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Review of Transformation 2017 (TF2017) & Development Background of New Mid-term Business Plan
# TF2017 objectives

## Establishing a foundation for growth by transforming our business structure

### Three reforms

<table>
<thead>
<tr>
<th>Customer focus</th>
<th>FY17 Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Develop business by pursuing close relationships with customers.</td>
<td><strong>ROE (%)</strong> 11 or more</td>
</tr>
<tr>
<td>- Expand our business with our current customer base.</td>
<td><strong>ROA (%)</strong> 6 or more</td>
</tr>
<tr>
<td>New value creation</td>
<td><strong>Sales (billion yen)</strong> 440.0</td>
</tr>
<tr>
<td>- ICT advances are leading to new business opportunities.</td>
<td><strong>Operating income (billion yen)</strong> 45.0</td>
</tr>
<tr>
<td>- Co-create value across companies and markets by improving efficiency and achieving overall optimization.</td>
<td><strong>ROS (%)</strong> 10.2</td>
</tr>
<tr>
<td>Highly efficient global company</td>
<td><strong>EPS (yen)</strong> 100 or more</td>
</tr>
<tr>
<td>- Globally optimize all functions and operations.</td>
<td><em>Exchange rate: 1$=110 yen</em></td>
</tr>
<tr>
<td>- Be more profitable than our competitors.</td>
<td></td>
</tr>
</tbody>
</table>
TF2017 review: Three transformations

We recorded various achievements, but certain issues need to be addressed speedily.

<table>
<thead>
<tr>
<th>Achievement</th>
<th>Customer focus</th>
<th>New value creation</th>
<th>Highly efficient global company</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Significantly enhanced ability to provide solutions to customers by acquiring KBC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Provision of new solutions using the GRANDSIGHT™ value co-creation environment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Started development of IIoT architecture</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment</td>
<td>Result</td>
<td>Achievement</td>
<td></td>
</tr>
<tr>
<td>Strategic investment (M&amp;A)</td>
<td>34.1 billion yen</td>
<td>Prepared way for growth of solution service business through M&amp;A and other means (9% sales growth starting in FY14)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Issues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Creating synergy with KBC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Roll-out of solutions business to new regions and industries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Transformation of business model from the simple selling of product and services</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY14 result</th>
<th>FY17 initial target</th>
<th>FY17 result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost reduction (compared with FY14)</td>
<td>–</td>
<td>20 billion yen (3 years, cumulative)</td>
<td>13.2 billion yen (3 years, cumulative)</td>
</tr>
<tr>
<td>COGS ratio</td>
<td>58.3%</td>
<td>57% or less</td>
<td>56.9%</td>
</tr>
<tr>
<td>SG&amp;A ratio</td>
<td>34.4%</td>
<td>32.8% or less</td>
<td>35.1%</td>
</tr>
</tbody>
</table>

- Centralized engineering function
- Improved efficiency of back office operations outside Japan
- Reduced production, logistics, and procurement costs
TF2017 review: Management indicators

- The market downturn was greater than anticipated due mainly to declining oil prices.
- No matter what happened in our business environment, our major objective was to improve profitability.

### Management indicators

<table>
<thead>
<tr>
<th></th>
<th>FY14 results (A)</th>
<th>TF2017 targets (B)</th>
<th>FY17 results (C)</th>
<th>Difference (C) – (B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROE (%)</td>
<td>8.6</td>
<td>11 or more</td>
<td>8.1</td>
<td>(2.9)</td>
</tr>
<tr>
<td>ROA (%)</td>
<td>4.1</td>
<td>6 or more</td>
<td>4.8</td>
<td>(1.2)</td>
</tr>
<tr>
<td>Sales (billion yen)</td>
<td>405.8</td>
<td>440.0</td>
<td>406.6</td>
<td>(33.4)</td>
</tr>
<tr>
<td>Operating income (billion yen)</td>
<td>29.8</td>
<td>45.0</td>
<td>32.7</td>
<td>(12.3)</td>
</tr>
<tr>
<td>ROS (%)</td>
<td>7.3</td>
<td>10.2</td>
<td>8.0</td>
<td>(2.2)</td>
</tr>
<tr>
<td>EPS (yen)</td>
<td>66.9</td>
<td>100 or more</td>
<td>80.27</td>
<td>(19.73)</td>
</tr>
<tr>
<td>Operating cash flow (3 years, cumulative, billion yen)</td>
<td>–</td>
<td>100.0</td>
<td>103.1</td>
<td>3.1</td>
</tr>
</tbody>
</table>

Exchange rate: 1$ 110.58 yen  110 yen  110.70 yen
Changes to environment & current situation

- Change to a growth model that is not dependent on conventional energy resources.
- We believe that the current situation provides us a good opportunity to use our strengths to help our customers realize radical improvements in productivity.

