957	389,712	479,082	Revenue	
154,174	156,353	124,496	116,370	168,645	Gross profit	
54,126	53,098	24,198	27,180	52,860	Operating profit	
53,556	55,051	24,642	27,172	55,378	Profit before tax	
39,749	42,524	15,572	18,927	38,354	Profit attributable to owners of parent	
					Business Segment Information**1*2	
212,095	213,260	180,446	176,014	227,260	Revenue	Motion Control
41,729	34,697	20,554	24,576	38,162	Operating profit	
19.7	16.3	11.4	14.0	16.8	Operating profit ratio (%)	
163,379	177,995	152,170	139,494	178,670	Revenue	Robotics
17,761	17,986	6,503	6,907	17,249	Operating profit	
10.9	10.1	4.3	5.0	9.7	Operating profit ratio (%)	
52,934	51,627	55,535	50,763	52,265	Revenue	System Engineering
-3,794	-770	469	-1,030	2,127	Operating profit	
-7.2	-1.5	0.8	-2.0	4.1	Operating profit ratio (%)	
					Revenue by region*5	
133,896	154,539	151,481	135,908	150,190	Japan	
83,078	84,908	73,906	58,928	80,706	The Americas	
60,879	70,436	61,275	54,822	73,726	EMEA	
103,313	103,404	79,974	97,938	126,055	China	
63,397	60,914	43,892	41,818	48,405	Asia except China	
3,957	435	428	296	—	Other	
70.1	67.4	63.1	65.1	68.7	Overseas revenue ratio (%)	
					Cash Flow	
46,054	34,347	21,480	39,602	49,233	Net cash provided by operating activities	
-18,852	-27,111	-20,645	-9,601	-24,165	Net cash used in investing activities	
27,202	7,236	835	30,000	25,068	Free cash flows	
-14,820	-10,268	491	-20,284	-22,475	Net cash provided by (used in) financing activities	
42,213	39,289	40,307	50,953	55,151	Cash and cash equivalents at end of period	
					Per Share Information	
149.35	161.00	59.42	72.41	146.72	Earnings per share (yen)	
40.00	52.00	52.00	24.00	52.00	Dividends per share (yen)	
					End of the Fiscal Year	
441,249	463,965	450,127	487,428	559,038	Total assets	
32,247	55,415	81,578	76,543	68,044	Interest-bearing debt	
235,865	243,967	228,362	246,266	291,234	Equity attributable to owners of parent	
					Management and Financial Indicators	
12.1	11.2	5.9	7.0	11.0	Operating profit ratio (%)	
18.3	17.9	6.6	8.0	14.3	ROE: Return on equity (%)	
53.5	52.6	50.7	50.5	52.1	Ratio of equity attributable to owners of parent to total assets (%)	
0.14	0.22	0.36	0.31	0.23	Debt-to-equity ratio (times)	
26.8	32.3	87.5	33.1	35.4	Dividend payout ratio (%)	
					Average Exchange Rate	
111.5	110.5	109.0	106.0	111.5	U.S. dollar (yen)	
128.8	128.9	121.4	122.8	130.4	Euro (yen)	

*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.

*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.

*5 Regional revenue is disclosed by destination up to FY2020, and by location since FY2021.

IR Activities and Stock-Related Data

IR 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 (FY2021)

Overall IR Activities

- Japan Investor Relations Association
"Best IR Award"

