



Sustainability Information 2026



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About Us

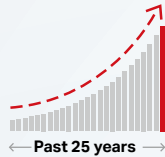
Company Name	KEYENCE CORPORATION
Founded	May 27, 1974
Capital	¥30,637,540,000
Stock Listing	Listed on the Tokyo Stock Exchange Prime Market
Representative	President: Tetsuya Nakano
Consolidated Number of Employees	12,784 (as of March 2026)
Business Contents	Sensors, measurement systems, vision systems, control and measuring instruments, analysis equipment for research and development, business information equipment
Global Headquarters and Research Institute	1-3-14, Higashi-Nakajima, Higashi-Yodogawa-ku, Osaka, 533-8555, Japan



KEYENCE by the Numbers

An average growth rate of over

10%



over the last
25 years

Around

400,000

customers worldwide



250

offices in
46 countries



An average overseas growth rate of over

15%



over the last
10 years

Roughly

70%

of KEYENCE's new products
are either world firsts or
industry firsts



Overseas business
ratio of

over

65%



A Message from Our President

Continuously Creating Products with High Added Value to Inspire Further Breakthroughs

Since our establishment, KEYENCE has created innovative products with high added value that have created new paradigms for society, helping to solve the problems of our customers around the world.

Ensuring the lasting survival of the company is one of our core management philosophies. To achieve this, we focus on strengthening our product planning and development proficiency, proposal skills, same-day shipping system, and product support system as we continue our pursuit of ever greater contributions to society.

Production sites face numerous issues, including labor shortages, the conflicting demands of productivity and quality, and responding to technological innovation. Rapid developments in digital technologies and artificial intelligence are driving major transformations in the manufacturing industry as well.

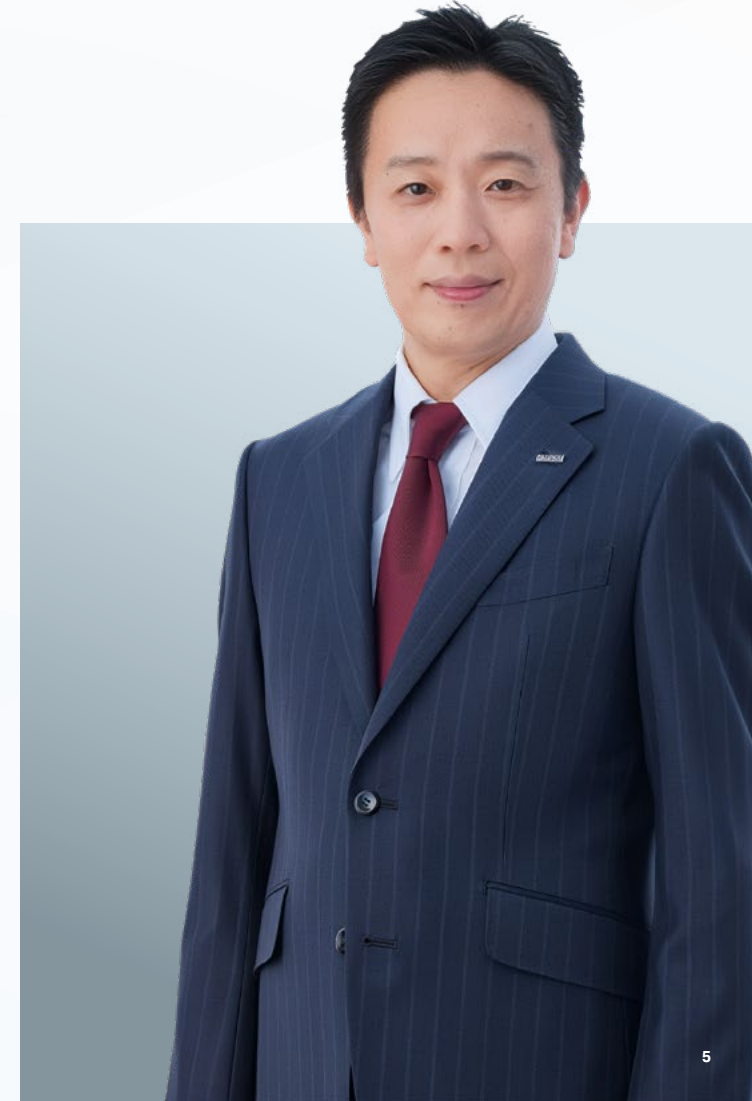
By viewing these challenges and change as opportunities for growth, KEYENCE Group is leading the way forward.

We will aggressively pursue investment opportunities for business expansion, while further improving capital efficiency by enhancing business models on a global scale, including direct sales and support systems. This will drive increased corporate value by maintaining our position as a company that earns the trust and support of society.

KEYENCE Group will continue to directly confront the issues faced by our customers, supporting change wherever it arises and helping to accelerate evolution.

We will do our utmost to deliver solutions that anticipate the future needs of our customers and expand their possibilities. We appreciate your continued support.

Tetsuya Nakano
President



Sustainability

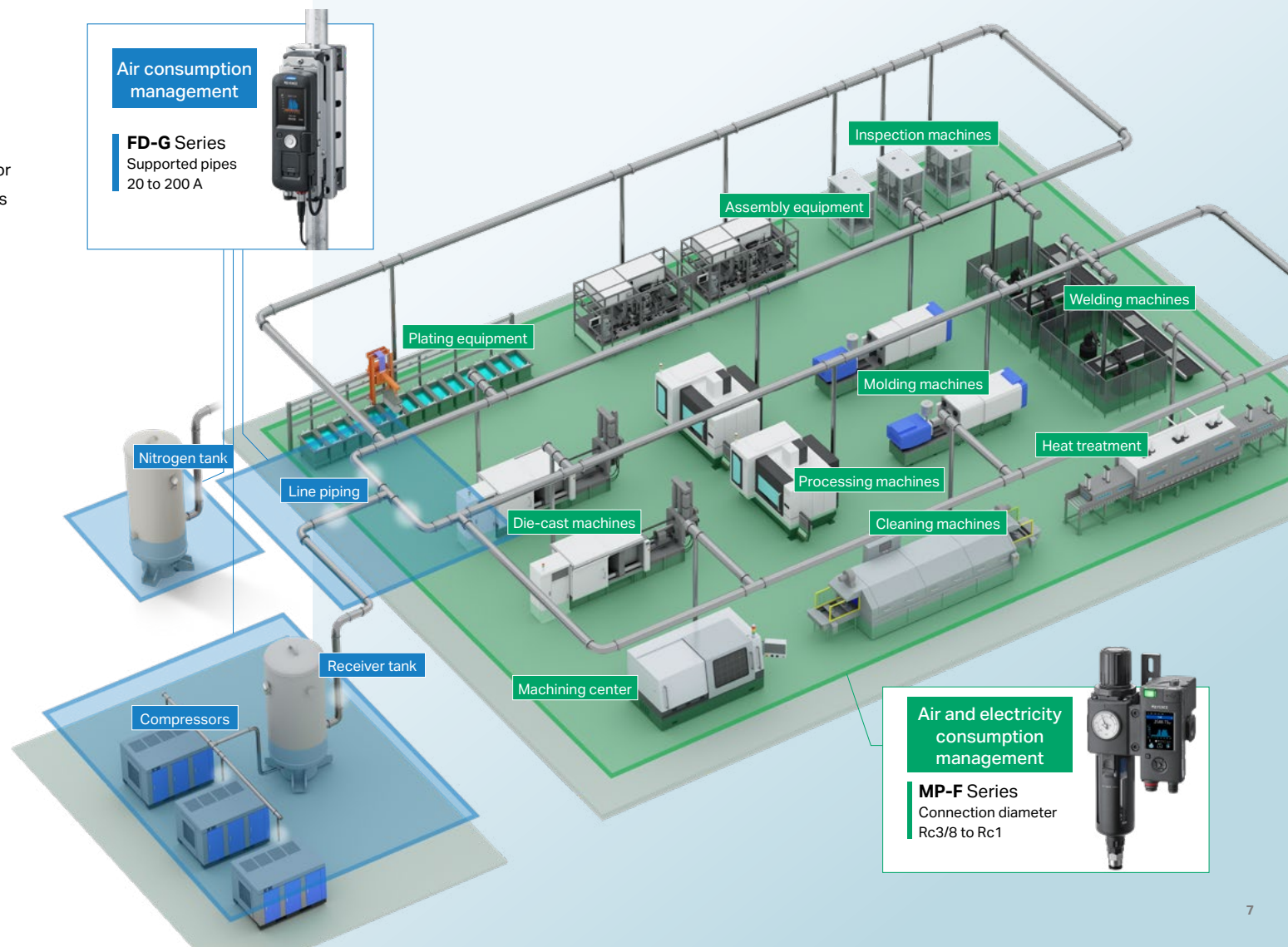
Solving Social Issues Using Our Products

- Helping Reduce Energy and Resource Consumption in Factories
- Improving Productivity
- Enhancing Quality
- Ensuring Safety in the Workplace



Helping Reduce Energy and Resource Consumption in Factories (1)

Environmental issues such as climate change are urgent problems on a global scale, and year after year the need for measures to conserve energy and resources in factories is growing. Through our products, KEYENCE supports customers' efforts to conserve energy and resources.



Energy Saving Solution 

Helping Reduce Energy and Resource Consumption in Factories (2)

Various liquids and gases—including cutting water, cutting oil, coolant, hydraulic oil, argon gas for welding, air for air blow, and paint for coating—are used during production at factories. These fluids are conveyed through facilities using pumps, fans, and other equipment. The pumps, fans, and compressors that move these fluids use large amounts of electricity while running. Flow sensors play an important role in energy conservation by managing and recording the usage of fluids, so wasteful conveyance is kept to a minimum.

Clamp-On
Gas Flow Meter
FD-G Series

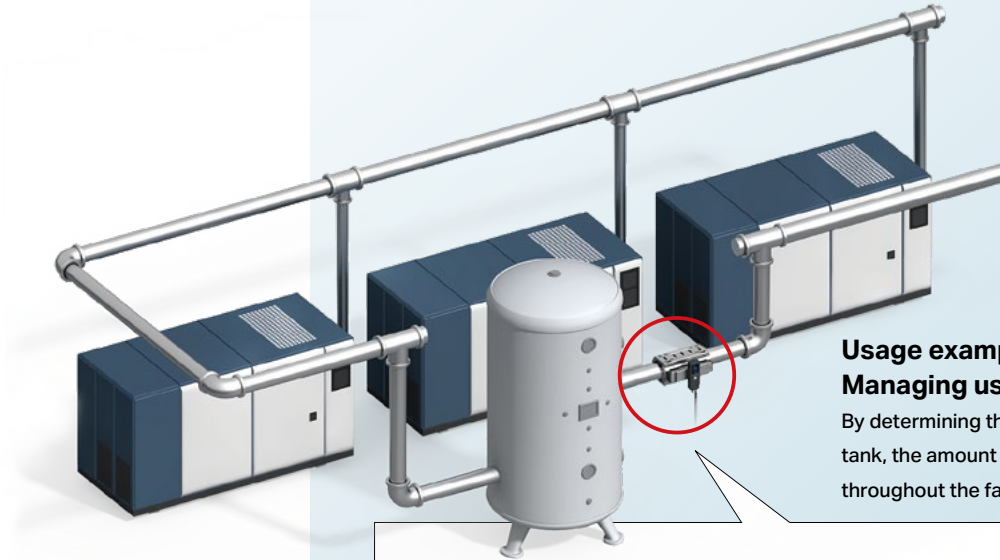


Clamp-On Flow Sensor
FD-H Series

Helping Reduce Energy and Resource Consumption in Factories (3)

Saving Energy with Flow Sensors

In factories, compressed air is used for air tools, presses, spray guns, and air cylinders that power robots and machine tools. Compressors, which consume a large amount of electricity, are used to produce this compressed air. These compressors, which are so important to the operation of factories, tend to leak large amounts of air, which is a major source of losses. Accurately managing the flow of compressed air is very important to prevent losses and save energy. Doing this allows for optimization of the amount of electricity used by the compressor, leading to reduced energy consumption. Flow sensors allow for monitoring and visualization of the flow of compressed air. This means that air leaks can be detected, making them a highly effective and important part of energy-saving measures, such as lowering the pressure according to usage, using an inverter, or limiting the number of units.



Usage example:
Managing use of compressed air
 By determining the flow rate from the receiver tank, the amount of compressed air used throughout the factory can be measured.

World's First

The multi-function display shows the status, even with just the main unit Conventional models

[Full-time recording function]

A wide variety of data is constantly recorded in the main unit from the moment the power is turned on.

Clamp-On Gas Flow Meter
FD-G Series



Helping Reduce Energy and Resource Consumption in Factories (4)

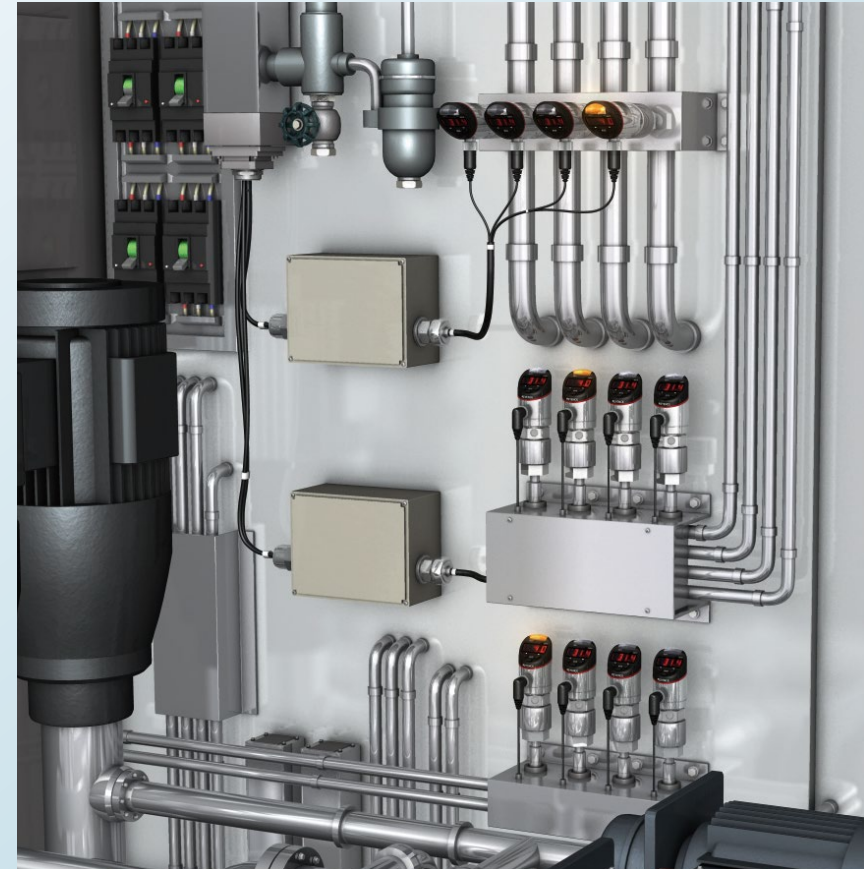
Saving Energy with Pressure Sensors

Many machine tools use hydraulic cylinders and hydraulic valves. Oil is used not just to run machines, but also for cleaning and cooling. Conventional tools frequently suffer from insufficient hydraulic management of these processes. When considering energy conservation, it is very important to manage hydraulic pressure and keep unnecessary pressure application to a minimum. The most effective way to accomplish hydraulic management is by using oil pressure sensors. By managing oil pressure at all times, changes can be monitored, and deterioration and leaks of hydraulic oil can be detected easily.