〈Changing environment〉

Energy resource trends
- Slowing economic growth in emerging countries
- Decarbonization
- Shale oil & gas boom
- Role of oil

Innovations in digital technology
- IIoT
- Blockchain
- Big data
- AI

Pressing need to address social issues
- SDGs
- Paris-agreement COP21

〈Yokogawa’s strengths〉

Industry know-how
- Chemical
- Power
- Down-stream
- Water
- LNG

Rich installed base mainly in Asia and Middle East
- Japan
- Middle East
- Southeast Asia
- China

Problem-solving capabilities
- Synaptic Business Automation

May 8, 2018
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Due to factors such as a greater than anticipated decline in the oil price and slowing economic growth in emerging countries, the market suffered a downturn and competition increased.

Declining investment by our customers (CAPEX stagnation ⇔ OPEX firm growth)

Our existing businesses face an uphill struggle: sales are flat for energy-related businesses. Reform growth model: opportunities for growth as a result of innovations in digital technology, SDGs, and other changes in our external environment.

In order to improve profitability, we must continue to transform ourselves.

New mid-term business plan

Creating opportunities and establishing a foundation for growth

Build a sustainable society.
Yokogawa’s Long-term Business Framework
Long-term business framework

Vision Statement

Through “Process Co-Innovation,” Yokogawa creates new value with its customers for a brighter future.

Delivering maximum economic value to our customers and addressing social issues
Benefiting society and the environment through the solutions that we provide to our customers

Business areas to focus on

Mid- to long-term view
- Natural resources, energy, and material-related industries
- Industries supporting health and the enrichment of lives

Long-term view
- Bio-economy business

Addition of bio-economy to business focus areas
- Promising new markets are expected to emerge in the health and food industries
- Ability to utilize the measurement and control expertise and technologies that we have developed through our work for customers in the manufacturing sector
- Our efforts in the bioprocess technology field are contributing to the achievement of a sustainable society
Overview of long-term business framework and mid-term business plan

**Long-term business framework**

- **Transformation 2020**
  - Transformation of existing businesses
  - Creation of new businesses and transformation of business model
  - Improvement of productivity through Group-wide optimization

- **TF2017**
  - Customer focus
  - New value creation
  - Highly efficient global company

- **TF2020**

- **Digital Transformation**

**Mid-term business plan**

- **Phase1**: 2015 - 2017
  - Establishing a foundation for growth by transforming our business structure

- **Phase2**: 2018 - 2020
  - Creating opportunity and establishing foundation for growth

- **Phase3**: 2020 - 2025
  - Growth to become an even more profitable company

**Sustainability targets**: Three goals

- Net-zero emissions
- Well-being
- Circular economy
Sustainability targets: Three goals

Selected themes that will have a major impact on our customers, society, and the environment and which we seek to address through our business activities

<table>
<thead>
<tr>
<th>Vision toward 2050 (Three goals)</th>
<th>Achieve</th>
<th>Ensure</th>
<th>Make transition to</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Net-zero emissions</td>
<td>Well-being</td>
<td>Circular economy</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Material theme and sustainability stories</th>
<th>Renewable and low-carbon energy</th>
<th>Life innovation and safety</th>
<th>Energy saving and resources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Reduction of CO2 emissions through offering of renewable energy and LNG solutions</td>
<td>Support people’s health and prosperity through provision of life-innovation solutions and assurance of safe and comfortable workplaces</td>
<td>Contribute to sustainability and economic growth through stable and efficient operation, and resource regeneration</td>
</tr>
</tbody>
</table>

Related SDGs target:

- **7 AFFORDABLE AND CLEAN ENERGY**
- **13 CLIMATE ACTION**
- **2 ZERO HUNGER**
- **3 GOOD HEALTH AND WELL-BEING**
- **8 DECENT WORK AND ECONOMIC GROWTH**
- **6 CLEAN WATER AND SANITATION**
- **7 AFFORDABLE AND NON-RENEWABLE ENERGY**
- **9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**
- **12 RESPONSIBLE CONSUMPTION AND PRODUCTION**
New Mid-term Business Plan

Transformation 2020

Creating opportunity and establishing foundation for growth
Transformation 2020 (TF2020) overview

Based on an accurate understanding of our business environment, we have formulated a strategy for maximizing our corporate value over the mid- to long-term.
TF2020 basic strategy

Transform our businesses to achieve a sustainable society.

