<TRANSLATION> The following is an English translation of a document written initially in Japanese. Should there be any inconsistency in the contents of the translation and the official Japanese version, the latter shall prevail.

Corporate Governance Report

Last Update: November 4, 2026

Yokogawa Electric Corporation

Kunimasa Shigeno, President & CEO, Representative Executive Officer

Contact: Hirohiko Nakatani, Department Manager Treasury & IR Department

Securities Code: 6841

https://www.yokogawa.com/

The corporate governance of Yokogawa Electric Corporation (the "Company") is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

1. Basic Views

The Yokogawa Electric Group (hereinafter referred to as the "Group") has established a corporate philosophy, the Yokogawa Philosophy, and the Yokogawa Group Code of Conduct that apply to the entire Group, and strives to maintain appropriate relationships with all stakeholders as well as aims for sustainable corporate growth and increased corporate value over the medium to long term. In addition, based on the philosophy that "a company is a public entity of society," the Group positions answering the trust of all stakeholders, including shareholders, customers, business partners, society, and employees, via sound and sustainable growth, as the basic mission of its corporate management. In addition, we believe that solving environmental and social issues is the raison d'etre of the Group, and we have established Yokogawa's Purpose as "utilizing our ability to measure and connect, we fulfill our responsibilities for the future of our planet," in which the top management itself demonstrates strong conviction and leadership to promote management that values sustainability.

In order to maximize its corporate value, the Group believes that efforts such as thorough compliance, appropriate management of risks, and information disclosure in order to ensure constructive dialogue with shareholders and other stakeholders are important.

In order to experience healthy and sustainable growth of the Group and to maximize its corporate value, the Group believes that efforts such as thorough compliance, appropriate management of risks, and information disclosure in order to ensure constructive dialogue with shareholders and other stakeholders are also important.
The Group formulates and discloses these Yokogawa Corporate Governance Guidelines which serve as the basic policy for continually working on corporate governance in line with the above views.
https://cdn-nc.yokogawa.com/1/20520/tabs/ir_cg_guidelines-en.pdf

[Reasons for Non-compliance with the Principles of the Corporate Governance Code]

The Company complies with all principles of the Corporate Governance Code revised in June 2021, including details for the Prime Market.

[Disclosure Based on the Principles of the Corporate Governance Code]

[Principle 1.4]
The Group shall strategically hold shares, provided such shares are determined to contribute to maintaining and increasing corporate value. With respect to all cross-holding shares, the Board of Directors shall uphold a policy of keeping the minimum necessary amount of cross-holding shares and decide every year if it is suitable to hold the shares by examining the purpose and economic rationale, etc. of individual shares from a medium- to long-term perspective. Specifically, the shares held are classified

into the following three categories, and it is determined whether holding is suitable, with transaction status, share price and dividends, and capital costs deemed as KPIs.

(Evaluation/validation and methods for determining validity are as follows)
a. Business partners (for the purpose of maintaining and strengthening business transaction and partner relationships)
b. Financial institutions (for the purpose of attempting to conduct financial transactions smoothly)
c. Others (those which do not fall under the above categories)

Strategically held shares that are deemed as no longer suitable to hold as a result of the examination are sold with the attempt of reducing the number of shares held, taking into account the impact on the market and other business conditions. We sold some of those shares in the fiscal year ended March 31, 2026.

We refrain from disclosing the verification results for individual strategically held shares, as doing so could potentially influence market evaluations or stock prices related to those shares.

<Evaluation/validation, methods for determining validity>
For each share held

a. Examination based on quantitative assessment of share price (market value, cost and carrying amount after impairment)
b. Examination based on quantitative assessment with ROIC, which is calculated on the basis of each of market value and cost, compared with the share price assessed in a.
(In the calculation of ROIC, after-tax gross income from sales and dividend income are used.)
c. Examination based on qualitative assessment of purpose of holding, transaction results, estimate for future transactions, and other factors for each share held
d. The assessments through the examinations in a. to c. are taken into account comprehensively from perspectives of medium- to long-term economic value, business expansion and strengthening of relationships, and others, to evaluate and determine the validity of holding

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With respect to exercising the voting rights of strategically held shares, the Group shall make decisions based on sufficient examination, from the standpoint of increasing the corporate value of the Company and the companies that the Company has invested in over the medium to long term. Specifically, for strategically held shares that have been determined to be held through the verification process, the Company shall basically exercise the voting rights with respect for the management decisions of the executives of the companies in which the Company has invested. However, in the following cases, the Company shall exercise the voting rights based on careful examination on whether or not to exercise the voting rights:

1) Cases where any violation of law, misconduct or anti-social behavior has occurred at the companies in which the Company has invested
2) Cases of proposals that are considered to be likely to undermine the Company's corporate value, for organizational restructuring including merger or acquisition and business transfer, advantageous issue of shares to third parties, etc.

The policy regarding strategic holdings and the criteria for exercising voting rights will be disclosed in the Corporate Governance Report.

[Principle 1.7]
The existence or non-existence of business transactions between the Company and its officers, or their close relatives, and between the Company and its major shareholders, etc., (hereinafter referred to as the "related party transactions") is investigated regularly and reported to the Board of Directors. In conformity with applicable laws and regulations including the Companies Act and the Financial Instruments and Exchange Act, and other applicable rules, related party transactions shall be disclosed upon resolution by the Board of Directors. In 2025, a survey was conducted by administering a questionnaire to officers in April. Additionally, related party transactions are published in the internet disclosure of the Notification of General Shareholder Meeting.

[Supplementary Principle 2.4.1]
The Company has established its approach to ensuring diversity, its policy to develop human resources, and its policy to maintain its internal environment. These are specified in the human resources management codes within the Group Management

Standards (GMS), which are positioned as the most important set of company rules for the Yokogawa Group. Regarding disclosure, the Company has made a DE&I declaration, which pledges “to promote diversity and inclusion (DE&I), proactively hire, develop, and promote human resources with diverse experiences, knowledge, emotions, perspectives, cultures, backgrounds, and values, to promote the creation of working environments in which anyone can work safely and securely, while being themselves, and to contribute to realizing an abundant human society for the next generation.” This declaration, along with our policy and the status of activities to ensure diversity, are disclosed in the Sustainability Report issued by the Company and on our website under "Diversity, Equity & Inclusion.".

Sustainability Report:
https://www.yokogawa.com/about/sustainability/report/
Diversity, Equity and Inclusion:
https://www.yokogawa.com/about/careers/diversity-equity-inclusion/

Ratio of female employees among managers and their promotion (activities to promote the active participation of female employees)
The Company set up a dedicated body to promote diversity in April 2015, and we communicate the message that “provides opportunities for everyone to actively participate as a leader regardless of their attributes or career background” to strengthen the motivation of women to become leaders. During human resource management audits, which are conducted globally, the promotion of active participation of female employees is one of the important items to be checked. In fiscal year 2025, a global leadership development program targeting next-generation female leaders worldwide was implemented. Through these ongoing activities, the ratio of women in management positions, which was only 2.4% in fiscal year 2014 (non-consolidated basis), has risen to a level of more than four times, reaching 11.0% in fiscal year 2025.
Furthermore, in April 2021, the Group produced its first two female Executive Officers through internal promotion. We have set 11.3% as a target for the ratio of female employees among managers (KPI) in fiscal year 2028 for Yokogawa Electric Corporation on a non-consolidated basis, and 20% in fiscal year 2030 for the overall Group, aiming to create an environment in which anyone can exercise maximize their abilities.

Ratio of foreign employees among managers and their promotion
The ratio of foreign employees among the Company’s managers as of March 31, 2026 was 8.6% on a non-consolidated basis and 66.7% for the overall Group. Furthermore, regarding the promotion of foreign employees, the Company utilize a talent management system to promote the active participation of foreign employees, with 69.9% of foreign employees being trained as promotion candidates. We are actively working to promote diversity and actively encourage promotion. *The Group’s overall ratio of foreign employees is 67.5%, with employees of more than 80 nationalities working for the Group.

Ratio of mid-career hires among managers and their promotion
The ratio of mid-career hire personnel among the Company’s managers as of March 31, 2026 was 37.9% on a non-consolidated basis, which is greater than the ratio of mid-career hires 31.9% among employees of the Company overall. The Company operates fairly, without discrimination or prejudice, and promotes people from a wide range of backgrounds.

[Principle 2.6]
Corporate pensions of the Group are defined-contribution pensions. The financial condition shall never be affected by future performance of management of the pensions.
The Company regularly monitors the institutions of corporate pension management with the aim of assisting stable asset building of the employees.

[Principle 3.1]
(i) The Company discloses on its website and others its corporate goals as the corporate philosophy and the management strategy and business plan as “Growth for Sustainability 2028,” a medium-term business plan.
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.”

Growth for Sustainability 2028, a Medium-term Business Plan:
https://www.yokogawa.com/about/company-overview/corporate-strategy/
Yokogawa Report:
https://www.yokogawa.com/about/ir/reports/annual/

(ii) The Company discloses on its website and others the Basic Views and the Yokogawa Corporate Governance Guidelines as stated in the report on corporate governance.

(iii) The Compensation Committee establishes the system and the policy for determining the remuneration of Directors and Vice President & Executive Officers, and determines the content of remuneration for each Director and Vice President & Executive Officer in accordance with the system and policy. Disclosure will be made in the Securities Report and the Corporate Governance Report.

[Basic Views on Officer Remuneration System]
(1) Plan that promotes sustainable, medium- to long-term improvement in corporate value
(2) Plan that reflects the medium- to long-term management strategy and strongly motivates the achievement of medium- to long-term management objectives
(3) Plan that prevents bias toward short-term thinking
(4) Plan and monetary amounts that secure and maintain excellent human resources
(5) Plan that includes transparency, fairness, and rationality for stakeholders, decided through an appropriate process to ensure these factors

(iv) The Board of Directors shall be comprised so as to be well balanced in knowledge, experience, and capabilities to effectively fulfill its roles and responsibilities, and it shall be constituted in such a manner as to achieve both diversity and appropriate size. To achieve this composition, resolutions are made by the Nomination Committee based on the policies and procedures for nominating Director candidates and appointing or dismissing Vice President & Executive Officers, and these are reported to the Board of Directors. Disclosure is made in the Corporate Governance Report.

Human resources that contribute to the improvement of corporate governance are nominated as Director candidates. Furthermore, Director candidates are nominated if they are familiar with the Group's business and contribute to appropriate business execution and highly effective management supervision, have the experience and knowledge required for the formulation of management strategies aimed at increasing the Company's corporate value over the medium to long term, contribute to accurate management decisions and highly effective management supervision, contribute to the appropriate auditing of the management of Group companies, and have knowledge in accounting, finance, legal affairs, and corporate management that contributes to appropriate management auditing. Additionally, Vice President & Executive Officers are selected based on the expected roles required for each position, considering their experience, knowledge, and attitude, as well as their will and attitude appropriate for the management team.

Procedure for nomination of Director candidates and appointing Vice President & Executive Officers
In order to increase the objectivity and transparency of the nomination of candidates for Directors and the appointment of Vice President & Executive Officers, we have established the Nomination Committee, which is composed of at least three Directors, of whom a majority are Independent Outside Directors based on the resolution of the Board of Directors.
The nomination and appointment of candidates for Directors is decided based on discussions held in accordance with the basic policy on the appointment and reappointment of Directors and procedures thereof as stipulated by the Nomination Committee, and the results are reported to the Board of Directors.
The appointment of Vice President & Executive Officers is decided by the Board of Directors after deliberation by the Nomination Committee based on the basic policy on the appointment and reappointment of Vice President & Executive Officers and the procedures thereof as stipulated by the Nomination Committee and submission of a proposal for candidates to the Board of Directors.

Criteria and procedure for dismissal of Directors
The Nomination Committee has prescribed the standard and procedure for dismissal of Directors. The Nomination Committee deliberates proposals of dismissal of the Directors based on the dismissal standard and procedure.

Policies and procedures for evaluation, new appointment, reappointment, and dismissal of President & CEO, Representative Executive Officer
The Nomination Committee has also prescribed the standard and procedure for the new appointment, reappointment, and dismissal of the President & CEO, Representative Executive Officer. The evaluation of the President & CEO, Representative Executive Officer is conducted every year and takes into account basic evaluation criteria that have a quantitative aspect including business performance. The Nomination Committee deliberates based on the prescribed standard and procedure for new appointment, reappointment, and dismissal in reference to the evaluation results and succession plan, thereby increasing the objectivity, timeliness, and transparency of the process.

