



Based on the “founding motivation” of its founder, Daigoro Yasukawa, the Company formulated its corporate motto in 1979, due to a sense of danger in management during the confusion of the first oil shock in the 1970s. We have reclassified it into “Our Purpose,” “Our Values” and “Our Actions” in 2022 as the Yaskawa Principles to promote better understanding and strengthen the practices of all employees globally.

This principle always serves as a flag for the significance of our existence, the core values of “Quality,” “Profitability” and “Market,” as well as the daily code of conduct. The spirit behind this is our origin, which never changes over time. We take this origin as the foundation of our mind for the sustainable growth of the Yaskawa Group into the future, and put it into practice every day as the criteria of judgment, to realizing our principles.

# Our Principles

## Column

### Founding spirit living in the corporate motto



Daigoro Yasukawa

When YASKAWA Electric Manufacturing Co., Ltd. (the predecessor of YASKAWA Electric Corporation) was founded, its founder, Daigoro Yasukawa, drew up the “Founding Spirit,” and in the following year, established “Business Policy” and a “memorandum” consisting of 13 points. The business policy was to “not forget the ideal for the sake of temporary profit, and give first priority to the satisfaction of customers with sincerity,” and the memorandum stated, “we will strive to design and manufacture products that are unique to our company,” “We will always focus on quality,” and “We will expand our sales channels with the best quality of our products.” Regarding the memorandum, he said, “It was a very youthful and impractical argument. I feel ashamed comparing it with my later achievements.” However, the Yaskawa Group’s unique characteristics and strengths have been consistent in that it has developed a great deal of technology, introduced innovative products to the world, and served customers with sincerity as a good partner.



Writings and biographies of Daigoro





## Our Purpose

Yaskawa's mission is to contribute broadly to social development and human welfare through the execution of our business.

Since its inception, YASKAWA Electric has expanded its business with "electric motors and their applications" as a major business pillar. The spread of our Group's diverse technologies and products to society will help to improve the advancement of machinery and manufacturing.

Yaskawa innovation contributes to the advancement of social development, creating a safer, cleaner, more efficient and sustainable workplace to free the workforce from the 3Ds (Dangerous, Dirty, Dull). The purpose of the Yaskawa is to contribute to a society where people can live a safe, secure and humane life.

## Our Values

To achieve the mission, our group has set the following three objectives and work hard to achieve them.

### 1. Quality

Always developing and improving world-class technologies with a focus on quality

### 2. Profitability

Working to improve management efficiency and secure Profit necessary for the sustainable growth

### 3. Market

Serving the needs of our customers and pursuing customer satisfaction

## Our Actions

We respect our group's heritage and strive to realize our mission, and through this, we seek the group's prosperity and our own well-being by raising society's trust. In particular, the following five items comprise our daily action guidelines.

- ✓ Stay customer-focused.
- ✓ Pursue both high quality and high profitability.
- ✓ Work hard to overcome the competition with a fighting spirit.
- ✓ Broaden our perspective and change our thinking.
- ✓ Deepen mutual trust and strive for unity and cooperation.



# Our Corporate Culture

Since its establishment in 1915, Yaskawa Electric has earnestly pursued for more than 100 years the business area of “motors and their applications” and “making things happen by driving motors.” This is the core of the company that will never change. This page introduces the 6 DNAs (corporate culture) that has been nurtured over the past 100 years since the foundation of the company, as people from each era gathered their wisdom and overcame many difficulties.

## DNA 1 Technology-driven



Electric motors were starting to advance into all industrial segments as replacements for steam engine at the beginning of the Taisho period. Daigoro Yasukawa was among those who learned the fundamentals of such leading-edge technology. In 1915, with his father promising “to provide financial support, but not interfere with the way the business is run,” Daigoro founded our predecessor, Yaskawa Electric Manufacturing Co. The company started its business by manufacturing electric motors for mining, where the imported products dominated and domestically produced motors were scarce.

