

FY2024 Nine Months Financial Results (Ended November 30, 2024)

FY2024 Full-Year Forecasts (Ending February 28, 2025)

Notes:

- From FY2024, we revised the segment classification of PV inverter, which had been included in the System Engineering segment, to be included in the Motion Control segment. As a result, the figures for FY2024 are shown based on the revised information. Figures for FY2023 are also presented based on the revised information. (See page 21.)
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YASKAWA ELECTRIC CORPORATION

Summary

➤ **FY2024 Nine Months Financial Results**

➔ **Revenue**...YoY:-7.2%

- Revenue decreased mainly in Motion Control segment, compared to the corresponding period of previous fiscal year, which was supported by high backlogs of orders.

➔ **Operating profit**...YoY:-26.3%

- Operating profit decreased, affected largely by a decrease in revenue even though efforts were made to control expenses.

➔ **Profit before tax**...YoY:+30.1%

Profit attributable to owners of parent...YoY:+30.7%

- Profit before tax and profit attributable to owners of parent increased due to the transfer of a portion of shares of an equity-method affiliate

➔ **3Q Order** ...YoY:-6%, QoQ:-5%

- Order decreased mainly due to the temporary order adjustment because of the shortened delivery time.

➤ **FY2024 Full-Year Forecasts**

- Due to the impact of adjustments in semiconductor-related capital investment in South Korea and a temporary wait-and-see trend in capital investment during the U.S. presidential election, which resulted in lower-than-expected orders, we have revised our annual financial forecasts.
- The average forex rates for FY2024 4Q are partly revised to weaker yen in light of the current forex rate situation.
- The dividend forecast announced on April 5, 2024 (annual dividend of ¥68 per share) remains unchanged.

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Business Overview

Motion Control

【Core products】

- AC servo motors and controllers
- Linear servo motors
- AC drives
- PV inverters
- PM motors



Robotics

【Core products】

- Industrial robots
 - Arc and spot-welding robots, painting robots
 - FPD glass sheet transfer robots, handling robots
- Semiconductor wafer transfer robots
- Biomedical robots
- Collaborative robots



System Engineering

【Core products】

- Electrical systems for steel plants
- Electrical instrumentation systems for water supply plants and sewage treatment facilities



Electrical systems for steel plants



Electrical instrumentation systems for water and sewerage

Other

- Logistics

1 . FY2024 Nine Months Financial Results (Ended November 30, 2024)

FY2024 Nine Months Financial Results (Highlights)

- Revenue decreased compared to the corresponding period of previous fiscal year, which was supported by high backlogs of orders.
- Operating profit decreased, affected largely by a decrease in profit due to revenue decline even though efforts were made to control expenses.
- Profit before tax and profit attributable to owners of parent increased due to the transfer of a portion of shares of an equity-method affiliate.

	FY2024	FY2023	Changes	
	Mar.-Nov.	Mar.-Nov.	Amounts	%
Revenue	¥ 393.7bn.	¥ 424.3bn.	-¥ 30.6bn.	-7.2%
Operating profit	¥ 34.3bn.	¥ 46.5bn.	-¥ 12.2bn.	-26.3%
Profit before tax	¥ 63.0bn.	¥ 48.4bn.	+¥ 14.6bn.	+30.1%
Profit attributable to owners of parent	¥ 45.5bn.	¥ 34.8bn.	+¥ 10.7bn.	+30.7%

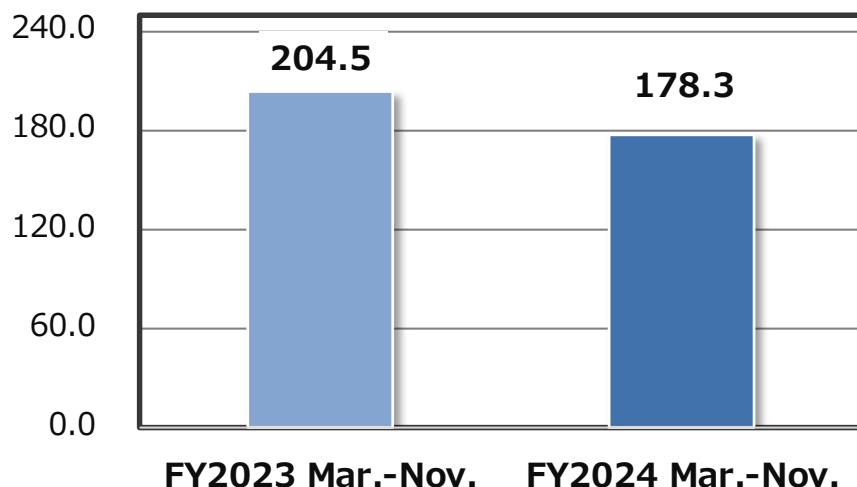
FY2024 Nine Months Financial Results by Business Segment

- In Motion Control, operating profit decreased due to the large impact of a decline in revenue mainly in AC servo & controller business.
- In Robotics, while revenue slightly increased, operating profit decreased due to a decline in the production utilization rate.
- In System Engineering, operating profit increased significantly due to the effect of business structural reforms, as well as the increase in revenue of mainstay businesses.

	FY2024 Mar.-Nov.		FY2023 Mar.-Nov.		Changes	
	Results	Profit ratio	Results	Profit ratio	Amounts	%
(Billions of yen)						
Revenue	393.7		424.3		-30.6	-7.2%
Motion Control	178.3		204.5		-26.2	-12.8%
Robotics	170.5		166.9		+3.6	+2.1%
System Engineering	27.8		33.7		-5.9	-17.6%
Other	17.1		19.2		-2.1	-10.9%
Operating profit	34.3	8.7%	46.5	11.0%	-12.2	-26.3%
Motion Control	16.0	9.0%	28.6	14.0%	-12.6	-44.0%
Robotics	16.1	9.5%	18.6	11.1%	-2.4	-13.2%
System Engineering	3.0	10.9%	1.6	4.7%	+1.5	+92.5%
Other	1.0	6.1%	0.1	0.4%	+1.0	-
Elimination or Corporate	-1.9	-	-2.2	-	+0.4	-

Business Segment Overview: Motion Control

Revenue (Billions of yen)



