

Directors' Roundtable Discussion



Hiroshi Ogasawara

Representative Director,
Chairman of the Board; President
/ Nomination Advisory Committee
Member / Compensation Advisory
Committee Member

Hisanori Makaya

Outside Director / Nomination
Advisory Committee Member
/ Chair of the Compensation
Advisory Committee

Yaeko Hodaka

Outside Director, Member of the
Audit and Supervisory Committee
/ Nomination Advisory Committee
Member / Compensation Advisory
Committee Member

Keiji Nishio

Outside Director, Member of the
Audit and Supervisory Committee
/ Chair of the Nomination Advisory
Committee / Compensation
Advisory Committee Member

Supporting sustainable growth and enhancing corporate value through diverse perspectives and constructive dialogue

As the Yaskawa Group launched its new long-term business plan “Vision 2035” and its new mid-term business plan “Dash 35” in FY2026, the composition of the Board of Directors following the Annual General Meeting of Shareholders held in May 2026 consists of 56% outside directors and 44% female directors. Against this backdrop, Mr. Ogasawara, Chair of the Board, and outside directors Mr. Makaya, Mr. Nishio, and Ms. Hodaka shared their candid perspectives from their respective positions on the effectiveness of the Board of Directors, the formulation and monitoring of business plans, and the opportunities and challenges facing our company as it pursues future growth.

Q What are the background and reasons for increasing the ratio of outside directors and female directors on the Board?

Ogasawara What is most important in the composition of the Board of Directors is creating an environment where active discussions can take place from a variety of perspectives. By including outside directors with diverse experience and expertise, the scope of discussion expands and management can be overseen more objectively.

Nishio Regardless of the ratio of outside directors, our Board has always engaged in open and candid discussions. However, as the ratio of outside directors increases further, so does their influence on the Board. I am acutely aware of the responsibility that comes with every comment and opinion we express.

Hodaka Because the Board is a forum for discussion and deliberation, it is important that its size allows all members to participate fully. I believe our current Board structure functions well, enabling active discussions while reflecting a diverse range of viewpoints.



Makaya What matters is whether the Board is structured in a way that allows for thorough discussion. In that respect, I believe the quality of our discussions has improved because we now receive direct explanations from General Managers, Senior Executive officers, and Executive officers, and engage in discussions with them at Board meetings.

Ogasawara The participation of General Managers, Senior Executive officers, and Executive officers contributes not only to more active discussions but also to providing outside directors with firsthand insight into the views and conditions of the executive organization. I believe this also enhances the transparency of our discussions.

Q What do you consider most important in the director nomination process, particularly in light of the current composition of the Board?

Nishio The most important role of the Nomination Advisory Committee is to select the President who will lead our company's future and recommend that individual to the Board of Directors. In the nomination process, we place great importance on independence and objectivity. We must select the most suitable candidate who can enhance corporate value from the shareholders' perspective, without being influenced by internal relationships or personal impressions. To that end, I value opportunities to directly observe the thinking and leadership of executive management through Board discussions and audit



activities. Based on those observations, I strive to make judgments grounded in objective factors such as track record, skills, and conduct.

Q From the perspective of outside directors, what were the key points of discussion during the formulation of "Vision 2035" and "Dash 35," which were launched this fiscal year?

Nishio As an outside director, the most difficult situation is when a proposal is brought to the Board only after its content has been finalized and changes can no longer be made. In that regard, it was highly beneficial that we were able to discuss the plans at the Board level while they were still under development. As an Outside Director, I openly shared my views on the results and challenges of the previous mid-term business plan. I believe the new plan reflects not only internal considerations but also the perspectives of shareholders and investors.

Hodaka While the term "Physical AI" has attracted considerable attention in society, I felt that broad expectations and somewhat vague perceptions were developing ahead of a clear understanding of what it represents. For that reason, I emphasized the importance of clearly communicating to investors what Physical AI means to our company, which products fall within that category, and how humanoids are positioned within our business strategy. As a result, I believe the mid-term business plan presents these concepts in a clear and accessible manner, including visual illustrations. It effectively clarifies the distinction between solutions for manufacturing on-sites and the humanoid field, while also highlighting the importance of focusing on advanced actuators that contribute to both areas.