Policies and procedures for dismissal of Vice President & Executive Officers
With regard to Vice President & Executive Officers, the Board of Directors will also make a resolution to dismiss the relevant Vice President & Executive Officer, based on the deliberation of the Nomination Committee.

(v) Reasons for election of Directors are as follows:
Explanation of reasons for election of Directors

Hitoshi Nara Director, Executive Chairperson, Representative Executive Officer
Mr. Hitoshi Nara has appropriately supervised the Company's management as a Director since his appointment in June 2011. After serving in the sales function of the Company's control business, as well as serving as President of domestic and overseas subsidiaries and being involved in the launch of new businesses, he assumed the role of President & CEO in April 2019. He subsequently served as President & CEO, Representative Executive Officer from June 2024, leading the execution of the Company's business operations. Since April 2025, he has served as Executive Chairperson, Representative Executive Officer, taking primary responsibility for external affairs and supporting the President & CEO, Representative Executive Officer, and has accumulated extensive experience and a proven track record in managing the Company. By continuing to leverage his management experience and achievements, we expect him to contribute to the enhancement of corporate value, as well as to the strengthening of the decision-making and oversight functions of the Board of Directors. Accordingly, we have appointed him as Director.

Kunimasa Shigeno Director, President & CEO, Representative Executive Officer
Mr. Kunimasa Shigeno has appropriately supervised the Company's management as a Director since his appointment in June 2025. He possesses extensive experience and a proven track record, having worked for many years as a frontline engineer in the Company's control business and having accumulated substantial experience in project management and subsidiary management overseas, particularly in the Middle East. After serving as the head of the Digital Solutions Division, which constitutes the core of the Company's control business, since April 2024, he has served as President & CEO, Representative Executive Officer since April 2025, demonstrating strong leadership toward the achievement of the Company's medium-term management plan, "Growth for Sustainability 2028." By continuing to leverage his management experience and achievements, we expect him to contribute to the enhancement of corporate value, as well as to the strengthening of the decision-making and oversight functions of the Board of Directors. Accordingly, we have appointed him as Director.

Hikaru Kikkawa Director
Mr. Hikaru Kikkawa has appropriately supervised the Company's management as a Director since his appointment in June 2024. He possesses extensive experience and a proven track record in the Company's management, having accumulated many years of experience in the accounting and finance function as well as in business divisions including overseas subsidiaries, and having demonstrated a high level of capability and expertise in management audits as the head of the internal audit department. In addition, since June 2024, he has appropriately conducted audits of the Company's management as a member of the Audit Committee. By continuing to leverage his management experience and achievements, we expect him to contribute to the enhancement of corporate value, as well as to the strengthening of the decision-making and oversight functions of the Board of Directors. Accordingly, we have appointed him as Director.

Michiko Nakajima Director, Vice President & Executive Officer
Ms. Michiko Nakajima has appropriately supervised the Company's management as a Director since her appointment in June 2024. She possesses extensive experience and a proven track record in the Company's management, having accumulated many years of experience in the accounting and treasury division. Since her appointment as the head of the accounting and treasury division in April 2021, she has fulfilled key executive responsibilities, including the formulation and execution of the Company's capital policy and financial strategy, as well as engagement in dialogue with stakeholders, thereby contributing significantly to the management of the Company. By continuing to leverage her management experience and achievements, we expect her to contribute to the enhancement of corporate value, as well as to the strengthening of the decision-making and oversight functions of the Board of Directors. Accordingly, we have appointed her as Director.

Please refer to "II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management, 1. Organizational Composition and Operation, [Outside Directors], Outside Directors' Relationship with the Company (2)" of this report for reasons for election of Outside Directors.

[Supplementary Principle 3.1.3]

In the process of formulating the medium-term business plan, the Company reviewed its sustainability strategies by conducting materiality analysis and other means and disclosed them specifically in Yokogawa Report and the Sustainability Report. Items regarding investing in human capital and intellectual property are introduced in Yokogawa Report.
The Company endorses TCFD framework and has been disclosing the impacts of climate change on our business since 2019, and also organizes and discloses climate change information by business segment as to opportunities, and by type and category as to risks. Furthermore, the Company has disclosed nature-related information with reference to TNFD since fiscal year 2023. From fiscal year 2026 onwards, the Company will continue to expand disclosure based on the policies of ISSB, SSBJ, etc.

Yokogawa Report:
https://www.yokogawa.com/about/ir/reports/annual/
Sustainability Report:
https://www.yokogawa.com/about/sustainability/report/

[Supplementary Principle 4.1.1]
The Board of Directors is to base its decisions on the Decision Making Management Code and on the Rules Governing the Board of Directors. All the Directors, including independent outside members, make decisions on basic management policies, medium- to long-term management strategies, basic policies and frameworks for governance and internal control, and other important matters that are legally reserved for the Board of Directors. In addition, it supervises the execution of operations that have been delegated to the President & CEO, Representative Executive Officer and Vice President & Executive Officers in accordance with the Decision Making Management Code. The President & CEO, Representative Executive Officer has the authority to make all decisions regarding the execution of operations, except for those matters reserved for the Board of Directors. The President & CEO, Representative Executive Officer may, at his or her discretion, delegate some of this authority to Vice President & Executive Officers or employees by clearly stating this writing.
[Principle 4.9]
The Company developed the Company's Independence Standards for Outside Directors and has presented the standards in the Corporate Governance Report, the Notification of General Shareholder Meeting, etc.
The independent Outside Directors meet these independence standards, have deep insights as corporate managers and abundant experience in markets different from those for the Company, and state their opinions from a multidimensional perspective at the Board of Directors meetings and other opportunities.

[Supplementary Principle 4.11.1]
The size of the Board of Directors shall be within 15 members as stipulated in the Articles of Incorporation.
The Board of Directors shall be comprised so as to be well balanced in knowledge, experience, and capabilities to effectively fulfill its roles and responsibilities, and it shall be constituted in such a manner as to achieve both diversity and appropriate size. Based on this, the Nomination Committee resolves the policies and procedures for selecting Director candidates and choosing Vice President & Executive Officers, and reports them to the Board of Directors. Disclosure is made in the Corporate Governance Report.

With respect to the diversity of the Board of Directors as a whole, the Nomination Committee regularly holds discussions from the viewpoint of enhancing corporate governance and sets down experience, knowledge, attitude, etc. expected of next Directors.

Following the General Meeting of Shareholders in 2025, the composition of the Board of Directors will continue to maintain diversity in terms of gender, international experience, career background, and a range of ages.
In addition, in the Board of Directors evaluation, we conducted a questionnaire to ascertain the qualities required of our Directors and survey the qualities they contribute themselves. Based on these results, the Board of Directors is discussing the future direction of the composition of the Board of Directors.
Taking these factors into account, the skill matrix for all Directors has been disclosed in the Notice of convocation of the Annual General Meeting of Shareholders held in June 2025.

Notification of General Shareholder Meeting:
https://www.yokogawa.com/about/ir/reports/meeting/
Yokogawa Report:
https://www.yokogawa.com/about/ir/reports/annual/
[Supplementary Principle 4.11.2]
Duties will be carried out in accordance with the purpose of the Code. The status of additional duties is disclosed in the Corporate Governance Report, Securities Report, etc., as [Concurrent Positions].

[Supplementary Principle 4.11.3]

Based on the evaluations of each Director, each year the Board of Directors shall identify issues for further boosting the strengths and effectiveness of the Board of Directors, and make analysis and evaluations in order to clarify the points that should be emphasized when working on each issue. To make evaluations, the Board of Directors has used third-party evaluation organizations as appropriate. The outcomes of evaluations shall be disclosed in a timely and proper manner.

[Evaluation process of the effectiveness of the Board of Directors for fiscal year 2025]
In fiscal year 2025, as it marked one year since transitioning to a Company with a Nomination Committee, etc., the evaluation of the effectiveness of the Board of Directors was conducted for the first time as a third-party evaluation organization.
- The evaluation of the effectiveness of the Board of Directors was conducted after prior confirmation of expectations and requests regarding third-party evaluation with the Chairperson of the Board of Directors and the Representative Executive Officer. This process involved attendance at the Board of Directors by an external organization, conducting questionnaires and individual interviews with all Directors, and reviewing materials and minutes of various committees, including the Board of Directors meetings and meetings of Outside Directors.
- In addition, a comprehensive analysis and evaluation were conducted based on the external organization's track record in conducting evaluations of the effectiveness of boards of directors at other companies and their expertise in corporate governance.
- The questionnaire was composed from multiple perspectives, including the overall evaluation of the Board of Directors, its composition, preparation, operation, discussion content, the activity status of each committee, monitoring of execution, and the importance and comprehensiveness of the Board's agenda. Individual interviews were conducted based on the responses from all Directors.
- An analysis of these responses and individual interviews was reported to the Board of Directors and discussed by members of the Board of Directors before the forming of the final evaluation.
- Based on the evaluation results of the effectiveness of the Board of Directors, the Board of Directors formulated plans for improvement activities and selected agenda items to further enhance the effectiveness of the Board of Directors.

[Summary of the evaluation results of the effectiveness of the Board of Directors for fiscal year 2025]
As a result of the evaluation of the effectiveness of the Board of Directors, it was confirmed that the effectiveness of our Board of Directors has been enhanced to a certain level at this point in time.

- The strengths and other characteristics that form the foundation supporting the effectiveness of our Board of Directors include a sincere attitude towards corporate governance by the executives, a mutual trust relationship established between the execution and supervision, a high level of commitment from Outside Directors led by the Chairperson, highly effective audit activities by the Audit Committee, and a dedicated and neutral operational system by the Board of Directors Office.
- On the other hand, to fully realize the Company's potential in achieving the challenging goals presented externally, it was noted that there is a need to establish a plausible path and timeline to reach these goals. This requires frank and in-depth discussions under a healthy sense of tension between supervision and execution, as well as among Directors, to build consensus. Additionally, considering the tendency of the Board of Directors to accumulate proposals and measures, it was also highlighted that there is a need to regularly check whether the continuation of measures has become an end in itself, and to adopt an attitude that encourages and permits bold ideas and the selection and rejection of initiatives.
Based on the above, the following three issues have been identified as this year's challenges for our Board of Directors:
Challenge (1): Building consensus on the expected roles and action guidelines of the Board of Directors
Challenge (2): Further deepening of discussions within the Board of Directors
Challenge (3): Enhancing a healthy sense of urgency throughout the execution process

[Response to this year's challenges]
Challenge (1): Building consensus on the expected roles and action guidelines of the Board of Directors
As it has been two years since the change in the organizational structure, the expected roles of the Board of Directors will be discussed and reaffirmed within the Board of Directors. Based on these expected roles, we will review and reconsider the agenda items and key points of discussion. The action guidelines will also be discussed in light of the expected roles to build consensus.

Challenge (2): Further deepening of discussions within the Board of Directors
Taking into account the expected roles of the Board of Directors, coordination will be taken with the executive side to select agenda items, set discussion times according to the topics, and focus on and delve into important themes based on priorities, as well as clarify points of discussion. Regarding the improvement of explanatory materials, which has been an ongoing issue, the review led by the Representative Executive Officer will be accelerated and enhancement of the effective operation of pre-meetings will be continued. Additionally, issues raised in meetings of Outside Directors will continue to be communicated to the executive side in a timely and appropriate manner for further action.

Challenge (3): Enhancing a healthy sense of urgency throughout the execution process
While current performance is strong, it is recognized that on the executive side, it is important to further enhance a management approach that is more conscious of perspectives from the market and shareholders, especially in comparison with global competitors. Therefore, we will refine our medium- to long-term management strategies to enhance corporate value and strive to further enrich opportunities for dialogue with institutional investors and analysts.

[Supplementary Principle 4.14.2]
We will disclose the policy on training necessary for Directors to fulfill their roles and responsibilities.
(i) When Directors newly assume their positions, lectures and training by experts in laws and corporate governance shall be provided, and during their tenures training with respect to amendments to laws and management issues shall be provided on an ongoing basis.
(ii) In addition to the above, when independent Outside Directors newly assume their positions, the Company shall provide them with briefings about the Company's businesses and conduct tours of key business sites and other locations.
(iii) Each year, the Board of Directors shall interview the persons responsible for each business concerning business strategies, progress in carrying out such strategies, and other matters.
(iv) The Company shall provide independent Outside Directors with necessary information about the Company's business issues and other matters in a timely and proper manner.