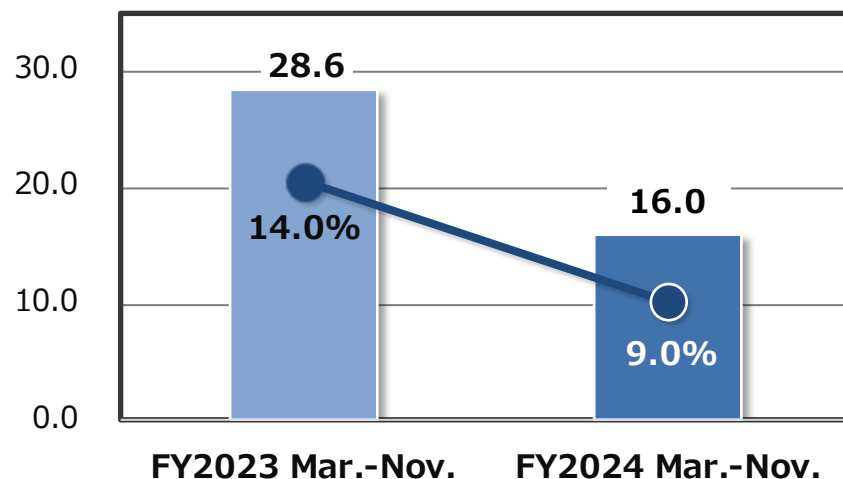
[Revenue]

- In AC servo & controller business, although semiconductor-related sales recovered moderately, mainly in the Americas and Asia, revenue declined due to the impact of delayed market recovery in Japan and China.
- In Drives business, although sales of PV inverters remained firm, revenue decreased compared to the corresponding period of previous fiscal year, which was supported by a high backlog of orders.

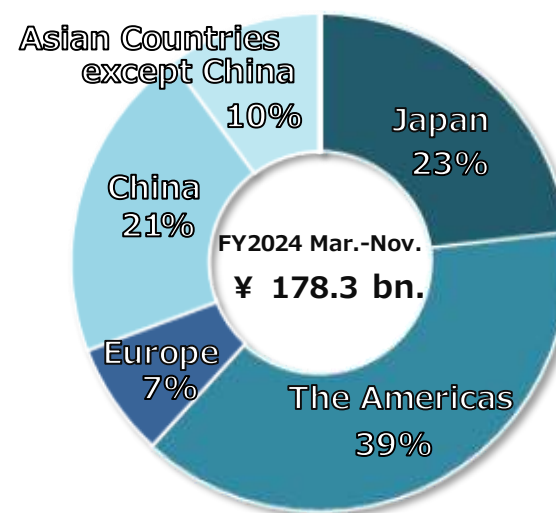
[Operating Profit]

- Although curbing expenses and improving added value contributed positively, operating profit decreased due to the large impact of a decline in profit resulting from a decrease in revenue.

Operating profit (Billions of yen)
Operating profit ratio (%)

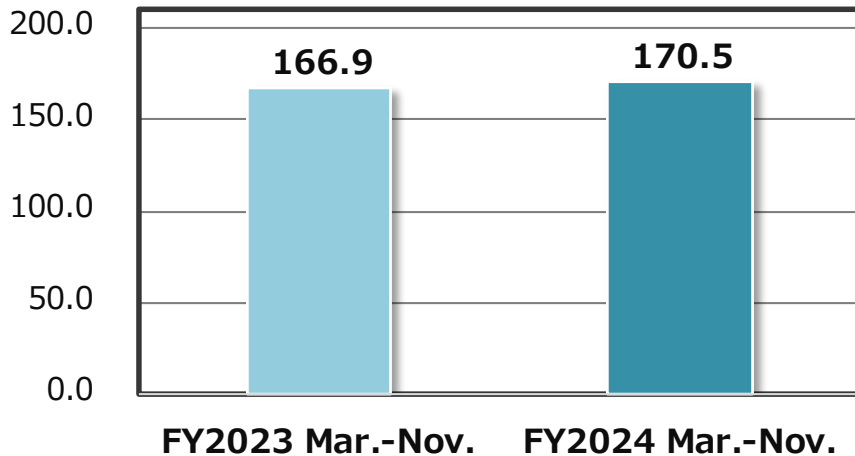


Revenue breakdown by region



Business Segment Overview: Robotics

Revenue (Billions of yen)



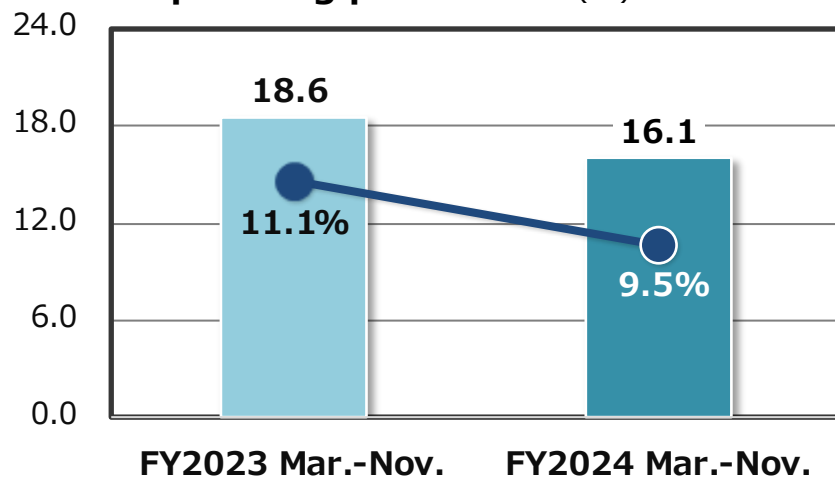
[Revenue]

- Automobile-related sales increased in Japan and Europe.
- Sales of semiconductor wafer transfer robots were firm.
- Although demand for capital investment in the general industry was sluggish, revenue slightly increased.

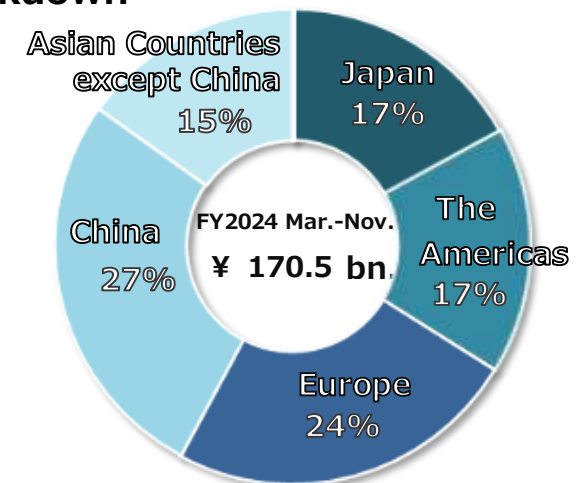
[Operating Profit]

- Operating profit decreased due to a decline in the production utilization rate.