I also believe it was meaningful that we were able to provide a realistic explanation of the timeline for monetizing opportunities in the Physical AI field.

Makaya The fact that we did not achieve the financial targets of the previous mid-term business plan is an issue that must continue to be addressed in the current plan. In addition, strengthening the management foundation that supports our competitive technologies and products, as well as enhancing management oversight, including that of overseas subsidiaries, will be important priorities going forward.

Ogasawara During the formulation process, we engaged in extensive discussions regarding both our businesses and the management foundation that supports them. In addition to achieving the targets set forth in our long-term and mid-term business plans, we also clarified the initiatives that must be steadily pursued within the organization. Drawing on the lessons learned from the previous mid-term business plan, we will continue to monitor progress from the perspective of whether the Yaskawa Group as a whole is achieving overall optimization.

Q How will the Board monitor progress on “Dash 35”?

Nishio To ensure that the mid-term business plan delivers meaningful results, it is important to establish Board-level monitoring as an integral part of our management process. Appropriate KPIs must be set for the specific steps required to achieve the plan, and progress must be managed in accordance with the established schedule. At the same time, the business environment is constantly changing. It is therefore essential to continuously verify whether our strategies and assumptions remain valid and to make course corrections with speed when necessary. Rather than managing the plan as a fixed framework, I believe the key is to maintain it as a “living” mid-term business plan that can adapt to changes in the business environment.

Hodaka When reviewing individual proposals, it is important to consider how each initiative fits within the overall mid-term business plan and the extent to which it contributes to the achievement of its objectives. For example, when evaluating investment proposals, we need to assess whether they are aligned with our overall cash allocation strategy. I also believe it is important to have a management framework that provides a comprehensive view of progress across the mid-term business plan as a whole.



Nishio If we think of the mid-term business plan as a forest and individual proposals as trees, I see monitoring as an ongoing process of moving back and forth between viewing the forest as a whole and examining each tree in greater depth.

Makaya I place particular emphasis on investments that drive future growth. Appropriate investments must be steadily executed to support our growth, but the foundation for those investments is the earning power of our existing businesses. I will monitor whether we are creating a positive cycle in which investments in existing businesses generate profits, and those profits are then reinvested into growth initiatives, including M&A.



Ogasawara Of course, achieving the financial targets of the mid-term business plan is important. Equally important is whether we are successfully transforming the business structure and management foundation that underpin those targets to an optimal state. In addition to monitoring quantitative targets, the Board will continue to discuss these underlying factors as well.

Q What are your expectations and perceived challenges for the further growth of the Yaskawa Group?

Nishio As the need to integrate advanced virtual technologies, including Physical AI, continues to grow, there are limits to what can be achieved through a self-contained approach alone. Alliances and M&A provide valuable opportunities not only for business expansion but also for talent development. I believe it is essential to cultivate the next generation of leaders through practical experience gained by working with companies that have different businesses and corporate cultures.

Hodaka The development of an ecosystem will be critical to the social implementation of Physical AI. I look forward to seeing how our company will evolve and what position it will occupy within that ecosystem.

Makaya Advances in Physical AI are poised to significantly change the stage of our business.

In addition to technological capabilities, I believe it is important to enhance our overall competitiveness, including our people and partnerships. If we can strengthen these capabilities, I expect they will lead to the creation of new business pillars and further expansion of our business portfolio.

Ogasawara I encourage our Outside Directors to speak candidly, especially when their views may be difficult to express. The perspectives of our Outside Directors are a tremendous source of strength for management.

Through active and candid discussions at the Board, we will work together with our Outside Directors to achieve the growth of the Yaskawa Group and enhance corporate value.

Message

Message from Newly Appointed Outside Directors

Upon my appointment as an Outside Director

Drawing on my expertise as a physician and researcher, as well as my management experience in the pharmaceutical industry, I place particular emphasis on how highly specialized technologies can be translated into social value and contribute to the sustainable growth of our company.

I believe our company possesses significant strengths, including its advanced technological capabilities cultivated over many years and its sincere corporate culture of addressing social challenges from the shop floor. These strengths give me confidence in the company's growth potential.

To enhance corporate value over the medium to long term, I will engage in candid and constructive discussions, contribute to strengthening the soundness and transparency of management, and work to improve the effectiveness of the Board of Directors.



