Chapter 1 Introduction

The Identity Shaping the Yokogawa Group

Founding Principles

Quality first | Pioneering spirit | Contribution to society

The Yokogawa Philosophy

As a company, our goal is to contribute to the realization of a sustainable society through broad-ranging activities in the areas of measurement, control, and information. Individually, we aim to combine good citizenship with the courage to innovate.

Yokogawa's Purpose

Utilizing our ability to measure and connect, we fulfill our responsibilities for the future of our planet.

Core Values

Respect | Value Creation | Collaboration | Integrity | Gratitude

Vision Statement

Through autonomy and symbiosis, Yokogawa will create sustainable value and lead the way in solving global issues.

Tireless Efforts for Transformation

Constantly Tackling Difficult Challenges as a Trusted Company with a Wealth of Technology and a Strong Track Record

Since its foundation in 1915, Yokogawa has been contributing to social development by providing innovative products and solutions to industries based on its measurement, control, and information technologies. We will fulfill our responsibilities for the future of our planet by utilizing our ability to measure and connect that has been cultivated through the accumulation of technologies, long track record, and strong trust-based relationships, and by constantly reforming ourselves to keep up with the changing times, to solve today's social issues.

1915
Tamisuke Yokogawa, Doctor of Architectural Engineering, established an electric meter research institute in Shibuya, Tokyo

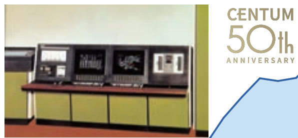
1917 First in Japan
Began marketing electric meters to lead the trend for their domestic production

1924 First in Japan
Developed portable oscillograph

1950 First in Japan
Released electron-tube-type self-balancing recorder

1969
First in the world
Developed and started manufacture and sales of vortex flowmeters

1975 First in the world
Released CENTUM, distributed process control system



First in the world **1991**
Launched differential pressure/pressure transmitter with a silicon resonant sensor

1996
Released a confocal scanner and entered the biotechnology business

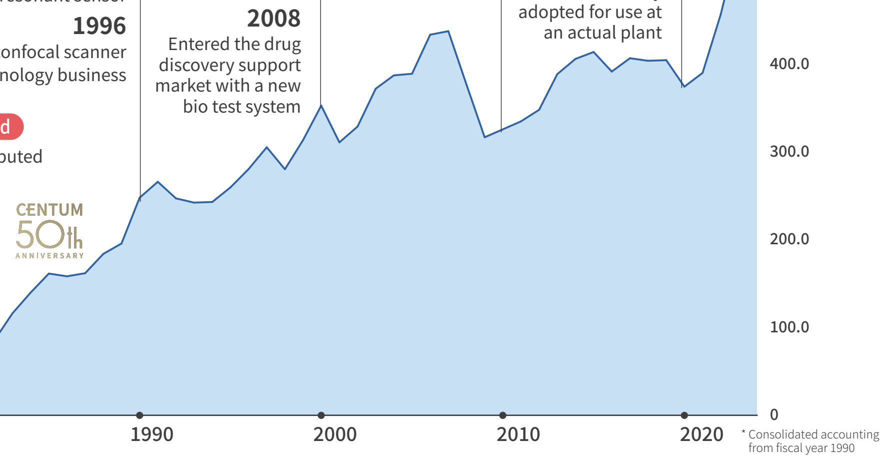
2005
Released a safety instrumented system that integrates control with safety

2008
Entered the drug discovery support market with a new bio test system

2010
First in the world
Released field wireless devices compliant with the ISA100.11a standard

2021
Launched an organization to promote space business

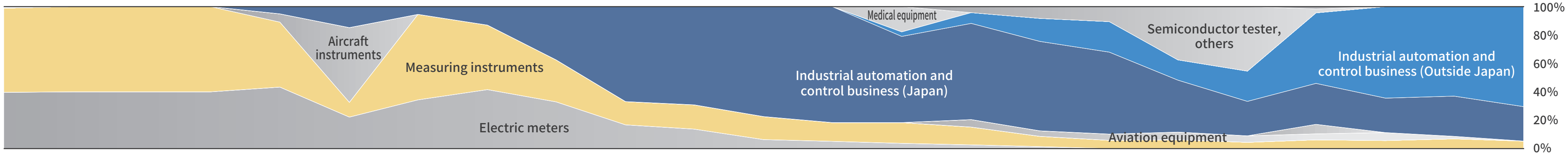
2023
First in the world
Autonomous control AI officially adopted for use at an actual plant