Operating profit (Billions of yen)
Operating profit ratio (%)

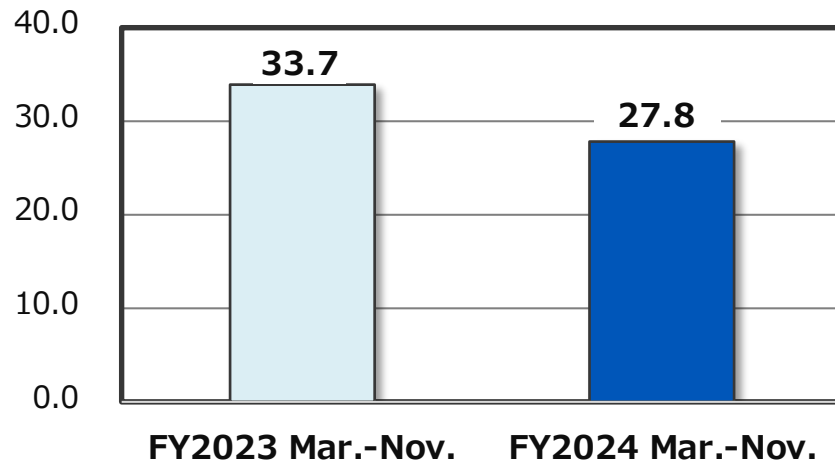


Revenue breakdown by region



Business Segment Overview: System Engineering

Revenue (Billions of yen)



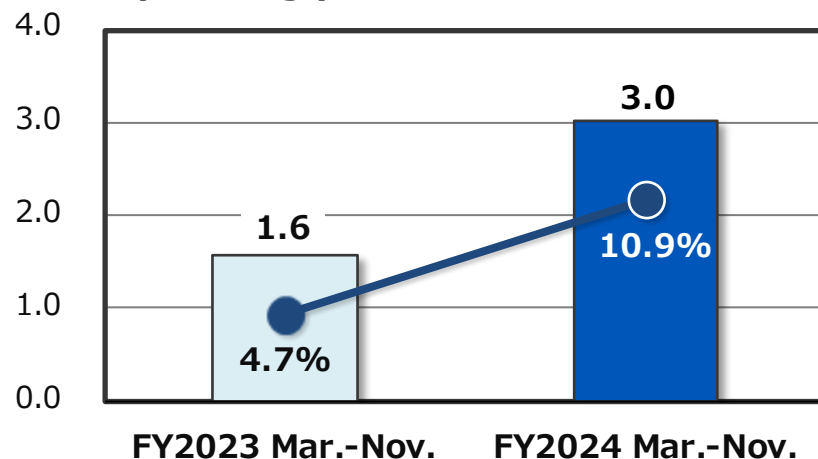
[Revenue]

- Sales for mainstay steel plants, port cranes, and social systems increased.
- Revenue decreased due to the impact of the sale of a subsidiary related to large-scale wind turbines in the second half of the previous fiscal year.

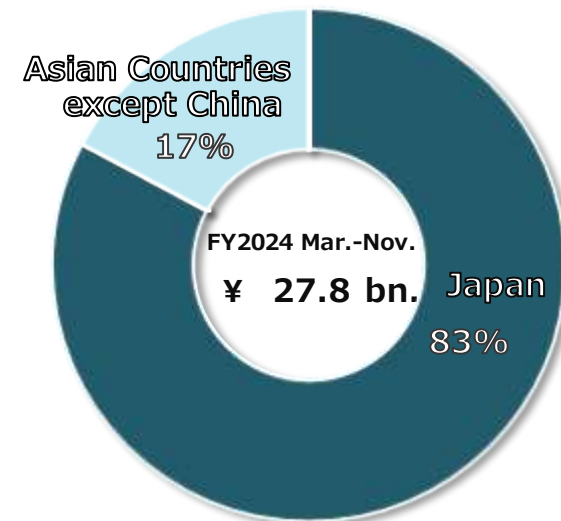
[Operating Profit]

- Operating profit increased significantly due to the effect of business structural reforms, as well as the increase in revenue of mainstay businesses.

Operating profit (Billions of yen)
Operating profit ratio (%)