Daigoro expressed his wish to contribute to the nation by exporting domestically produced motors in his “motivation of establishment,” and aimed at undertaking the business with the company’s own technologies, not by copying the leading Western products. At the age of 29, Daigoro expressed his passion, and in fact promoted the development of a wide variety of products, including switches and transformers, in addition to various motors. At this time, a culture of “technology-driven” was established, which is the basis of Yaskawa.



Founder  
Daigoro Yasukawa

## DNA 2 Customer and application focus



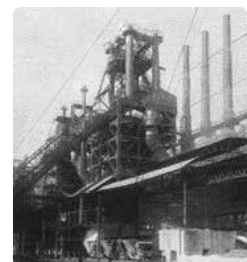
The founder, Daigoro Yasukawa, created the “Business Policy” the year after he founded Yaskawa Electric Manufacturing. He set forth his policy of not forgetting the ideal for the sake of temporary profit, and giving the first priority to the satisfaction of customers with sincerity. As motors began to be used by customers through the business, the ideal form and direction of the entire organization have been created based on the concept of “learning how the motors are used by customers (applications) and providing optimal systems.”

## DNA 3 Quality first



After the World War II, energy shifted from coal to oil, and the heavy chemical industry developed. At that time, the company was engaged in manufacturing equipment (process automation) for materials such as steel making and spinning, which operated 24 hours a day. The idea of “quality first” became ingrained in the organization as we believed that we should not cause any trouble to our customers’ equipment.

After World War II, we demonstrated our exclusive strength mainly in automatic charging equipment for raw materials around blast furnaces.



#### DNA 4 Mechatronics



In 1969, Yaskawa became the first company in the world to propose the concept of “mechatronics,” aiming to “Integrate customer machines with Yaskawa motors and controllers to achieve higher functionality.” We accelerated our business expansion from conventional process automation to factory automation, aggressively invested resources in response to the rapid growth of the mechatronics market, and introduced a number of new products. Against this backdrop, “MOTOMAN-L10,” Japan’s first all-electric arc welding robot, was born, laying the foundation for the company’s Robotics Business.



**Minertia motor (1958)**

A motor that became the basis for the servo motor available today. A revolutionary product that had a response rate 100 times greater than conventional motors.



Moto-arm (left) and moto-finger (right) commercialized in the late 1960s.



**MOTOMAN-L10 (1977)**

Japan’s first all-electric vertical articulated industrial robot

#### DNA 5 Policy-based management



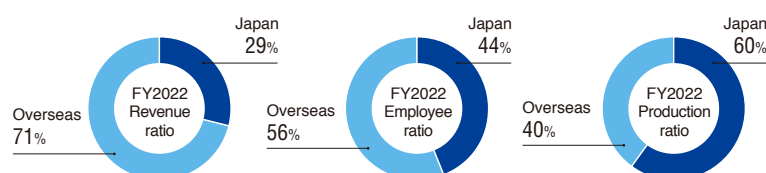
At the time “mechatronics” was launched, the existing business was still mainly focused and the concept was not a culture yet but just a vision. As such, Yaskawa worked on TQC (policy management) as a tool to set the whole organization in one direction. Yaskawa established its own management system, including tools for setting and managing targets in development, manufacturing and sales. As a result, the vision of mechatronics and TQC have become part of its corporate culture, and Yaskawa has made significant progress in the R&D and customer development for automation in the assembly industry.

#### DNA 6 Global



After the end of the Japanese bubble economy in the 1990s, Yaskawa began localizing its business to expand its overseas business base. Yaskawa didn’t sell the Japanese products as they were to overseas markets but provided customer services and products needed in each region. It was a different way from that of many Japanese companies at that time but the culture matched well with the changes of business environment. Today, in addition to products and sales organization tailored to the characteristics of each region, we are implementing global management that combines efficient global operations with management tailored to the characteristics of each region.

#### FY2022 overseas ratio (Revenue/employee/production)



The six DNAs (corporate culture) that have been cultivated over a history of more than 100 years have been strengthened through the succession of practices of Yaskawa principles, and they form the current strengths of the Yaskawa Group.

