### Fiscal Year 2018 in Review

#### Financial Results Summary

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return on equity (ROE)</td>
<td>10.1%</td>
</tr>
<tr>
<td>Operating income</td>
<td>¥34.6 billion</td>
</tr>
<tr>
<td>Orders</td>
<td>¥432.0 billion</td>
</tr>
<tr>
<td>Return on sales (ROS)</td>
<td>8.6%</td>
</tr>
<tr>
<td>Net sales</td>
<td>¥403.7 billion</td>
</tr>
<tr>
<td>Earnings per share</td>
<td>¥106.54</td>
</tr>
</tbody>
</table>

#### IR and ESG Topics

**Included in major ESG indexes**

- Global: Dow Jones Sustainability Indices
- Japan: FTSE4Good, MSCI Japan Empowering Women Index (WIN)

#### Management Topics

**April 2018**
- Established a single cell™ “innovators” consortium to develop sophisticated systems for the single-cell analysis and promote its use.
- Unveiled the OpreX™ brand covering the entire industrial automation and control portfolio

**May 2018**
- Held the financial results briefing for fiscal year 2018
- Announced the Transformation 2020 mid-term business plan
- Launched amnimo Inc. to provide new services leveraging IIoT architecture
- Introduced a new performance-linked stock compensation plan (performance share unit plan)

**June 2018**
- Unveiled the OpreX™ brand covering the entire industrial automation and control portfolio
- Held 2019 Annual General Meeting of Shareholders
- Continued to be selected as a constituent of major ESG indexes (FTSE in June, DJI in September)

**September 2018**
- Signed a global reseller license agreement with Chevron for PETRO planning technology

**October 2018**
- Has concluded an agreement to transfer all the shares of Yokogawa Denshikiki Co., Ltd. (transfer completed in December 2018)
- A Yokogawa employee received a Leading Women Award from the World Business Council for Sustainable Development (WBCSD)

**November 2018**
- Signed a strategic partnership and equity agreement with AlgaEnergy, a Spanish biotechnology company
- Acquired all shares of NKS Corporation, a company specializing in the validation of facilities for pharmaceuticals and food products, and the calibration of measuring instruments

**December 2018, March 2019**
- Held briefings for individual investors (in December and March)

**January 2019**
- Joined Global 100 Most Sustainable Corporations in the World Index
- “Yokogawa Report 2018” was highly recognized by GPIF’s asset managers entrusted with domestic equity investment

**February 2019**
- Selected as a “White 500” companies with Excellent Health and Productivity Management Practices for the third consecutive year

**March 2019**
- Supported for recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)
- Held a site visit at a factory in China and a customer’s plant for institutional investors

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*single cell™: The complete set of molecules and their interactions within a cell*
**Net sales by region**

- **Net sales outside Japan**: ¥275.6 billion
- **Net sales in Japan**: ¥128.1 billion

**FY2018**

- **Japan**: 31.7%
- **Southeast Asia/Far East**: 12.3%
- **China**: 8.5%
- **India**: 18.0%
- **Europe**: 3.4%
- **Russia**: 11.6%
- **North America**: 4.5%
- **Middle East/Africa**: 2.1%
- **South and Central America**: 7.9%

**Appointed**

- First foreign national to become a director
  (Dai Yu, Director and Senior Vice President)

**Nominated for both**

- Excellent Integrated Reports
- Most-improved Integrated Reports

**Joined**

- Global 100 Most Sustainable Corporations in the World Index, the world’s leading sustainability index for the first time

**Topics on Orders Received and Products**

- **May 2018**
  - DDMOnEX, a data driven modeling for optimization solution, selected for use by Nippon Paper Industries Co., Ltd. at its Ishinomaki Mill

- **June 2018**
  - Launched OpreX™ Profit-driven Operation solution to enable integrated plant performance management

- **July 2018**
  - Received an order for statewide centralized water information management system for the state of Rajasthan in India
  - Developed and released CENTUM VP R6.06 integrated production control system

- **August 2018**
  - Developed a reinforcement learning algorithm that can be utilized for the automatic optimization of plant operations jointly with the Nara Institute of Science and Technology (NAIST)
  - Received numerous orders for chemical injection metering valves for a Norwegian energy company

- **October 2018**
  - Developed and released DLM3000 series mixed signal oscilloscopes

- **January 2019**
  - Won an order for a control system for the Provisur seawater desalination project in Peru
  - Released TDLS8100 probe-type tunable diode laser spectrometer