Hydraulic management of machine tools

Heavy Duty Type Digital Pressure Sensors
GP-M Series



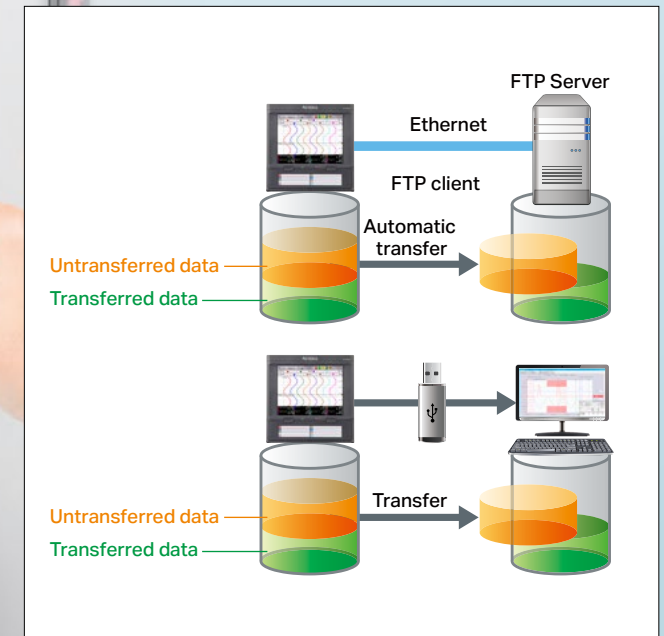
Helping Reduce Energy and Resource Consumption in Factories (5)

Energy-Saving Measures Based on Visualization of Management Values

To implement energy-saving measures in the manufacturing industry, data must be acquired with devices like flow and pressure sensors, which can then be used to visualize how much energy is being used, where it is used, and in what process. The PDCA (Plan-Do-Check-Act) cycle is used to study energy-saving measures based on an understanding of energy use, and to repeat the process of implementation and improvement to continuously improve practical energy-saving measures.



A touch panel recorder that can be connected to a PC, PLC, or data server

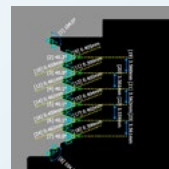


Improving Productivity

Against a backdrop of labor shortages and other social issues, manufacturers are pursuing automation and streamlining as a means to increase productivity. KEYENCE helps reduce production times by proposing products and applications that lead to improved manufacturing efficiency.

The optical-axis alignment function allows for easy installation.

Telecentric Measurement System
TM-X5000 Series

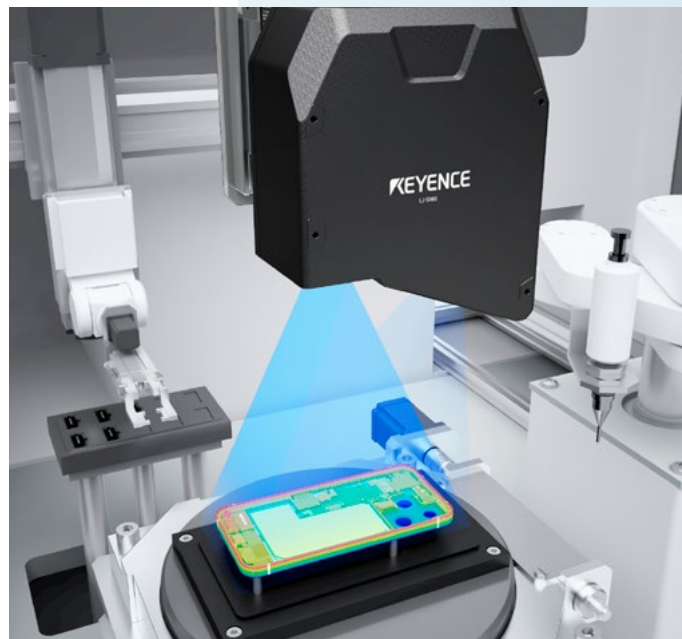


This wide range of tools makes it possible to perform up to 100 simultaneous measurements.



The ability to handle inspections that generally require multiple inspection methods means more efficient use of space is possible.

3D Laser Snapshot Sensor
LJ-S8000 Series



Enhancing Quality

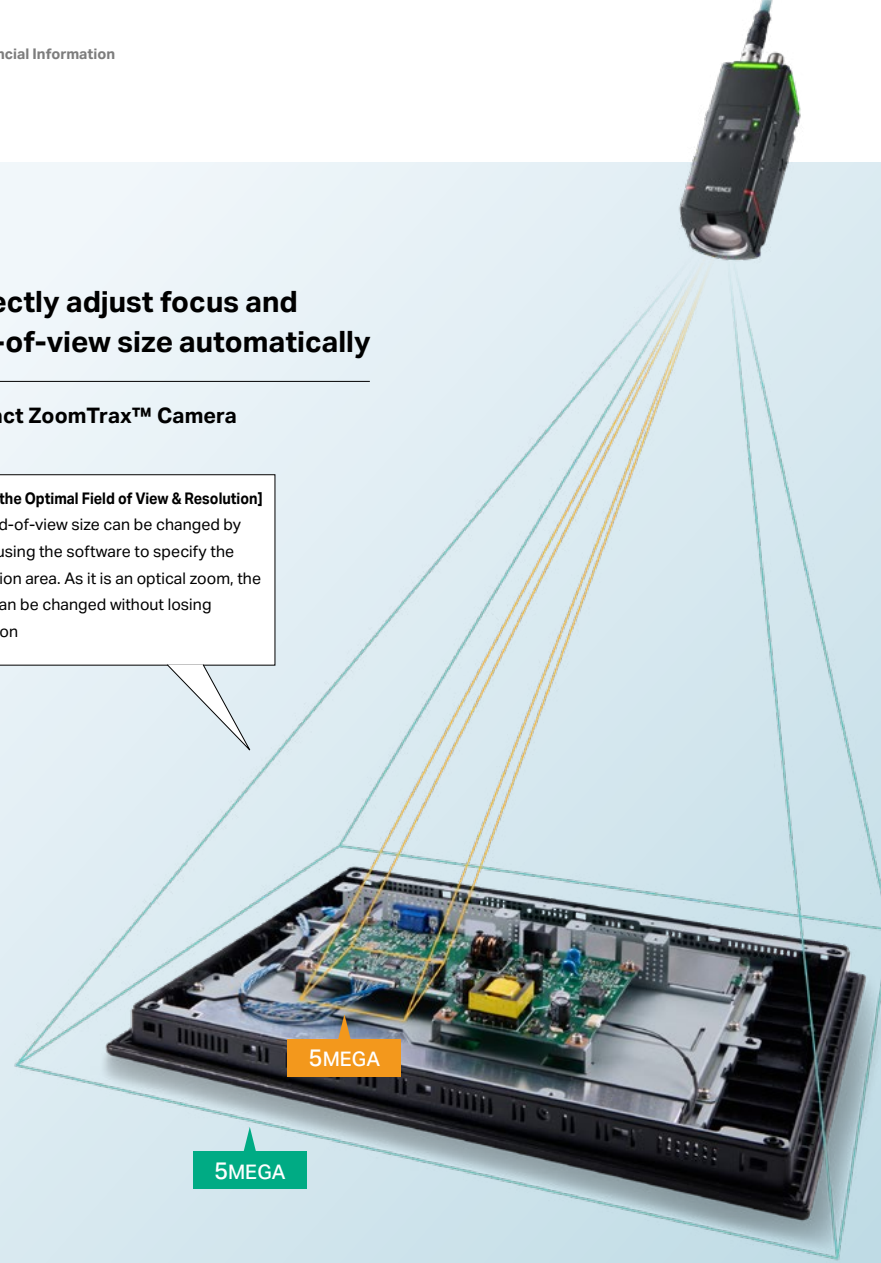
As the sophistication and miniaturization of products increase thanks to technological innovation, advancements in manufacturing must keep pace. Consumers demand ever higher quality year after year, and a defective product can severely harm a company's brand image and reduce profitability. KEYENCE helps solve the problems these advanced manufacturing sites must grapple with.

Perfectly adjust focus and field-of-view size automatically

Compact ZoomTrax™ Camera

[Obtain the Optimal Field of View & Resolution]

The field-of-view size can be changed by simply using the software to specify the inspection area. As it is an optical zoom, the focus can be changed without losing resolution



Ensuring Safety in the Workplace

KEYENCE creates products that help ensure safety at manufacturing sites. Specifically, we are promoting the improvement of on-site safety by developing safety equipment that ensures that workers are safe from hazardous elements such as machinery and robots while maintaining a high level of productivity.

SZ-V Series Safety Laser Scanner



Prevents collisions between industrial robots
or AGVs and people
Safety Laser Scanner

GS-M Series Safety Interlock Switches



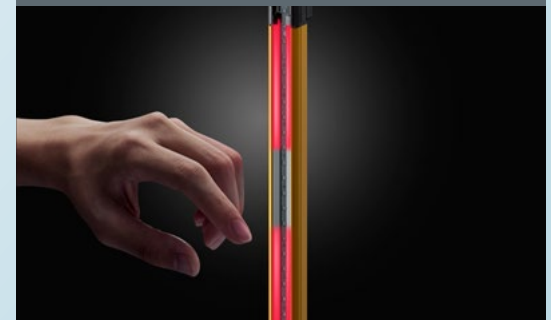
Easy to install anywhere,
avoiding interference with the workspace
Safety Interlock Switch

GC Series Safety Controller



Impressive high-speed performance
enables a shorter safety distance
Safety Controller

GL-V Series Safety Light Curtain



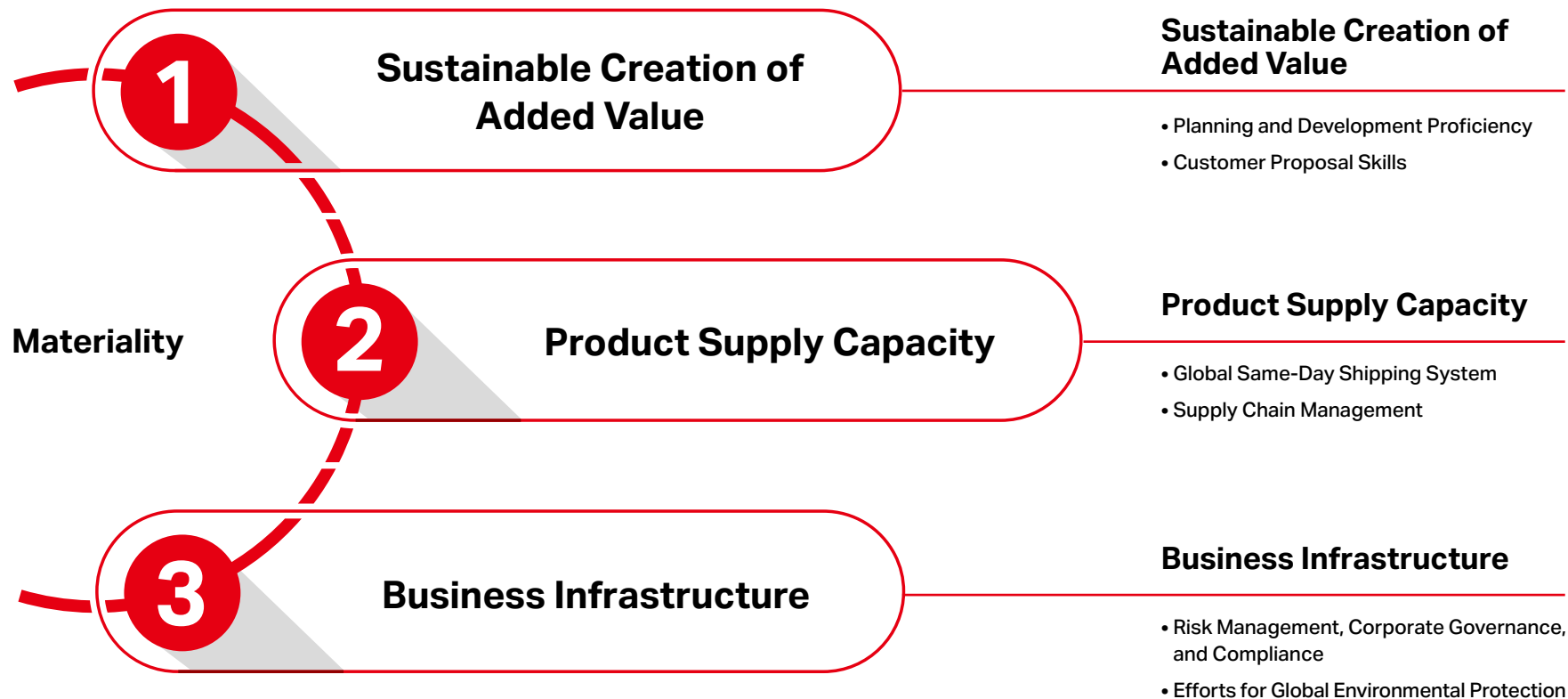
Large line indicator to identify the status
Safety Light Curtain

Materiality

- KEYENCE's Materiality
- Sustainable Creation of Added Value
- Product Supply Capacity
- Business Infrastructure
- A Rich Lineup of Innovative Products
- A Broad Customer Base
- Business Fields
- A Business Model That Creates High Added Value
- Global Support
- Further Expansion



KEYENCE's Materiality



Sustainable Creation of Added Value

Planning and Development Proficiency

Contributing to customer automation, quality improvement, better R&D efficiency, and higher productivity

Ensuring the lasting survival of the company has been a core management philosophy since the founding of KEYENCE. To ensure lasting survival, a company must both contribute to and be supported by society. It is our mission to accurately grasp the various potential needs at customer sites and deliver solutions through our products. We believe that continuing to create new value is our social contribution and will lead to a sustainable creation of added value.

Customer Proposal Skills

Understanding potential customer needs and making problem-solving proposals for customer sites

In order to present customers with unique products that are world or industry firsts, it is critical that our sales personnel have a deep understanding of the products and applications. Thanks to our system that uses direct sales rather than distributors, our salespeople can propose appropriate and ready-to-implement solutions using our products, based on a direct awareness of the problems and needs of each customer. Building awareness of each customer's potential needs leads to the development of the next innovative product.

Continuous creation and provision of high-added value products that contribute to solving problems in the world

We accurately identify the potential needs and problems of our customers through direct sales, and using that information we plan and develop world-first and industry-first products, not for specific fields or as custom-made products, but as standard products that are used in a wide range of fields and industries.

Stepping up the Global Direct Sales system

At KEYENCE, we recognize increasing our sales ratio outside Japan as one of our business challenges. However, our current overseas sales ratio does not live up to our potential. We firmly believe that, in overseas markets where there is significant room for growth, our direct sales business model has the potential to take hold and lead to a major expansion in sales.

Product Supply Capacity

Global Same-Day Shipping System

Our products are shipped the day they are ordered around the world. This means that our customers don't need to keep extra stock—they can get what they need in their preferred volume when they need it. Customers can select the optimal product without worrying about different delivery dates for individual products, so they have more time to consider specifications.

Supply Chain Management

In order to achieve lasting promotion of added value as a company, it is critical to provide a workplace where people respect each other's humanity and have a real sense of fulfillment in their work. Guided by this principle, at KEYENCE we have emphasized the creation of a workplace environment where it is easy to work, both physically and mentally. We have a strong awareness of the importance of conducting business activities with not only legal compliance but also the highest of ethical standards, while paying attention to human rights issues and other challenges that arise with globalization. Based on this awareness, we have implemented a Group-wide Code of Conduct that mandates respect for human rights, such as by eliminating discrimination, child labor, and forced labor. We will continue our efforts to address human rights issues across our entire value chain.