## The six DNAs as corporate culture

**DNA 1**  
Technology-driven



**DNA 2**  
Customer and  
application focus



**DNA 3**  
Quality first



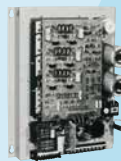
**DNA 4**  
Mechatronics



**DNA 5**  
Policy-based  
management



**DNA 6**  
Global



**World's first**  
Transistor AC drive  
VS-616T (1974)



**World's first**  
Multiple robot cooperative control  
MOTOMAN-SK Series (1995)



**World's first**  
Matrix converter  
Varispeed AC (2005)



**World's first**  
GaN power semiconductor equipped  
Servo motor with built-in amplifier (2017)

## Development focused on the world's first and best technologies

Since its establishment, the company has focused on “electric motors and their applications” and has produced many of the world's first and world's best technologies and products. Yaskawa's technologies and products lead to industrial innovation and contribute to the development of society.

# Our Uni

## Customers' trust

Since the 1930s, when we established a policy of not only manufacturing and selling motors, but also learning how they are used by customers and providing optimal systems, we have maintained a stance of being close to our customers. Even today, based on our policy of continuing to provide high value-added and high-quality products that realize the benefits of improvement and evolution that customers demand, we promote our business with a strong relationship with our customers.







Production line in Yaskawa Solution Factory

## Ability to transform

In 1969, Yaskawa pioneered the concept of “mechatronics,” and the following year, in 1970, it envisioned “Unmanned Factory,” an automated factory that humans and machines work together by using mechatronics. In the 1970s, when Japanese manufacturing shifted from the material industry to the assembly industry, the concept of “mechatronics” from the Yaskawa Group became the driving force behind the Third Industrial Revolution. Then, in 2018, the Yaskawa Solution Factory was established, which embodied unmanned factory envisioned for a long time. As a demonstration factory for i<sup>3</sup>-Mechatronics, it is leading the transformation of manufacturing and business. Based on the concept of i<sup>3</sup>-Mechatronics, the Yaskawa Group will lead the evolution of production in the Fourth Industrial Revolution, which aims to achieve optimal production systems in a data-driven society.



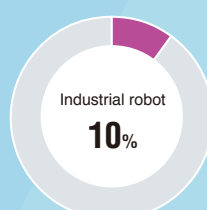
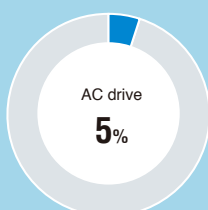
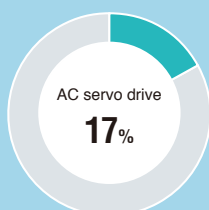
Diagram of “Unmanned Factory”

# Unique Strengths

## Strong presence in global markets

We have been involved in the export of products since the early days of our founding, following the spirit of our founder, who had a wish to contribute to the nation by exporting domestically produced motors overseas. Since the 1990s, we have been localizing our business and building our own sales network and production system in demand areas, and we have a top-level global market share in our core products.