We will develop and organize (i) and (ii) as an educational program for newly appointed Directors.

[Principle 5.1]
The Board of Directors reviews, approves, and discloses the policy on establishing systems and initiatives to promote constructive dialogue with shareholders.

Basic Views
In conformity with the Yokogawa Group Code of Conduct and the Disclosure Policy, in order to contribute to sustainable growth and increased corporate value over the medium to long term, the Company will promote constructive dialogue with shareholders and investors.

The responsible officer for dialogue with shareholders and investors will be the officer responsible for IR, who will ensure that information sharing between departments that assist in such dialogue and other types of cooperation take place.
The department in charge of IR will serve as the point of contact for dialogue, and as a general rule, the responsible officer and the department in charge of IR will engage in direct dialogue. However, depending on the purpose of meetings, we will actively consider responding through the Representative Executive Officer and other members of management, and will respond promptly.

To flexibly accommodate the needs of shareholders and investors, the Company will strive to ensure opportunities for communication and promote understanding of the Company through various means including in-person meetings, teleconferences, and web conferencing. When making dialogue, the Company will ensure to prevent leakage of insider information.

In order to encourage constructive dialogue with shareholders and others, when meeting with a shareholder for the first time, for example, we will try to enhance the content of the meeting by providing explanations not only about financial information, but also about non-financial information. In addition, we will strive to deepen shareholders' and investors' understanding of the Company by holding financial results briefings, business briefings, factory tours, and other events. The Company discloses Investors' Guide on its website, compiling basic financial and non-financial information on the Company, and uses it to provide explanations as appropriate.
The responsible officer and the department in charge of IR will regularly hold meetings with the president and, as necessary, share the details of meetings with related departments, and regularly provide reports to the Board of Directors, etc., thereby leading to improvements targeting effective dialogue.

Investors' Guide:
https://www.yokogawa.com/about/ir/reports/investors_guide/

[Action to Implement Management that is Conscious of the Cost of Capital and the Stock Price]

Content of Disclosure	Disclosure of Initiatives (Update)
Availability of English disclosure	Available
Date of Disclosure Update	June 19, 2025

Supplementary Explanation

We formulate management strategies and business plans based on an accurate understanding of our capital costs. Our goal is to maximize shareholder value over the medium and long term, while being aware of the need to realize TSR (Total Shareholders Return) that exceed the cost of equity.
In the medium-term business plan GS2028, which began in fiscal year 2024, we have set capital efficiency targets of 10% or more for both return on equity (ROE) and return on invested capital (financial ROIC) throughout the GS2028 period, aiming for a return on capital that exceeds the capital cost level (7% to 9%) that we recognize. We use the profits we earn through our business to secure investment funds and maintain a sound financial base in order to maximize business performance and medium- to long-term shareholder value. We also strive to maintain and increase our corporate value by realizing stable and continuous shareholder returns through profit growth.
In addition, we believe that explaining to shareholders in an easy-to-understand and logical manner the basic concepts and targets that form the foundation of our management strategies and plans, as well as specific measures, will lead to an increase in the number of shareholders who correctly understand and agree with us, and should be implemented accordingly. We therefore explain the management strategies in our medium-term business plan GS2028, specific efforts to strengthen intangible capital (human capital, intellectual capital, social and relationship capital, etc.), and progress toward our business growth targets and financial targets in financial results briefings, business briefings, and various disclosure documents such as and integrated reports (Yokogawa Report), and strive to enhance disclosure that combines non-financial information with financial information.

Medium-term Business Plan:
https://www.yokogawa.com/about/company-overview/corporate-strategy/
Yokogawa Report:
https://www.yokogawa.com/about/ir/reports/annual/

2. Capital Structure

Foreign Shareholding Ratio	More than 30%

[Status of Major Shareholders]

Name / Company Name	Number of Shares Owned	Percentage (%)
Master Trust Bank of Japan Limited (trust account)	47,450,970	19.08
Custody Bank of Japan, Ltd. (trust account)	19,175,100	7.71
Nippon Life Insurance Company	13,484,615	5.42
State Street Bank and Trust Company 505038	6,385,700	2.57
Retirement Benefit Trust in Mizuho Trust & Banking Co., Ltd. (Mizuho Bank, Ltd. account); Custody Bank of Japan, Ltd. as a Trustee of Retrust	6,141,000	2.47
State Street Bank and Trust Company 505001	4,803,657	1.93
JP Morgan Chase Bank 385781	3,596,778	1.45
Yokogawa Electric Employee Shareholding Program	3,559,679	1.43
The Dai-ichi Life Insurance Company, Limited	3,000,000	1.21
JPMorgan Securities Japan Co., Ltd.	2,997,691	1.21

Controlling Shareholder (except for Parent Company)	-
Parent Company	None

Supplementary Explanation

1. The Company holds 8,487 thousand shares of treasury stock (Percentage of the number of shares owned in the number of issued shares: 3.30%), but they are excluded from the capital positions of the above major shareholders. The shareholding ratio is calculated after deducting treasury stock.
2. Reports of possession of large volume or change reports to reports of possession of large volume were submitted as follows. However, since the Company cannot confirm the actual ownership as of the end of the interim period under review, the following shareholders are not included in the above status of major shareholders.

[Name or Company Name] [Date on which the reporting obligation arose] [Number of Shares Owned (thousand shares)] [Percentage (%)]

(1) Mizuho Bank, Ltd. and other one (1) company,	December 7, 2021,	13,913	5.18
(2) Massachusetts Financial Services Company and other one (1) company,	February 21, 2022,	10,737	4.00
(3) Three (3) companies of Mitsubishi UFJ Financial Group,	June 20, 2022,	11,117	4.14
(4) FIL Investments (Japan) Limited,	October 21, 2022,	10,345	3.85
(5) Invesco Asset Management (Japan) Limited	June 21, 2023,	11,819	4.40
(6) The Dai-ichi Life Insurance Company, Limited	December 5, 2024	11,403	4.24
(7) Sumitomo Mitsui Trust Asset Management Co., Ltd. and other one (1) company,	September 19, 2025	15,178	5.65
(8) Nomura Asset Management Co., Ltd.	November 6, 2025	19,753	7.35
(9) BlackRock Japan Co., Ltd. and other nine (9) companies,	March 4, 2026	21,929	8.16
(10) Nomura Securities Co.,Ltd. and other two (2) companies,	August 21, 2026	21,791	8.47

3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange Prime Market
Fiscal Year-End	March
Type of Business	Electric Appliances
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	More than 1000
Sales (consolidated) as of the End of the Previous Fiscal Year	From ¥100 billion to less than ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	From 100 to less than 300

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

-

5. Other Special Circumstances which may have Material Impact on Corporate Governance

-

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Organization Form	Company with Nomination Committee, etc.

[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	15
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	Outside Director
Number of Directors	11

[Outside Directors]

Number of Outside Directors	7
Number of Independent Directors	7

Outside Directors' Relationship with the Company (1)

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Akira Uchida	From another company								△			
Kuniko Urano	From another company											
Takuya Hirano	From another company								△			
Yujiro Goto	From another company								△			
Masaru Ono	From another company								△			
Hisashi Maruyama	From another company								△			
Christina Ahmadjian	From another company											

* Categories for "Relationship with the Company"

* "○" when the director presently falls or has recently fallen under the category;
"△" when the director fell under the category in the past

* "●" when a close relative of the director presently falls or has recently fallen under the category;
"▲" when a close relative of the director fell under the category in the past

a. Executive of the Company or its subsidiaries
b. Non-executive director or executive of a parent company of the Company
c. Executive of a fellow subsidiary company of the Company
d. A party whose major client or supplier is the Company or an executive thereof
e. Major client or supplier of the listed company or an executive thereof
f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a director/*kansayaku*
g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)
h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (the director himself/herself only)
i. Executive of a company, between which and the Company outside directors/*kansayaku* are mutually appointed (the director himself/herself only)

j. Executive of a company or organization that receives a donation from the Company (the director himself/herself only)
k. Others

Outside Directors' Relationship with the Company (2)

Name	Membership of Committees			Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons of Appointment
	Nomination Committee	Compensation Committee	Audit Committee			
Akira Uchida	○	○		○	[Concurrent Positions] Outside Director, Auditor, Suga Weathering Technology Foundation While there are transactions in the past three fiscal years between the Group and Toray Industries, Inc. for which Mr. Akira Uchida served as Director, sales to this company in fiscal year 2025 are less than 1% of annual consolidated sales of the Group, and there were no payments to this company in the fiscal year.	Mr. Akira Uchida properly supervises management as an Outside Director. He was appointed as an Outside Director so that he can contribute to greater operational fairness, objectivity, and transparency with respect to supervision of management of the Company based on his extensive knowledge as a corporate manager and his broad experience in corporate administration, particularly in finance and accounting. In addition, he was nominated as an independent officer because he meets the requirements of an independent officer pursuant to Article 436-2 of the Securities Listing Regulations of the Tokyo Stock Exchange and the Company's Independence Standards for Outside Directors.
Kuniko Urano	○	○		○	Not applicable.	Ms. Kuniko Urano properly supervises management as an Outside Director. She was appointed as an Outside Director so that she can contribute to greater operational fairness, objectivity, and transparency with respect to supervision of management of the Company based on her extensive knowledge as a corporate manager and her wide-ranging experience in production, human resources development, public relations, CSR, and other functions at major manufacturing companies. In addition, she was nominated as an independent officer because she meets the requirements of an independent officer pursuant to Article 436-2 of the Securities Listing Regulations of the Tokyo Stock Exchange and the Company's Independence Standards for Outside Directors.

Takuya Hirano	○	○		○	[Concurrent Positions] Co-founder of Three Fields Advisors LLC Founder of Crosspoint LLC Chairman (Part-time Member) of Yayoi Co., Ltd. Outside Director of Renesas Electronics Corporation Independent Director of Fujitsu Limited While there are transactions in the past three fiscal years between the Group and Microsoft Japan Co., Ltd. for which Mr. Takuya Hirano served as President, sales to this company in fiscal year 2025 are less than 1% of annual consolidated sales of the Group, and the amount paid to this company in the fiscal year is also less than 1% of annual consolidated sales of the Group.	Mr. Takuya Hirano properly supervises management as an Outside Director. He was appointed as an Outside Director so that he can contribute to greater operational fairness, objectivity, and transparency with respect to supervision of management of the Company based on his extensive knowledge as a corporate manager and his wide-ranging practical experience in business divisions of a global IT company. In addition, he was nominated as an independent officer because he meets the requirements of an independent officer pursuant to Article 436-2 of the Securities Listing Regulations of the Tokyo Stock Exchange and the Company's Independence Standards for Outside Directors.
Yujiro Goto	○	○		○	[Concurrent Positions] Advisor of NIPPON SHOKUBAI CO., LTD. Vice Chairman of Science Technology and Industrial Development Committee of Kansai Economic Federation While there are transactions in the past three fiscal years between the Group and NIPPON SHOKUBAI CO., LTD. for which Mr. Yujiro Goto served as President and CEO, sales to this company in fiscal year 2025 are less than 1% of annual consolidated sales of the Group, and the amount paid to this company in the fiscal year is also less than 1% of annual consolidated sales of the Group.	Mr. Yujiro Goto properly supervises management as an Outside Director. He was appointed as an Outside Director so that he can contribute to greater operational fairness, objectivity, and transparency with respect to supervision of management of the Company based on his extensive knowledge and experience as a corporate manager, including corporate transformation, new business development, and M&A at a major manufacturing company. In addition, he was nominated as an independent officer because he meets the requirements of an independent officer pursuant to Article 436-2 of the Securities Listing Regulations of the Tokyo Stock Exchange and the Company's Independence Standards for Outside Directors.
Masaru Ono			○	○	[Concurrent positions] Representative Partner of Ono & Partner External Advisor of Nishimura & Asahi External Auditor of Prestige International Inc. Independent Auditor of &Capital Inc.	Mr. Masaru Ono properly supervises management as an Outside Director and appropriately conducts audits of management as a member of the Audit Committee. He is a lawyer with extensive knowledge in corporate legal affairs