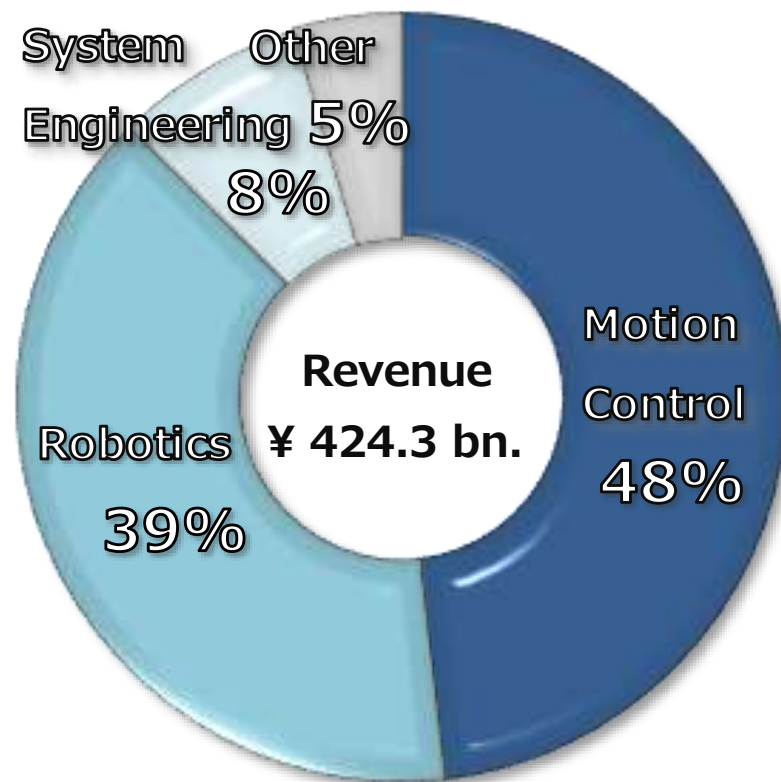


Revenue breakdown by region

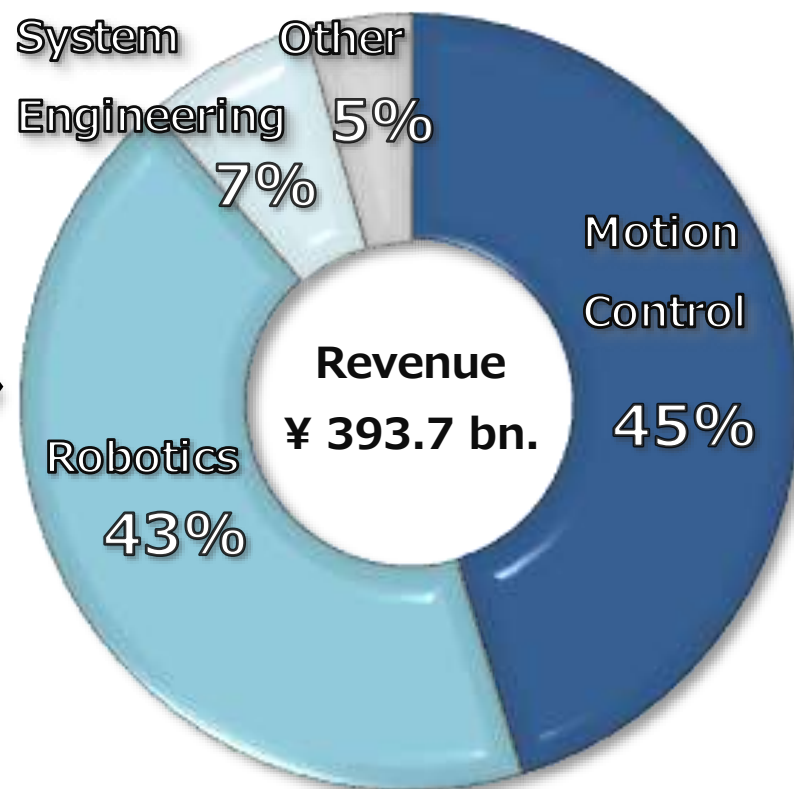


Revenue Breakdown by Business Segment

FY2023 Mar.-Nov.



FY2024 Mar.-Nov.



Revenue Breakdown by Location (1)

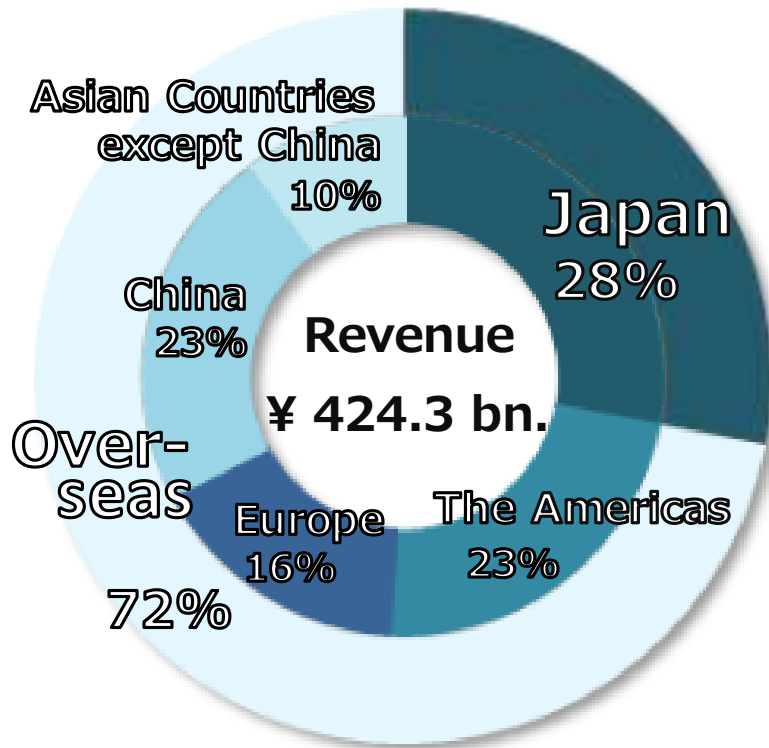
- Although revenue increased in Asian countries except China and the Americas, it decreased in other regions.

(Billions of yen)	FY2024 Mar.-Nov. Results	FY2023 Mar.-Nov. Results	Changes	
			Amounts	%
Revenue	393.7	424.3	-30.6	-7.2%
Japan	107.6	118.7	-11.1	-9.4%
Overseas	286.1	305.6	-19.5	-6.4%
The Americas	97.7	97.7	+0.0	+0.0%
Europe	54.3	69.3	-15.0	-21.7%
China	85.5	95.9	-10.4	-10.8%
Asian Countries except China	48.6	42.7	+5.9	+13.8%

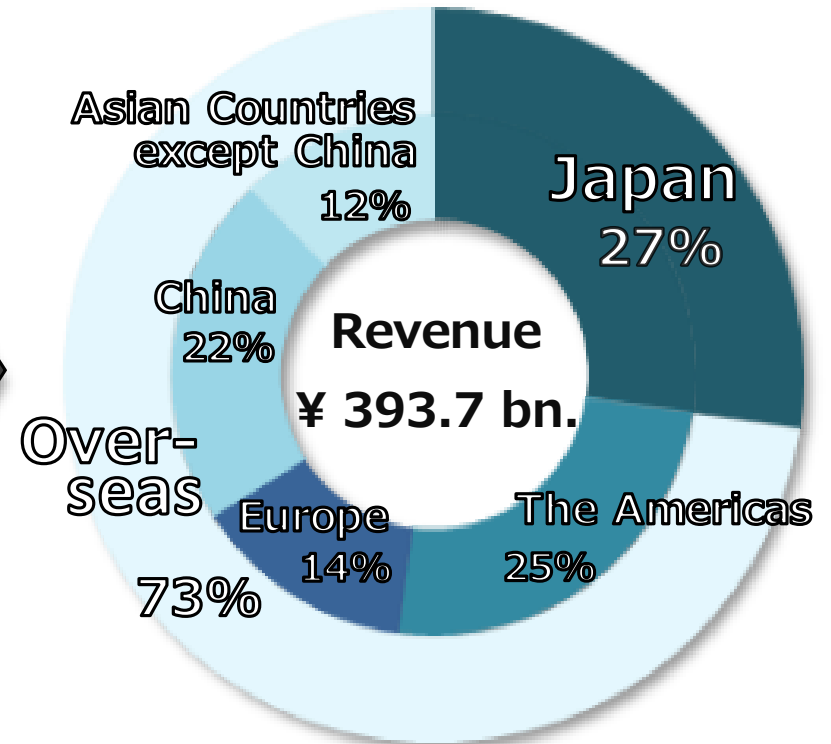
Note: Europe includes Middle East and Africa.

Revenue Breakdown by Location (2)

FY2023 Mar.-Nov.



FY2024 Mar.-Nov.