### Market share (company estimate)

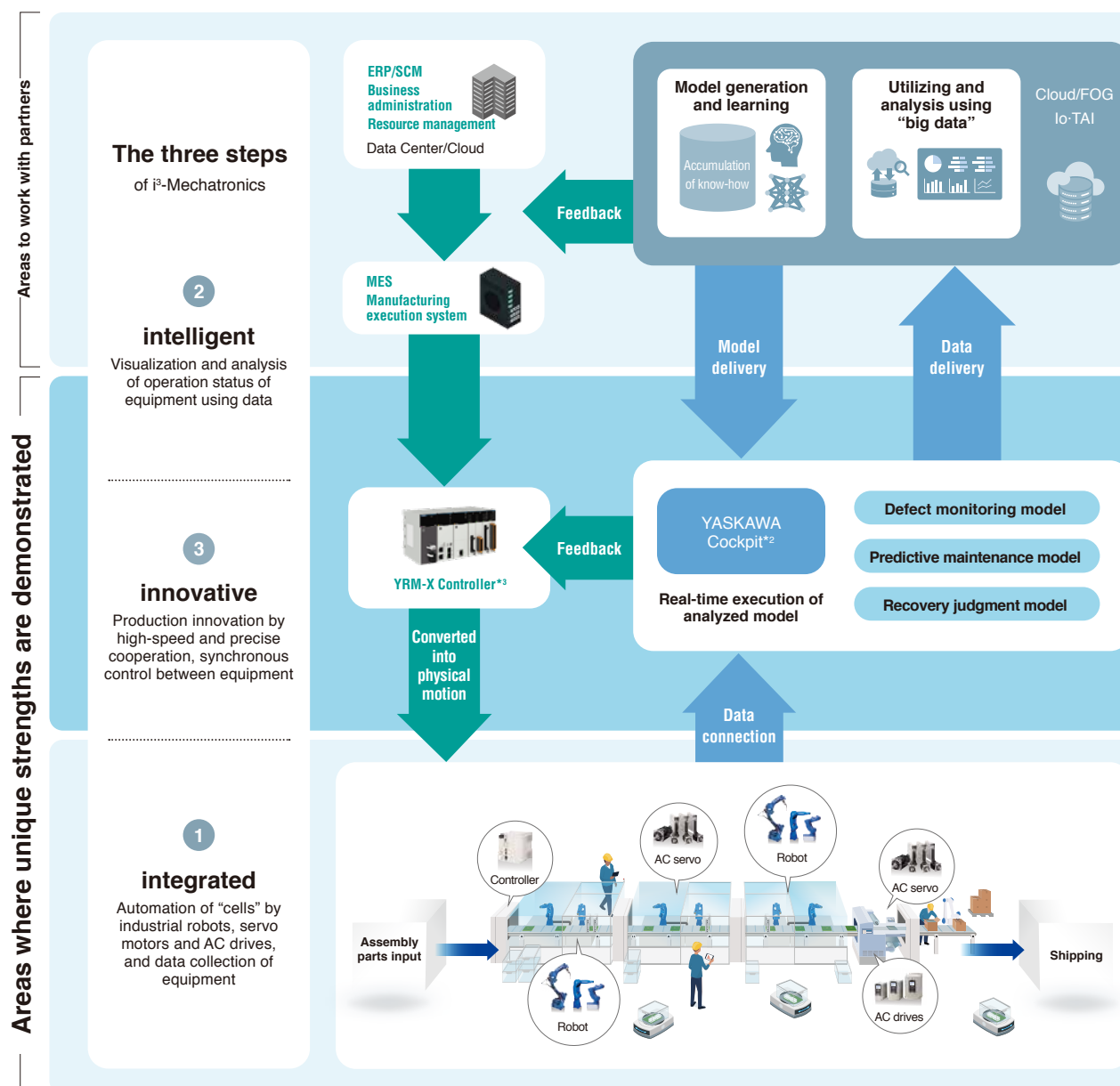


# *i<sup>3</sup>-Mechatronics*

Our company's strength has been to automate the "cells," a unit of the factory's production line, with industrial robots, servo motors and AC drives.

In 2017, Yaskawa announced the "i<sup>3</sup>-Mechatronics" solution concept, proposing to automate the cell and manage it with digital data as a solution to the "improvement and evolution" demanded by customers. This enables us to manage the operation status of equipment with process data and the production status with status data as "numerical values" rather than "expert knowledge."

## The Smart Factory where i<sup>3</sup>-Mechatronics Is Realized



The i<sup>3</sup>-Mechatronics will proceed in three “i” steps: ① integrated, ② intelligent, and ③ innovative.