					President of Securitization Forum of Japan Auditor of Advanced Internship Institute of Japan Association of Corporate Executives While there are transactions in the past three fiscal years between the Group and Nishimura & Asahi Law Firm for which Mr. Masaru Ono served as an attorney-at-law, there were no sales to this firm in fiscal year 2025, and the amount paid to this firm in the fiscal year is less than 1% of annual consolidated sales of the Group.	and finance and possesses broad insight based on his wide-ranging activities in business and academic communities. Accordingly, he was appointed as an Outside Director in order to contribute to greater operational fairness, objectivity, and transparency in the supervision of management of the Company. In addition, he was nominated as an independent officer because he meets the requirements of an independent officer pursuant to Article 436-2 of the Securities Listing Regulations of the Tokyo Stock Exchange and the Company's Independence Standards for Outside Directors.
Hisashi Maruyama			○	○	[Concurrent positions] Outside Director, Member of the Audit & Supervisory Committee of Zensho Holdings Co., Ltd. While there are transactions in the past three fiscal years between the Group and Resonac Corporation, for which Mr. Hisashi Maruyama served as Representative Director and Chairman, sales to this company in fiscal year 2025 are less than 1% of annual consolidated sales of the Group, and there were no payments to this company in the fiscal year.	Mr. Hisashi Maruyama properly supervises management as an Outside Director and appropriately conducts audits of management as a member of the Audit Committee. He has extensive experience and knowledge as a corporate manager, including leading corporate reforms as CEO, and broad experience primarily in legal, public relations/IR, finance, and CSR functions at a major global manufacturing company. Accordingly, he was appointed as an Outside Director in order to contribute to greater operational fairness, objectivity, and transparency in the supervision of management of the Company. In addition, he was nominated as an independent officer because he meets the requirements of an independent officer pursuant to Article 436-2 of the Securities Listing Regulations of the Tokyo Stock Exchange and the Company's Independence Standards for Outside Directors.
Christina Ahmadjian			○	○	[Concurrent positions] Outside Director (Audit and Supervisory Committee Member) of Niterra Co., Ltd.	Ms. Christina Ahmadjian properly supervises management as an Outside Director and appropriately conducts audits of management as a member

					Outside Director of The University of Tokyo Edge Capital Partners Co., Ltd. Outside Director of DISCO CORPORATION Executive Director of Hokkaido University (Part-time) Outside Director of Daiwa Securities Group Inc	of the Audit Committee. As a university professor and researcher, she has extensive knowledge of global corporate management and corporate governance, as well as a wealth of experience and a proven track record as an Outside Director at several major Japanese companies from the perspectives of ESG, sustainability, and global issues. Accordingly, she was appointed as an Outside Director in order to contribute to greater operational fairness, objectivity, and transparency in the supervision of management of the Company. In addition, she was nominated as an independent officer because she meets the requirements of an independent officer pursuant to Article 436-2 of the Securities Listing Regulations of the Tokyo Stock Exchange and the Company's Independence Standards for Outside Directors.

[Committees]

Committee's Composition and Attributes of Chairperson

	All Committee Members	Full-time Members	Inside Directors	Outside Directors	Chairperson
Nomination Committee	5	1	1	4	Outside Director
Compensation Committee	4	0	0	4	Outside Director
Audit Committee	4	1	1	3	Outside Director

[Vice President & Executive Officers]

Number of Vice President & Executive Officers	14

Status of Additional Duties

Name	Representative Authority	Additional Duties as Director			Additional Duties as Employee
			Nomination Committee Member	Compensation Committee Member	

Hitoshi Nara	Yes	Yes	Yes	No	No
Kunimasa Shigeno	Yes	Yes	No	No	No
Koji Nakaoka	No	No	No	No	No
Kazuhiko Takeoka	No	No	No	No	No
Hiroshi Tanoguchi	No	No	No	No	No
Michiko Nakajima	No	Yes	No	No	No
Akira Fukuda	No	No	No	No	No
Naohisa Endo	No	No	No	No	No
Norinao Sato	No	No	No	No	No
Masataka Tomonaga	No	No	No	No	No
Seita Hagihara	No	No	No	No	No
Ikuo Kimura	No	No	No	No	No
Kin Wah Chay	No	No	No	No	No
Morimitsu Yamazaki	No	No	No	No	No

[Audit Structure]

Assignment of Directors and employees in charge of assistance for the Audit Committee's duties	Assigned

Matters Regarding Independent of Such Directors and Employees From Vice President & Executive Officers

To assist the Audit Committee in the performance of its duties, the Office of the Audit Committee has been in place with three (3) dedicated staff members who are independent of Vice President & Executive Officers assigned. The Office of the Audit Committee performs its duties to ensure the effectiveness of the Audit Committee, and personnel transfers related to the Office of the Audit Committee require prior approval from the Audit Committee. In addition, personnel evaluations of staff members are conducted by Audit Committee Members designated by the Audit Committee, thus ensuring independence.

Cooperation among Audit Committee, Accounting Auditors and Internal Audit Departments

The Audit Committee, whose chairperson and majority of the members are independent Outside Directors, receives periodic reports from the Accounting Auditors and the internal audit departments on the audits conducted by each of them, and exchanges opinions with them. In addition, the Audit Committee conducts audits efficiently by providing instructions to and cooperating with the internal audit departments.

[Independent Directors]

Number of Independent Directors	7

Matters relating to Independent Directors

In order to increase the transparency of appointments of Outside Directors, the independence standards for Outside Directors were established as follows.
The Company's Independence Standards
Any of the following will disqualify an individual from serving as an independent Director of the Company:
(1) Is an executive of the Company or its consolidated subsidiaries (hereinafter referred to as "the Group") or has served as such within the last 10 years (Note 1)
(2) Is a current major shareholder of the Company (ratio of voting rights: 10% or higher) or has been such a shareholder within the last five years (Note 2)

(3) Is an executive of a corporation in which the Company is currently a major shareholder
(4) Is an executive of a major business partner (including its parent company and subsidiaries) of the Group that has made payments to the Group that exceed 2% of the Company's consolidated total sales in the most recent fiscal year or in any of the preceding three fiscal years
(5) Is an executive of a major business partner (including its parent company and subsidiaries) of the Group that has received payments from the Group that exceed 2% of said business partner's consolidated total sales in the most recent fiscal year or in any of the preceding three fiscal years (Note 3)
(6) Is an executive of a public interest incorporated foundation, public interest incorporated association, non-profit corporation or other body that has received an annual average of 10 million yen or more in donations or subsidies from the Group during the previous three years, or donations or subsidies that have covered more than 30% of the organization's operating costs during that period, whichever amount is higher
(7) Is an executive of a corporation that has appointed a Director from the Group
(8) Is an executive of a major lender for the Group or has served in such a role during the preceding three years (Note 4)
(9) Is the Group's accounting auditor or is involved in the Group's auditing firm, etc., or has served in such a capacity during the preceding three years (Note 5)
(10) Is a lawyer, certified accountant, certified tax accountant, or other consultant who does not fall under (9) above and has received an annual average of 10 million yen or more in compensation (other than that for duties as an officer) during the preceding three years
(11) Is with a law firm, auditing firm, tax accounting firm, or consulting firm that does not fall under (9) above and for which the Group is a major business partner (billings to the Group account for over 2% of average annual revenues over the past three fiscal years) (Note 6)
(12) Is a relative of a person who falls under any of (1) to (11) above [except (6)] (spouse, relative within the second degree of kinship, or family member who is living in the same household with the person)
(13) Has served for over eight years as an independent officer

Note 1: An executive Director, Vice President & Executive Officer, officer or some other person who serves in an executive capacity (referred to as "executives" in these standards).
Note 2: The Company's major shareholder at present or in the last five years. In cases where the major shareholder is a corporation, an executive of that major shareholder or its parent company or principal subsidiary.
Note 3: If the business partner does not perform consolidated accounting, the annual non-consolidated sales shall be used as the basis instead of the annual consolidated total sales. Note 4: A provider of loans whose total outstanding amount exceeds 2% of the Company's consolidated total assets. Applies to executives of the lending institution and all fellow institutions in a consolidated financial group.
Note 5: The Group's accounting auditor or an employee or partner of the Group's auditing firm, or a person who was served in such a capacity within the past three years (including those who have already retired).
Note 6: A partner, associate, or employee of that firm.

[Incentives]

Incentive Policies for Directors	Performance-linked Remuneration

Supplementary Explanation

Compensation for Directors and Vice President & Executive Officers consists of basic compensation, which is fixed component, and performance-linked component (annual incentives and medium-to long-term incentives).
Directors shall be paid a fixed remuneration of basic compensation. This is because variable compensation such as performance-linked compensation is not appropriate for Directors who maintain position independent from the performance of duties, and as such only fixed compensation is paid, identically for non-executive Directors. However, Vice President & Executive Officers who also serve as Directors shall be paid as Vice President & Executive Officers.
Vice President & Executive Officers' compensation is composed of (a) basic compensation, which is fixed compensation, and (b) performance-linked compensation ((b)-1 annual incentive and (b)-2 medium- to long-term incentive).
The levels of compensation for executive are set through a comparison with companies from the same industry and of the same scale, both domestically and internationally, based on the results of surveys conducted by external organizations, and the Company's financial conditions.
Compensation levels for each position are based on the level of 50%iles by peer companies. From the viewpoint of flexible management in response to changes in the environment and the acquisition and retention of talented management personnel, compensation levels shall generally be within the range of 25%iles to 75%iles.

Compensation for personnel hired overseas may be determined individually based on a compensation benchmark analysis that takes into account the responsibilities of each position based on executive compensation survey data in that overseas region.

(a) Basic compensation
Basic compensation shall be fixed monthly compensation and shall be determined based on the criteria established by the Compensation Committee in accordance with the roles and positions of Directors and Vice President & Executive Officers.
(b) Performance-linked compensation
Performance-linked compensation shall be determined by the Compensation Committee in order to raise awareness of the improvement of business performance in each fiscal year and the enhancement of corporate value in the medium term, and shall be paid in an amount or number calculated according to the degree of achievement of the target value (KPI).
The concept of performance-linked compensation is as follows.
1. Increase the ratio of performance-linked compensation to total compensation.
2. The higher the position, the higher the ratio of performance-linked compensation to total compensation.
3. Share-based compensation as a percentage of total compensation shall be at least equal to companies from the same industry or of the same scale.
(b)-1 Annual Incentives
Annual incentives in performance-linked compensation shall be calculated by the Compensation Committee on the basis of the company-wide performance evaluation and individual performance evaluation for a single fiscal year, and shall be paid once a year. The amount to be paid shall be designed to vary from 0% to 200% to a value of 100% when the performance target is achieved.
Based on the idea that performance objectives that lead to an evaluation of the entire company's results for a single fiscal year in the annual incentive are significant indicators for the Group to measure sustained growth, the performance objectives consist of "consolidated sales" and "consolidated return on sales (ROS)." Furthermore, for the Representative Executive Officer, external evaluations related to ESG and employee engagement scores will be reflected in the evaluation.
＊The ratio of the basic compensation and the annual incentives when the performance target is achieved is designed so that the higher the position is, the higher the ratio of the annual incentive is set. From 1 to 0.75 for the Representative Executive Officer, the lower the position is, the lower the ratio of annual incentives is set. The overall average is generally 1 to 0.5. This ratio may vary from 1 to 0 to 1 to 1, depending on the degree to which performance targets are achieved.
(b)-2 Medium-to long-term incentives
The Performance Share Unit Plan (the "PSU Plan"), a performance-based stock compensation plan, will be applied to medium-to long-term incentives of performance-based compensation. The PSU Plan provides Company shares and money in accordance with the level of achievement of the Company's performance indicators and sustainability indicators for a period determined by the Compensation Committee.
The performance indicators in medium-to long-term incentives are based on links with the medium-term business plan, and based on the belief that they are important indicators in terms of enhancing corporate value and shareholder value, return on invested capital (consolidated financial ROIC) and net income per share (EPS) growth rate are used.
Sustainability indicators consist of environmental indicators consisting of total greenhouse gas emissions (Scope 1 and 2) and the rate of reduction in unit energy consumption, as well as employee engagement scores.
During the period determined by the Compensation Committee, based on the performance targets and other requirements set by the Compensation Committee in advance, the number of shares obtained by dividing the standard amount of stock-based compensation set by the Compensation Committee for each position of Vice President & Executive Officers to be paid by the average closing price of the Company's shares for the month immediately preceding the applicable period shall be allotted, and at the end of the applicable period, the number of shares to be individually compensated through medium- to long-term incentives for each Vice President & Executive Officer to be paid shall be determined by multiplying the number of shares by a coefficient set in advance by the Compensation Committee in accordance with the conditions for achieving the performance targets (the "Payment Rate"), and the amount equivalent to 60% of the number of shares to be paid shall be the Company's shares, and the amount equivalent to 40% shall be the money calculated by using the closing price of the Company's shares in the ordinary trading on the Prime Market of the Tokyo Stock Exchange on the business day immediately preceding the day of resolution of the Board of Directors. The Payment Rate is designed to vary from 0% to 200% depending on the degree of achievement of performance targets.
In the event of material fraud accounting or a large loss, or if an Officer causes damage to the company through gross negligence or intentional misconduct, it is stipulated that the payment of unpaid compensation can be suspended, and part or all of the basic compensation, compensation related to annual incentives, and compensation related to medium- to long-term incentives paid during the term can be reclaimed.
＊The ratio of annual incentives and medium- to long-term incentives to basic compensation when the performance targets for each of the annual incentive and the medium-to long-term incentive are achieved in the fiscal year in which the medium-to long-term incentive is paid shall be set as the higher the position, the higher the ratio to the basic compensation shall be set, and as the position falls from 1 to 0.75 to 0.375 for the Representative Executive Officer, the overall average shall be approximately 1

to 0.5 to 0.25. This ratio may vary from 1:0:0 to 1:1:0.5, depending on the degree of achievement of the performance objectives for each of the annual incentives and the medium-to long-term incentives. However, the ratio for medium- to long-term incentives varies depending on the stock price.