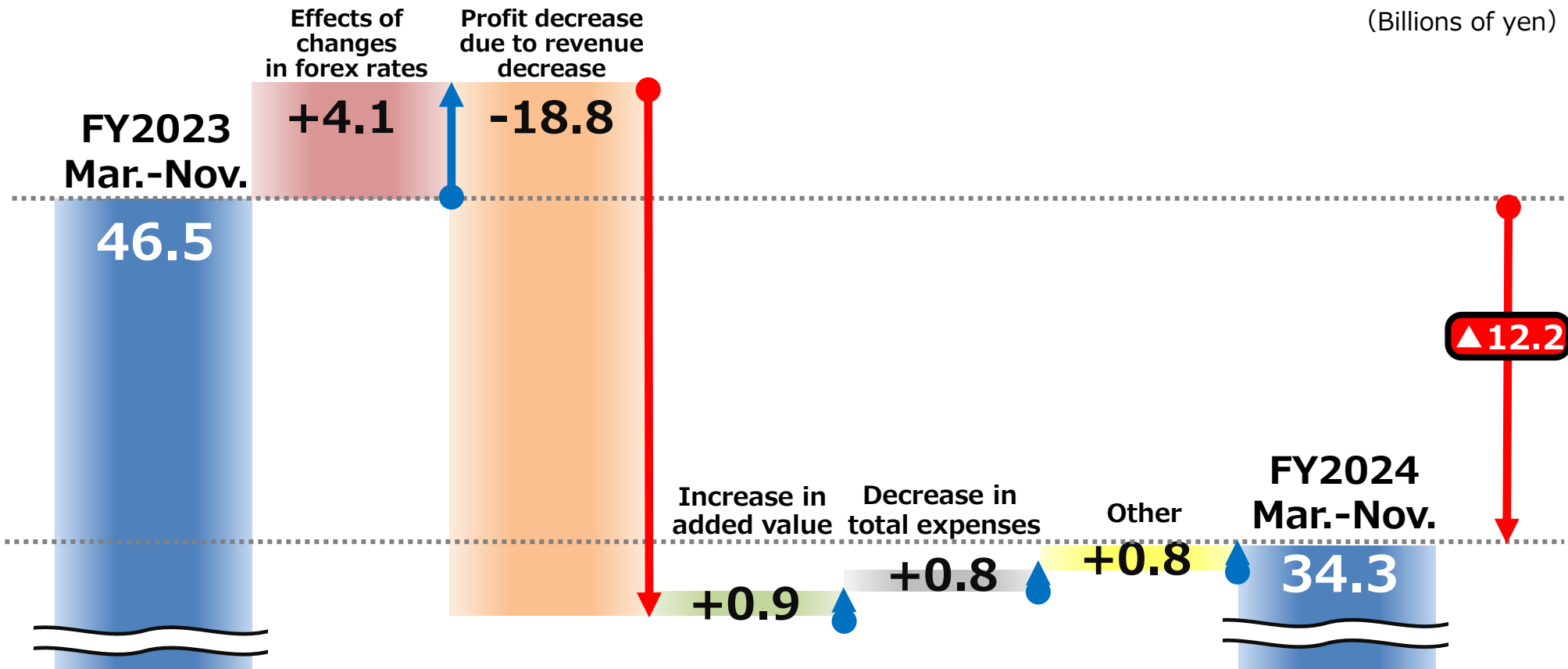


Note : Europe includes Middle East and Africa.

Breakdown of Changes in Operating Profit

(FY2023 Nine Months → FY2024 Nine Months)

(Billions of yen)



Breakdown	Effects of changes in forex rates	Change in profit due to change in revenue	Change in added value	Change in total expenses	Other
Motion Control	+ 1.7	- 18.1	+ 1.6	+ 2.4	- 0.1
Robotics	+ 2.4	- 2.4	- 1.0	- 1.4	+ 0.0
System Engineering	+ 0.0	+ 2.3	- 0.5	- 0.3	- 0.1
Other	+ 0.0	- 0.5	+ 0.8	+ 0.1	+ 1.0

Measures for FY2024 3Q (1)

Creating Value through i³-Mechatronics Solutions

Development capabilities

- Exhibited a demo unit of “MOTOMAN NEXT” at NVIDIA AI Summit Japan (Nov. 2024) and promoted high-speed pick and place task using AI

Exhibited a demo unit of MOTOMN NEXT at NVIDIA AI Summit Japan



Production capabilities

- YASKAWA Automation & Drives Corporation (a subsidiary of System Engineering business) was designated as a corporation of the Green Asia International Strategic Comprehensive Special Zone^{*1}
- Held groundbreaking ceremony for construction of Minamiyukuhashi plant in Fukuoka Prefecture to strengthen System Engineering business

An image of Minamiyukuhashi plant



Sales capabilities

- Launched the industry's first 1ton-payload SCARA robot “MOTOMAN-ME1000” for assembling large-capacity batteries on EV bodies. It was awarded “the 2024 Energy Conservation Grand Prize^{*2}” for its excellent energy efficiency



1ton-payload SCARA robot “MOTOMAN-ME1000”



^{*1} One of the "International Strategic Comprehensive Special Zones" designated by the Japanese government, jointly promoted by Fukuoka Prefecture, Kitakyushu City, and Fukuoka City. When YASKAWA Automation & Drives Corporation develops products that meet certain conditions, it can receive special tax measures.

^{*2} The Energy Conservation Center, a general incorporated foundation, selects and awards once a year outstanding examples of energy conservation promotion by domestic companies, local governments, educational institutions, and other organizations, as well as products and business models with excellent energy conservation performance.

Measures for FY2024 3Q (2)

Sales capabilities

- Launched "MOTOMAN-GG250," applicable to friction stir welding for lightweight automobile bodies
- Launched "LA700," an AC drive for elevator application that reduces setup and trial operation time, and improves ride comfort by smooth acceleration and deceleration
- YRM controller "YRM1010" received "the Encouragement Award" at "the 21st/2024 'CHO' MONODZUKURI Innovative Parts and Components Awards" for its contribution to improvement of efficiency and productivity in manufacturing sites

A robot applicable to friction stir welding "MOTOMAN-GG250"



AC drive "LA700" for elevator application



Promotion of Digital Management

- Strengthened our service activities by proactively proposing equipment upgrades and maintenance to customers based on the operational status of our products



YRM controller "YRM1010"

2. FY2024 Full-Year Forecasts **(Year Ending February 28, 2025)**

FY2024 Full-Year Financial Forecasts (Highlights)

- Due to the impact of adjustments in semiconductor-related capital investment in South Korea and a temporary wait-and-see trend in capital investment during the U.S. presidential election, which resulted in lower-than-expected orders, we have revised our annual financial forecasts announced on October 4, 2024.