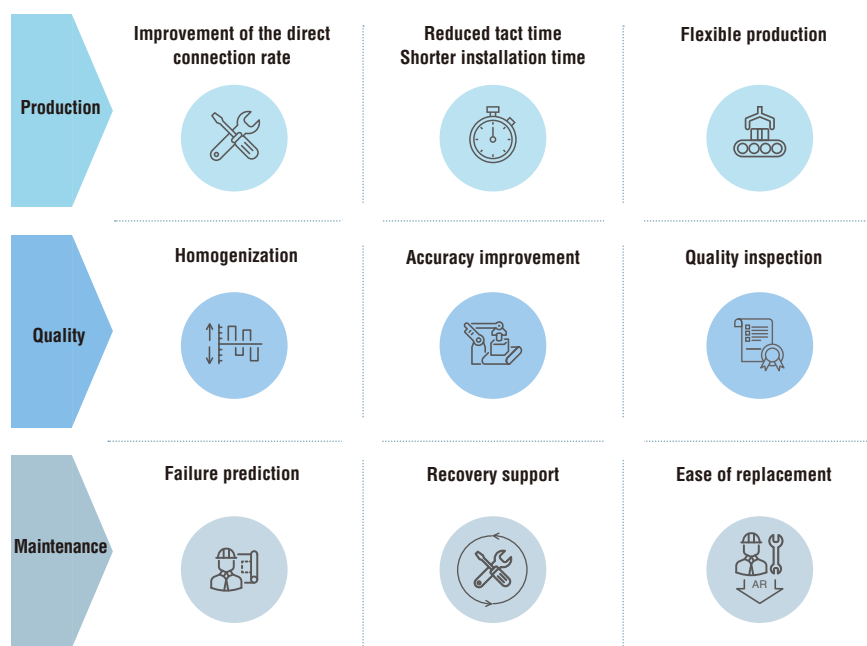
This will help resolve various manufacturing issues from the perspective of production, quality, and maintenance in order to realize the smart factories that our customers aspire to. (See the figure below)

Yaskawa has a global brand in industrial robots, servo motors, and AC drives, which are essential “products” for factory automation, and we seek to differentiate ourselves and create added value by proposing solutions unique to our company, which has accumulated the practice of “i<sup>3</sup>-Mechatronics” in its own production.



## i<sup>3</sup>-Mechatronics

### Solution examples to the “improvement and evolution” demanded by customers by i<sup>3</sup>-Mechatronics



\*1 Area of information processing for real-time data analysis and feedback (Areas close to production floor, such as factories and production sites)

\*2 Software that can collect, store, and analyze data on production facilities and equipment in real time