Recipients of Stock Options	-

Supplementary Explanation

-

[Remuneration for Directors and Vice President & Executive Officers]

Disclosure of Individual Directors' Remuneration	Individual disclosure of only some items
Disclosure of Individual Vice President & Executive Officers' Remuneration	Not Disclosed

Supplementary Explanation

[Remuneration for Directors and Vice President & Executive Officers] *The amount is disclosed in the securities report

(1) The total amount of compensation and others paid to Directors and Vice President & Executive Officers in the fiscal year ended March 31, 2026

	Total amount of compensation (Millions of yen)	Basic compensation (Millions of yen)	Performance-linked compensation (Millions of yen)	Number of persons paid
Directors (excluding Outside Directors)	28	28	-	1
Outside Directors	138	138	-	9
Vice President & Executive Officers	973	517	456	28

Notes: 1. The figures for Directors shown above do not include data for the three Directors who concurrently serve as Vice President & Executive Officers.
2. Performance-linked compensation is comprised of annual incentives and medium- to long-term incentives, and the amount recorded as expenses for the relevant fiscal year is shown.

(2) Persons whose total amount of compensation and others was ¥100 million or more

Director, Hitoshi Nara

Total amount of compensation and others: ¥130 million (basic: ¥57 million, performance-linked: ¥73 million)

Director, Kunimasa Shigeno

Total amount of compensation and others: ¥132 million (basic: ¥59 million, performance-linked: ¥73 million)

Notes:

1. The list includes officers whose total compensation, etc., was 100 million yen or more.

Policy on Determining Remuneration Amounts and Calculation Methods	Established

Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

Policy in relation to decisions concerning the details of compensation, etc. for officers

The Company regards the Officer Remuneration System as an important matter for corporate governance. The Compensation Committee determines the Officer Remuneration System.

An overview of the Company's Officer Remuneration System is as follows.

・Details and method of the policy on determining the amount of Remuneration, etc. for Officers and the calculation method thereof

Policy in relation to decisions concerning the details of compensation, etc. for officers

The Compensation Committee of the Company resolves the policy for determining the content of individual remuneration for Directors and Vice President & Executive Officers.
In addition, the Compensation Committee has confirmed regarding the compensation for individual Directors and Vice President & Executive Officers for the fiscal year under review that the method of determining the details of compensation and the content of determined compensation are consistent with the policy resolved by the Compensation Committee, has also judged that such procedures are in accordance with the policy.
The contents of the policy in relation to decisions concerning the details of compensation for individual Directors and Vice President & Executive Officers are as follows.
(1) Basic policy
The basic policy on compensation for Directors and Vice President & Executive Officers shall be as follows:
(a) Plan that promotes sustainable, medium- to long-term improvement in corporate value
(b) Plan that reflects the medium- to long-term management strategy and strongly motivates the achievement of medium- to long-term management objectives
(c) Plan that prevents bias toward short-term thinking
(d) Plan and monetary amounts that secure and maintain excellent human resources
(e) Plan that includes transparency, fairness, and rationality for stakeholders, decided through an appropriate process to ensure these factors
(2) Policy for determining compensation, etc. for officers
1) Compensation, etc. for Directors and Vice President & Executive Officers
As the Company is a company with a Nomination Committee, etc., the Compensation Committee establishes the system and the policy for determining the remuneration of directors and Vice President & Executive Officers, and determines the content of remuneration for each director and Vice President & Executive Officer in accordance with the system and policy.
2) Composition of the Compensation Committee
The Compensation Committee shall be composed of three or more Directors appointed by the Board of Directors, the majority of whom are Independent Outside Directors. The Chairperson shall be selected from Independent Outside Directors by the Board of Directors.
(3) Composition of officers' compensation
Please refer to [Incentives].
The specific composition of compensation for executives and officers shall be as follows in accordance with the executive categories.

Executive categories	(a) Basic compensation	(b) performance-linked compensation ((b)-2 including non-monetary compensation)	
		(b)-1 Annual Incentive	(b)-2 Medium- to Long-Term Incentive
Director	○	—	—
Director Concurrent Vice President & Executive Officer	○	○	○
Vice President & Executive Officer	○	○	○

(a) Basic compensation
Please refer to [Incentives].
(b) Performance-linked compensation
Please refer to [Incentives].

[Supporting System for Outside Directors]

[Supporting System for Outside Directors]
By finalizing the Board of Directors annual schedule in advance (January in the previous fiscal year), a framework that makes it possible for Outside Directors to attend Board of Directors as much as possible is developed.
A framework that makes it possible to adopt written resolution has been in place in preparation for convening of Extraordinary General Meetings of Shareholders.
In principle, Board of Directors meeting materials are distributed in advance to ensure adequate time to study matters. Also, with respect to particularly important matters for resolution, advanced briefings shall be provided prior to the Board of Directors

meeting, and adequate time for discussion shall be ensured at the Board of Directors meeting held prior to the Board of Directors meeting where the resolution is adopted.
To Outside Directors, materials, etc. for the Management Board which is an advisory body to the President & CEO, Representative Executive Officer are also distributed, and statutory disclosure materials including securities reports, business reports and summary of financial results, non-statutory disclosure materials including the Yokogawa Reports, reports to shareholders and press releases, and information including in-house newsletters, articles in the media, reports issued by securities analysts are provided.
The Board of Directors Office has been in place with four (4) dedicated staff members assigned. This office and the department in charge of secretariat support activities of Outside Directors.
The Office of the Audit Committee has been in place with three (3) dedicated staff members who are independent of Vice President & Executive Officers assigned. This office supports activities of Audit Committee Members.

[Retired presidents/CEOs holding advisory positions (sodanyaku, komon, etc.)]

Information on retired presidents/CEOs holding advisory positions (sodanyaku, komon, etc.)

Name	Job title/ position	Responsibilities	Employment terms (Full/part time, with/without compensation, etc.)	Date when former role as president/ CEO ended	Term
-	-	-	-	-	-

Number of retired presidents/CEOs holding advisory positions (sodanyaku, komon, etc.)	-

Others

The Company abolished the Senior Advisor, Advisor (“Komon” in Japanese), and Honorary Corporate Associate positions on June 26, 2018. With the goals of representing the Company in activities as officers of external organizations, or, conducting external activities recognized as making particularly large contributions to the Company’s business activities, the name and title of advisor (“Advisor” in Japanese) can be given, and delegation agreements concluded on an individual basis following a resolution by the Board of Directors. Furthermore, the purpose of this delegation is not for advisors to provide advice, etc. to management.

2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)

(1) Overview of corporate governance system
Following the approval of amendment to the Articles of Incorporation at the 148th Annual General Meeting of Shareholders held on June 18, 2024, the Company transitioned to a company with Nomination Committee, etc.
With the aim of achieving sustainable growth and increasing the corporate value of the Group over the medium to long term, the Company has adopted the organizational structure of a company with Nomination Committee, etc. as specified under the Companies Act. By clearly separating management oversight and execution, strengthening the supervisory function of the Board of Directors, and clarifying the authority and responsibilities of Vice President & Executive Officers, the Company aims to further improve the quality and speed of business execution and decision-making while ensuring the transparency and fairness of management.

Board of Directors
In line with the provisions of the Articles of Incorporation, the number of directors shall be no more than 15, and the majority of the directors shall be independent outside directors. The number of Directors who concurrently serve as Vice President & Executive Officers shall be kept to a minimum.
The Board of Directors shall be comprised so as to be well balanced in knowledge, experience, and capabilities to effectively fulfill its roles and responsibilities, and it shall be constituted in such a manner as to achieve both diversity—including in terms of gender, internationality, career within and outside the company, and age—and appropriate size.
The current Board of Directors consists of eleven (11) members, including seven (7) independent Outside Directors.
The Board of Directors is entrusted by shareholders with the aim of achieving sustainable growth and increasing the corporate value of the Group over the medium to long term. To achieve these, considering its initiatives for sustainability as an important management issue, the Board of Directors shall determine the general direction of the Group, including corporate strategies,

while improving profit earning capability and capital efficiency. To speed up management decision-making and business execution, authority for decision-making on business execution is largely delegated to Vice President & Executive Officers. The Board of Directors supervises the Vice President & Executive Officers' execution of duties, determines the basic policy for the internal control system for business execution, and monitors and supervises the establishment and operation of the system.
An independent Outside Director shall, in principle, act as the Chairperson of the Board of Directors in order to separate the execution and supervision of business, and the Chairperson of the Board of Directors shall strive to set the agenda and conduct the meeting of the Board of Directors in a way which creates a place for holding free and open discussions and constructive debates based on the knowledge and experience of each member.
Based on the evaluations of each director, each year the Board of Directors shall identify issues for further boosting the strengths and effectiveness of the Board of Directors. In addition to analysis and evaluations in order to clarify the points that should be emphasized when working on each issue and striving to enhance corporate governance, the overview of the outcomes shall be disclosed in a timely and proper manner. The Board of Directors shall use third-party evaluation organizations as appropriate in order to receive support with analysis and evaluation thereof, as well as resolving issues from these analyses and evaluations.

■Activities of the Board of Directors in the fiscal year under review
In the fiscal year under review (fiscal year 2025), the meeting of the Board of Directors was held 15 times, and the attendance rate of Directors (including Outside Directors) was 100%.
In fiscal year 2025, the Board of Directors focused on and deliberated the following matters.
・Medium- to long-term growth strategy and important management issues
Based on the results of the Board of Directors evaluation conducted in the previous fiscal year and requests from Outside Directors, the Board of Directors confirmed the progress and ongoing challenges of the medium-term business plan GS2028, and set and deliberated upon priority agenda items concerning the medium- to long-term growth strategy and important management issues. Specifically, the Board of Directors discussed a comprehensive review of GS2028, strategies and their progress in each business and region, initiatives for human capital management, and the progress and challenges of the management foundation transformation project.
・Sustainability
Based on the recognition that the sustainability strategy is an important theme that is directly linked to improving the Company's corporate value over the medium to long term, the Board of Directors received a report from the Sustainability Committee, which was established in 2022 as an advisory body to the Management Board. The report covered GS2028 sustainability initiatives, product sustainability activities, ESG management, and others. Upon receiving the report, the Board of Directors confirmed the statuses of those initiatives.
・Governance concept
In order to improve the corporate value of the Group, the Board of Directors exercised its supervisory function more effectively, deliberated on the optimal decision-making process to support risk-taking by the management team and improve management speed, and decided on the revision of the execution system. In addition, information sharing with the Board of Directors was strengthened regarding risk management, internal audits, and the status of the activities of the Nomination Committee, the Audit Committee and the Compensation Committee.
Nomination Committee
The Nomination Committee sets out the standard and procedure for new appointment, reappointment and dismissal of Directors and Vice President & Executive Officers, and deliberates based on them, so that desired human resources (qualifications, achievements, etc.) required of Directors and Vice President & Executive Officers and the selection process is optimal from the perspective of all stakeholders for the continued development of the Group and corporate governance. The Nomination Committee makes decisions on items set forth below.
(1) Decisions on proposals regarding the election and dismissal of Directors to be submitted to the General Meeting of Shareholders
(2) The content of proposals submitted to the Board of Directors regarding the appointment, selection, reappointment, reselection, and dismissal of Vice President & Executive Officers and the Representative Executive Officers
(3) Establishment, amendment or abolition of necessary basic policies, regulations, procedures, etc. to enable a decision by the Nomination committee regarding an item stated in item (2)
(4) Other matters that the Nomination Committee recognizes as important pertaining to each item above

The Nomination Committee shall be composed of three or more Directors appointed by the Board of Directors, a majority of whom shall be independent Outside Directors. The committee shall be chaired by an independent Outside Director. Currently, the committee consists of five members—four independent Outside Directors and one Director—and is chaired by Kuniko Urano, an Outside Director. Having an independent Outside Director serve as the chairperson of the Nomination Committee further ensures its objectivity and transparency.

