

Social Capital

A strong track record and large installed base that have been built based on trust

In nearly 60 years since we began developing our global business rooted in local communities, we have worked closely with customers in each region to provide products, solutions, and services and have undertaken more than 40,000 projects around the world. This abundant delivery record is proof of the relationship of trust that we have built over the years with our customers.

Messages from Regional Chief Executives

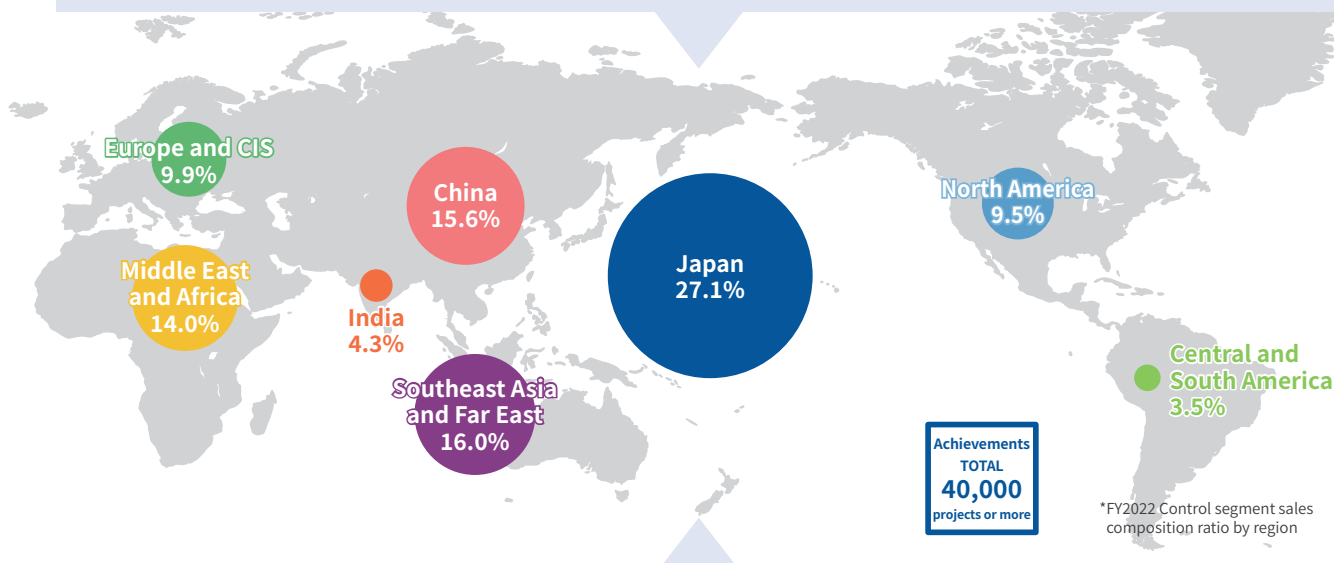


Kazuhiko Takeoka

Regional Chief Executive for ASEAN, Pacific, China and Korea
President of Yokogawa China Co., Ltd.

Half a century has passed since Yokogawa began to develop its business in the ASEAN countries, China, Korea, and other countries in the Pacific region. I would like to take this opportunity to express my deep gratitude for the great support and guidance we have received from our customers. In recent years, there has been a call for companies to contribute to sustainability by accelerating the introduction of DX technologies, engaging in ESG management to achieve the SDGs, and other initiatives, and this has come to be regarded as an indicator of corporate value. Yokogawa and its customers are actively engaged in such efforts.

In this region, the Energy & Sustainability, Materials, and Life businesses are closely inter-related due to geopolitical and geoeconomic factors and the characteristics of our customers' value and supply chains. In this context, regional and global coordination across national borders has become more important. At Yokogawa, we will continue to base our business strategy on the trust-based relationships we have cultivated with customers over the years and our long track record in providing solutions. We will work with our customers to co-create value and endeavor to help them become more profitable and efficient through solutions centering on IA2IA that contribute to the establishment of a sustainable society.



Kunimasa Shigeno

Regional Chief Executive for Middle East and Africa
President of Yokogawa Middle East & Africa B. S. C.(c)

Yokogawa's entry into the Middle East dates back to the 1970s, when the company entered into an agency agreement with a Saudi Arabian company and began developing the control system market centering on oil, gas, and petrochemicals. In 1990, Yokogawa established a company in Bahrain, and thereafter established sales and service offices in Saudi Arabia, UAE, Oman, Qatar, and other Middle Eastern countries. In 2013, control of the African business was transferred from the European regional headquarters to our regional headquarters.