- Digital transformation
  - Creation of new businesses and transformation of business model
  - Transformation of existing businesses
  - Improvement of productivity through Group-wide optimization

- Working with customers to radically improve productivity
  - Expansion of the OPEX business
  - Further strengthening of target industries

- Sustainably creating value through innovation
  - Creation of life innovation business
  - Creation of recurring model business

- Significantly improving business efficiency
  - Enhancing cost competitiveness
  - Optimizing utilization of resources

Creating digital businesses
Transforming our business processes
Strengthening our information technology infrastructure

May 8, 2018
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Expansion of OPEX business

Focusing on our installed base to expand the OPEX business

**Background**
- Customers are shifting investment from CAPEX to OPEX.
  - CAPEX: New plant construction
  - OPEX: Revamp of existing plants to improve productivity

**Strategy**
- Expand our Japan solutions business and KBC’s consulting business to other regions and industries.
- Utilize data obtained from a rich installed base to optimize the service business.

**Target**
- OPEX growth*: 7 to 10% per year
  * Control business OPEX orders
  Note: Project orders exceeding 1 mil. USD are considered CAPEX; anything less than this amount is regarded as OPEX.

**Portfolio**
- Control systems, field instruments
- KBC consulting
- Energy-saving, cyber security, and other solutions

Source: ARC Capital Expenditure Report
An OPEX business is cumulative, providing solutions over the entire lifecycle of a plant. Yokogawa has many opportunities in this field to exercise its strengths.
Further strengthening in target industries (chemical, renewable energy)

Expansion of business in growth industries

Background

- Investment is expected to increase in the chemical industry due to economic growth in emerging countries and strengthening environmental regulations.
- Efforts to reduce CO2 emissions by building renewable energy plants are accelerating.

Strategy

- Expand our bulk chemical and specialty chemical businesses outside Japan.
- Develop new renewable energy markets.

Target

Targeted growth*: 3 to 5% per year

*Control orders in chemical and renewable energy industries

Portfolio

- Control systems, field instruments
- Manufacturing execution systems
- Information systems (asset management systems)
- KBC consulting

Chemical market outlook

Source: IMF World Economic Outlook Database, BTMU

World electricity generation by source (New policies)

Source: IEA, World Energy Outlook 2017
Focusing on the pharmaceutical and food industries, establish a support business that improves safety and enriches lives.

Environmental changes and issues

- The business environment has changed significantly due to issues such as population growth in developing countries and population aging in developed countries.
- The need to address a variety of global social issues is leading to the development of bio technology solutions using genome and digital technologies and a change in general attitudes on health, food, and medicine.

Aim

- Through the use of measurement, control, and information technology, radically improve productivity across the entire value chain, from basic research to logistics and services.

Strategy

- Expand business based on existing pharmaceutical/food industry businesses and new technologies and products that are under development.
- Expand solutions portfolio by actively utilizing external resources and M&A.

Target

Through new businesses, increase orders* 2 to 3 times by FY20 (compared to FY17)

*Orders for pharmaceutical and food industries   *FY17 result: approx. 10 billion yen
Solutions that improve safety and enrich lives

Areas in which we can make an important contribution in addressing social issues and will seek to rapidly commercialize new solutions.

- Existing measurement products (Confocal scanner units, etc.)
- Solution for single-cell analysis
- Solution for cell-based manufacturing
- Solution for regenerative medicine
- Solution for biological contamination management

Dotted lines indicate future release plan

- Existing control solutions:
  - Quality management
  - Production management
  - Manufacturing management
  - Asset management
  - Process control
  - Field instruments

MES package for pharmaceutical and food industries

Pharmaceutical, Food

M&A, alliance
Moving to a recurring business model

Transform from simple selling model to **recurring model**

- **Benefit**: Reduction of customers’ initial costs and stabilizing our revenue
- **Strategy**: Use the IIoT cloud platform that is under development. First, roll this out to new businesses. Then, using the know-how that has been gained, roll out to existing businesses.

**Simple selling model**
- Need to adapt to technology
- Continue maintenance to maintain value
- When replacing, opportunity for other companies to enter the project

**Recurring model**
- Platform is always up to date
- Improve functionality with periodic application update
- Personalized services

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*Karl Albrecht

4 levels of value

Co-innovating tomorrow

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Improvement of productivity through Group-wide optimization

Establish foundation for mid- and long-term growth: Improve profitability to generate the funds needed to invest in growth (10 billion yen).