Pioneered production of electric meters in Japan → Growth in industrial instrument business → Innovating computer-based digital automation technology → Accelerating global reach → Venturing into new markets → Focusing on the control business → Addressing social issues and creating sustainable value through autonomy and symbiosis

- Established Yokogawa Electric Works, Inc. as North American sales office
- Established a site/plant in Singapore
- Established a site in Europe
- Merged with Hokushin Electric Works, Ltd.
- Established a joint venture in China
- Established a company in the Middle East
- Formed Yokogawa Solution Service Corporation
- Acquired KBC Advanced Technologies plc
- Transitioned to a Company with a Nominating Committee, etc.

Business Portfolio Transformation



YOKOGAWA
Co-innovating tomorrow™

CENTUM 50th ANNIVERSARY

CENTUM 50th Anniversary

CENTUM 50th Anniversary Always with You, Yesterday, Today, and Tomorrow.

Yokogawa's CENTUM, the world's first distributed control system, proudly celebrates its 50th anniversary.

Since 1975, CENTUM has continued to evolve as a core monitoring and control system that delivers reliability, stability, and compatibility while driving productivity improvements in plants worldwide. Looking ahead, Yokogawa remains committed to preserving this legacy while pursuing sustainability and engaging in continuous innovation as we deliver cutting-edge technologies for the industries of tomorrow.

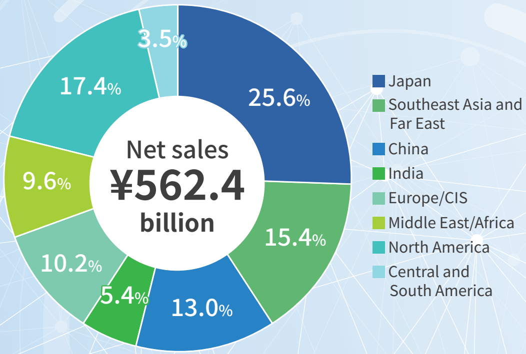
On this 50th anniversary, we express our heartfelt gratitude for the trust and support that our customers have shown us over the years. Together, we will strive to play an active role in creating a more prosperous and sustainable society.

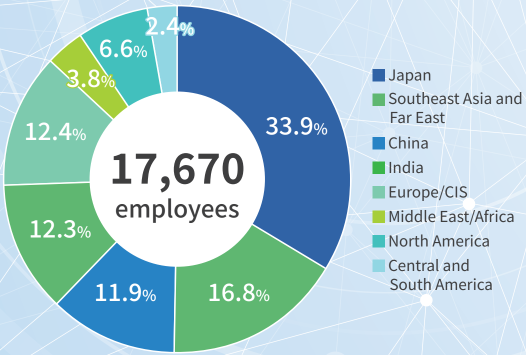
CENTUM 50th Anniversary special website (our website)

Yokogawa in Figures

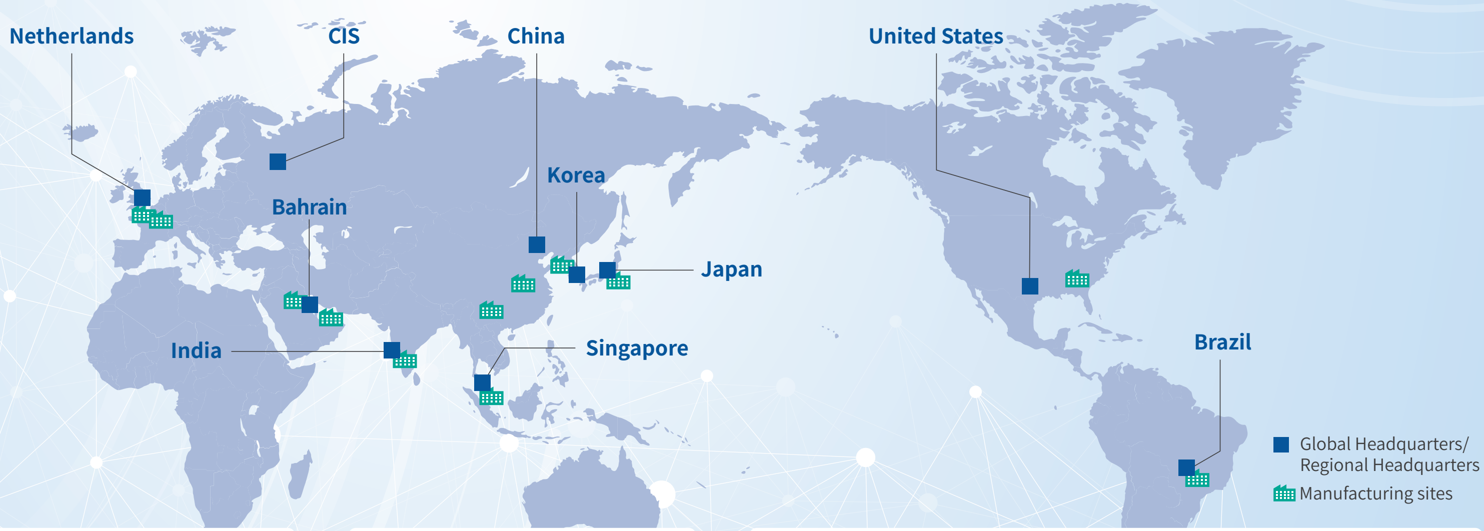
Net sales	Operating income ratio	Earnings per share (EPS)	Return on equity (ROE)
¥562.4 billion	14.9%	¥200.41	11.5%