Over the years, Yokogawa has maintained good customer relationships with major companies engaged in the oil, gas, and petrochemical businesses, mainly in Saudi Arabia and the UAE. With its highly

reliable and high-quality products, proven project execution capabilities, solution proposal capabilities, and timely and meticulous services, the company is honoring its commitments to its customers and steadily expanding its business while strengthening its localization. Yokogawa has taken on the challenge of transforming itself from a control system supplier to a total solution provider.



Shuji Mori

Regional Chief Executive for North America, South America, Europe, Russia and CIS

As we are on our competitors' home turf and got a later start here than these companies, we have always seen ourselves as challengers in our efforts to develop this market and expand our business here. By consistently providing unique value that only we can offer, we have gained the trust of companies that had been doing business with our competitors, and successfully started doing business with them. Thanks to this, we have become indispensable partners of a number of companies here and are working with them to grow their businesses. The spirit of being a challenger remains unchanged, and our leaders and employees in each country in this region continue to work closely with our

headquarters in Japan to deliver value to our customers. In Europe and North America, people are very aware of the need for new energy sources and sustainability, and there is active investment in green energy and renewable energy. Our company has already been selected to work as a main automation contractor in numerous projects. Through our involvement in these initiatives, we aim to engage in the development of new technologies that will help to realize a sustainable society and achieve a brighter future for the region and our customers.



Hiromasa Yatsunashi

Regional Chief Executive for Japan
President of Yokogawa Solution Service Corporation

Japan is where Yokogawa was founded, and throughout our long history we have continued to refine our technologies and work with our customers, constantly changing and aiming for growth, to contribute to the development of a wide range of areas in society and industry.

In 2013, 10 years ago, Yokogawa established Yokogawa Solution Service Corporation, integrating the sales, engineering, information business, and service divisions of the domestic control business with the aim of transforming it into a solution service company. This business has been expanded by establishing a system to provide optimal solution services to our customers in a

single, integrated manner.

As efforts to protect the environment and realize a sustainable society are required on a global scale, new technologies are being introduced one after another, and we are entering an era of momentous change in society, industry, and lifestyles. Our customers face a wide range of challenges and are accelerating their efforts to decarbonize, integrate management and manufacturing information with the use of digital technology, and establish resilient supply chains.

To assist in these efforts, we will continue to co-create with our customers and provide value through our nationwide sales, engineering, and service system, and through our business partners. To accomplish this, we will capitalize on our extensive installed base, the expertise we have cultivated in various industries, and the strong relationships that we have established with our customers.



Sajiv Ravindran Nath

Regional Chief Executive for India and South Asia
President of Yokogawa India Limited

Yokogawa India Limited is committed to creating a sustainable society by utilizing IA2IA and smart manufacturing to ensure the provision of green/clean/renewable energy, clean water for all, food for all, and health for all, and above all create an ecosystem that is fully circular and self-sustainable.

We are perfectly aligned with Yokogawa's vision of creating sustainable value and leading the way in solving global issues through autonomy and symbiosis. Significant steps have been taken in meeting customers' expectations for AI, autonomous operations, smart manufacturing, and other technologies. We have won projects in various domains, like supply chain analytics for

pipelines, AR/VR using smart wearables, asset & process data analytics, connected worker platforms, real-time production management, smart manufacturing consulting, open platforms (OPAF), and digital oil fields.

As per the International Monetary Fund, India is poised to become the third largest global economy by 2027. The "Make in India" policy, which calls for the localization of manufacturing in India, is being vigorously pursued. India is well poised to be a global manufacturing hub to solve supply chain issues and be a growth engine for Yokogawa.

South Asia has more than 2 billion people and constitutes nearly 25% of the world's population. This segment of the global population has a huge demand for water, power, food, medicine, and energy (especially renewable energy). We will make the best use of this opportunity and leverage our unique strengths in providing deliverables at all levels (field, control room, supervisory, planning, and management).

The synergy that Yokogawa India, KBC, and Yokogawa Technology Solutions share with Yokogawa Electric and other companies of the Yokogawa Group results in the creation of enormous value for our customers, shareholders, and the people of our countries.