[Names and other details of members of the Nomination Committee] (as of the submission date)

Akira Uchida Outside Director
Kuniko Urano Outside Director (Chairperson)
Takuya Hirano Outside Director
Yujiro Goto Outside Director
Hitoshi Nara Director, Executive Chairperson, Representative Executive Officer

In the fiscal year under review (fiscal year 2025), the Nomination Committee met 11 times. At these meetings, in addition to discussing the ideal state and future direction of the Board of Directors, along with its composition, the committee deliberated on the candidates for members and chairperson of the three statutory committees and the candidates for Vice President & Executive Officer to be proposed to the Board of Directors, the evaluation of the President & CEO, Representative Executive Officer based on the previous fiscal year's financial performance, the review of the executive structure for fiscal year 2026, and the candidates for Director to be proposed to the Annual General Meeting of Shareholders to be held in June 2026. Additionally, as part of the CEO succession efforts, the committee confirmed the definition of human resource requirements, reviewed the candidate pool, and conducted evaluations and development. The attendance rate was 100%.

Compensation Committee
The Compensation Committee deliberates and makes decisions based on the prescribed standard and procedure in order to ensure that the compensation system and compensation for Directors and Vice President & Executive Officers promotes the appropriate challenging attitude toward the Group's growth, enables hiring and retention of excellent human talent, and fosters a perspective that is held in common with all stakeholders. The Compensation Committee makes decisions on items set forth below.
(1) Policy in relation to decisions concerning the details of compensation, etc. for Directors and Vice President & Executive Officers
(2) Details and standards of compensation, etc. for individual Directors and Vice President & Executive Officers
(3) Establishment, amendment or abolition of necessary basic policies, regulations, procedures, etc. to enable a decision by the Compensation Committee regarding a matter stated in item (2).
(4) Other matters that the Compensation Committee recognizes as important in relation to compensation, etc. pertaining to each item above.
The Compensation Committee shall be composed of three or more Directors appointed by the Board of Directors, a majority of whom shall be independent Outside Directors. The committee shall be chaired by an independent Outside Director. Currently, the committee consists of four independent Outside Directors and is chaired by Takuya Hirano, an Outside Director. Having an independent outside director serve as the chairperson of the Compensation Committee further ensures its objectivity and transparency.

[Names and other details of members of the Compensation Committee] (as of the submission date)
Akira Uchida Outside Director
Kuniko Urano Outside Director
Takuya Hirano Outside Director (Chairperson)
Yujiro Goto Outside Director

In the fiscal year under review (fiscal year 2025), the Compensation Committee met 6 times. At these meetings, the Committee deliberated on the individual payment amounts of performance-linked compensation (annual incentives) to be paid in July 2025 based on the indicators and formulas decided by the Compensation Committee in fiscal year 2024, the performance indicators and calculation formulas for performance-linked compensation (annual incentives) to be paid in July 2026, and the performance indicators and sustainability indicators for the performance-linked compensation (medium- to long-term incentives) plan starting in fiscal year 2025. The committee also reviewed the executive compensation levels and, based on the results of such review, reviewed the standard amounts and composition ratios for fixed and performance-linked compensation. The attendance rate was 100%.

Audit Committee
The Audit Committee is responsible for auditing the execution of duties by Directors and Vice President & Executive Officers, preparing audit reports, deciding on proposals for the appointment and dismissal of Accounting Auditors, and other duties as stipulated by laws and regulations. From the viewpoint of Directors, the main focus of the committee is to conduct high value-added audits and appropriateness audit.
The Audit Committee shall consist of three or more Directors appointed by the Board of Directors who do not concurrently serve as Vice President & Executive Officers, and the majority of them shall be independent Outside Directors. The committee shall be chaired by an independent Outside Director. In addition, at least one person with sufficient knowledge of finance and

accounting in particular is to be appointed as a member of the Audit Committee. Currently, the committee consists of four members—three independent Outside Directors and one Director—and is chaired by Hisashi Maruyama, an Outside Director. Having an independent Outside Director serve as the chairperson of the Audit Committee further ensures its objectivity and transparency.

[Names and other details of members of the Audit Committee] (as of the submission date)
Masaru Ono Outside Director
Hisashi Maruyama Outside Director (Chairperson)
Christina Ahmadjian Outside Director
Hikaru Kikkawa Director (Full-time Audit Committee Member)

■Activities of the Audit Committee in the fiscal year under review
In the fiscal year under review (fiscal year 2025), we have held 21 Audit Committee meetings, and the attendance rate of Audit Committee Members (including Outside Directors) was 98.1%.

Internal audits
As the Company seeks to achieve medium- to long-term improvements in corporate value, it has established the Internal Audit Headquarters (19 persons who work there on a full time basis) under the Audit Committee as the department in charge of internal audits, with the objective of maintaining and enhancing the quality of the Group's internal control system and management.
The Internal Audit Headquarters directly reports on its activities to the Audit Committee and receives instructions from the Audit Committee. By coordinating as necessary, it ensures its independence from the executive departments.
In addition to working together with the internal auditors of Group companies to build a Group internal audit structure, the Internal Audit Headquarters will help management achieve its targets by putting in place an internal control system/process, which includes internal controls related to business audits and financial reporting, based on the Group Internal Audit Code in the GMS (Group Management Standards), which set forth the basic policy and rules for management applicable to the Yokogawa Group, and audit plans, with the objective of providing risk-based, objective assurance.

Accounting auditor
The Company has entered into audit contracts with Deloitte Touche Tohmatsu LLC for accounting audits conducted under the Companies Act and under the Financial Instruments and Exchange Act. In the fiscal year ended March 31, 2026 (FY25), details of certified accountants who executed accounting audit services and others are as follows:
Certified accountants who executed accounting audit services: Yasuhiko Haga and Shinnosuke Kurosaki
Composition of assistants for accounting audit services: 14 certified accountants, five (5) persons who passed the certified public accountant examination, and 29 other people

The amount of compensation paid to the accounting auditor in the fiscal year ended March 31, 2026 (FY25) is as follows:
[1] [Details of compensation paid to auditing certified accountants]
Filing company: 188 million yen
Consolidated subsidiaries: 35 million yen

[2] [Details of other significant compensation]
(Previous fiscal year)
Certain consolidated subsidiaries of the Company paid compensation based on audit attestation services and other serves to Deloitte Touche Tohmatsu member firms that belong to the same network as the Company's auditing certified accountants, etc.
(Fiscal year under review)
Certain consolidated subsidiaries of the Company paid compensation based on audit attestation services and other serves to Deloitte Touche Tohmatsu member firms that belong to the same network as the Company's auditing certified accountants, etc.

[3] [Policy for determining audit fees]
The Company determines days required for audits, details of work and other matters through discussions with the auditor.

(2) Conclusion of liability limitation agreements
Based on the Articles of Incorporation of the Company and Article 427, paragraph (1) of the Companies Act, the Company enters into an agreement with Outside Directors, which limits their liability provided for in Article 423, paragraph (1) to the higher of either ¥15 million or the amount stipulated by the Act.

(3) Conclusion of indemnity agreements

The Company has entered into an indemnity agreement as provided for in Article 430-2, paragraph (1) of the Companies Act with all of the Directors and Vice President & Executive Officers. Under this agreement, in order to ensure that the appropriateness of the performance of his or her duties is not impaired, the Company provides indemnity for expenses under item (i) of the same paragraph and losses under item (ii) of the same paragraph within the scope stipulated by law, provided that there is no bad faith or gross negligence in the performance of the Director's duties.

(4) Outline, etc. of the contents of directors and officers liability insurance agreement
The Company has concluded a directors and officers liability insurance agreement provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company. This insurance agreement applies to Directors and Vice President & Executive Officers, Audit & Supervisory Board Members and Vice Presidents (including those who have already retired) of the Company and its subsidiaries, and those insured individuals do not bear insurance premiums. This insurance agreement covers the insured's losses and such costs as dispute expenses incurred from claims by shareholders and third parties, etc. for damages arising from acts carried out by the insured as an officer of the Company (including negligence). However, in order to ensure that appropriateness of the insureds' execution of duties would not be impaired, this agreement does not apply to damages and other losses arising from criminal acts such as bribery and illegal acts intentionally committed by officers.

3. Reasons for Adoption of Current Corporate Governance System

Based on the Basic Views on Corporate Governance (as specified in 1. Basic Views in I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information in this report), the Group has adopted a company with Nomination Committee, etc. as its system of corporate governance. We believe that the Board of Directors, which is in charge of the supervisory function, will be able to promote execution initiatives that require prompt responses in a rapidly changing environment by focusing on deciding on medium- to long-term business policies and supervising and advising business execution based on those policies. We also believe that by having the Board of Directors determine the appointment and dismissal of Vice President & Executive Officers, being actively involved in Vice President & Executive Officer succession through the three statutory committees, and determining compensation and auditing the execution of business operations, will further strengthen the supervisory function. The Vice President & Executive Officers, in contrast, are responsible for decision-making regarding individual businesses and business execution, and are held accountable for results. Recognizing that Vice President & Executive Officers have the same status as Directors under the Companies Act, we aim to build an appropriate balance of tension and trust between them. We have adopted the current corporate governance system because by fulfilling their respective roles of supervision and business execution, the two sides will be able to work together and cooperate to improve the quality and speed of business execution and decision-making, thereby increasing corporate value over the medium to long term.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Shareholder Meetings and Smooth Exercise of Voting Rights

	Supplementary Explanations
Early Notification of General Shareholder Meeting	The notice of 2026 Annual General Meeting of Shareholders was sent out on June 1, 2026. The start date of measures for electronic provision was May 28, 2026.
Scheduling AGMs Avoiding the Peak Day	The 2026 Annual General Meeting of Shareholders was convened on June 23, 2026, Tuesday, which is three (3) days earlier than the day on which many companies hold their general meetings of shareholders.
Allowing Electronic Exercise of Voting Rights	From the 2004 Annual General Meeting of Shareholders, the Company has allowed electronic exercise of voting rights.
Participation in Electronic Voting Platform	From the 2006 Annual General Meeting of Shareholders, the Company has participated in an electronic voting rights exercise platform for institutional investors (ICJ).
Providing Convocation Notice in English	The English version of the notice for the 2026 Annual General Meeting of Shareholders was submitted at the same time of submission of the Japanese version to the Tokyo Stock Exchange and also posted on its website. In addition, the Company conducted shareholder identification research and sent the English version of the notice of the General Meeting of Shareholders to overseas beneficial shareholders via email.
Other	The Company's basic policy is to hold "open General Meetings of Shareholders." The Japanese version and the English version of notices of general meetings of shareholders, notices of resolutions and results of exercise of voting rights have been posted on its website. From the standpoint of timely disclosure, the Japanese and English versions of the notices of Annual General Meetings of Shareholders will be posted on the Company's website from May 28, in line with the measures for electronic provision. From the Notice of 2022 Annual General Meeting of Shareholders, the Company started to include a skill matrix "Expertise and Experience of Independent Officers" for Outside Directors. In addition, the Company integrates the notice of Annual General Meeting of Shareholders and shareholders news to provide understandable, easy-to-read, and enhanced information to shareholders. Explanatory materials used on the date of the General Meeting of Shareholders are swiftly posted on the website. From 2022, a video is also posted (Japanese site only).