	FY2024 Forecasts	FY2023 Results	Changes		FY2024 Previous forecasts*
			Amounts	%	
Revenue	¥ 548.0bn.	¥ 575.7bn.	-¥ 27.7bn.	-4.8%	¥ 553.0bn.
Operating profit	¥ 58.0bn.	¥ 66.2bn.	-¥ 8.2bn.	-12.4%	¥ 64.0bn.
Profit before tax	¥ 87.5bn.	¥ 69.1bn.	+¥ 18.4bn.	+26.7%	¥ 89.8bn.
Profit attributable to owners of parent	¥ 63.0bn.	¥ 50.7bn.	+¥ 12.3bn.	+24.3%	¥ 64.0bn.

*Announced on October 4, 2024

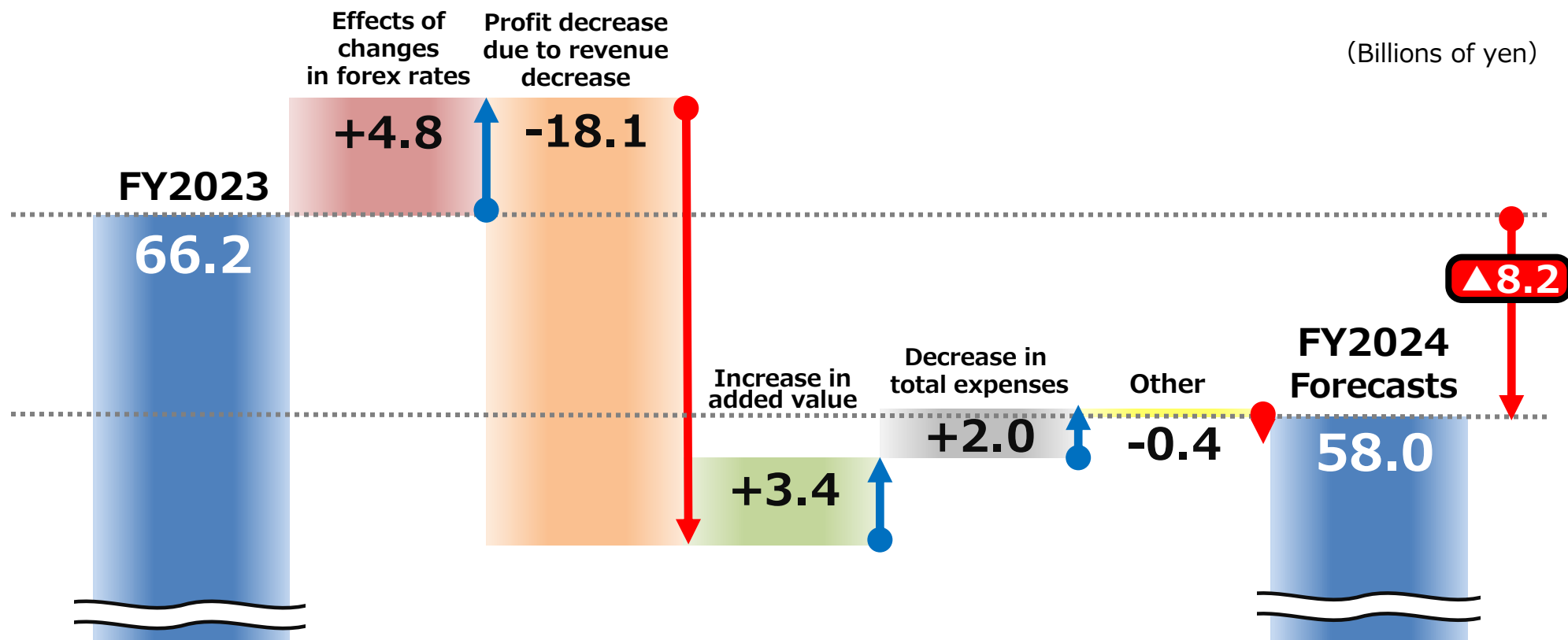
FY2024 Full-Year Financial Forecasts by Business Segment

(Billions of yen)	FY2024		FY2023		Changes		FY2024	
	Forecasts	Profit ratio	Results	Profit ratio	Amounts	%	Previous forecasts*	Profit ratio
Revenue	548.0		575.7		-27.7	-4.8%	553.0	
Motion Control	247.9		269.4		-21.5	-8.0%	249.2	
Robotics	238.0		234.7		+3.3	+1.4%	240.5	
System Engineering	38.6		46.1		-7.5	-16.2%	38.5	
Other	23.5		25.5		-2.0	-7.8%	24.8	
Operating profit	58.0	10.6%	66.2	11.5%	-8.2	-12.4%	64.0	11.6%
Motion Control	29.1	11.8%	39.0	14.5%	-9.8	-25.3%	31.7	12.7%
Robotics	25.9	10.9%	25.1	10.7%	+0.8	+3.1%	29.1	12.1%
System Engineering	4.6	11.9%	4.9	10.5%	-0.3	-5.2%	4.4	11.5%
Other	1.7	7.4%	0.4	1.6%	+1.3	+317.5%	1.9	7.7%
Elimination or Corporate	-3.4	-	-3.2	-	-0.2	-	-3.2	-

*Announced on October 4, 2024

Breakdown of Changes in Operating Profit (FY2023 → FY2024 Forecasts)

(Billions of yen)



Breakdown	Effects of changes in forex rates	Change in profit due to change in revenue	Change in added value	Change in total expenses	Other
Motion Control	+ 2.0	- 17.2	+ 2.3	+ 3.5	- 0.4
Robotics	+ 2.7	- 1.7	+ 0.4	- 1.1	+ 0.5
System Engineering	+ 0.0	+ 1.5	- 0.2	- 0.1	- 1.5
Other	+ 0.0	- 0.6	+ 1.0	- 0.3	+ 1.0

3. Reference

Retroactive Application of Business Reclassification to FY2023 Results

- From FY2024, **we revise the segment classification** of PV inverter, which had been included in the System Engineering segment, to be included in the Motion Control segment.
- Figures for FY2024 and FY2023 are presented based on the revised information.