Business Infrastructure

Risk Management, Corporate Governance, and Compliance

Only a sound business foundation that supports continued growth will create greater added value. We will build a corporate governance system in which decision-making (execution) and supervision functions work soundly, and further strengthen our risk management and compliance systems to promote business activities based on high ethical standards.

Efforts for Global Environmental Protection

To ensure the lasting survival of the company, we believe that it is absolutely essential not only to develop products that are useful to society and that address the issues faced by our customers, but ultimately to be the kind of company that is supported by a society that includes our customers, employees, business partners, and shareholders. We aim to achieve sustainable growth and a high level of profitability through the creation of products with high levels of added value and continuous contribution to society, while not only complying with laws and regulations but also showing care for the global environment by means such as reducing energy and resource consumption.

A Rich Lineup of Innovative Products

One-Stop Product Lineup for Total Support

KEYENCE plans and develops products that are indispensable for manufacturing, and provides proposal-type direct sales to offer the best products to meet each customer's particular needs. This range of products includes a variety of factory automation sensors such as general-use sensors and displacement sensors, measurement systems, PLCs, barcode readers, laser markers, digital microscopes, and 3D printers. Our capability to be a single supplier that can solve a variety of issues is one of the core reasons that KEYENCE is many manufacturers' first choice.



A Broad Customer Base

A Range of Products Used in a Wide Variety of Applications

At KEYENCE, we plan and develop our products based on a grasp of not only the current needs of our customers but their potential future needs as well, so that they can be utilized in a wide range of industries all over the world. By proposing the optimal product application for your industry—whether that industry be automobiles, semiconductors, LCDs, electronic devices, IT equipment, information and telecommunications, steel and other metals, food, medicine, or logistics—we have created a business environment that is not bound by the trends in specific industries or customers. Today, KEYENCE's products are used by more than 400,000 companies around the globe.



Business Fields

Total Support, from R&D to Production, Quality Control, and Office Fields

KEYENCE develops leading-edge products that support our customers' technological innovation, which in turn leads to innovation in manufacturing itself. Our business fields cover all processes, from R&D to manufacturing, assembly, inspection, and logistics. We are also contributing to efficiency improvements in office fields.

Factory Automation

As the adoption of smart factories accelerates worldwide, sensors and measuring instruments play an absolutely vital and ever expanding role in automation and data collection in these facilities. Our rich array of products can contribute to manufacturing by handling applications in a wide range of industrial fields.



Traceability

KEYENCE products can help implement stringent product management—from raw material procurement to production and shipping—to contribute to the creation of safe, reliable products that bear clear identification of when, where, and by whom they were manufactured.



Retail

Keeping track of things like inventory and order quantity at retail stores is critical to improving work efficiency and reducing losses. By improving usability and reading performance, we are contributing to work efficiency.



1

Research and Development

KEYENCE's products contribute to a wide range of research and development fields—including regenerative medicine applications such as iPSC cell analysis—as well as scientific and technological applications such as aerospace manufacturing. These accomplishments are in addition to KEYENCE's contribution to conventional applications in manufacturing R&D.



2

Quality Management

Manufacturing sites demand production that is both high quality and efficient. With impressive inspection accuracy and processing speeds beyond the limitations of the human eye, KEYENCE products contribute to achieving the highest quality.



4

Logistics

With the growing ubiquity of e-commerce and IT, the volume of physical distribution is ever increasing. To meet diverse consumer demand, automated transfer systems, robots, and other methods are being used to construct more efficient logistics systems.



5

6

Office Automation

We support the automation of computer-based tasks and data utilization across all industries as a response to labor shortages.



7

A Business Model That Creates High Added Value

The Capacity to Plan and Develop Products That Are Industry and World Firsts

Roughly 70% of KEYENCE's new products are either world firsts or industry firsts.

We accurately identify the potential needs and problems of our customers through direct sales, and using that information we plan and develop world-first and industry-first products, not for specific fields or as custom-made products, but as standard products that are used in a wide range of fields and industries. Instead of commercializing exactly what the customer wants, we determine their unnoticed, latent needs and develop the kind of innovative products that they could not have imagined. This is the source of KEYENCE's high level of added value.

3D Optical Profiling Microscope
VK-X4000 Series



A Business Model That Creates High Added Value

Case Studies: KEYENCE Products Providing New Value to Solve Customer Problems (1)



Image Dimension Measurement System IM-X1000 Series

Before Conventional problems

- **Slow, difficult, prone to human error**

- Many conventional measuring instruments can only be used in certain locations, necessitating multiple devices for different applications.
- Some measuring instruments take time to measure or are prone to human error, with complex operations that can only be mastered by experienced users.

After Solution

- **Fast, easy, accurate**

- A single IM-X Series device can handle a variety of measurement applications, eliminating the need to use multiple measuring instruments.
- Just placing a target anywhere on the stage and pressing the measurement button will start automatic measurement instantaneously at the specified measurement point.
- The screen display for the pass or fail judgment for tolerances is easy to understand, making it simple for anyone to complete inspection.
- Since the information required for measurement is obtained automatically from the drawings, the operator simply clicks the point to measure on the screen.
- Tasks required by conventional measuring instruments, such as focusing, lighting selection, and detection parameter adjustment, have all been automated.
- The ultra-high-resolution 20-megapixel CMOS sensor clearly visualizes the minute edges of the topleight image that were difficult to see.

A Business Model That Creates High Added Value

Case Studies: KEYENCE Products Providing New Value to Solve Customer Problems (2)



3D Printers for Manufacturing Sites GX-1000 Series

Before Conventional problems

- **Printed objects unsuitable for use at manufacturing sites**
 - Only low-strength resins can be used, such as those used for making toys.
 - Cannot be used with confidence due to low resistance to heat, oil, and chemicals.
- **Takes time to print and accuracy is poor**
 - Large-volume production is not possible because printing takes too long.
 - Accuracy is not good enough for worksites, and speeding up printing makes accuracy worse and results in failure.
- **Lack of know-how often leads to failure**
 - Settings must be adapted to the material type, shape, and ambient temperature, requiring an experienced operator.
 - Large models and high-performance resins increase the risk of failure even for experienced operators.
- **Inadequate support increases stress**
 - Inquiries to distributors may not be immediately answered.
 - Deliveries of ordered materials or parts can take time, shutting down operations.

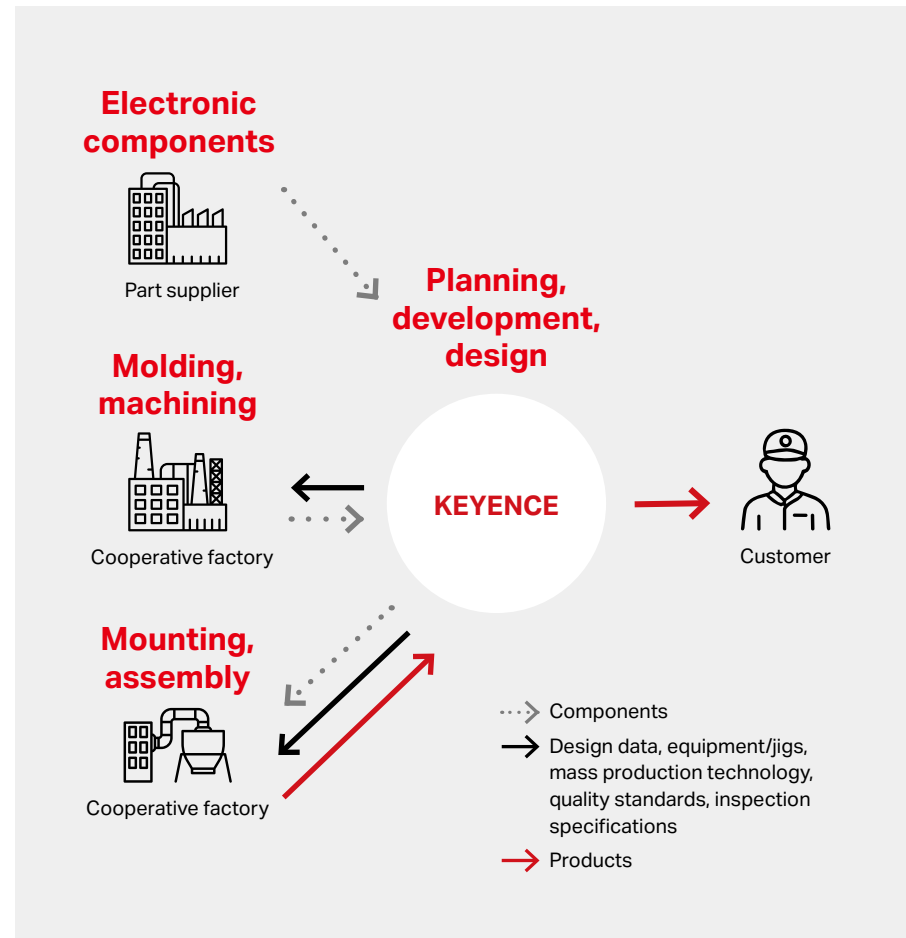
After Solution

- **Printed objects can be used even in harsh environments**
 - The optimal printing algorithm for each resin has been developed, enabling anyone to easily create printed objects using materials that can withstand manufacturing sites.
 - Six types of resin can be used, expanding the range of applications at manufacturing sites.
- **Easy operation requiring no specialized knowledge**
 - The GX Series enables anyone to print objects as intended by following three easy steps.
 - The easy process eliminates failures, greatly reducing time and costs.
- **High speed yet highly accurate printing**
 - Equipped with fully independent dual heads.
 - Higher printing speeds and printing with different resin types are now possible.
- **Reliable support for direct sales from manufacturer**
 - We provide comprehensive support for the entire process from setup through post-installation.
 - Same-day shipping is provided not only for products, but also for trial units and replacement units, eliminating time lost to arranging deliveries.

A Business Model That Creates High Added Value

Fabless Production

Rather than doing production in-house, we outsource to partner companies both in Japan and abroad. This means that we can control capital investment and select plants with the optimal equipment and technology according to each product's characteristics. The KEYENCE department in charge procures the materials required for product planning, development, design, and production, and the production technology, production planning, and quality control departments are deeply involved in the production of products to build systems for mass-producing quality products while accumulating knowledge and technology related to their production in-house.



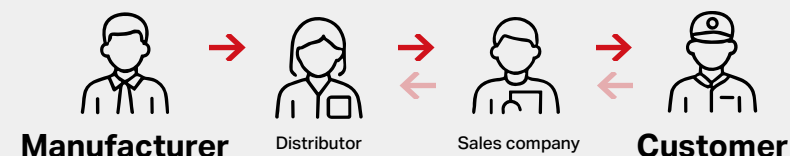
A Business Model That Creates High Added Value

Direct Sales

In order to present customers with unique products that are world or industry firsts, it is critical that sales personnel have a deep understanding of the products and applications. Thanks to our system that uses direct sales rather than distributors, our salespeople can propose appropriate and ready to-implement solutions using our products, based on a direct awareness of the problems and needs of the customer. By building awareness of each customer's potential needs, this can lead to the development of the next innovative product. Even for cross-border projects, our system, with sales representatives at 250 offices in 46 countries, makes it possible for us to provide global support for customers' manufacturing.

Conventional sales

Sales are made through distributors and sales companies, so it is difficult to gain a true understanding of customers' actual problems.



KEYENCE's direct sales

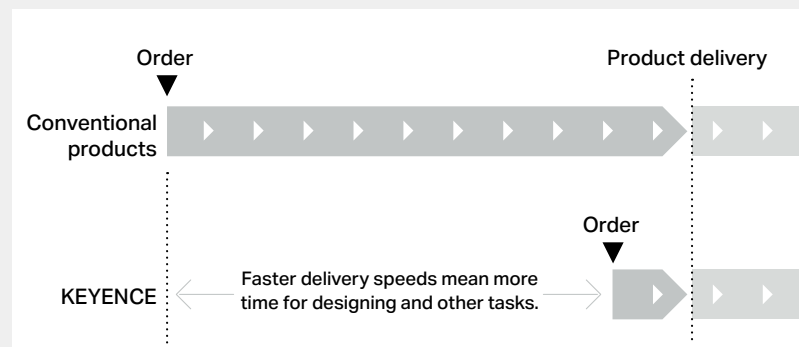
The direct sales system allows direct understanding of the problems of the customer, and proposal of the optimal solutions.



A Business Model That Creates High Added Value

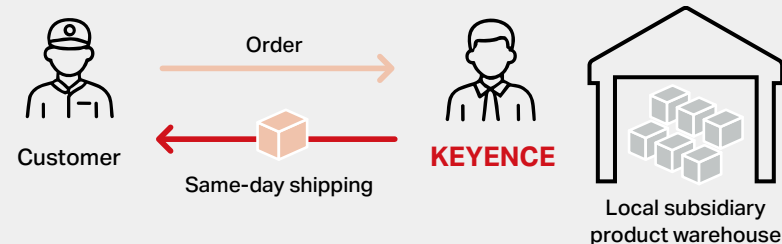
Same-Day Shipping

We offer same-day shipping on our products, worldwide. This means that our customers don't need to prepare extra stock to have what they need on hand, in the volume they need, when they need it. Customers can select the optimal product without worrying about different delivery dates for individual products, so they have more time to consider specifications. Roughly 70% of new products are world-first or industry-first, and our global direct sales allow us to accurately identify the potential needs of our customers, which enables the planning and development of products that become standard use in a wide range of industries. The fact that we don't perform build-to-order manufacturing is another factor that allows us to offer same-day shipping.



Same-day shipping around the world

Immediate delivery to any location



Global Support



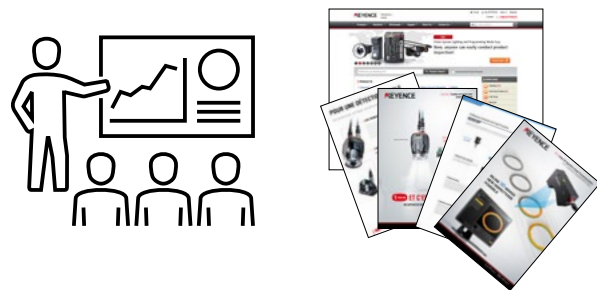
Providing the Same Direct Support All Over the World

We believe that, in order to support global manufacturing, it is important to become a borderless company. To this end we have developed a system that allows us to provide high-quality service and support all over the world.

Global Support

Training Programs for Local Staff

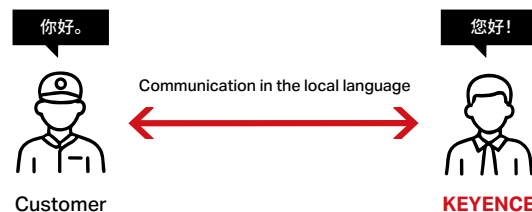
KEYENCE holds technical training seminars on the use of sensors, measurement instruments, and other topics for the local staff of our customers. By providing technical support based on the circumstances in each country, we deepen our connection to our customers.



We also have a wide range of manuals and technical guides translated into local languages.