<table>
<thead>
<tr>
<th>FY14</th>
<th>FY17</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROS 7.3%</td>
<td>ROS 8.0%</td>
<td>ROS 10% or more</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>Cost of sales</td>
<td></td>
</tr>
<tr>
<td>SG&amp;A</td>
<td>SG&amp;A</td>
<td></td>
</tr>
</tbody>
</table>

Measures to improve profitability:
- Optimization of organizational structure
  - Integration of common in-house service functions for improved efficiency and professionalism
- Highly skilled personnel
  - Establishment of Yokogawa University to equip employees for undertaking new challenges
  - Shifting of personnel to more value-added operations
- Continuous cost reduction (production, logistics, and procurement)

TF2017

Continued transformation to improve profitability

TF2020
Digital transformation

Digital technology is the foundation for all our transformations. Creating opportunities and establishing a foundation for growth by making the best use of digital technology

Supporting a radical improvement in productivity
Creating opportunities for growth

Value for customer

Creating digital businesses
Utilize AI and IIoT for control solutions
Establish IIoT cloud platform

Value to us

Transforming the business process
RPA
Mobile workstyle
Digital marketing

Strengthening of information technology infrastructure
Network
Security

Establish foundation for growth
Measurement business, aviation & other businesses

**Measurement**
- Focusing on competitive products
- Targeting new growth markets

**Aviation & other**
- Transform into growing businesses

**Oscilloscopes, optical test equipment**

**Flat panel displays, gyrocompasses**
Management indicators

By creating opportunities and establishing a foundation for growth, maximize corporate and shareholder value over the mid- to long-term.

### Points

- Expanding business in focus areas and exceeding the market growth rate
- Increasing profitability regardless of what happens in external environment
- Reallocating management resources to focus areas
- Maximizing cash generation by increasing income and improving capital efficiency

### Targets

<table>
<thead>
<tr>
<th>Order &amp; sales growth</th>
<th>3 to 5%/year</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPS growth</td>
<td>7 to 9%/year*¹</td>
</tr>
<tr>
<td>ROS</td>
<td>10% or more (FY20)</td>
</tr>
<tr>
<td>ROE</td>
<td>10% or more (FY20)</td>
</tr>
<tr>
<td>Organic FCF*²</td>
<td>85 billion yen or more (3 years, cumulative)</td>
</tr>
</tbody>
</table>

*¹ Excluding the FY17 impairment of goodwill, credit to allowance for doubtful accounts, and asset sales
*² Free cash flow (FCF) + strategic investment (3 year cumulative total of 70 billion yen)
Treasury strategy and capital policy

Prioritize investments that maximize corporate value over the mid- to long-term. Also, proactively increase dividends.

Organic FCF 85 billion yen or more (3 years, cumulative) + Cash

Precondition: keep shareholder capital at a level that can maintain an A rating

① Strategic investment cap
- M&A, alliances: 70 billion yen
  - Prioritize investment in the transformation of existing businesses and the creation of new businesses.
  - Purposes include acquisition of technologies, sales channels, products and services, customers, human resources, and know-how.

② Return to shareholders
- Stable and sustainable dividend payment
  - Dividend payout ratio: seek to keep at over 30%
    Even when temporary factors lead to a downturn in financial results, maintain a stable dividend rate based on the equity dividend rate.
Shareholder value

Ensure that TSR* exceeds shareholders’ cost of equity while seeking to maintain a close dialogue with the capital markets (investor relations). Maximizing the shareholder value over the mid- and long-term

Shareholders’ cost of equity < TSR

Capital gain
Income gain

Business strategy and investment
Return to shareholders

Growth potential
Profitability
Dividend payment
Share buyback

Organic FCF + Cash

*TSR : Total Shareholders Return
Corporate governance

While monitoring to ensure the achievement of all key TF2020 transformation targets, work to gain the trust of all stakeholders.

Sustainable growth by transformation
Constructive dialogue and disclosure

Gain trust

Corporate governance system
Continuous enhancement

Stakeholders

- Customers
- Employees
- Suppliers
- Local community
- Shareholders, investors

TF2020 KPIs
EPS growth, ROE, organic FCF, etc.