Harumi Mukai
Outside Director

Toward the sustainable growth of the Yaskawa Group

To achieve sustainable growth, it is essential to build on the competitiveness and profitability of our core businesses while turning emerging fields such as Physical AI into business results. This will require the ability to convert technological advantages into solutions for customer challenges and the creation of new market value.

Innovation is not created through technology alone. It also requires an organizational culture in which diverse talent can thrive and an environment that encourages people to take on challenges. I will therefore place importance on fostering an organization where employees can maximize their capabilities.

Drawing on my expertise gained in other industries, I will strive to contribute to enhancing Yaskawa Electric's presence on the global stage and achieving sustainable growth.

Upon my appointment as an Outside Director

The technologies and products of our Group play an essential role in addressing social challenges, not only in the manufacturing of semiconductors and electronic components that support the AI era, but also in areas such as energy conservation and responding to labor shortages.

From an objective standpoint, I will monitor whether the policies and strategies aimed at enhancing corporate value over the medium to long term are being implemented steadily and effectively.

In addition, by confirming how the company is addressing issues identified through communication with various stakeholders and how risks are being managed, I will contribute to further strengthening the governance framework and promoting sound and sustainable management.



Chikako Irie
Outside Director, Member of the Audit and Supervisory Committee

Toward the sustainable growth of the Yaskawa Group

I believe that achieving sustainable growth requires not only further enhancing our technological capabilities and expanding their range of applications, but also strengthening collaboration with a diverse range of stakeholders both inside and outside the company. To respond effectively to evolving social challenges, it is essential to build an organization where employees with diverse experiences and values can work together and thrive.

Drawing on my background as a Certified Public Accountant, I will pay particular attention to our management strategies, including investments and alliances. From an investor's perspective, I will monitor whether the PDCA cycle is functioning effectively throughout the entire process, from planning and execution to the evaluation of results and the implementation of improvements.

Through constructive discussions that reflect the expectations of our stakeholders, I will contribute to the sustainable growth and enhancement of corporate value of the Yaskawa Group.

Corporate Governance

Message from the Chairman of the Board of Directors



Hiroshi Ogasawara

Representative Director,
Chairman of the Board; President

Enhancing the quality of management through active discussion and realizing higher corporate value

Changes in the role of the Board of Directors

As Chairman of the Board, I have witnessed a significant shift in the role of the Board of Directors over the past five years, reflecting the intent of Japan's Corporate Governance Code. Previously, the Board focused primarily on reviewing and approving specific proposals presented by the executive side. Today, the Board's role has evolved to place greater emphasis on monitoring from a broader perspective, particularly by Outside Directors, including whether the company is moving in the right direction and whether it is being managed in a sound manner. Active opinions and constructive discussions are taking place on each agenda item. With regard to our new long-term business plan, "Vision 2035," and our new mid-term business plan, "Dash 35," the Board will continue to monitor progress and challenges.

Leveraging diverse perspectives in Board operations

With the increasing ratio of Outside Directors, a wide range of views and perspectives is being brought forward by Board members. For example, in discussions on management risks, directors exchange views on the risks themselves and on our company's perception of those risks based on their respective industry backgrounds, expertise, and experience. Through these discussions, I have seen a clear improvement in the quality of Board deliberations.

As Chairman of the Board, I will continue to lead constructive discussions and further enhance the effectiveness of the Board of Directors, thereby contributing to the enhancement of corporate value.

Basic approach to corporate governance

Yaskawa Electric recognizes the importance of corporate ethics based on compliance with laws and regulations and considers it an important issue to enhance corporate value by speeding up management decision-making in response to changing social and economic environments and improving management soundness.

To achieve this, we will build good relationships with our stakeholders, including shareholders, customers, business partners, local communities, and employees. We will also

further strengthen our current institutions, including the General Meeting of Shareholders, Board of Directors, Audit and Supervisory Committee, and Accounting Auditor, while enhancing corporate governance.

For our shareholders and investors, we will strive to disclose information promptly and accurately, and at the same time, enhance management transparency by disclosing a wide range of information.



Yaskawa Electric Corporate Governance Policy

<https://www.yaskawa-global.com/sustainability/governance/corporate>

Yaskawa has established the Yaskawa Electric Corporate Governance Policy, which sets forth its basic views on corporate governance, and discloses it on the website.