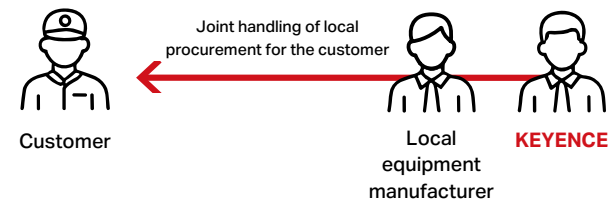
Communication Handled by Local Staff

KEYENCE provides its local sales personnel overseas with the same level of technical training as in Japan. We perform sales activities that are rooted locally in each country.



Collaboration with Local Equipment Manufacturers

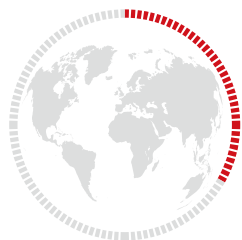
For companies engaged in global manufacturing, a major challenge is local procurement of equipment and parts. At KEYENCE, we provide a service that introduces local manufacturers of various types of equipment. This supports the smooth installation of equipment, no matter where the site is located.



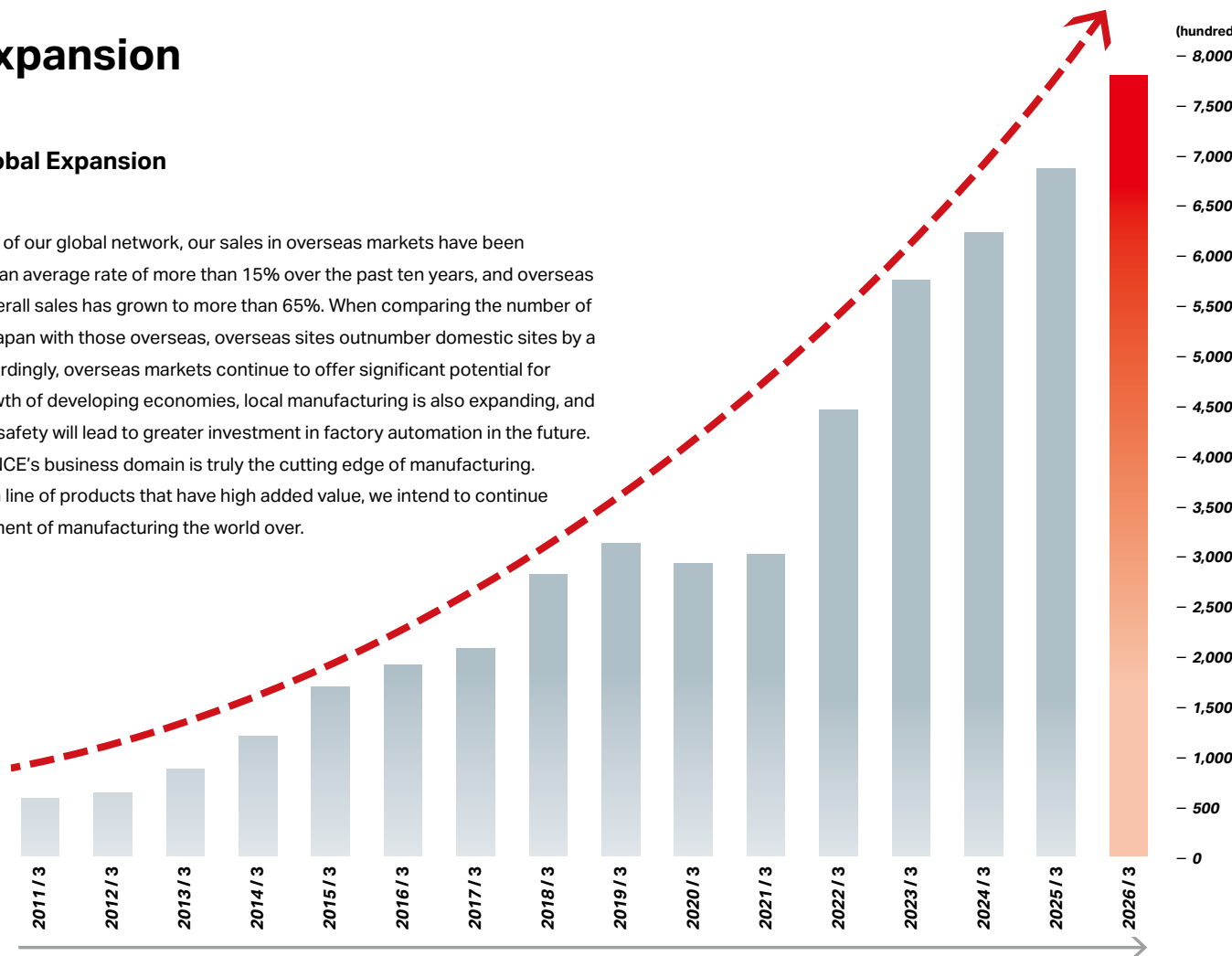
Further Expansion

Accelerated Global Expansion

Thanks to the expansion of our global network, our sales in overseas markets have been continuously growing at an average rate of more than 15% over the past ten years, and overseas markets' share of our overall sales has grown to more than 65%. When comparing the number of manufacturing sites in Japan with those overseas, overseas sites outnumber domestic sites by a substantial margin. Accordingly, overseas markets continue to offer significant potential for expansion. With the growth of developing economies, local manufacturing is also expanding, and the need for quality and safety will lead to greater investment in factory automation in the future. The focal point of KEYENCE's business domain is truly the cutting edge of manufacturing. Through direct sales of a line of products that have high added value, we intend to continue supporting the development of manufacturing the world over.



FY2011
ending March
Overseas
sales ratio
over 30%



(hundred-million yen)

- 8,000

- 7,500

- 7,000

- 6,500

- 6,000

- 5,500

- 5,000

- 4,500

- 4,000

- 3,500

- 3,000

- 2,500

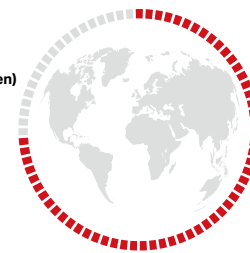
- 2,000

- 1,500

- 1,000

- 500

- 0



FY2026
ending March
Overseas
sales ratio

over 65%

Further Expansion

Expansion of Business Fields

Expansion into adjacent fields starting from manufacturing sites

Starting with factory automation (FA) products, we have expanded our business domains from the core area of manufacturing into adjacent fields such as R&D, quality assurance, logistics, and retail.

As a result, our FA sales have grown to approximately 2.6 times their level from a decade ago, while sales outside the FA sector have increased even more, to about 3.5 times.

Furthermore, in recent years we have expanded into digital fields including EC platforms, 3D CAD, data analysis platforms, and RPA, while also using M&A to create new opportunities for growth.



Continuously creating **new, unprecedented value.**



* You can access a video about KEYENCE's expansion into adjacent fields starting from manufacturing sites by clicking on this QR code.





Environment

- Basic Philosophy
- Reducing Our Environmental Impact Through Our Products
- Environmental Numerical Data
- Initiatives for Combatting Climate Change

Basic Philosophy

We recognize that global climate change prevention and environmental preservation are of paramount importance to our planet, and we consistently act with consideration toward the preservation and improvement of the global environment in all areas of our corporate activities.

Environmental Policy

Based on the following policy, we are making efforts to reduce our environmental impact through the development, manufacture, and sales of automatic control equipment, measurement equipment, information equipment and related electronic application equipment, optoelectronic equipment, and systems for these.

1. We will make an effort to protect the environment by complying with environmental laws and regulations, as well as other requirements recognized by the company, and by establishing voluntary management standards.
2. To reduce our environmental impact, we will establish and maintain an environmental management system, make continuous improvements, and promote the prevention of environmental pollution.
3. We will focus our efforts on the following environmental impact items related to our activities, products, and services.
 - Establish and maintain a chemical substance management system that includes eliminating and preventing the use of harmful chemical substances in consideration of globalization.
 - Establish and promote a system for the management of electricity consumption, in order to curb/reduce our carbon footprint.
 - Promote efforts to reduce waste, save energy, and recycle to make more effective use of resources.
 - Promote the design and development of products that are mindful of environmental burden reduction activities on the part of our customers.
 - Promote activities that are mindful of biodiversity.



Basic Philosophy

Environmental Management System

We have constructed and are operating an environmental management system in accordance with the ISO 14001 international standard for environmental management. By doing so, we are promoting sustainable improvement of our environmental conservation measures such as a reduction of our environmental impact. Under the leadership of the president, who is responsible for our company-wide environmental management system, the environmental departments, in coordination with other relevant parties such as the various divisions of KEYENCE and our trading partners, are proactively striving to achieve our environmental goals, such as setting environmental tasks from product planning to development, production, shipping, and repair.

Internal Environmental Audits

We have established an environmental management system, overseen by the president, in accordance with the ISO 14001 international standard. In addition to periodic audits by ISO certification bodies, we also implement regular internal audits. This is done to confirm that the environmental management system is maintained effectively and is in compliance with the relevant laws, as well as to implement continuous improvements to the management system and our environmental performance.

ISO14001



Reducing Our Environmental Impact Through Our Products

Contributing to Global Environmental Conservation

KEYENCE contributes to the environment not only by creating products with the environment in mind, but also by reducing environmental impact at locations where customers use our products, as well as in society as a whole where our customers use these products and services. That is what KEYENCE means when we say environmental contribution. We create high-added-value products with a minimal input of energy and resources, contributing to improved productivity and reduced environmental impact at manufacturing sites. Our constant pursuit of greater added value will lead to environmental contributions.

KEYENCE's Environmental Contribution

Climate change measures

- Reducing our carbon footprint and saving energy

Global environmental protection

- Reducing hazardous substances and achieving zero emissions

Further contribute to reducing costs and improving profit for customers

- Environmental contributions using our products
- Reducing our environmental impact during manufacturing

AI-Powered High-Performance Vision System VS-G Series



Reducing Our Environmental Impact Through Our Products

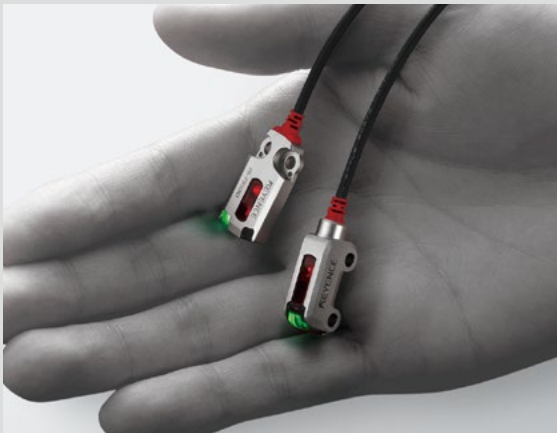
Developing Products with Low Environmental Impact

Smaller

– Reduction of parts used –

Photoelectric Sensor PR Series

By using our own hybrid construction, we have increased shock resistance by five times while reducing the size by 81% over conventional models. The result is a photoelectric sensor that is the smallest in its class with significantly improved sensor functionality.



Stronger

– Using longer lasting materials –

Safety Light Curtain GL-V Series

Despite the compact size, the GL-V Series is designed to be the most robust in the industry. When it comes to light curtains, the most common problem is damage to the optical surface. The twin bumpers on this device have an optimal depth and width to protect the optical surface.



More efficient

– Using less energy –

Handheld Computer BT Series

Using a battery degradation control algorithm extends battery life. The battery degradation control algorithm improves battery life drastically, resulting in less-frequent battery replacement.



Reducing Our Environmental Impact Through Our Products

Products That Assist in Efforts Toward the Reduction of CO₂

We are contributing to CO₂ reduction activities through our products.

From entire facilities to individual devices:

Easy monitoring of energy usage to achieve energy savings throughout factories

Gas flow meter that requires no pipe modification



Clamp-on Gas Flow Meter FD-G Series

Flow rate

Visualizing leaks in factory pipes

Easy clamp-on installation on pipe sizes up to 200 A



Total amount of compressed air used



Compressor discharge amount

Visualizing equipment energy consumption to reduce energy use



Energy-saving Unit

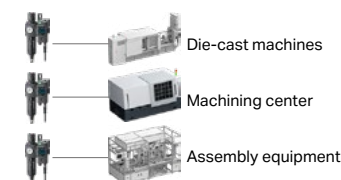
MP-F Series

Flow rate Pressure Electric power

Temperature Humidity

Energy saving achieved by just installing the unit

Shutoff valve reduces wasted air



Die-cast machines

Machining center

Assembly equipment

First-in-class! Clamp-on sensor easily visualizes air flows



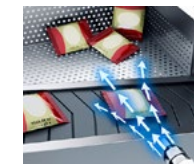
Ultra-compact flow sensor for gases

FD-E Series

Flow rate Pressure

Optimizing the amount of air used at system terminals

No clogging or pressure loss



NG removal



welding

Reducing Our Environmental Impact Through Our Products

Products That Contribute to Reduction of Waste and Energy Savings in Marking Processes

FP-1000 Series UV Laser Coder, a product that changes common conceptions about packaging marking



Best before

20XX.09.21
+A01/M8

No faded marking

Marking that isn't affected by water, oil, or powder on the surface and is resistant to rubbing with alcohol.



No downtime

KEYENCE's UV laser coder eliminates downtime for replacing ink ribbons and thermal heads.



No consumables

No daily consumable or regular maintenance and inspection costs are incurred.

Eliminating CO₂ Emissions from Ink Ribbon Disposal

Because conventional thermal printers use ink ribbons, CO₂ is emitted when disposing of used ink ribbons.

UV laser coders do not use ink ribbons, so these conventional CO₂ emissions are eliminated.

Disposal loss simulation

Assume that 4 ink ribbons are replaced each day at a factory that operates for 25 days each month. The result is that 1200 ink ribbons must be disposed of each year. If 1 ink ribbon weighs 500 grams (17.65 oz), 1200 ink ribbons will weigh 600 kilograms (1322.76 lb), which converts to approximately 1.2 tons of CO₂ emissions during the disposal of these ribbons. UV laser coders do not use ink ribbons, so these conventional CO₂ emissions are eliminated.