Sustainability KPIs
(Three goals)

Significant risks
(Risk management committee)

TF2020 major activities

Yokogawa
Co-innovating tomorrow™
### Reference: Enhancement of corporate governance

<table>
<thead>
<tr>
<th>Year</th>
<th>Action</th>
<th>Directors</th>
<th>Auditors</th>
<th>Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>In outside</td>
<td>Outside %</td>
<td>in outside</td>
</tr>
<tr>
<td>2003</td>
<td>Introduced outside directors</td>
<td>7 1</td>
<td>13%</td>
<td>2 2</td>
</tr>
<tr>
<td>2004</td>
<td>Abolished retirement bonuses for directors</td>
<td>7 1</td>
<td>13%</td>
<td>2 3</td>
</tr>
<tr>
<td>2005</td>
<td></td>
<td>7 1</td>
<td>13%</td>
<td>2 3</td>
</tr>
<tr>
<td>2006</td>
<td>Introduced one year tenure system for directors and revised articles of incorporation to reduce number of directors (25⇒15)</td>
<td>9 1</td>
<td>10%</td>
<td>2 3</td>
</tr>
<tr>
<td>2007</td>
<td>Increased number of outside directors</td>
<td>8 2</td>
<td>20%</td>
<td>2 3</td>
</tr>
<tr>
<td>2008</td>
<td>Introduced takeover defense measures</td>
<td>7 2</td>
<td>22%</td>
<td>2 3</td>
</tr>
<tr>
<td>2009</td>
<td>Increased number of outside directors</td>
<td>7 3</td>
<td>30%</td>
<td>2 3</td>
</tr>
<tr>
<td>2010</td>
<td>Renewed takeover defense measures</td>
<td>5 3</td>
<td>38%</td>
<td>2 3</td>
</tr>
<tr>
<td>2011</td>
<td>Renewed takeover defense measures</td>
<td>4 3</td>
<td>43%</td>
<td>2 3</td>
</tr>
<tr>
<td>2012</td>
<td>Sold shares of a listed affiliate</td>
<td>4 3</td>
<td>43%</td>
<td>2 3</td>
</tr>
<tr>
<td>2013</td>
<td></td>
<td>4 3</td>
<td>43%</td>
<td>2 3</td>
</tr>
<tr>
<td>2014</td>
<td>Established Nomination and Compensation Committee (voluntary advisory body)</td>
<td>6 3</td>
<td>33%</td>
<td>2 3</td>
</tr>
<tr>
<td>2015</td>
<td>Discontinuation (non-renewal) of takeover defense measures</td>
<td>6 3</td>
<td>33%</td>
<td>2 3</td>
</tr>
<tr>
<td>2016</td>
<td>Introduced standards to ensure independence of outside directors</td>
<td>6 3</td>
<td>33%</td>
<td>2 3</td>
</tr>
<tr>
<td>2017</td>
<td>Established Nomination Advisory Committee and Compensation Advisory Committee (voluntary advisory bodies)</td>
<td>6 3</td>
<td>33%</td>
<td>2 3</td>
</tr>
<tr>
<td>2018</td>
<td>Conducted outside evaluation of Board of Directors</td>
<td>6 4</td>
<td>40%</td>
<td>2 2</td>
</tr>
<tr>
<td>2018</td>
<td>Established Yokogawa Corporate Governance Guidelines</td>
<td>6 4</td>
<td>40%</td>
<td>2 3</td>
</tr>
<tr>
<td>2018</td>
<td>Increase number of outside directors</td>
<td>6 4</td>
<td>40%</td>
<td>2 3</td>
</tr>
<tr>
<td>2018</td>
<td>Introduction of a Restricted Stock Compensation Plan</td>
<td>6 4</td>
<td>40%</td>
<td>2 3</td>
</tr>
<tr>
<td>2018</td>
<td>Appointed a woman as an outside member of the Audit &amp; Supervisory Board</td>
<td>6 4</td>
<td>40%</td>
<td>2 3</td>
</tr>
<tr>
<td>2018</td>
<td>Appointed 2 foreign nationals as officers</td>
<td>6 4</td>
<td>40%</td>
<td>2 3</td>
</tr>
<tr>
<td>2018</td>
<td>Abolishment of the Senior Advisor, Advisor, and Honorary Corporate Associate Positions</td>
<td>5 4</td>
<td>44%</td>
<td>2 3</td>
</tr>
<tr>
<td>2018</td>
<td>An Outside Director will be nominated for the position of chairman of the Board of Directors</td>
<td>5 4</td>
<td>44%</td>
<td>2 3</td>
</tr>
<tr>
<td>2018</td>
<td>Introduction of new performance-linked stock compensation plan (performance share unit plan)</td>
<td>5 4</td>
<td>44%</td>
<td>2 3</td>
</tr>
</tbody>
</table>
Reference: Yokogawa’s main ESG indexes

DJSI-Asia Pacific
FTSE4Good Index Series
MSCI ESG Leaders Indexes
CDP
MS-SRI
FTSE Blossom Japan Index
MSCI Japan ESG Select Leaders Index
MSCI Japan Empowering Women Index
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