Composition of the Board of Directors, Audit and Supervisory Committee, and Nomination/Remuneration Advisory Committee, and field of capability that Yaskawa expects each Director to demonstrate

Yaskawa Electric formulates and executes its long-term business plan and mid-term business plan to realize Yaskawa Principles. Taking into account the characteristics of its businesses, the Company periodically reviews the ideal structure and composition of the Board of Directors, which is responsible for both execution and oversight, through the Nomination Advisory Committee, a majority of whose members are Independent Outside Directors. The knowledge, experience,

and capabilities expected of the Board of Directors are based on the requirements necessary for the execution of these management strategies.

The “field of capability that Yaskawa expects each Director to demonstrate” shown below identify the key areas in which each Director is expected to contribute and demonstrate his or her capabilities when deliberating the Company's medium- to long-term business strategies, targets, policies,

Composition of the Board of Directors, Audit and Supervisory Committee, and Nomination/Remuneration Advisory Committee, and field of capability that Yaskawa expects each Director to demonstrate

Name	Age*1	Position	Years served as a Director*1	Gender	Attributes		
Hiroshi Ogasawara	70	Representative Director, Chairman of the Board; President	19	Male			
Ayumi Hayashida	61	Director, Managing Executive Officer	—	Female			
Yumie Kubota	58	Director, Executive Officer	—	Female			
Hisanori Makaya	68	Outside Director	1	Male	Outside	Independent	
Harumi Mukai	60	Outside Director	—	Female	Outside	Independent	
Takeshi Ikuyama	62	Director and Member of the Audit and Supervisory Committee	3	Male	Audit and Supervisory Committee Member		
Keiji Nishio	67	Outside Director and Member of the Audit and Supervisory Committee	3	Male	Audit and Supervisory Committee Member	Outside	Independent
Yaeko Hodaka	60	Outside Director and Member of the Audit and Supervisory Committee	3	Female	Audit and Supervisory Committee Member	Outside	Independent
Chikako Irie	54	Outside Director and Member of the Audit and Supervisory Committee	—	Female	Audit and Supervisory Committee Member	Outside	Independent

Male

Outside

Outside Director as provided in Article 2-15 of the Companies Act

Female

Independent

Designated Independent Director as stipulated by the Tokyo Stock Exchange

Chairperson

Member

*1 As of the conclusion of the 110th Annual General Meeting of Shareholders held on May 27, 2026.

*2 The table above does not cover all the expertise each Director possesses.

and initiatives at meetings of the Board of Directors and other governance bodies. It is not intended to represent the full range of expertise or experience of each Director. Given our characteristics as a globally operating B-to-B company, areas

such as Corporate management and Business strategy, Global , and ESG/sustainability are regarded as fundamental requirements expected of the Board as a whole.

Activities of the Board of Directors

In addition to its regularly scheduled meetings, the Board of Directors convenes extraordinary meetings as necessary. The Board determines important management matters and matters prescribed by applicable laws and regulations, while continually overseeing the execution of business operations.

Activities in FY2025

Meeting frequency	As a general rule, the Board met once a month, for a total of 13 meetings during the fiscal year.
Main agenda items	• Reports and deliberations on the progress of the mid-term business plan, “Realize 25” and the status of business execution during the fiscal year • Reports and deliberations on the operation of the internal control system, including the effectiveness and efficiency of operations, compliance with laws and regulations, information management, and risk management • Reports and deliberations on the evaluation of the effectiveness of the Board of Directors • Other important management matters
Directors' Discussion Meetings	In order to further enhance the effectiveness of the Board of Directors and deepen Outside Directors' understanding of the company's business, discussion meetings are held separately from Board meetings between Directors and senior management. Each meeting is organized around a specific theme, including topics such as Yaskawa Principles and dialogues with shareholders and investors. These meetings are intended to enrich Board discussions by promoting information sharing among Directors and senior management and encouraging open and constructive exchanges of views.