Reducing Our Environmental Impact Through Our Products

Reduced Main Unit Power Consumption

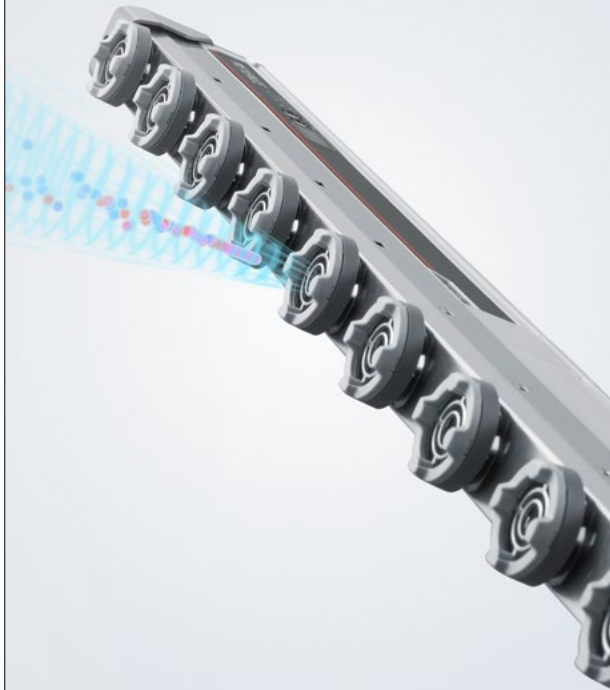
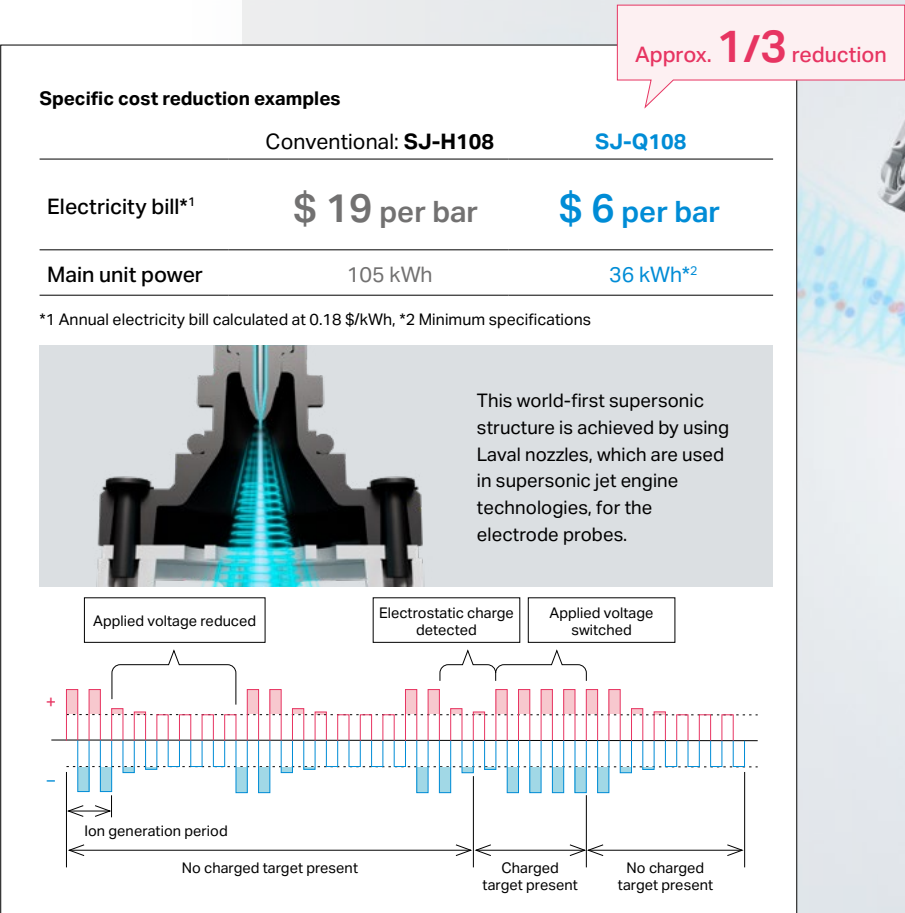
High-Accuracy High-Speed Sensing Ionizer
SJ-Q Series

Inside Supersonic Structure

With the Inside Supersonic structure, ions exceed the speed of sound, enabling high-speed static elimination even with a minimal flow rate.

L.P.C. Feature

Equipped with an L.P.C. feature that optimally controls the generation of positive (+) and negative (-) ions. Extends the oscillation cycle while continuing static elimination and reducing maintenance.



Reducing Our Environmental Impact Through Our Products

Management of Chemical Substances Contained in Products

More and more regulations are being applied to the chemical substances contained in electrical and electronic products around the globe.

KEYENCE promotes green procurement of components and materials that we use in our products while sharing the various standards related to chemical substances in products with our suppliers. We are also working to fully comply with the various national and regional regulations on chemical substances as represented by the RoHS Directive and REACH regulation in the EU.

Efforts Regarding the EU's RoHS Directive

In order to contribute to both the health of the human race and the conservation of our global environment, we are working to eliminate heavy metals and other harmful substances from our products. We are also continuously working for compliance with the RoHS Directive, the most prominent of the regulations on chemical substances contained in products.

RoHS Directive (2011/65/EU)

Electrical and electronic equipment placed on the EU market must not contain restricted substances under the RoHS Directive.

Restricted substances under the RoHS Directive

Lead, Mercury, Cadmium, Hexavalent chromium, Polybrominated biphenyls, Polybrominated diphenyl ethers, Bis(2-ethylhexyl) phthalate*¹, Butyl benzyl phthalate*¹, Dibutyl phthalate*¹, Diisobutyl phthalate*¹

*¹ The specific phthalates added by (EU) 2015/863. Most KEYENCE products are subject to the regulation from July 22, 2021.

Reducing Our Environmental Impact Through Our Products

Reducing Our Environmental Impact Through Business Activities

• Efforts Toward Collection and Recycling

Paper recycling

We also conduct thorough collection and management of paper materials. In addition to efforts to digitize application forms that used paper in the past, we have installed recycling containers on each floor of our office. Paper is collected by a used paper company for delivery to a paper manufacturer. Through this recycling process, the paper can be reused for the production of cardboard boxes and other products.

• Efforts Toward the Reduction of Waste at Distribution Locations

In the past, because packaging boxes were prepared for each product size, it was necessary to use cushioning material to fill the extra space. Through the use of automatic packaging equipment, we have cut down on the wasted space inside packaging. This has allowed us to reduce the amount of cushioning material that is required. It also contributes to the unification of packaging and allows us to run facilities with a smaller investment of resources and space.

• Adoption of Environmentally Friendly Vehicles

To further reduce its environmental impact, KEYENCE is gradually changing its fleet of commercial vehicles in Japan to environmentally friendly models.

• Replacing AC Equipment with High-Efficiency Equivalents

By switching to energy-saving air conditioner models with lower power consumption and compact models that use less resources, KEYENCE is employing environmentally friendly technology that will reduce its carbon footprint.

• Efforts Toward the Reduction of CO₂

Switching to LED lighting

As part of our efforts to reduce our environmental impact, we are reducing our carbon footprint by switching to LED lighting at our head office building and all distribution locations.

Adoption of renewable energy sources

To reduce greenhouse gas emissions, KEYENCE is gradually introducing renewable energy sources in its properties. Installation of solar power equipment is also being considered.

• Acquisition of ISO 9001/14001 Certification

KEYENCE has acquired ISO 9001/14001 certification for its efforts to contribute to the environment through business activities and products.



ISO9001

ISO14001

Environmental Numerical Data

We are consciously working to create maximum added value with minimum environmental load.

Greenhouse gas (GHG) emissions	2017 / 3 (Standard Year)	2023 / 3	2024 / 3	2025 / 3	2026 / 3
Scope1 (t-CO ₂)*1*2	169	154	179	174	190
Scope2 (t-CO ₂)*1*2*3	3,947	4,487	3,669	3,254	3,338
Scope1.2 (t-CO ₂)*1*2*3	4,116	4,642	3,848	3,429	3,528
Gross profit per 1 t (10-thousand yen)	8,099	16,260	20,854	25,891	27,512
Scope3 (t-CO ₂)*4	-	1,545,190	1,239,243	1,274,954	1,315,823
Gross profit per 1 t (10-thousand yen)	-	36	44	50	51

*1) KEYENCE has obtained third-party verification for Scope 1 and 2 emissions data from FY 2021 and reviewed the verification report.

*2) Subjects of calculation: KEYENCE Head Office, Quality Lab, Takatsuki Logistics Center, Production Control Center, and Takatsuki Office

*3) Scope 2 emissions are calculated using the market-based method.

*4) Subjects of calculation: KEYENCE stand-alone activities in Japan

Environmental Numerical Data

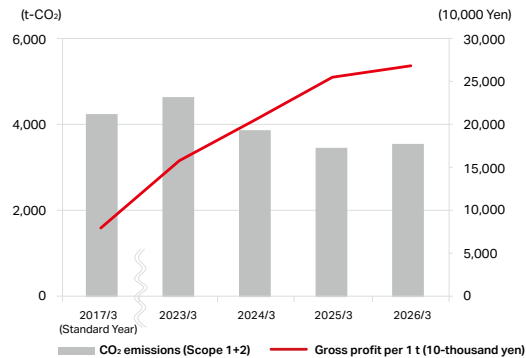
We are consciously working to create maximum added value with minimum environmental load.

	2017 / 3 (Standard Year)	2023 / 3	2024 / 3	2025 / 3	2026 / 3
Water consumption (m³)*2	26,052	27,174	27,688	27,725	26,581
Gross profit per 1 m³ (10-thousand yen)	1,280	2,777	2,898	3,202	3,652
Electricity consumption (MWh)*2	8,005	8,076	8,214	8,706	9,485
Gross profit per 1 MWh (10-thousand yen)	4,164	9,346	9,770	10,197	10,234
Industrial waste (t)*2	113	170	143	156	165
Gross profit per 1 t (1 million yen)	2,953	4,429	5,612	5,694	5,894

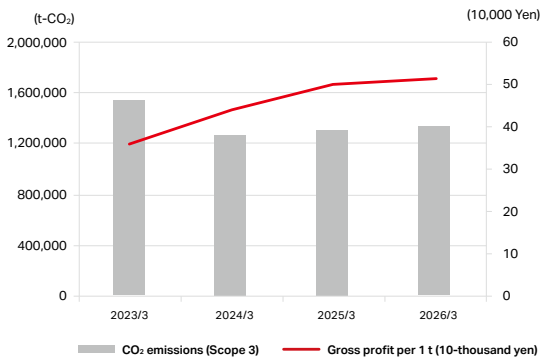
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Environmental Numerical Data

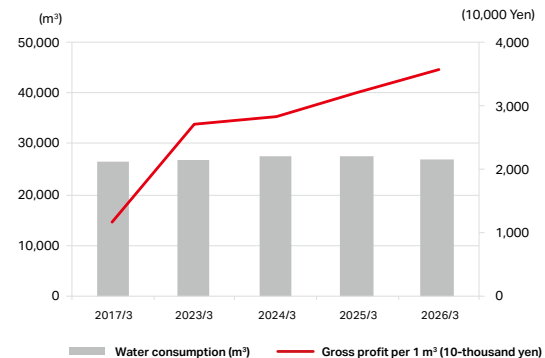
● CO₂ emissions (Scope 1+2)



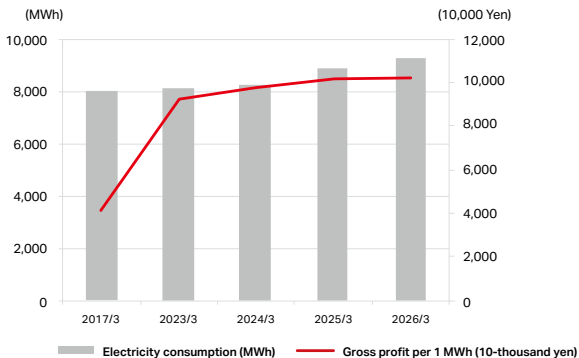
● CO₂ emissions (Scope 3)



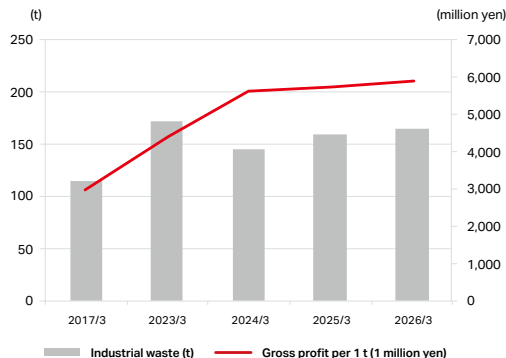
● Water consumption



● Electricity consumption



● Industrial waste



Initiatives for Combatting Climate Change

Through careful consideration of the risks and opportunities climate change poses to operations, and in line with the final TCFD report, KEYENCE will continue sharing relevant information based on four topics: Governance, Strategy, Risk management, and Indicators and targets.

Governance

We recognize that climate change is one of the most pressing challenges to ensuring the sustainability of KEYENCE—one of the company's core management principles. Climate change initiatives are regularly discussed at Management Committee meetings and meetings where division managers are in attendance. The Board of Directors is responsible for overseeing the details of those initiatives.

Strategy

At KEYENCE, our business goal is to use products to solve the various challenges facing the manufacturing field. Going forward, the nature of manufacturing will continue to change dramatically. To address these changes and the accelerated evolution of the industry, we define our social contribution through continuous creation of new value the likes of which have never been offered before. Through our business activities and products, KEYENCE is dedicated to the fulfillment of our social responsibilities, particularly environmental conservation. In addition to reducing the environmental impact of KEYENCE products—including through reducing product size and promoting energy savings—we will continue to promote measures to prevent climate change and to preserve the global environment by helping our customers to reduce their environmental impact through our products.

However, climate change could affect our businesses in a variety of ways, not just from the impact of large-scale natural disasters on our business activities but also through stricter laws and regulations as well as changes in customers' product selection criteria. With this in mind, we have conducted scenario analyses based on the TCFD approach. For these analyses, we considered a 1.5°C to 2°C (2.7°F to 3.6°F) scenario in which institutions around the world move toward a low-carbon society, and a 4°C (7.2°F) scenario* in which global warming continues to progress as it currently is.

For these scenario analyses, we examined transition risks, physical risks, and opportunities related to climate change under each scenario, and we assessed their impacts on KEYENCE's businesses.

* Based on the IPCC Sixth Assessment Report (AR6), scenarios SSP1-1.9 and SSP5-8.5. Based on the IPCC Fifth Assessment Report (AR5), scenarios RCP2.6 and RCP8.5. Scenarios such as STEPS, APS, and NZE from the IEA World Energy Outlook (WEO) are also referenced.



• **Scenario Analysis Results: Risks and Opportunities**

Type of risk/opportunity		Identified risks and opportunities	Period	Level of impact	Countermeasure
Transition risks	Market risk	Soaring raw material prices against a backdrop of soaring energy prices and policy changes such as a carbon tax	Medium to long term	Medium	Focus on development of products with low environmental impact, such as smaller and lighter products, and optimization of raw material procurement
Physical risks	Acute risk	Suspension of business activities such as production and shipping due to the increased severity of natural disasters (including tsunamis, floods, torrential rains, and lightning)	Short to long term	Medium	Promote the diversification of production sites by leveraging fabless and promote the decentralization of logistics hubs in various countries while optimizing inventory management
	Chronic risk	Increased energy costs due to higher average temperatures	Medium to long term	Low	Adopt new energy-saving equipment and replace existing equipment with newer models
Opportunities	Products and services	Increased demand for low-carbon products such as EVs and FCVs; Increased demand for FA equipment driven by greater capital investment among manufacturers	Medium to long term	High	Strengthen research and development to expand product lineups to better meet a wide range of production site needs and enhance proposal capabilities by expanding the sales system
	Products and services	Growing need for management and visualization of energy usage, including air and electricity; Increased demand for sensors and measurement/control devices	Medium to long term	High	
	Products and services	Increased demand for FA equipment and energy-saving equipment following progression of production automation and energy-saving initiatives	Medium to long term	High	

- Definition of periods: Short-term = 1 year, Medium-term = 5 years, Long-term = more than 5 years
- Definition of level of impact: High = Significant expansion or contraction of business activities.
Medium = Some business activities are affected.
Low = Business activities are only minorly impacted.

In the evaluation under the 4°C (7.2°F) scenario, the focus is primarily on promoting measures to address foreseeable physical risks.

Under the 1.5°C to 2°C (2.7°F to 3.6°F) scenario, while addressing the increase in business costs due to policy changes is important, we also anticipate an increase in business opportunities. These include greater capital investment driven by the growth in the production of energy-efficient products and rising demand for energy-saving solutions. Overall, we expect that the positive impact of increased business opportunities will outweigh the negative impacts for KEYENCE as a whole.