2. IR Activities

	Supplementary Explanations
Preparation and Publication of Disclosure Policy	The Company has prepared the Disclosure Policy and Summary Report on the Timely Disclosure System and posted them on its website. https://www.yokogawa.com/about/ir/management/disclosure/
Regular Investor Briefings for Individual Investors	The Company regularly sends information via email to individual investors. In addition, the Company has set up webpages for individual investors on its website so that such investors can develop a deep understanding of the Company. Furthermore, the Company regularly holds a briefing for individual investors, although these briefings have been temporarily suspended since the spread of COVID-19. (To individual investors) https://www.yokogawa.co.jp/about/ir/kojin/
Regular Investor Briefings for Analysts and Institutional Investors	The Company holds a financial results briefing for approximately 100 securities analysts and institutional investors each time quarterly financial results are announced. Every year, at the financial results briefings for the second and fourth quarters, the President & CEO, Representative Executive Officer explains the Company's management policy and other matters. In addition, at the financial results briefing for the second quarter, Vice President & Executive Officers in charge present status of business operation and others as required with the aim of promoting understanding about the Company's business. Details of the briefing have been disclosed in the Presentation Materials of Financial Results, etc. with scripts that include questions and answers on the Company's website. Currently we hold all financial results briefings for each quarter by zoom webinar.

	In addition, the Company holds factory tours, user visits, and business and other briefings for analysts and institutional investors. Materials for business and other briefings are posted on the Company's website. https://www.yokogawa.com/about/ir/reports/business-briefing/
Regular Investor Briefings for Overseas Investors	The President & CEO, Representative Executive Officer and a responsible person in the department in charge of IR regularly visit Europe, North America, Asia and other regions and continue dialogues with shareholders and investors. In addition, the Company regularly participates in conferences hosted by brokerage firms in Japan, explains the management policy to overseas investors and seeks an understanding of the Company via Q&A. ※Currently, we engage primarily in remote dialogue since the spread of the COVID-19.
Posting of IR Materials on Website	The following information has been posted on the Company's website. https://www.yokogawa.com/about/ir/ (Information for investors posted on the website) Summary of financial results, securities reports, materials for briefings for analysts (with script including Q&A), materials for the medium-term business plan (with script including Q&A), Fact Book, Investors' Guide, disclosure materials for the Tokyo Stock Exchange, notices of annual general meetings of shareholders, notices of resolutions, results of exercise of voting rights, explanatory materials for general meetings of shareholders, corporate governance reports, the Share Handling Regulations, the Articles of Incorporation, explanatory materials for individual investors, the Yokogawa Report (Integrated Report), etc.
Establishment of Department and/or Manager in Charge of IR	Responsible for Handling Information: Michiko Nakajima, Director and Vice President & Executive Officer, Head of Accounting & Treasury Headquarters Person in charge of IR-related administrative circular: Department Manager Treasury & IR Department, Hirohiko Nakatani Department in charge of IR: Treasury & IR Department, IR Sec. (six dedicated staff members including one female staff member)
Other	-

3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanations
Stipulation of Internal Rules for Respecting the Position of Stakeholders	Basic attitude to stakeholders such as customers, shareholders, community and society, suppliers and vendors, competitors, politicians and governmental agencies, and employees has been stipulated in the Yokogawa Group Code of Conduct and disclosed on the following website of the Company. In recent years, over and above ensuring compliance with laws and regulations and rules, companies are urged to address compliance in a wider scope, for example, by respecting international guidelines, such as the United Nations Global Compact, and by respecting human rights. In these circumstances, the Group reviewed the configuration and the content of the Yokogawa Group Code of Conduct in July 2019. https://www.yokogawa.com/about/company-overview/our-brand-and-identity/#Yokogawa-Group-Code-of-Conduct With the growing interest in recent years in environment, society and governance (ESG) and the Sustainable Development Goals (SDGs), companies are being called on to play a greater role in responding to human rights issues. All of our business activities for value co-creation are based on respect for human rights. The Company established the Yokogawa Group Human Rights Policy which is based on the United Nations Guiding Principles on Business and Human Rights, in September 2020, in order to reaffirm to society our abiding commitment to respect human rights, and fulfill its responsibility. https://www.yokogawa.com/about/sustainability/humanrights/

Implementation of Environmental Activities, CSR Activities etc.	The Company proactively develops environmental conservation and sustainability/ CSR activities. Against the backdrop of large changes in the form of the increased need to solve global issues, such as the adoption of the Sustainable Development Goals (SDGs) at the United Nations and the adoption of the Paris Agreement at the United Nations Framework Convention on Climate Change (COP21), the Group has established, for the benefit of future generations, the "Three Goals" as sustainability goals for the overall Group toward the vision of a sustainable low-carbon, recycling-based society by 2050. The Group has established medium-term KPIs with the aim of expanding its contribution to society and achieving growth for the business, beginning with the Three Goals, which it is promoting by including them in its business plans. Specifically, we have set aggressive goals for 2030 in six contribution areas that are compatible with SDGs. We work to create economic value for our customers through our business activities and to resolve social issues together with our customers. Moreover, we have established and promote medium-term KPI in line with the Paris Agreements 2°C goal to reduce greenhouse gases. In addition, in March 2019, we expressed our support for the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Furthermore, as our basic stance on CSR, we have pledged our support for the UN Global Compact and are working to boost our initiatives in the areas of human rights, labor, the environment, and corruption prevention. We are monitoring the policies, contents of activities, and progress of these sustainability and CSR activities at the Board of Directors meetings. We disclose the details of these efforts as Sustainability report on the following website of the Company. https://www.yokogawa.com/about/sustainability/report/
Development of Policies on Information Provision to Stakeholders	In accordance with the Yokogawa Group Code of Conduct, the Company has established the Disclosure Policy to stakeholders and disclosed the policy as well as the Summary Report on the Timely Disclosure System on the following website of the Company. https://www.yokogawa.com/about/ir/management/disclosure/
Other	<Health and productivity management> In order for Yokogawa to provide sustainable value and lead the way in solving global issues, it is essential to promote health and productivity management, in which health is considered from a management perspective and strategically practiced. Yokogawa will help its employees autonomously maintain their health while improving their physical and mental health, satisfaction, and happiness, in order to increase engagement and productivity across the Group. In September 2016, the Company established Health Declaration as a basic policy for health and productivity management with the aim of further accelerating various initiatives related to employee health from the perspective of health and productivity management. Health Declaration Yokogawa aims to be a company that supports its employees in their efforts to improve their physical and mental health, encourages the development of lively and stimulating workplaces, and contributes to society. With the President & CEO, Representative Executive Officer assuming the ultimate responsibility and under the leadership of the management team spearheaded by Health and Safety Officers who serve as general safety and health managers, the Health and Safety Committee takes charge of promoting health and productivity management while relevant departments, namely the Japan Human Resources Division including the Clinical Center, and the General Affairs Department in the Human Resources and General Affairs HQ, coordinate with occupational physicians and the Yokogawa Electric Health Insurance Society and Labor Union. The Company has worked on various initiatives under its policy relating to maintaining and improving the health of employees, including working styles that allow flexibility in work locations and times, creating employee-friendly office environments, management of working hours, and health improvement programs.

	Details of these activities are published on the Company's website (Japanese site only). https://www.yokogawa.co.jp/about/yokogawa/company-overview/health/#New-tab Moreover, the Company was certified in FY2017 through FY2019, in FY2021, and FY2023 through FY2025 as one of the recognized organizations under the Certified Health & Productivity Management Outstanding Organizations Recognition Program (White 500). * "Health and productivity management" is a registered trademark of Workshop for the Management of Health on Company and Employee. <External Evaluations and Inclusion in Index Constituents> The external evaluations of the Group and its inclusion in index constituents are disclosed on the following website: https://www.yokogawa.co.jp/about/ir/

IV. Matters Related to the Internal Control System

1. Basic Views on Internal Control System and the Progress of System Development

(Last updated in April 8, 2025)
Pursuant to the Companies Act and the Ordinance for Enforcement of the Companies Act, the Company has established basic policy for Yokogawa Group Internal Control System as a system to ensure that the execution of duties by Vice President & Executive Officers and employees of the Company and directors and employees of subsidiaries (hereinafter collectively referred to as "Vice President & Executive Officers, etc.") is in compliance with laws, ordinances and the Articles of Incorporation, and other systems necessary to ensure the appropriateness of the operations of the Yokogawa Group, with the aim of increasing the Group's corporate value over the medium to long term. The Company will establish an internal control system based on this basic policy, check its operation status, and strive to continuously improve and strengthen it.

The Basic Policy of Yokogawa Group Internal Control System
a. System for Assuring Compliance of Vice President & Executive Officers, etc. with Laws and Ordinances, and the Articles of Incorporation
・The Company has established the Yokogawa Group Code of Conduct as the basic principle of compliance, and Vice President & Executive Officers, etc. shall make it known and thoroughly understood in the execution of their duties, and shall take the lead in ensuring that business ethics are upheld and embraced throughout the Group.
・A department has been established that is in charge of matters pertaining to business ethics. This includes the identification and resolution of problems with the Groupwide compliance system. The department shall also monitor the status of compliance efforts and report on important matters to the Representative Executive Officer and the Audit Committee.
・Code of Conduct for the Prevention of Insider Trading, and rules and control systems for the relevant information are established.
b. System for Storing and Controlling Information concerning Execution of Duties by Vice President & Executive Officers, etc.
・The Rules on the Control of Communications and Documentation, and the Rules on the Control of Documentation are specified, and rules and control systems concerning meeting minutes and other information that should be preserved are established.
・Group Information Security Management Code, and rules and control systems concerning information confidentiality categories are established. In addition, people performing work for the Group are requested to sign confidentiality agreements.

c. Rules and Other Systems for Crisis Management of the Company and its Subsidiaries
・Risk Management Code has been set forth for the purpose of establishing a basis for the effective and efficient conduct of enterprise risk management by the Yokogawa Group. Based on this policy, Risk Management Committee shall decide the significant risks which shall be managed preferentially as Yokogawa Group and decide the monitoring method for its risks and report them to the Board of Directors etc. Representative Executive Officer shall bear the responsibility for supervising all matters in relation to the risk management as the chairperson of Risk Management Committee.
・Respective organizational units of the Yokogawa Group shall perform the identification and assessment of risks followed by the preparation and implementation of the countermeasures against risks. The department in charge of internal audit shall evaluate the effectiveness of Yokogawa Group risk management process and reports important findings to the Audit Committee and the Representative Executive Officer.
・Crisis situations are to be responded to as set forth in the Group Crisis Management Code. As the head of the Crisis Management Committee, Representative Executive Officer controls the communication of information and issuance of instructions during times of crisis at all Group companies and works to ensure safety and minimize economic losses. In terms of business continuity management, the Company has established a basic policy and formulated a business continuity plan (BCP) based on the Rules on Business Continuity Management in response to assumed risks such as large-scale natural disasters and accidents.
・AI Policy, which provides for the direction of AI utilization and a governance system for risk management within the Group, and Group AI Governance Code, which stipulates the responsibility and authority for AI-related risk management, shall be operated appropriately.

d. System for Assuring Efficient Execution of Duties of Vice President & Executive Officers, etc.
・Decision Making Management Code has been established to define the responsibilities and authority of the decision-making process in the execution of business operations, with the aim of enhancing management efficiency and achieving sustainable growth of the Group and improvement of corporate value through prompt decision-making under an appropriate corporate governance system.
・Vice President & Executive Officers shall faithfully execute the duties under their charge with the duty of care of a good manager, formulate a single-year plan for the duties under their charge, and develop business activities to achieve the planned targets. The Vice President & Executive Officers shall establish a system to pursue companywide efficiency in order to achieve the targets, and shall monitor the status of achievement of the planned targets and report to the Representative Executive Officer.

e. System for Assuring Compliance of Employees of the Company and its Subsidiaries with Laws, Ordinances, and the Company's Articles of Incorporation
・Employees of the Group are to conduct themselves as set forth in the Yokogawa Group Compliance Guidelines. Employees of the Company and its subsidiaries shall ensure that these guidelines are applied thoroughly in the execution of their duties and comply with business ethics.