	Structure				Field of capability that Yaskawa expects each Director to demonstrate*2						
	Board of Directors	Audit and Supervisory Committee	Nomination Advisory Committee	Compensation Advisory Committee	Corporate management/ Business strategy	ESG/ Sustainability	Finance Accounting	Legal Affairs	Sales Marketing	Manufacturing R&D/DX	Global
	◎		○	○	○	○			○	○	○
	○				○	○	○			○	○
	○				○	○			○	○	○
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	○	○	○	○	○	○	○				○

Evaluation of the effectiveness of the Board of Directors

To ensure the effectiveness of the Board of Directors, the Company annually analyzes and evaluates the effectiveness of the Board of Directors.

In FY2025, a questionnaire survey was conducted with all Directors, and interviews were conducted with Outside Directors.

The questionnaire and interviews consist of evaluation items related to the overall management, such as the size, structure, and operating method of the Board of Directors, the functioning of the Board of Directors, management of business plans, support systems for outside directors, and management issues and strengthening of systems.

The survey results indicated that more than 90% of

all responses were positive. Based on these results, our company concluded that the effectiveness of the Board of Directors is generally ensured.

At the same time, several areas were identified for further improvement. These included: (1) enhancing discussions regarding the allocation of management resources, and (2) enriching the deliberations of the Nomination Advisory Committee. To address these issues, in FY2026 the Company will further enhance discussions on management strategies, investment plans, and other key matters. The Company will also deepen specific discussions aimed at improving the effectiveness of deliberations on succession planning, the nomination of Director candidates, and related topics.

Nomination Advisory Committee

The Nomination Advisory Committee, of which the majority are independent outside directors, has been established under the Board of Directors to ensure the transparency and fairness of the nomination of director candidates, the selection process of representative directors and officers, etc., and to ensure a forum for outside directors to obtain sufficient information and discuss to form opinions on the nomination of director candidates, etc.

With regard to succession planning, the Nomination Advisory Committee has deepened its discussions to enhance the effectiveness of deliberations on succession

planning, while advancing the process for selecting candidates and formulating succession development plans.

In addition, with respect to the change in Representative Director effective May 27, 2026, the Board of Directors resolved at its meeting held on April 10, 2026, following deliberations by the Nomination Advisory Committee, to shift to a management structure under which Hiroshi Ogasawara, currently Representative Director, Chairman of the Board, will assume the position of Representative Director, Chairman of the Board and President.

Activities in FY2025

Meeting frequency	Held a total of two meetings.
Main agenda items	• Nomination of Director candidates • Selection process for the Representative Director and Executive Officers • Other related matters

Compensation Advisory Committee

The Compensation Advisory Committee consisting of a majority of independent outside directors is established under the Board of Directors to ensure the appropriateness and transparency of the remuneration of directors (excluding directors

who are Audit and Supervisory Committee Members) and executive officers through fair deliberations, and to ensure a forum for outside directors to obtain sufficient information and discuss the remuneration in order to form opinions.

Activities in FY2025

Meeting frequency	Held a total of four meetings.
Main agenda items	• Appropriateness of remuneration for Directors (excluding Directors who are Audit and Supervisory Committee Members) and Executive Officer • Structure and design of the remuneration system • Other related matters



Details of Executive Compensation

<https://www.yaskawa-global.com/sustainability/governance/corporate>

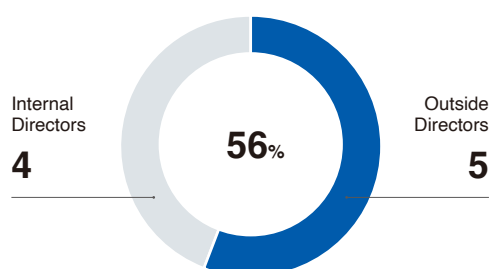
Directors & executive officers (As of May 27, 2026)