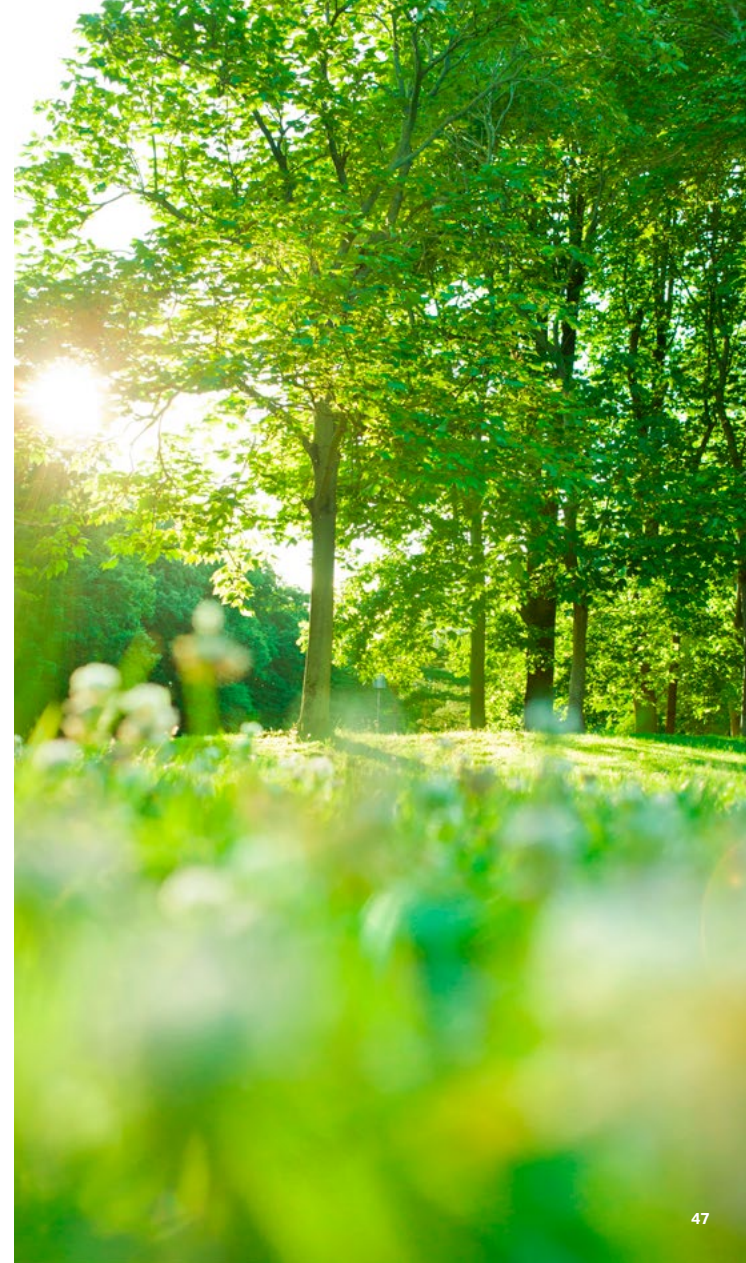
Initiatives for Combatting Climate Change

Risk Management

- At KEYENCE, we regularly gather information on climate change regulations and risk factors that may affect business.
- In addition to comprehensively evaluating and determining relevant risks and potential impacts on business at Management Committee meetings and meetings where division managers are in attendance, we consider available countermeasures. The results of reviews and the policies determined for addressing problems are then reported to the Board of Directors.

Indicators and Targets

- KEYENCE is dedicated to the planning and development of products that contribute to reducing our environmental impact.
- We strive to help customers reduce their own environmental impact through our products.
- Our objective is to reduce greenhouse gas emissions from business activities (Scope 1 + 2) by 43% by fiscal year 2030 compared to fiscal year 2016, with the ultimate goal of achieving carbon neutrality by 2050.



Social

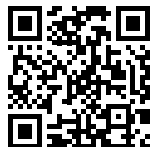
- Respect for Human Rights
- Human Rights Initiatives
- Practicing Human Rights Due Diligence
- Creating a Fulfilling Workplace
- Human Resources Development
- KEYENCE FOUNDATION



Respect for Human Rights

Basic Concept

The KEYENCE Group recognizes the importance of respecting human rights as a company, not only in compliance with the laws and regulations of the countries in which the Group does business, but also in pursuit of high ethical standards. Since its establishment, KEYENCE has been dedicated to contributing to society through the creation of added value. KEYENCE recognizes that respect for human rights for anyone who supports the Company's business activities is essential for sustaining the Company and allowing the Company to fulfill its social responsibilities. Based on this idea, and adhering to international norms such as the United Nations Guiding Principles on Business and Human Rights as well as the International Bill of Human Rights, the KEYENCE Group will continue to promote initiatives to respect human rights.



* You can check the KEYENCE human rights policy by clicking on this QR code. 



Human Rights Initiatives

Code of Conduct

The KEYENCE Group publishes its Code of Conduct on our official website. In the Code of Conduct, we explicitly lay out our respect for human rights and prohibition of child and forced labor. All officers and employees in the KEYENCE Group are required to understand and comply with the Code of Conduct in all business activities. Compliance with the Code of Conduct is also required for all suppliers (including subcontractors) and partner companies.



* Code of conduct (PDF)



Human Rights Initiatives and Promotional System

The Corporate Planning & Coordination Department, overseen by the Director and General Manager of Corporate Planning & Coordination Department responsible for sustainability, serves as the main department for initiatives aimed at preventing and reducing human rights risks. This department collaborates with various divisions, such as Human Resources, Legal Affairs, Materials, and Production Management, to implement these initiatives. The key activities include: (1) Formulate and review the human rights policy, (2) Identify and assess human rights risks, (3) Deliberate and implement appropriate measures, (4) Conduct monitoring, and (5) Disclose information and promote supplier engagement. When necessary, we will also seek external experts' advice as reference.

Management Review

The initiatives related to sustainability, including human rights issues, are reported annually by the Director and Manager of Corporate Planning & Coordination Department to the Executive Committee and the Board of Directors. While the Director and General Manager is involved, the head of the Procurement Management Division is responsible for formulating the company-wide supply chain policy and for implementing the Procurement Guidelines.

Practicing Human Rights Due Diligence

In respect for the United Nation's Guiding Principles on Business and Human Rights (UNGPs), KEYENCE identifies significant human rights risks to identify and assess any negative human rights impact of business activities, including the supply chain. KEYENCE uses (1) self-assessment, (2) risk assessment, and (3) impact assessment procedures to assess human rights impacts, considering severity and possibility of impact. Risk information of peripheral countries is also considered in the assessment of human rights risks, along with risk information by region.

(1) Identification and assessment of human rights risks

Of the human rights risks that may arise in KEYENCE's business activities, we identified child and forced labor, slavery, and bonded labor as significant human rights risks. For the purpose of sharing our views with our suppliers, we established guidelines for suppliers to require our suppliers to develop an environment that respects humanity to the fullest extent, including respecting human rights and eliminating forced or slave-like labor and discriminatory treatment.

(2) Deliberation and implementation of appropriate measures

To promote the creation of workplaces that respect the human rights of workers throughout our supply chain, we request suppliers to sign an agreement to our procurement guidelines, which include prohibitions against forced labor and child labor. We also require new suppliers to sign an agreement to our guidelines at the start of any business relationship. In addition, to identify human rights issues at production sites, we conduct self-assessments using supplier questionnaires and perform on-site inspections. Through these efforts, we strive to monitor the status of human rights initiatives. To date, no significant violations or concerns contrary to our guidelines have been identified. If we determine that a supplier's management system is inadequate, however, we will encourage voluntary improvements and continue to engage in ongoing efforts.

(3) Monitoring

Understanding the current state We will continue to monitor compliance with our procurement and production guidelines.

Frequency of surveys We conduct surveys at least once every three years for major suppliers and every year for any other business partner that is found to be of concern for human rights risks as a result of our risk assessment.

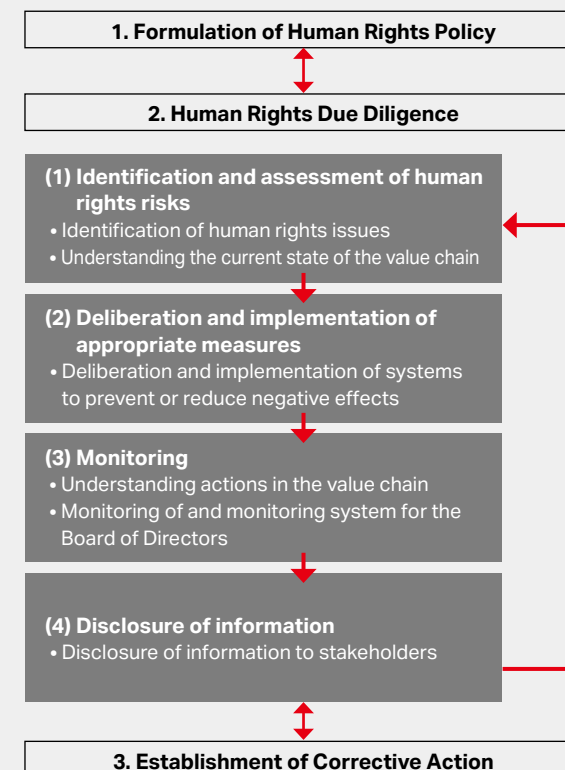
(4) Disclosure of information

We report our human rights efforts on our website and in our sustainability documents that we prepare every year.

Establishment of Corrective Action

Remedial mechanism • Supplier hotline • In-house consultation and contact desk

Overall View of Human Rights Initiatives



Compliance with the UK Modern Slavery Act 2015

KEYENCE CORPORATION has issued [the statement](#) in accordance with Section 54 of the UK Modern Slavery Act 2015.

Internal Compliance and Education

KEYENCE respects humanity, and with the aim to create a fulfilling workplace, has valued a corporate culture that does not emphasize hierarchical relationships. Based on the business guidelines that define the Code of Conduct for employees, we ensure that no discrimination, abuse, or harassment occurs based on an individual's race, gender, nationality, belief, age, disabilities, sexual orientation, or gender identity, and that no behavior is based on differences in roles or job positions.

A copy of the Code of Conduct is distributed to each of our employees for their reference and review in order to improve their awareness of and promote their understanding of compliance. For further permeation of the Code of Conduct at overseas affiliates, KEYENCE has translated versions of the Code of Conduct and a system in place to support everyone's understanding of the Code of Conduct, likewise in Japan.

Efforts to Prevent Harassment

To deter sexual and power harassment, KEYENCE conducts activities with the aim of raising awareness of harassment through internal training and publishing information on the corporate intranet.

In the training program for new officers, KEYENCE offers opportunities to discuss points of caution for each workplace regarding harassment in addition to providing education on preventing harassment and taking proper action against harassment cases.

To make it easier for employees to get assistance regarding harassment, KEYENCE has a system in place where employees can communicate in person or via e-mail, telephone, or the corporate intranet to receive consultation. All consultations are confidential, protecting the privacy of both the person seeking consultation and the person whose actions are cause for the consultation. KEYENCE guarantees that the person seeking consultation and the employees that cooperate with fact-finding are not disadvantaged and ensures their privacy.

Creating a Fulfilling Workplace

Creating high added value starts with our employees. We are putting effort into creating a workplace culture of mutual respect and an environment that facilitates open collaboration and teamwork.

Creating a Workplace with Respect

Our policy is to create a fulfilling workplace in which people respect one another and a workplace that encourages productivity. We are engaged in corporate activities with a strong sense of ethics. We follow rules and regulations in order to remain fair and consistent, and we do not discriminate or slander based on race, gender, nationality, creed, age or disability. We work to ensure that we do not harm each other in any way and that no one uses their role or position in a coercive manner.

A Work Environment with Open Discussion

We make efforts to create a workplace that fosters open communication and contribution from all members of our organization. We put emphasis on what was said, not who said it. For example, in meetings employees should address each other with mutual respect and without regard to the job role. Our employees will sit amongst each other in meetings which creates a culture of open communication and collaboration regardless of tenure, position, or title.

In addition, we create open workspaces without communication barriers. For example, we do not have cubicles in our offices. All employees sit in an open floor which makes it easy to approach and communicate with everyone.



Creating a Fulfilling Workplace

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Fairness

An essential rule to ensure impartiality and fairness for the proper conduct of corporate activities is that we do not allow people within three degrees of current officers or employees to join the company, nor do we condone the accepting of entertainment or gifts during business transactions.

Furthermore, to promote impartiality and fairness, we prohibit the use by employees of their role or position for their own benefit.

Separating Work and Private Lives

Although everyone takes their work seriously, they do not take that work home with them during the week, work from home during weekends or holidays, or otherwise keep in touch professionally, creating a work style that balances work and private life. We also ask that our employees refrain from bringing non-business-related matters to the table when making decisions or receiving personal benefits during business hours. We do not tolerate the personal use of corporate assets, including company equipment, vehicles, mobile phones, fixtures, furniture, machinery, tools, or office supplies. E-mail and Internet are used only for business purposes during business hours.



Creating a Fulfilling Workplace

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Hotline

We have established an anonymous hotline accessible to all employees, where they can directly consult with us about any offensive behavior in the workplace or any conduct that makes the work environment inappropriate. Upon receiving a consultation, we will immediately investigate and respond to the matter, giving full consideration to privacy.

Ensuring Occupational Safety

- We implement safety measures based on production equipment risk assessment and regular surveys.
- We promote automatic equipment with the goal of reducing the burden on and increasing the safety of workers.
- For dangerous work, we require the use of goggles at production sites and masks at solvent work sites.



Creating a Fulfilling Workplace

Creating high added value starts with our employees. We are putting effort into creating a workplace culture of mutual respect and an environment that facilitates open collaboration and teamwork.

Organizational Management Based on Rational Decision-Making

"We evaluate every opinion based on its rationality and underlying merits, regardless of who proposed it."

KEYENCE has a corporate culture in which the rationality of an opinion is the basis for decision-making, regardless of an employee's age, role, or job function. In some cases, proposals made by junior employees based on data collection and market analysis have even been put into practice, including in product development.

Investment in Human Resources Development

Rather than simply "teaching" employees, KEYENCE emphasizes designing a process that enables each individual to grow. Managers and senior employees break down each employee's challenges and work with them to develop an action plan, creating a coaching-based development culture.

Developing and Utilizing Global Talent

KEYENCE implements a global human resources strategy by providing career paths toward overseas assignments for employees regardless of gender, including opportunities to work directly with overseas subsidiaries and develop local markets.

The ability to communicate in local languages is also utilized in market development, providing a foundation for sustainable growth in expanding overseas markets.

Balancing Career Development and Childcare

KEYENCE supports employees in continuing their careers through different stages of life, including by providing options such as reduced working hours to help them balance work and childcare in the future.

Human Resources Development

Basic Guideline on Human Resources Development

KEYENCE prioritizes efforts to train its employees in order to contribute to the added value of the company, while aiming to create a workplace with a positive impact on society.

Basic Policy on People Development

- Give employees ownership and accountability for both their actions and results
- On-the-job training as a core component of the training program
- Promote comprehensive skill development through continuous training programs

On-the-job Training Program Examples

Sales

Joint action

1. New employees accompany senior employees on sales visits in order to learn sales techniques and industry knowledge.
2. Senior employees accompany new employees during sales visits and offer tangible business advice.

Development

Project lead

New employees participate in development projects two months after joining the company. We promote growth and development by giving significant project ownership to new employees.

Programs for Promoting On-the-job Training

Personal coach program

This program promotes growth by allowing new employees to receive general work advice directly from senior employees.

Mentoring program

This program differs from the personal coach system in that it allows experienced employees to mentor new employees and address their detailed questions and concerns.