(Unit: Billions of yen)	FY2023 (After segment revision)							Changes
	1Q	2Q	1H	3Q	4Q	2H	Full-Year	Full-Year
Revenue	142.5	146.5	289.0	135.4	151.3	286.7	575.7	-
Motion Control	71.6	69.1	140.8	63.8	64.9	128.7	269.4	+9.4
Robotics	52.8	59.6	112.4	54.6	67.7	122.3	234.7	-
System Engineering	12.3	10.8	23.1	10.7	12.3	23.0	46.1	-9.4
Other	5.8	7.0	12.8	6.3	6.3	12.7	25.5	-
Operating income	16.4	16.6	33.1	13.5	19.7	33.2	66.2	-
Motion Control	9.8	10.4	20.2	8.4	10.4	18.8	39.0	+0.8
Robotics	6.2	6.8	13.0	5.6	6.6	12.2	25.1	-
System Engineering	1.0	0.4	1.4	0.2	3.3	3.5	4.9	-0.8
Other	-0.0	0.0	0.0	0.1	0.3	0.4	0.4	-
Elimination or Corporate	-0.6	-1.0	-1.5	-0.7	-0.9	-1.6	-3.2	-

Capital Expenditure, R&D Investment, Forex Rates and Sensitivity

Capital expenditure, R&D investment

(Billions of yen)

	F Y 2 0 2 2	F Y 2 0 2 3	F Y 2 0 2 4 (Plan)
Capital expenditure	27.61	37.86	45.00
Depreciation and Amortization	19.67	20.80	22.00
R&D investment	18.78	21.25	24.00

Forex rates

Note: Average rate during the period

(yen)

	F Y 2 0 2 2				F Y 2 0 2 3				F Y 2 0 2 4 (Forecasts)			
	3-11	4Q	2H	Full-Year	3-11	4Q	2H	Full-Year	3-11	4Q	2H	Full-Year
USD	134.5	132.9	138.6	134.1	142.1	146.7	147.9	143.2	152.2	155.0	152.1	152.9
EUR	139.1	142.0	143.0	139.8	153.7	159.4	159.3	155.1	165.1	160.0	161.0	163.8
CNY	19.80	19.33	19.77	19.68	19.89	20.42	20.44	20.02	21.12	21.50	21.20	21.22
KRW	0.103	0.105	0.104	0.103	0.108	0.111	0.112	0.109	0.112	0.110	0.110	0.111

Forex sensitivity

(Billions of yen)

	Impact of 1% fluctuation (FY2024 Full-Year)	
	Revenue	Operating profit
USD	1.39	0.23
EUR	0.75	0.11
CNY	1.14	0.28
KRW	0.36	0.17

Financial Indices

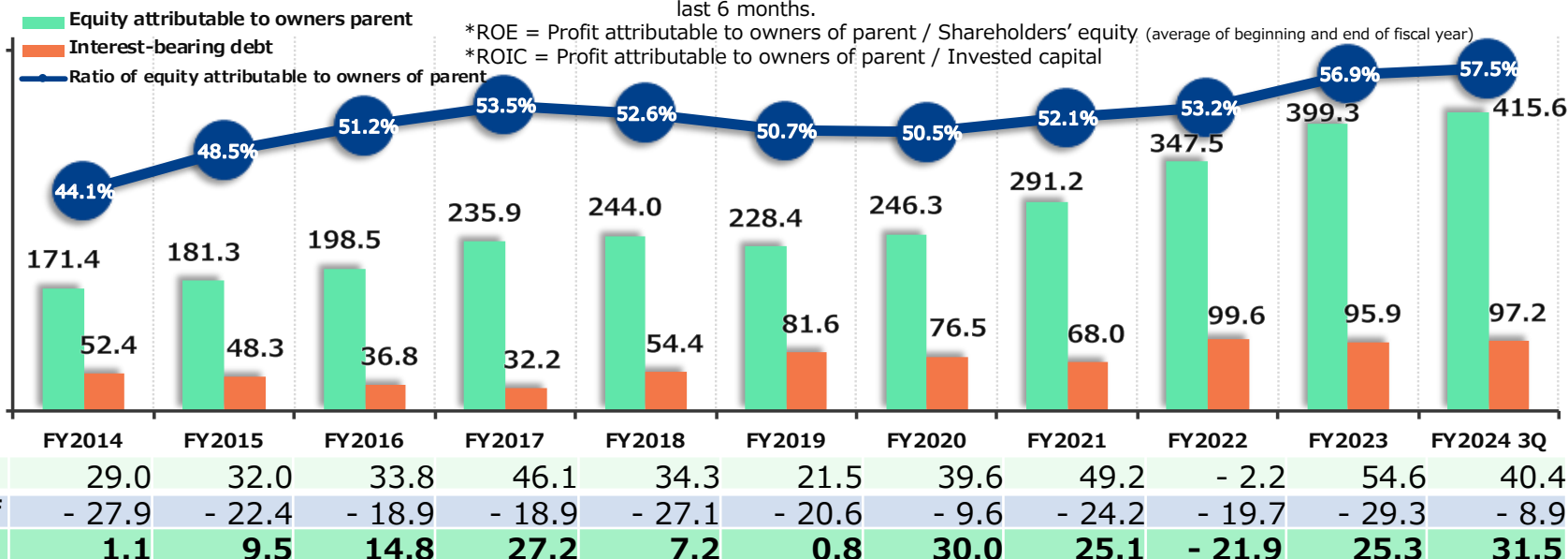
As of February 29, 2024

➤ Ratio of equity attributable to owners of parent	56.9%
➤ Equity attributable to owners of parent	399.3 billion yen
➤ Interest-bearing debt	95.9 billion yen
➤ (Cash and cash equivalents)	40.3 billion yen
➤ D/E ratio	0.24
➤ (Net D/E ratio)	0.14
➤ Inventory	207.9 billion yen
➤ (Turnover)	(4.4 months)
➤ ROE	13.6%
➤ ROIC	11.8%

As of November 30, 2024

➤ Ratio of equity attributable to owners of parent	57.5%
➤ Equity attributable to owners of parent	415.6 billion yen
➤ Interest-bearing debt	97.2 billion yen
➤ (Cash and cash equivalents)	43.6 billion yen
➤ D/E ratio	0.23
➤ (Net D/E ratio)	0.13
➤ Inventory	216.6 billion yen
➤ (Turnover)	(5.0 months)

(Billions of yen)



*Interest-bearing debt includes lease obligations.