9 Directors

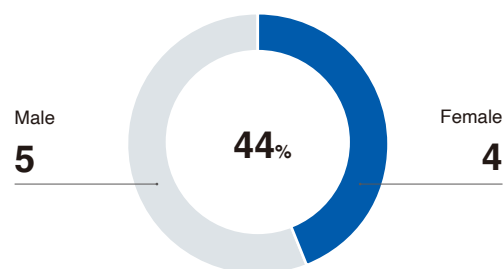
 Hiroshi Ogasawara Representative Director, Chairman of the Board; President Years served as a Director 19 Attendance rate at Board of Directors Meetings 100%	 Ayumi Hayashida Director, Managing Executive Officer Years served as a Director – Attendance rate at Board of Directors Meetings –	 Yumie Kubota Director, Executive Officer Years served as a Director – Attendance rate at Board of Directors Meetings –
 Hisanori Makaya Outside Director Years served as a Director 1 Attendance rate at Board of Directors Meetings 100% Outside Independent	 Harumi Mukai Outside Director Years served as a Director – Attendance rate at Board of Directors Meetings – Outside Independent	 Takeshi Ikuyama Director and Member of the Audit and Supervisory Committee Years served as a Director 3 Attendance rate at Board of Directors Meetings 100% Attendance rate at Audit and Supervisory Committee 100%
 Keiji Nishio Outside Director, Member of the Audit and Supervisory Committee Years served as a Director 3 Attendance rate at Board of Directors Meetings 100% Attendance rate at Audit and Supervisory Committee 100% Outside Independent	 Yaeko Hodaka Outside Director, Member of the Audit and Supervisory Committee Years served as a Director 3 Attendance rate at Board of Directors Meetings 100% Attendance rate at Audit and Supervisory Committee 100% Outside Independent	 Chikako Irie Outside Director, Member of the Audit and Supervisory Committee Years served as a Director – Attendance rate at Board of Directors Meetings – Attendance rate at Audit and Supervisory Committee – Outside Independent

- Outside** Outside Director as provided in Article 2-15 of the Companies Act
- Independent** Designated Independent Director as stipulated by the Tokyo Stock Exchange
- Details of Career Summary and Current Positions
<https://www.yaskawa-global.com/company/profile/directors>
- Directors' tenure is as of the conclusion of the 110th Annual General Meeting of Shareholders held on May 27, 2026.
 - Attendance rates at meetings of the Board of Directors and the Audit and Supervisory Committee represent FY2025 performance.

Ratio of Outside Directors



Ratio of Female Directors



20 Executive Officers (excluding 2 Executive Officers who concurrently serve as Directors)

Vice Chairman, Executive Officer	Senior Executive Officer	Executive Officer	
Masahiro Ogawa	Michael Knappek	Takenori Otsuka	Seigo Yamada
	Nobuaki Jinnouchi	Michiaki Higuchi	Marcus Mead
Managing Executive Officer	Hiroshi Takata	Shoichiro Shimoike	Tetsuyoshi Yamamoto
Tatsuya Yamada	Manabu Okahisa	Yasuo Adachi	Takahiro Uchiyama
	Yasushi Ichiki	Toshio Kawasaki	Hidenori Hara
	Kozo Ide	Hideaki Yoshimatsu	Yasuo Taketomi

Strategic Utilization of AI

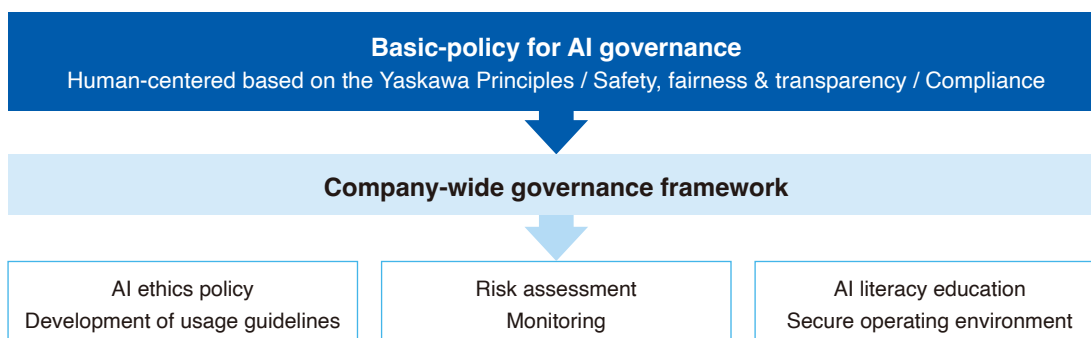
Basic policy and governance structure for AI

Under its long-term business plan, “Vision 2035”, the Yaskawa Group recognizes AI as a key technology that supports the enhancement of corporate value and drives new growth. Based on this recognition, we have established a basic policy for AI governance. Grounded in the Yaskawa Principles and guided by a human-centered approach, this policy emphasizes safety, fairness, and transparency while promoting the responsible use of AI in compliance with applicable laws, regulations, and social norms.