Training System for Skills Development

In addition to practical skills training, we plan and develop a multifaceted training program. We also have various systems in place to allow employees to take appropriate courses as needed.

Development Timeline

New employees

- New employee training
- Follow-up training after joining the company

Young employees

- Training of business principles

Mid-level employees

- Training to become candidates for people/project management

Business leaders

- Training in group/division management

Human Resources Development

Training Programs

MDP

Management Development Program

This training program cultivates next-generation leaders by granting trial management responsibilities for a certain period of time. This program not only encourages growth, but is also effective in developing leadership candidates and helps to maintain an active organization.

CDP

Career Development Program

This program allows employees to move to another section of the company for a certain period of time to work in a new role. Experiencing various types of work outside of their specialties cultivates a broad skill set and promotes development of new capacities. Recently, there has been an increase in "overseas CDP", in which Japanese workers are assigned to overseas subsidiaries to further this goal.

Multi Assessment

To foster the development of managers, this program gives employees the opportunity to complete an evaluation (survey) of management. The purpose is to periodically and openly share strengths and improvement areas to improve management quality.

Practical Training

Practical Skills Seminars

Acquisition of skills required by each division for practical work.

Seminars for New Managers

To acquire the necessary knowledge of labor management, company regulations as a responsible person.

External Training

Language Lessons

As part of self-development, language lessons are available at discounted rates through corporate contracts.

E-Learning and Correspondence Education

The company subsidizes the full cost of the course if the degree of usefulness to the job is high and the course is completed within a specified period of time.

KEYENCE FOUNDATION

We want to be a great support for the young people who are the future of Japan.

KEYENCE established the KEYENCE FOUNDATION in 2018 for the purpose of “contributing to the development of human resources who will contribute to society”.

The environment to support young people is still inadequate. This led us to the idea of providing financial support by offering scholarships that do not need to be repaid to talented students with a bright future.

Scholarship Overview

	[Universities] For first-year students	[Universities] For 2nd, 3rd, and 4th year students	[Universities] For expected graduates	[Graduate Schools] For first-year master's students
Eligibility	First-year students at four-year universities in Japan	2nd, 3rd, and 4th year students of 4-year universities in Japan	Students in their last year at a four-year universities in Japan	Graduate students in Japan (Master's course)
Scholarship amount	120,000 JPY per month (total benefit for 4 years is 5.76 million yen)	300,000 JPY (lump-sum payment)	50% of the scholarship amount will be repaid as a lump sum to Japan Student Services Organization on behalf of the students.	120,000 JPY per month (total benefit for 2 years is 2.88 million yen)
Number of applicants	Approx. 1,500 students (Students to admit in April 2027)	Approx. 5,000 students (Students to advance in April 2027)	Approx. 400 students (Expected to graduate in March 2027)	Approx. 100 students (Students to admit in April 2027)

Governance

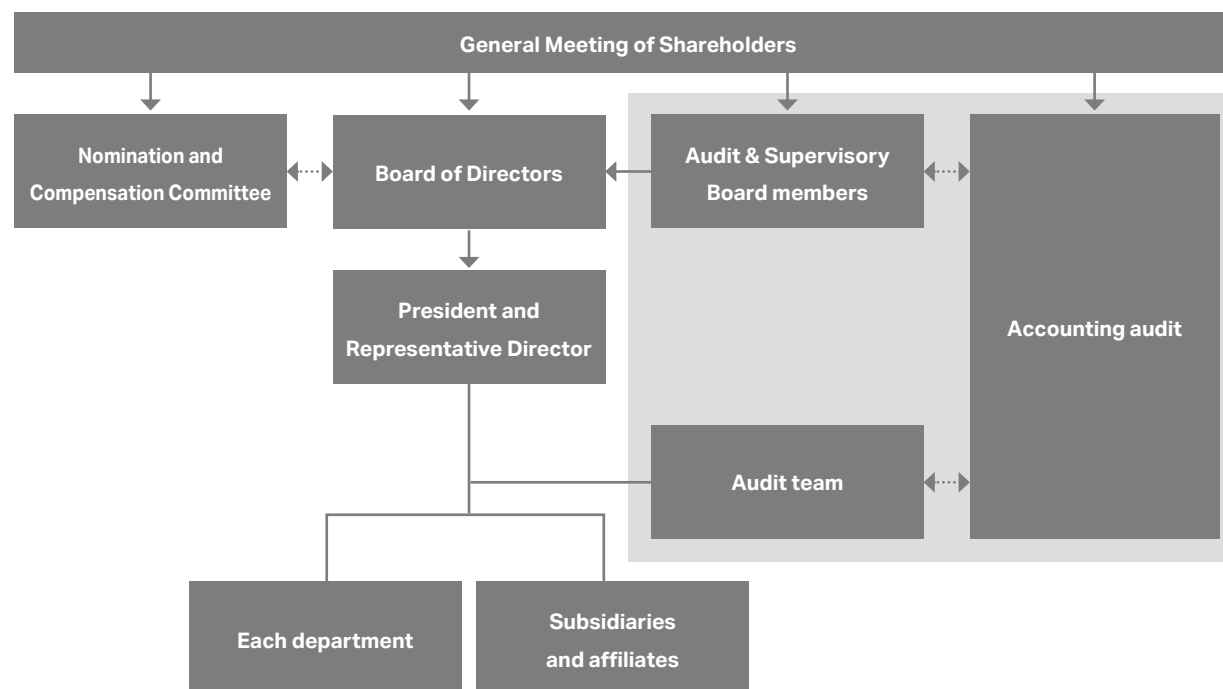
- Basic Guideline of Corporate Governance
- Policy on Nomination and Dismissal of Candidates for the Board of Directors
- Directors' Compensation
- Building a Disciplined Organization
- Risk Management
- Compliance

Basic Guideline of Corporate Governance

To ensure lasting and sustainable growth of the company, the Group places importance on making swift and appropriate management decisions based on the corporate management philosophy and action guidelines, and strives to further enhance corporate governance continuously.

Corporate Governance System

Our corporate governance system uses an auditor system with three outside auditors. The corporate auditors do not have any full-time KEYENCE staff. The audit team works together and the corporate auditors attend various important company meetings. Meanwhile, the number of directors is nine, including four outside directors, which enables quick and thorough information exchange to achieve both supervision and execution. We are building an internal control system where on-site audits are performed by a special department, information is quickly transmitted and a check function is implemented. The following is an overview of the corporate governance system and the business management organization for management decision-making, execution and supervision.



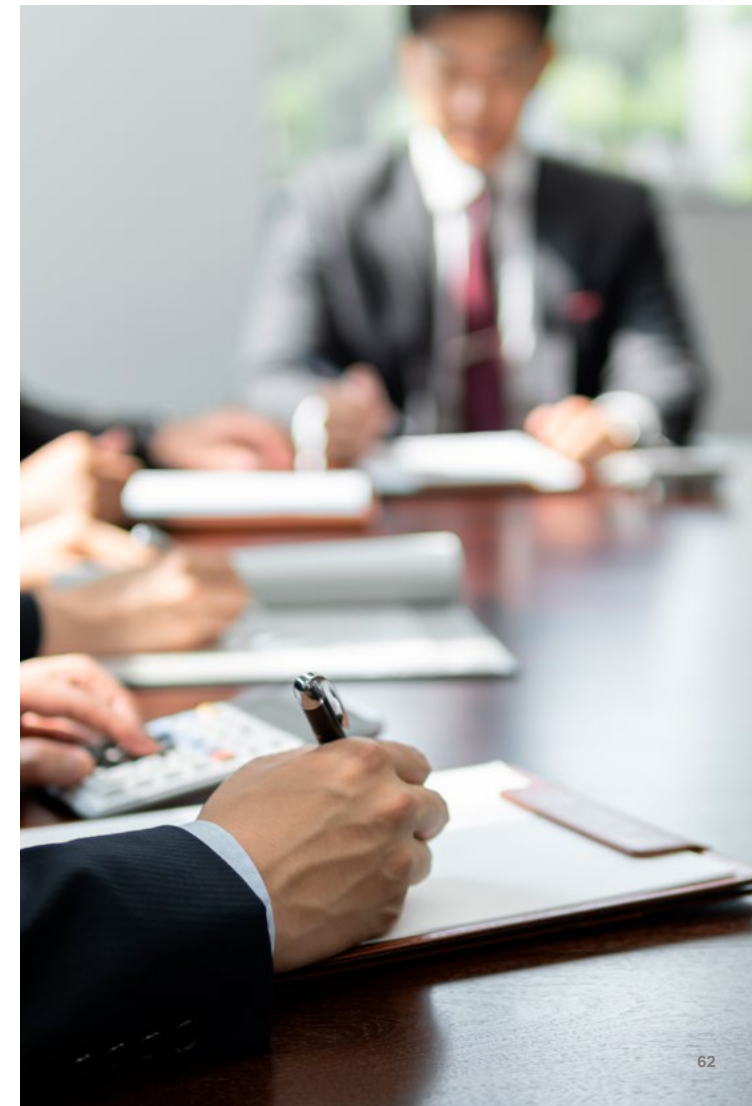
Policy on Nomination and Dismissal of Candidates for the Board of Directors

In nominating candidates for directors and corporate auditors, we require that candidates for directors be able to make sound and rational judgments, have high ethical standards, and be law-abiding. The internal director candidates must have a wealth of knowledge and experience in the company's business operations and excellent foresight. The external director candidates must have a wealth of knowledge and experience in their home fields and the qualifications to advise and supervise the execution of management's duties from an independent and objective standpoint.

The candidate for corporate auditor should have a wide range of knowledge in accounting, finance, and legal matters, and should be able to conduct audits from a neutral and objective perspective, thereby contributing to ensuring sound management.

Nominations of candidates for directors and corporate auditors are deliberated by the Nomination and Compensation Committee in light of this policy, and are approved by the Board of Directors after receiving the committee's report. In dismissing a director who is not performing their functions adequately, the Board of Directors will make a comprehensive decision on the proposed dismissal based on the opinion of the Nomination and Compensation Committee.

Dismissal of directors and corporate auditors shall be conducted in accordance with the provisions of the Companies Act and other relevant laws.



Directors' Compensation

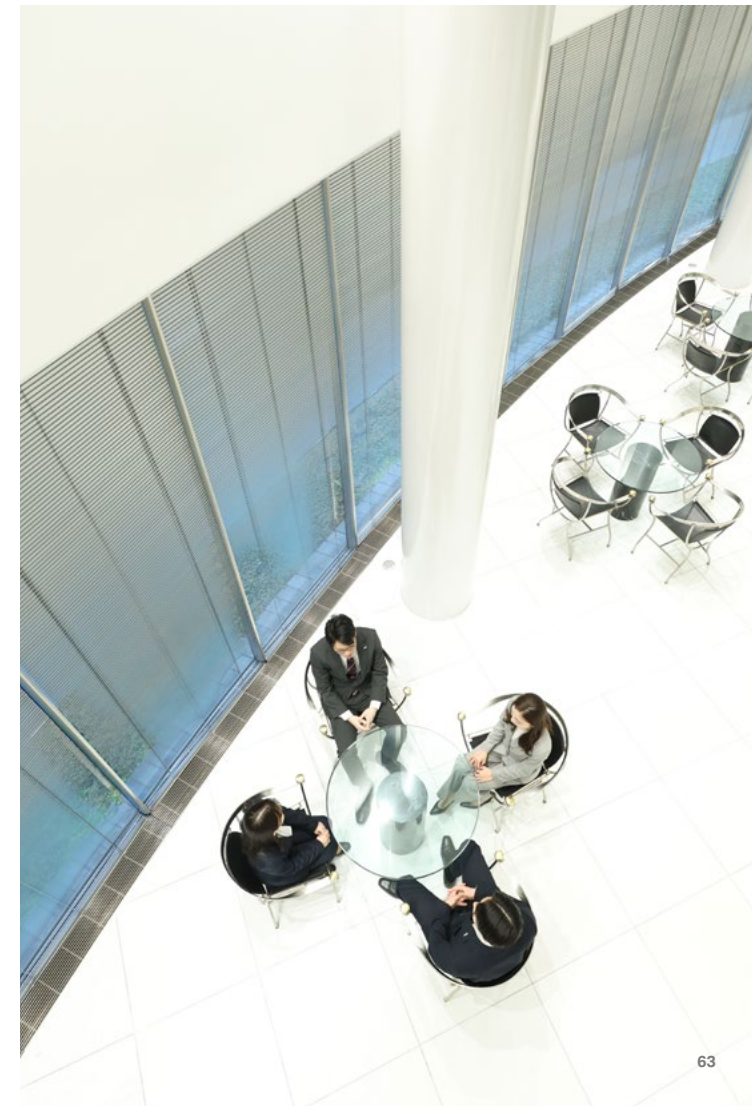
Basic Approach to Compensation

KEYENCE's basic approach to the compensation of directors (excluding that of outside directors) is as indicated below.

- It should clarify the management team's responsibility for management, with the goal of improving corporate value.
- It contributes to incentives to improve company performance.
- The process for determining compensation should be both transparent and objective.

Method of Determining Compensation and Policies

We have laid out a policy whereby the amount of compensation, etc., and the method of calculating such amount, are determined based on the internal regulations on director compensation, over which the Board of Directors has decision-making authority. The Board of Directors determines the amount of compensation, etc. within the limits on compensation amounts deliberated upon at the General Meeting of Shareholders. The compensation amount is calculated based on a reference value equivalent to the annual salary of an employee (an officer responsible for an organization) in the previous fiscal year. The level of compensation is determined by multiplying this reference value by a coefficient of no greater than 3.0, in consideration of the balance with the salaries of KEYENCE employees. The annual salary of an employee in the previous fiscal year that is used as a reference value is tied with company performance (operating income), and the responsibility to increase profits is thus made clear. The ratio of the performance-linked portion of the reference value is generally 60–75%. The compensation amount for each individual director is, based on a resolution of the Board of Directors, first entrusted to the President and Representative Director, who then determines the apportionment of compensation in accordance with the internal regulations on director compensation, and then the determined amount of compensation is paid out to each director as a monthly salary. The compensation for outside directors, in order to ensure their independence, is not connected to company performance, and consists of a set value.



Building a Disciplined Organization

Employee Code of Conduct

To maintain an organization that is less prone to fraud and harassment, we have built and operate a system where all employees regularly review the corporate policies and business guidelines that form our code of conduct. In addition, by actively using this code of conduct as the judgment criteria in our daily business, we are working to ensure thorough compliance and improve compliance awareness.

Internal Audit Team

An appointed audit team has been formed to conduct internal audits. The audit team conducts internal audits focusing on the appropriateness and effectiveness of business operations at locations in Japan and overseas. The audit results and other information are reported regularly and as required by the president.

Risk Management

Risk Management System

With regard to risks relating to compliance, the environment, natural disasters, quality control, and management of exports, the individual departments responsible for these matters establish rules and guidelines as required and designate individuals in charge of managing those risks. In addition to this, they organize training sessions and produce/distribute manuals. In the event of a need to address newly emerging risks, the individuals responsible for the relevant departments will make a report to the Board of Directors, and the risk management system will be amended.



Information Security

At KEYENCE, we handle important, confidential information, including customer information and information on our product development. Damage to the company and the loss of social credibility due to information leaks or illegal use of information pose a major risk. We are therefore doing our utmost to prevent these from occurring. We have established an information security policy and continue to strengthen both our ability to prevent external leaks of confidential information and our response to cyberattacks.