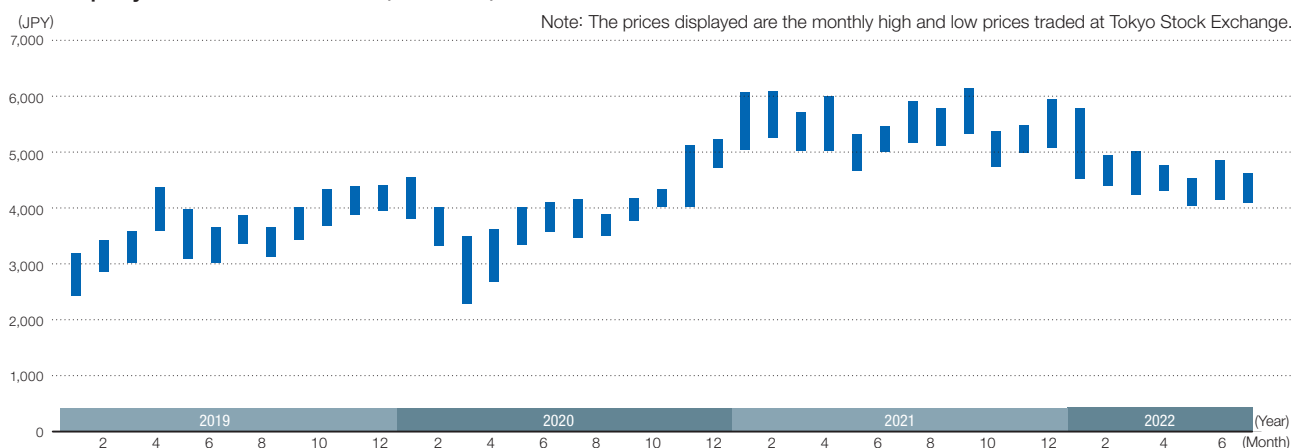
IR website

Daiwa Investor Relations Co., Ltd.
2021 "Internet IR Awards" Excellence Award

Nikko IR Co., Ltd.
"Ranking of all listed companies' websites in FY2021"
Best site (General award)

BroadBand Security, Inc.
"Gomez IR Site Ranking 2021" Excellent company:
Bronze Prize

■ Company Share Price (From January 2019 to July 2022)



■ Stock price indicators and data (as of the end of FY)

	2018	2019	2020	2021
Price Earnings Ratio (PER) (Times)	19.66	56.97	73.47	31.15
Price Book-value Ratio (PBR) (Times)	3.42	3.87	5.65	4.10
Market capitalization at the end of the period (million JPY)	844,075	902,747	1,418,793	1,218,776

Corporate and Stock-Related Information

Corporate Information (As of February 28, 2022)

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

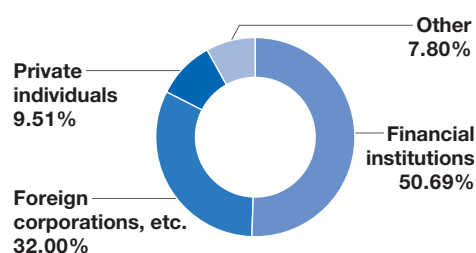
Employees	14,880 Consolidated (including temporary employees)
Number of consolidated subsidiaries	66 companies
Number of affiliates accounted for by the equity method	9 companies

Stock and Shareholder Information (As of February 28, 2022)

■ Stock Information

Securities code	6506 (Japan)
Business year	March 1 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
Month of the Ordinary General Meeting of Shareholders	May
Number of shares outstanding	266,690,497
Stock exchange listings	Tokyo (Prime market*), Fukuoka
Share unit	100 shares
Number of shareholders	45,585

■ Share Distribution by Shareholder Type



* As of April 4, 2022

■ Major Shareholders

Major shareholders (Top 10 shareholders)	Number of shares (Thousands)	Share holding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	49,611	18.89
Custody Bank of Japan, Ltd. (Trust Account)	20,491	7.80
THE BANK OF NEW YORK 133972	13,896	5.29
Mizuho Bank, Ltd. (MHBK)	8,100	3.09
Custody Bank of Japan, Ltd. (Sumitomo Mitsui Trust Bank, Limited Employee Retirement Benefit Trust Account)	7,439	2.83
Meiji Yasuda Life Insurance Company	7,230	2.75
PICTET AND CIE (EUROPE) SA. LUXEMBOURG REF: UCITS	6,282	2.39
SSBTC CLIENT OMNIBUS ACCOUNT	5,824	2.22
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
STATE STREET BANK WEST CLIENT – TREATY 505234	4,424	1.69

Note: Treasury stock (4,122,586 shares) is deducted in the calculation of the shareholding ratio.

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.