To ensure effective implementation, we have established a company-wide governance framework led by the ICT division. This framework centrally manages AI utilization

through the development of AI ethics policies and usage guidelines, as well as the assessment and monitoring of associated risks. With regard to generative AI, we have implemented strict usage rules based on human oversight, taking into consideration risks such as information leakage, copyright issues, and the accuracy of AI-generated outputs. Furthermore, we regard the ability to use AI safely and effectively as a fundamental capability shared across the organization. Accordingly, we are continuously promoting AI literacy education for all employees. As a trusted company chosen by customers worldwide, we are strengthening the foundation for AI utilization across the entire Yaskawa Group.

AI governance initiatives



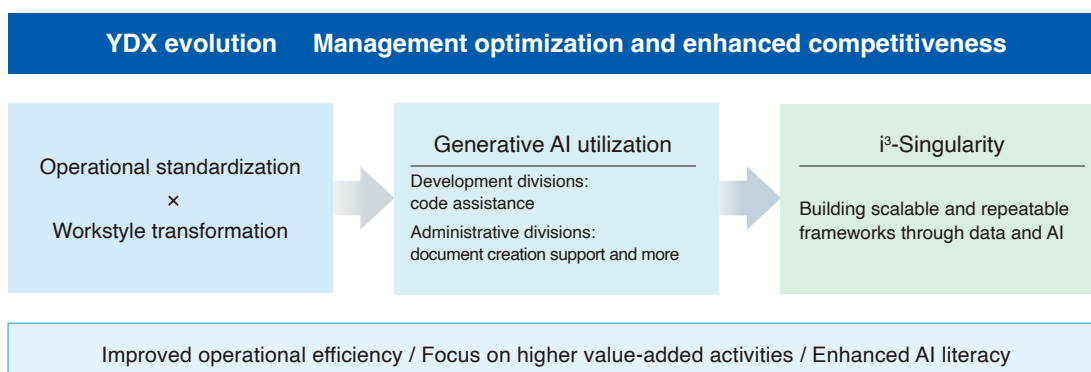
Results of YDX

The Yaskawa Group is optimizing management across the organization through the ongoing evolution of YASKAWA Digital Transformation (YDX), our company-wide digital transformation initiative. Beginning with the standardization of operations through centralized data management and the transformation of work processes, YDX serves as a key driver of the Group's growth. It also lays the foundation for “i³-Singularity”, a new world that combines AI with our solution concept, “i³-Mechatronics.”

As part of these efforts, we are promoting the company-wide use of generative AI within a secure operating environment. In administrative and indirect divisions, generative AI is used to support the creation of internal documents and reports, as well as information search and summarization.

In development and engineering divisions, it assists in the preparation of technical documentation and source code. Through these applications, we are improving the efficiency of routine tasks and enabling faster access to necessary information across a wide range of business activities. At the same time, we are creating an environment in which employees can focus on higher-value-added work while enhancing AI literacy throughout the organization. Going forward, we will gradually expand the use of AI across a broad range of activities, from sales, development, production, and service operations to management decision-making. By establishing repeatable frameworks built on data and AI, we will continue to advance YDX and further strengthen our management foundation.

Evolution and future direction of YDX



Quality Management

Efforts to improve corporate value

Since its foundation, Yaskawa Electric has placed “Quality First” at the core of management, creating customer value through reliable products and services. This philosophy has become embedded in the Yaskawa Group’s corporate culture through continuous advancements in quality management, including QC activities, TQM, and ISO9000.