Information Security Measures

Basic Approach

Recognizing the growing importance of information security, to earn and maintain the trust of our customers, partners, and employees, we are continuously promoting initiatives to protect the information assets related to the products and services we provide.

Cybersecurity Measures and Risk Management

- **Identification of and Development of Policies for Cybersecurity Risks**

We assess the degree of cybersecurity threats and security risks across the entire KEYENCE Group and formulate highly effective response policies.

- **Development of Systems to Address Cybersecurity Risks**

We evaluate, implement, and operate mechanisms to detect and respond to cybersecurity threats and data breach risks.

- **Implementation of the PDCA Cycle for Cybersecurity Measures**

We regularly review and continuously improve our information security measures to ensure they are being properly implemented and remain aligned with the latest security environment.

Promotion Structure

We have established measures for both normal operations and emergency situations. During normal operations, the Security Measures Team promotes initiatives, and our SOC (Security Operation Center) continuously monitors and analyzes threats. In an emergency situation, a response team (Security Team) is formed to promptly and appropriately resolve the situation, coordinating with external incident response teams when necessary.

Preparation Against External Attacks

- **Information Gathering and Countermeasures by a Specialized Team**
- After gathering threat intelligence, including KEV (Known Exploited Vulnerabilities) and information from the Common Vulnerability Scoring System (CVSS), we take appropriate countermeasures as needed.
- **Monitoring for External Attacks**
- In collaboration with specialized SOC institutions, we conduct continuous monitoring and take measures based on security ratings and assessments from external organizations.
- **Third-Party Evaluations**
- We conduct third-party evaluations based on standards such as NIST to assess the security status of our systems and implement improvements based on the results of those evaluations.

Information Security Protection

- We implement organizational, physical, and technical management measures to prevent information loss, alteration, and leakage.
- We provide education and training to officers and employees on the importance of information security and proper handling of information.
- In the event of an information leak or similar incident, we investigate the facts and causes, implement measures to prevent secondary damage, and take actions to prevent recurrence.

Security Education

- We conduct unannounced targeted email attack drills.
- We educate our employees on information security and conduct comprehension tests.
- We offer security training at the time of hiring and additional special training as needed.
- We issue employee notifications related to security measures as necessary.

Compliance

Anti-corruption Efforts

The KEYENCE Group Code of Behavior declares that engaging in bribery of government officials or any person equivalent thereto is prohibited.

KEYENCE Group and its Officers and Employees will comply with this policy, other related regulations and the anti-bribery laws of each country and region.



* You can check the KEYENCE compliance structure guidelines by clicking on this QR code.



Compliance Structure

Compliance with Laws and Regulations

KEYENCE Group and its Officers and Employees will comply with this policy, other related regulations and the anti-bribery laws of each country and region, including the US Foreign Corrupt Practices Act, the 2010 UK Bribery Act, and the Japanese Unfair Competition Prevention Act.

Supervision by the Board of Directors

The Board of Directors appoints a Chief Compliance Officer (CCO) as the person responsible for overseeing issues such as corporate ethics and bribery.

Internal Reporting

We will establish and operate an internal reporting system (i.e., a whistleblower hotline) to allow employees to report violations of laws and regulations, including bribery.

Whistleblowers will not be subject to adverse treatment for making a report.

A man and a woman, both wearing white hard hats and dark business suits, are standing in a large industrial facility. The man is on the left, gesturing with his hands while looking at a tablet held by the woman on the right. They are both smiling. In the background, there is a large crane with a coiled cable and various industrial structures. The scene is brightly lit, suggesting a modern manufacturing environment.

Supply Chain Management

- Our Efforts to Provide Products to Our Customers
- Procurement Guidelines
- Green Procurement
- Efforts toward Responsible Procurement of Minerals (Conflict Minerals)
- Supply Chain Management
- Our Efforts to Maintain Same-day Shipping (BCP)

Our Efforts to Provide Products to Our Customers

Although KEYENCE manufactures products using a fabless system in which we outsource much of our production to subcontract plants, we procure materials required for product planning, development, design and production.

Production is handled at subcontract plants around Japan, and our production technology, production planning and quality control departments cooperate with these plants and are building a system to manufacture quality products by being deeply involved with production such as by providing assembly drawings and supplying materials.

Produced goods are supplied from logistics centers in Japan directly to domestic customers as well as to overseas customers via distribution locations.



Procurement Guidelines

In order to ensure a workplace that takes human rights into consideration, we have established the [KEYENCE Procurement Guidelines](#) for our supply chain, which include prohibition of forced labor and child labor and elimination of discriminatory treatment, and direct our suppliers to comply with the Guidelines. In addition, as part of our basic business contract, we request that these suppliers make efforts to reduce their environmental impact and prevent environmental pollution for the purpose of environmental protection, improve the occupational safety and health environment, and respect human rights.



* You can check the KEYENCE Procurement Guidelines by clicking on this QR code.



Green Procurement

The following efforts are being made to promote green procurement:

- We have established rules for environmental management and materials management and ask that our suppliers comply with these rules.
- We provide guidance on environmental management systems and confirm compliance through on-site audit and interviews with questionnaires.
- We request the submission of non-inclusion certificates for each component and the provision of information on substances contained in components using standard industry formats.
- We hold workshops on the environment as part of environmental education for our employees.
- We have built an environmental management system based on ISO 14001, and we are certified by a third-party organization.



Efforts toward Responsible Procurement of Minerals (Conflict Minerals)

Minerals mined in the Democratic Republic of the Congo or in adjoining countries (Neighboring countries to the DRC) may be sources of human rights violations such as child labor, environmental destruction, and funding for armed groups, and may even contribute to the conflict itself. Our basic policy ^(*) is to refrain from purchasing those minerals that have been illegally mined. In addition, the responsible division works with the procurement department to reduce risk. We conduct annual surveys of suppliers using the Conflict Minerals Reporting Template (CMRT) provided by the Responsible Minerals Initiative (RMI), and we carry out further investigations of any suppliers who report using refiners that have not passed RMI audits.

The survey we conducted found 363 smelters in our supply chain being on the Standard Smelter list of RMI, and 234 out of the 363 smelters (64%) are Conformant Smelters, who passed the RMI audit.

In fiscal year 2025, we conducted an intensive review of suppliers and parts associated with certain smelters and refiners identified as high-risk. As a result, of the 724 parts reported to be associated, we have confirmed that 486 have been eliminated or are no longer applicable starting this fiscal

year. These efforts have led to an improved accuracy in identifying risks within our supply chain.

We will respect the OECD Due Diligence Guidance and continue to analyze and evaluate risks in the supply chain and carry out further investigations depending on the risks.

^{*}1 KEYENCE's responsible minerals procurement policy

Minerals such as tin, tantalum, tungsten, gold and cobalt mined in the Conflict-Affected and High-Risk Areas, such as the Democratic Republic of the Congo or in adjoining countries (Neighboring countries to the DRC), may be sources of human rights violations such as child labor and environmental destruction, funding for armed groups and may even contribute to the conflict itself. Based on OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, KEYENCE is engaging in efforts to eliminate such minerals illegally mined for electronic components contained in our products. The risk-reduction actions we will promote with our suppliers' respect for our basic policy are as follows.

- We will continue to engage in the survey of the supply chain annually, using the tools CMRT (Conflict Minerals Reporting Template) provided by RMI (Responsible Minerals Initiative), which is an organization that promotes responsible mineral procurement.
- We will reduce the risk of the procurement of minerals from the point of view of the social responsibility, by confirming whether it is a Conformant Smelter that has passed the RMI audit in the list of RMI standard smelters.



Supply Chain Management

We share and confirm our basic policy and rules with each subcontractor prior to outsourcing the manufacture of products, and request that they comply with the following items. In addition, we conduct on-site inspection at subcontractors annually to check the status of compliance with the following items, and strive to maintain a clear understanding of the conditions at manufacturing sites as well as the status of improvements.

- Fair trade in compliance with the law
- Prohibiting forced labor (prohibition of forced labor against the will of workers, prohibition of collecting money (fee, deposit, etc.) when concluding a labor contract, etc.)
- Prohibiting child labor
- Prohibiting discriminatory treatment and harassment using one's status or position
- Protection of the right to freedom of association and collective bargaining
- Maintaining confidentiality
- Protecting the work environment
- Safety management
- Complying with local rules and regulations
- Complying with and maintaining standards and making efforts to achieve environmental policies
- Creating a workplace environment that ensures the greatest respect for human rights

We require our subcontractors to respect human rights and monitor their suppliers for compliance with our policies. We may terminate the relationship with any supplier if a breach is found, and if the breach is not rectified within a reasonable period.



Our Efforts to Maintain Same-day Shipping (BCP)

To build a system that allows us to maintain same-day shipping, we have implemented appropriate countermeasures against the effects of earthquakes, fires, flooding, large-scale system failures, and similar problems on our offices and workers, thereby allowing us to localize and rapidly counteract these effects and carry out our social responsibilities, including supplying products to customers.

- We have built a system that allows us to obtain the required parts in cooperation with suppliers according to the event that has occurred.
- Through fabless manufacturing, we have achieved a situation in which the distribution of manufacturing plants in various locations ensures continued manufacturing.
- We have investigated risks to manufacturing due to the characteristics of our manufacturing plants and facilities and have implemented appropriate countermeasures.
- We have stocked appropriate amounts of products not only in Japan but at our affiliates as well, allowing us to maintain a system for the global supply of products through the distribution of logistics bases.



Financial Information

Consolidated Statement of Income

Unit: 1,000,000 yen

	Previous fiscal year (March 21, 2024 – March 20, 2025)	Current fiscal year (March 21, 2025 – March 20, 2026)
Sales	1,059,145	1,169,289
Cost of goods sold	171,444	198,552
Gross profit	887,700	970,737
Selling, general and administrative expenses	337,925	374,978
Operating income	549,775	595,759
Non-operating income		
Interest received	8,968	16,249
Equity in earnings of unconsolidated subsidiaries and affiliates	5,309	6,460
Foreign exchange gains	—	16,270
Miscellaneous income	2,042	1,510
Total non-operating income	16,320	40,491
Non-operating expenses		
Foreign exchange losses	4,221	—
Miscellaneous losses	864	494
Total non-operating expenses	5,085	494
Ordinary income	561,010	635,756
Income before income taxes	561,010	635,756
Corporate tax, residence tax, and business tax	167,315	191,080
Income taxes-deferred	(4,962)	(510)
Total income taxes	162,353	190,570
Net income for the current fiscal year	398,656	445,185
Net income for the current fiscal year attributable to owners of the parent	398,656	445,185

Consolidated Statement of Comprehensive Income

Unit: 1,000,000 yen

	Previous fiscal year (March 21, 2024 – March 20, 2025)	Current fiscal year (March 21, 2025 – March 20, 2026)
Net income for the current fiscal year	398,656	445,185
Other comprehensive income (loss)		
Valuation difference of other marketable securities	(8,359)	(3,739)
Foreign currency conversion adjustments	(9,171)	30,615
Share of other comprehensive income (loss) in associates by equity method	73	7
Total other comprehensive income (loss)	(17,457)	26,882
Comprehensive income	381,199	472,068
(Breakdown)		
Comprehensive income attributable to owners of the parent	381,199	472,068

Consolidated Statement of Cash Flows

Unit: 1,000,000 yen

	Previous fiscal year (March 21, 2024 – March 20, 2025)	Current fiscal year (March 21, 2025 – March 20, 2026)
Cash flow from operating activities		
Income before income taxes	561,010	635,756
Depreciation expenses	15,193	17,227
Interest and dividend income received	(9,083)	(16,368)
Foreign exchange losses (gains)	88	(123)
Equity in losses (gains) of unconsolidated subsidiaries and affiliates	(5,309)	(6,460)
Decrease (increase) in notes and accounts receivable	(18,571)	(36,862)
Decrease (increase) in inventory assets	(756)	(5,539)
Increase (decrease) in notes and accounts payable	1,160	(4,396)
Increase (decrease) in bonus reserves	1,540	3,381
Other	4,478	13,304
Subtotal	549,750	599,918
Amount of interest and dividend income received	8,472	12,406
Income taxes paid	(148,699)	(181,644)
Cash flow from operating activities	409,522	430,680
Cash flow from investing activities		
Decrease (increase) in time deposits	(14,758)	(8,776)
Decrease (increase) in marketable securities	(248,539)	(243,114)
Payments for acquisition of tangible fixed assets	(14,342)	(28,371)
Other	(2,971)	(32,124)
Cash flow from investing activities	(280,612)	(312,387)
Cash flow from financing activities		
Decrease (increase) in treasury stock	(19)	(12)
Dividends paid	(78,820)	(109,136)
Other	(4,589)	(4,573)
Cash flow from financing activities	(83,430)	(113,722)
Effect of exchange rate changes on cash and cash equivalents	169	(5,016)
Increase (decrease) in cash and cash equivalents	45,649	(445)
Cash and cash equivalents carried over at the beginning of the year	406,065	451,715
Cash and cash equivalents carried over at the end of the year	451,715	451,269

Balance Sheet

Unit: 1,000,000 yen

	Previous fiscal year (March 20, 2025)	Current fiscal year (March 20, 2026)
Assets		
Current assets		
Cash on hand and in banks	579,051	596,976
Bills receivable and accounts receivable	320,312	379,590
Marketable securities	640,183	896,913
Inventory	77,892	85,273
Other	16,574	22,887
Allowance for doubtful accounts	(1,426)	(2,135)
Total current assets	1,632,589	1,979,505
Fixed assets		
Tangible fixed assets		
Buildings and structures	29,934	34,915
Accumulated depreciation	(20,271)	(22,804)
Buildings and structures (net amount)	9,662	12,110
Tools, furniture, and fixtures	66,183	75,596
Accumulated depreciation	(53,793)	(61,193)
Tools, furniture, and fixtures (net amount)	12,390	14,403
Land	32,971	32,971
Other	35,601	55,809
Accumulated depreciation	(13,702)	(20,576)
Other (net amount)	21,899	35,232
Total tangible fixed assets	76,924	94,718
Intangible fixed assets		
Other	6,338	29,181
Total intangible fixed assets	6,338	29,181
Investments and other assets		
Investments in securities	1,527,669	1,514,304
Long-term time deposits	17,116	20,220
Deferred tax assets	17,898	20,515
Other	10,748	12,271
Allowance for doubtful accounts	(60)	(60)
Total investments and other assets	1,573,372	1,567,250
Total fixed assets	1,656,634	1,691,149
Total assets	3,289,224	3,670,655

Unit: 1,000,000 yen

	Previous fiscal year (March 20, 2025)	Current fiscal year (March 20, 2026)
Liabilities		
Current liabilities		
Bills payable and accounts payable	14,890	10,890
Income taxes payable	91,482	102,331
Allowance for bonuses	18,134	22,271
Other	43,532	52,338
Total current liabilities	168,040	187,831
Fixed liabilities		
Other	12,631	11,351
Total fixed liabilities	12,631	11,351
Total liabilities	180,672	199,183
Net assets		
Shareholder equity		
Capital	30,637	30,637
Capital surplus	30,541	30,544
Retained earnings	3,020,535	3,356,584
Treasury stock	(3,838)	(3,854)
Total shareholder equity	3,077,874	3,413,911
Other accumulated comprehensive income		
Valuation difference of other marketable securities	(8,103)	(11,843)
Foreign currency conversion adjustments	38,781	69,406
Accumulated adjustments for retirement benefits	(1)	(3)
Total other accumulated comprehensive income	30,677	57,560
Total net assets	3,108,552	3,471,472
Total liabilities and net assets	3,289,224	3,670,655

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