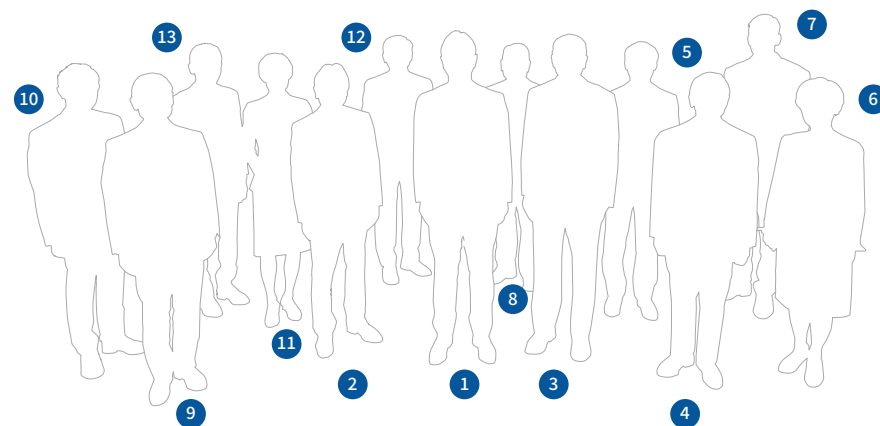


Thoughts on ESG Management



While emphasizing ESG factors
in the management of its business,
Yokogawa is continually striving to contribute to society,
protect the environment, and achieve growth.



1 Hitoshi Nara

President and CEO

By aligning Yokogawa's businesses with the contributions that the company is making on the societal and environmental fronts, we will pick up the pace of our long-term effort to present solutions that lead to the realization of a sustainable society.

3 Yu Dai

Director, Senior Vice President

We bring together talented people, innovative technologies, high-quality product, and excellent solution service, to tackle the sustainability challenges, capture growth opportunities with ESG being the key driver, and create better planet for our future generations.

5 Akira Uchida

Outside Director

With Yokogawa's sights set on achieving the "Three goals" and all of the company's businesses presenting solutions to environmental and social issues, I will strive to improve governance by pursuing initiatives that maintain a balance between economic and social value.

7 Takuya Hirano

Outside Director

As it becomes a company that is ever more innovative and quick to act, Yokogawa will seek to create lasting value in harmony with the planet, society, and humankind, and set a good example that all can follow. I will help to make this happen.

9 Hajime Watanabe

Audit & Supervisory Board Member

By presenting solutions that create value and address issues faced by customers and society, Yokogawa will be able to sustain growth and contribute to a brighter future for all.

11 Yasuko Takayama

Outside Member, Audit & Supervisory Board

Making contributions through its business that are beneficial to the environment and society is the foundation for Yokogawa's sustainable growth and the enhancement of its corporate value over the medium- to long-term. I will constantly monitor and verify these activities from the dual perspectives of contribution and growth.

13 Masaru Ono

Outside Member, Audit & Supervisory Board

Yokogawa's core measurement and control technologies play indispensable roles in ESG, and the company truly occupies a central position in this field. I am determined to do my best to ensure that forward progress is achieved with our ESG management.

2 Junichi Anabuki

Director, Senior Executive Vice President

As a company that takes seriously its responsibilities for society and the environment, governance is an all-important theme at Yokogawa, and the foundation for all we do. I will work to strengthen it.

4 Shiro Sugata

Outside Director

We are striving to lay the groundwork for the future by gathering the knowledge needed to halt climate change and enable the recycling of resources. Our aim is to make it possible for everyone to prosper, and to enjoy a life in which "today is better than yesterday, and tomorrow better than today."

6 Kuniko Urano

Outside Director

By clearly setting out our sustainability goals and contribution areas, we are encouraging all employees to assume ownership of Yokogawa's medium- to long-term business targets and internal reforms. Let us work together as "One Yokogawa" to achieve them.

8 Yujiro Goto

Outside Director

We aim to build firm relationships with all stakeholders that are based on trust, continue to work faithfully and resolutely toward ESG targets that Yokogawa is uniquely positioned to realize, and contribute in ways that exceed society's expectations.

10 Kenji Hasegawa

Audit & Supervisory Board Member

With ESG management, I think that one must continually take on a wide range of challenges, and this includes areas such as IT. It is important to have a corporate culture and environment that is conducive to this.

12 Makoto Ohsawa

Outside Member, Audit & Supervisory Board

The key with ESG management is to always maintain the public's trust while giving due consideration to the need for balance between stakeholders and harmony with the environment.