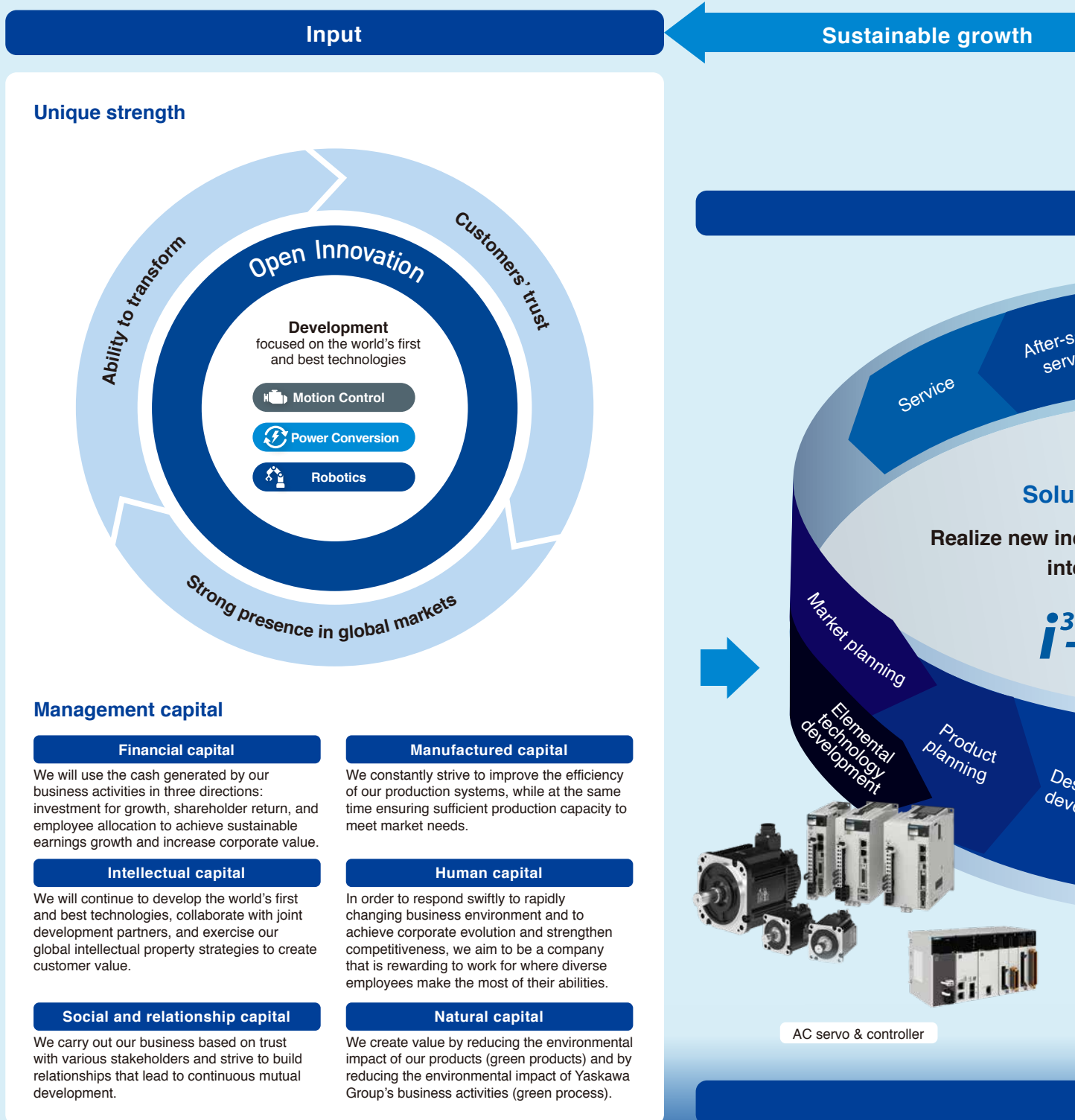
\*3 Controller for integrated control of “cell” composed of devices and industrial robots by synchronizing various data from cell at high speed, in real time and in time series

IT

FA  
(Edge\*)Cell/System  
(assembly,  
processing, etc.)



The Yaskawa Group is committed to value creation through its unique business model, leveraging the unique strengths it has accumulated over the years. We will contribute to a sustainable society by further enhancing our business value through our materiality initiatives.



Realization of Yaskawa Principles
“Contribute broadly to social development and human welfare through the execution of our business”

Contribute to a sustainable society through i<sup>3</sup>-Mechatronics

Goals

**Respect Life**

We aim to contribute to improving quality of life and building a sustainable society with technologies accumulated over the past century.

**Empower Innovation**

We venture in new technologies/ domains/targets to bring excitement and enthusiasm to people.

**Deliver Results**

We promise to deliver assured results to stakeholders, while continuously enhancing business execution capabilities.

Value chain



Output

Creation of economic value
Operating profit / ROE / ROIC / Dividend payout ratio

Create social value and solve social issues through business activities

- Realize revolutionary industrial automation with partners through “i<sup>3</sup>-Mechatronics”

- Build clean social infrastructure and foundation for safe and comfortable living

- Develop new technologies and business domains through open innovations

Dual-armed robot for biomedical application

Strengthen management foundation that contributes to sustainable society/ businesses

- Sustainable and productive manufacturing
- Create a rewarding workplace and human resource development
- Fair and transparent governance system

Business portfolio

Digital management infrastructure of YDX (YASKAWA Digital Transformation)

- Quality first

Mechatronics

Policy-based management

Global