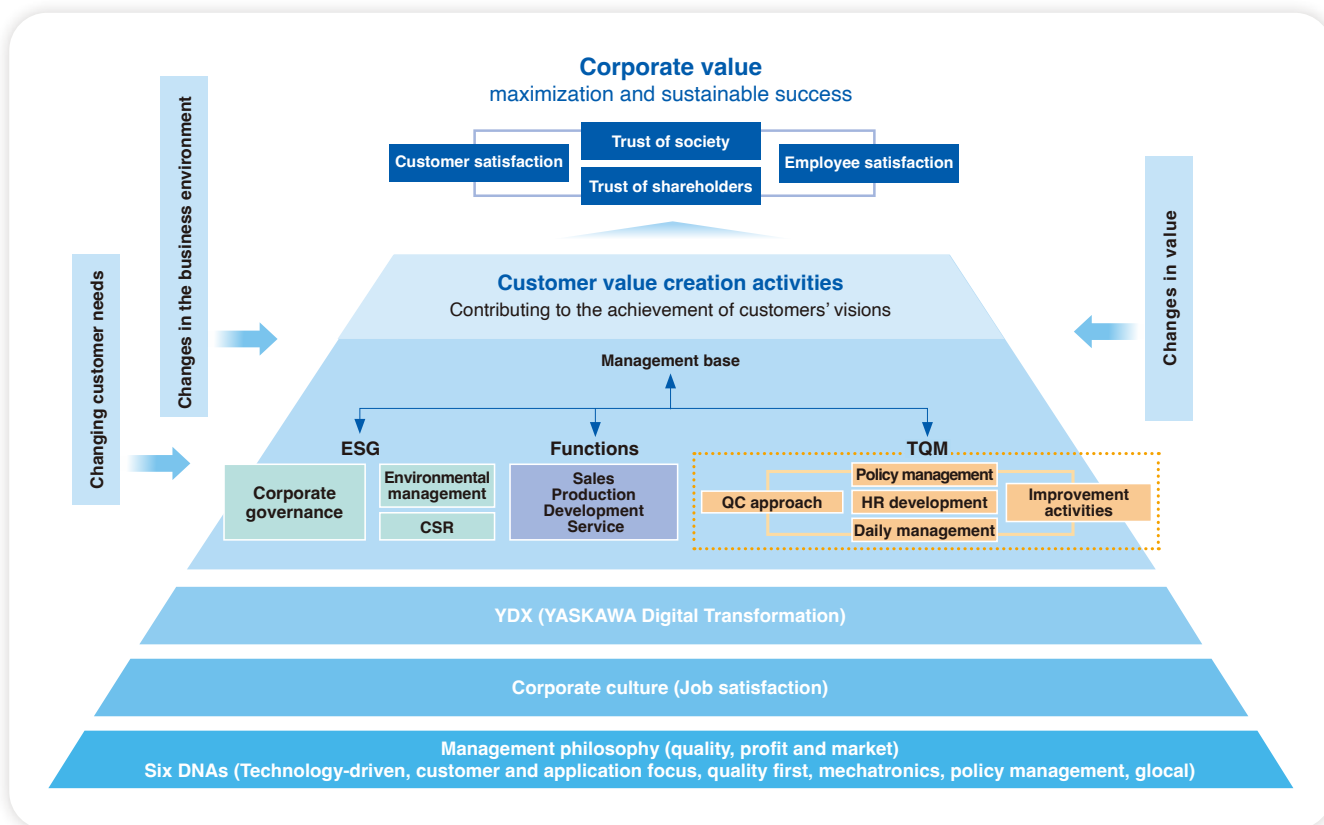
We define corporate value as the accumulation of trust and satisfaction from all stakeholders, including society. By enhancing both, we seek to maximize corporate value and achieve sustainable growth.

Supporting the realization of our customers’ visions is

central to our mission. By understanding their perspective and working together to solve challenges, we contribute to the success of their businesses, which in turn helps address broader social and human issues.

To support these efforts, we have established management foundations, including Functions, ESG, TQM, and YDX (YASKAWA Digital Transformation). Together with the Yaskawa Group’s culture and principles, these foundations enable us to respond flexibly to a rapidly changing business environment and increasingly diverse customer needs and values.

Quality management in our company



Enhancing quality management through digital management

Through “YDX (YASKAWA Digital Transformation)”, we are promoting rapid decision-making through the visualization of management information and improving management efficiency. Currently, we are working to further improve overall quality by using digital data to link the entire global value chain, including product planning, design, procurement, production, logistics, sales, and service. This enables us to view quality not only as product performance, but also in a broader sense as the degree to

which customer needs are fulfilled. We are also working to further improve management efficiency by connecting the entire supply chain and promoting the visualization of information from a broader perspective. In addition, we are advancing operational efficiency through the use of AI, and the number of improvement activities based on a QC-oriented approach continues to grow.