・Representative Executive Officer continuously reminds all employees of the Company and its subsidiaries the importance of legal compliance, and the department in charge of business ethics takes the lead in providing ongoing compliance education.
・The system for receiving internal reports and consultations on compliance-related issues shall be provided in the Yokogawa Group Compliance Management Code and the Rules on Whistleblowing and Consultation and shall be operated appropriately. In addition, the contact point shall be made known to the entire Group by the department in charge of business ethics.

f. System for Ensuring Appropriateness of Business Activities Carried out by the Company and Its Subsidiaries
・The Company has established the Group Management Standards (GMS), which is the basic management policies and rules applicable to the Yokogawa Group, and the internal control system shall be realized by promoting business processes based on the GMS. In accordance with the basic policies, guidance and management shall be provided to Group companies by Vice President & Executive Officers concerning the establishment of an optimal internal control system suited to the functions and systems of each Group company. Directors, etc. of each Group company shall report to us on matters relating to the execution of duties by Directors, etc. of their company in a timely and appropriate manner.
・Each responsible executive of the internal control system (GMS owner) shall have responsibilities of management and operation of each GMS under their charge, shall act to ensure (maintain and improve) the effectiveness and efficiency of the business process in accordance with GMS in the Group, and shall report important matters to the Representative Executive Officer, the Board of Directors, and the Audit Committee.
・To ensure the reliability of financial reports, accounting work by each Group company is controlled based on the Group Accounting Code so that the accounting work is correctly performed. In addition, a system for evaluating these financial reporting controls and disclosing the evaluation results is established in accordance with the internal control reporting system requirements of the Financial Instruments and Exchange Act.
・In accordance with the Group Internal Audit Code, the department that is in charge of internal audits shall audit the effectiveness of internal control and report on important matters to the Audit Committee and the Board of Directors.
・The system shall enable Audit Committee to obtain information directly or by contacting Directors, etc., Audit & Supervisory Board members and employees, etc. of each Group company for the purpose of verifying decisions on important Group company matters.

g. Matters concerning the System for Ensuring the Appropriateness of Operations Necessary for the Execution of the Audit Committee's duties
(1) Matters concerning Directors and assistants that assist the Audit Committee
・The Office of the Audit Committee has been set up, and assistants to assist the duties of Audit Committee Members, including those who will work there on a full time basis, are to be assigned.
(2) Matters concerning independence of Directors and assistants mentioned in (1) above from Vice President & Executive Officers of the Company and ensuring the effectiveness of instructions from Audit Committee of the Company to Directors and assistants
・Personnel transfers related to the Office of the Audit Committee require prior approval from the Audit Committee.
・Assessment of the assistants working in the Office of the Audit Committee shall be determined with the consent of the Audit Committee, and independence from the Vice President & Executive Officers shall be ensured.
(3) System for Directors, Vice President & Executive Officers, and employees to report to Audit Committee of the Company, and system for ensuring reporting persons are not treated disadvantageously for making reports
・Directors, Vice President & Executive Officers, and employees of the Company, as well as Directors, etc., Audit & Supervisory Board members and employees, etc. of all Group companies, shall report the following matters to the Audit Committee:
(a) Violations of laws, ordinances, and the Articles of Incorporation
(b) Important matters concerning the internal audit situation and risk management
(c) Matters that could cause significant losses to the Company
(d) Important matters concerning decision making
(e) Important matters concerning the management situation
(f) Matters concerning information reported via the whistleblowing system
(g) Other important matters related to compliance
・The Company and all Group companies ensure that reporting persons are not treated disadvantageously for making reports.
(4) Matters concerning procedures for advance payment or redemption of expenses occurring from execution of duties by Audit Committee members of the Company, and policies relating to handling of other expenses or obligations occurring from said execution of duties
・For audit expenses and other expenses occurring from the execution of duties by Audit Committee members of the Company, appropriate amounts are budgeted to ensure the effectiveness of auditing. However, appropriate expenses spent in emergencies or on a temporary basis will be reimbursed regardless of whether they are budgeted.
(5) Other systems for ensuring effective auditing by Audit Committee of the Company
・The Company shall provide the Audit Committee with opportunities for regular exchanges of opinions with top management, such as Representative Executive Officer and Vice President & Executive Officer of Corporate Administration as well as with the responsible departments of the head office's administrative departments, including the departments in charge of business ethics. In addition, the Company shall provide opportunities and an environment in which interviews can be conducted with other Vice President & Executive Officers and key employees as appropriate.
・The Audit Committee shall conduct audits efficiently through instructions and cooperation with the departments in charge of internal audits.

· The Audit Committee shall receive reports on audits conducted by the Accounting Auditors and the departments in charge of internal audits on a regular basis and exchange opinions.
· The Audit Committee may utilize outside experts such as lawyers and certified public accountants when it finds it necessary.

2. Basic Views on Eliminating Anti-Social Forces

<Basic views on eliminating anti-social forces>
The Company's basic policy is to have absolutely no relationships with anti-social forces which threaten the order and safety of civil society. This involves taking a resolute stance against any inappropriate and unlawful demands from anti-social forces. If anti-social forces approach the Company, the organization shall stand up as one to handle the issue and thereby contribute to maintaining the order and safety of society.
Development of the internal system
1. To prevent involvement by anti-social forces in management activities and damage from such forces, the Company has set forth its Group's stance and handling of these situations in the Yokogawa Group Code of Conduct and the Yokogawa Group Compliance Guidelines.
2. The Company has set up a department controlling handling of anti-social forces in the General Affairs Department and assigned a person responsible for prevention against inappropriate demands in that department. The General Affairs Department has established an internal system to handle the matters in collaboration with external specialized organizations and developed the handling manual. The Company also collects information about anti-social forces from external specialized organizations regularly and provides information and trainings and conducts educational activities for related departments when necessary based on the information collected.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted

Supplementary Explanation

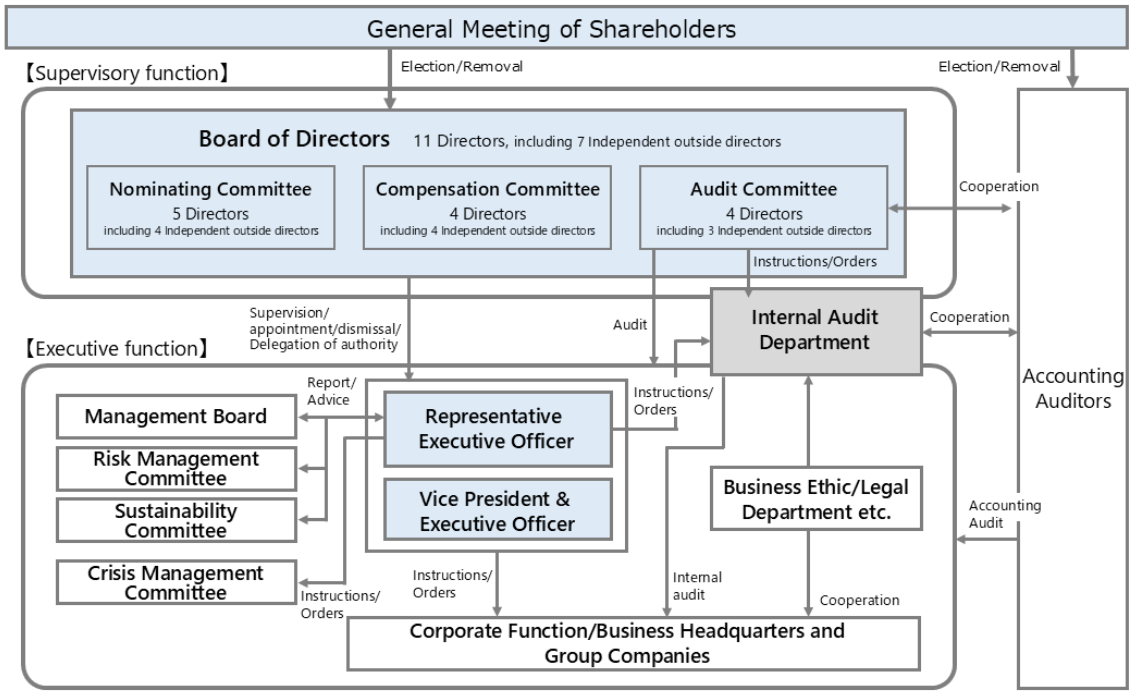
The Company resolved at the Board of Directors meeting held on May 13, 2014 that "Renewal of Countermeasures to Large-scale Acquisition of Yokogawa Electric Shares (Takeover Defense Measures)," which was set to expire at the conclusion of the 2014 Annual General Meeting of Shareholders, would not be renewed, and since then, no takeover defense measures have been introduced.
For details, please see "Non-renewal of Countermeasures to Large-scale Acquisitions of Yokogawa Electric Shares (Takeover Defense Measures)" IR information as of May 13, 2014 posted on the Company's website (https://cdn-nc.yokogawa.com/1/20567/tabs/ir_20140513-en.pdf).
The basic policy on the role of parties making decisions regarding the company's financial and business policies is as follows:

<Basic Policy regarding Control over the Company>
The Company believes that parties making decisions regarding its financial and business policies above all else must be capable of protecting and enhancing the corporate value of the Company and the common interests of the shareholders.
The Yokogawa Group sets forth the following corporate 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." Accordingly, we believe that acting on the basis of this philosophy, and thereby helping to protect the environment and achieve a sustainable society, will protect and enhance the corporate value of the Company and the common interests of its shareholders, by engaging in sound and profitable management practices that allow us to steadfastly pursue our business activities and maximize corporate value, while taking the customer perspective in providing solutions and services that add value.

While acknowledging the fact that we are a public company whose shares are freely traded, the Company believes that a decision on whether to allow a party to carry out a large-scale acquisition of its shares should ultimately be left to its shareholders. As such, in the event of a large-scale acquisition of the Company's shares, we will not categorically rule out the acquisition if it improves the corporate value of the Company or if it is in the common interests of the shareholders.
However, there are a number of situations when a large-scale takeover attempt would contribute to neither the corporate value of the Company nor the common interests of the shareholders, such as when: (i) sufficient time and information have not been provided for the Company or its shareholders to consider the proposal or an alternative proposal regarding the acquisition, (ii) the purpose of the share acquisition and the administrative policy to be followed after the acquisition are likely to harm the corporate value and the common interests of the Company's shareholders, (iii) shareholders are effectively forced to sell their shares, and (iv) the acquisition terms are considered insufficient or inappropriate in light of the corporate value of the Company and the common interests of the Company's shareholders.
The Company believes that any party attempting a large-scale acquisition in the above manner would be unsuitable with respect to making decisions on the Company's financial and business policies. The Company remains committed to taking appropriate measures in accordance with relevant laws and regulations, such that include requiring any party proposing a large-scale acquisition of the Company's shares to disclose sufficient information necessary for enabling shareholders to make an informed judgment on the advantages and disadvantages of the prospective acquisition, while also disclosing the Board of Directors' views on any such proposal taking steps to ensure that shareholders are afforded sufficient time to consider the acquisition.

2. Other Matters Concerning to Corporate Governance System

<Corporate Governance Structure>



Summary Report on the Timely Disclosure System

Yokogawa Electric Corporation

Securities Code: 6841 Prime of the TSE

The status of the Company's internal system for timely disclosure of corporate information is as follows:

1. Policy for timely disclosure

To provide appropriate investment information to investors, the Company discloses information in a timely manner with transparency, timeliness, fairness, appropriateness and consistency regarded as a fundamental rule. Specifically, the Company discloses information based on the Timely Disclosure Rules of the Tokyo Stock Exchange and other important information swiftly. The Company also proactively discloses information useful to make the Company understood, other than important facts.

2. Department in charge of timely disclosure

With respect to timely disclosure of corporate information, the Company collects information and determines the importance under the following system, with the IR Department serving as the contact.

(Collection of corporate information)

The Company's system enables important facts that occurred and matters resolved in the Company and subsidiaries to be immediately reported to the Board of Directors and the Crisis Management Committee in accordance with laws and regulations as well as with the Rules Governing the Board of Directors, the Decision Making Code, the Group Policy for Crisis Management and other internal regulations.

(Judgment of timely disclosure)

Information is aggregated by the officer in charge of IR (person responsible for handling information who has been registered with the Tokyo Stock Exchange), who is a member of the Board of Directors and the Crisis Management Committee. The officer in charge of IR passes along information to the head of the IR Department, which is the department in charge of timely disclosure, holds consultations with related departments, and judges whether or not timely disclosure is required, in accordance with the Timely Disclosure Rules of the Tokyo Stock Exchange and the Financial Instruments and Exchange Act.

(Public disclosure)

Disclosure of corporate information is made by the IR Department swiftly in accordance with the Timely Disclosure Rules of the Tokyo Stock Exchange.

End

Reference
Schematic of the internal system for timely disclosure