Founded	Number of employees	System deliveries	Ratio of outside directors
110 years ago	17,670	approx. 31,000	8/12





Global Network



Business sites in	Manufacturing sites in	Service network	
62 countries	12 countries	Service sites 180+	Service engineers 2,500+

(Fiscal year 2024 results)

Yokogawa's Business

Yokogawa proposes solutions to global challenges.

Drawing on our ability to measure and connect, Yokogawa collaborates with customers. Making full use of our expertise in measurement, control, and information technologies that we have acquired over the years, Yokogawa addresses social issues through our business activities. To attain these goals, the core industrial automation and control business has been divided into three segments: energy and sustainability, materials, and life. Yokogawa's measuring instruments business and new businesses also significantly contribute to the advancement of industry and technology.

Industrial Automation and Control Business

Given the expected surge in global energy demand, the renewable energy market is primed for growth. In the increasingly diverse energy and water sectors, Yokogawa's energy and sustainability business is working across the entire value chain – from production and supply to use, disposal, recycling, and maintenance – to support safe and efficient operations. The business segment aims to protect the environment by achieving a sustainable, carbon-neutral society.

Main Markets

- Renewable energy
- Oil & gas (upstream)
- Refining, petrochemicals (downstream)
- Power
- Energy management systems
- Energy storage
- Water & wastewater, industrial water

Among the requirements in this segment are efficient energy use, recycling, and the use of raw materials that have a low environmental impact. Drawing on our expertise in ecological solutions and digital technologies, Yokogawa is striving for a world that maintains a balance between comfort and sustainability. Our materials business is critical to achieving a circular economy that can exist in harmony with the environment.

Main Markets

- Specialty and fine chemicals
- Biochemicals
- Fertilizer
- Mining & metals
- Mobility
- Electrical machinery, electronics & semiconductors
- Iron & steel
- Pulp & paper
- Fibers & textiles

The growing global population is putting a strain on the production and supply of food. Demand for pharmaceuticals is also rising steeply. Yokogawa's life business supports the supply of medicines and food so that people everywhere can live safely and enjoy good health.

Main Markets

- Pharmaceuticals
- Healthcare
- Food & beverage

Areas for exploration: Disaster prevention, space, and ocean

By presenting solutions for applications such as the observation of changes in sea level and the verification of technologies that could point the way to the use of hydrogen on the lunar surface, we are working to mitigate the effects of global disasters and working toward the achievement of a recycling-oriented society.

Measuring Instruments Business

Often considered to be the mother tools of modern industry, measuring instruments have been an integral part of Yokogawa's business since the company's inception. Taking advantage of our expertise in the precision measurement of power, voltage, light, pressure, and other physical quantities, we are pursuing decarbonization by helping our customers in such areas as vehicle digitization and electrification, renewable energy, environmental measurement, next-generation communications technology, and plant maintenance.

New Businesses and Others

Setting our sights on easing the use of the industrial internet of things (IIoT), Yokogawa provides the necessary hardware, software, and cloud solutions.