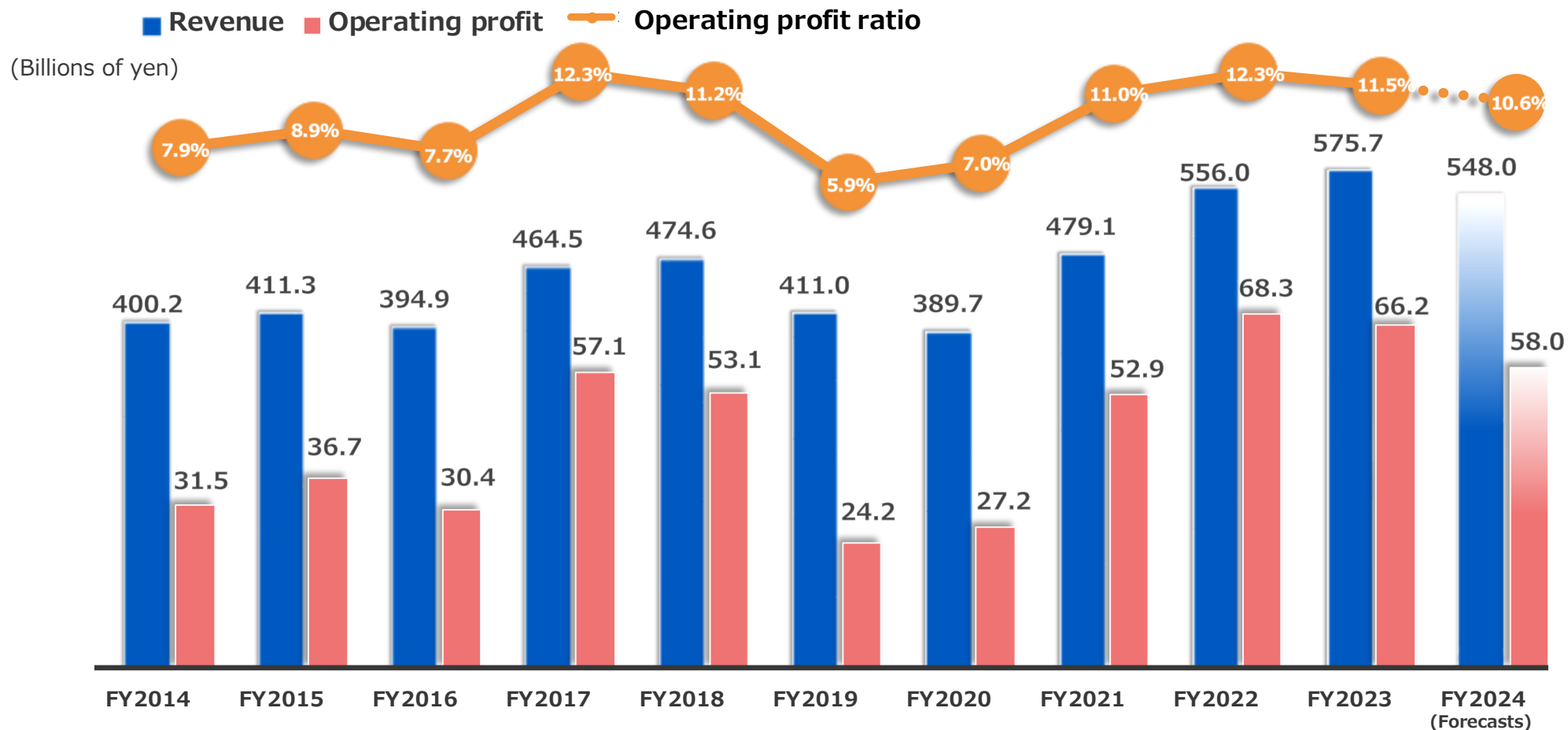
*Inventory turnover=Value of inventory at end of period divided by the monthly revenue average for the last 6 months.

*ROE = Profit attributable to owners of parent / Shareholders' equity (average of beginning and end of fiscal year)

*ROIC = Profit attributable to owners of parent / Invested capital

Note: Data up to FY2017 are based on Japanese GAAP.

Revenue / Operating Profit (FY2014 – FY2024 Forecasts)



Realize 100

Dash 25

Challenge 25 Plus

Realize 25

Mid-term business plans

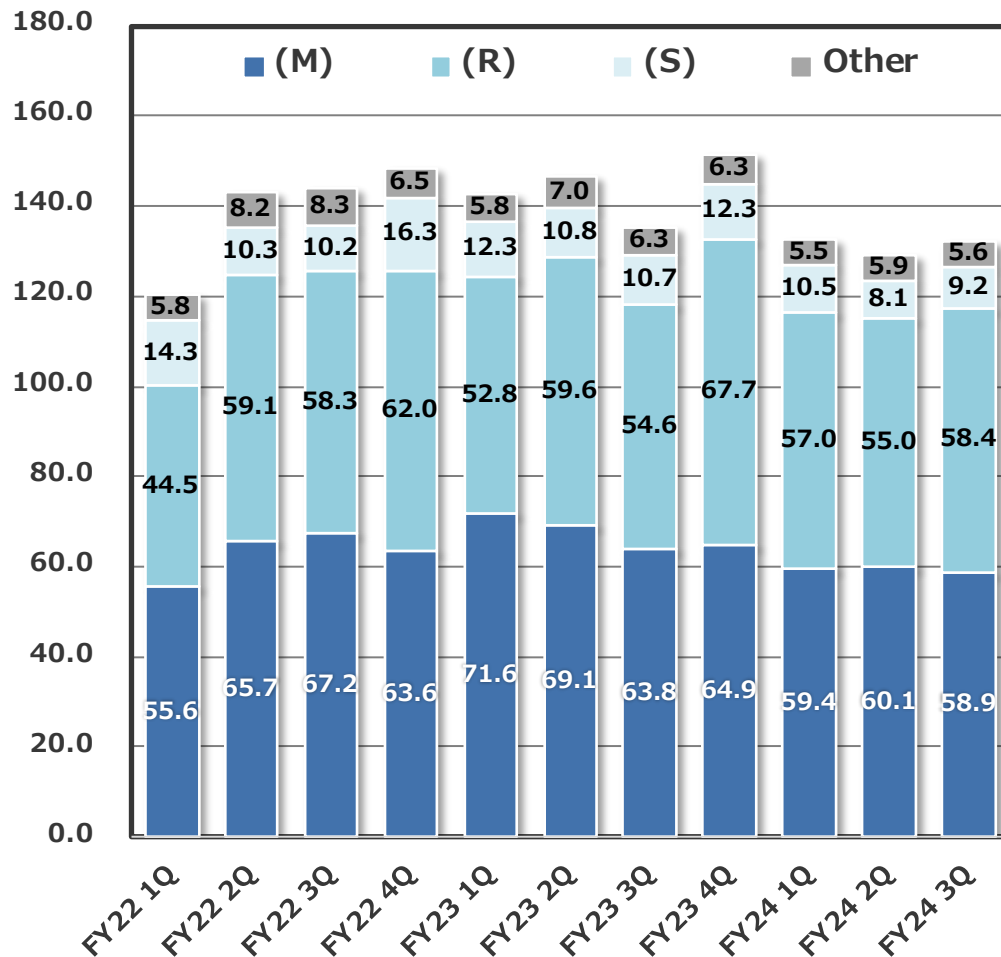
Note1: Data up to FY2017 are based on Japanese GAAP.

Note2: The data for FY2017 are made on a reference basis. (March 21, 2017 – March 20, 2018)

Quarterly Revenue Trends (1)

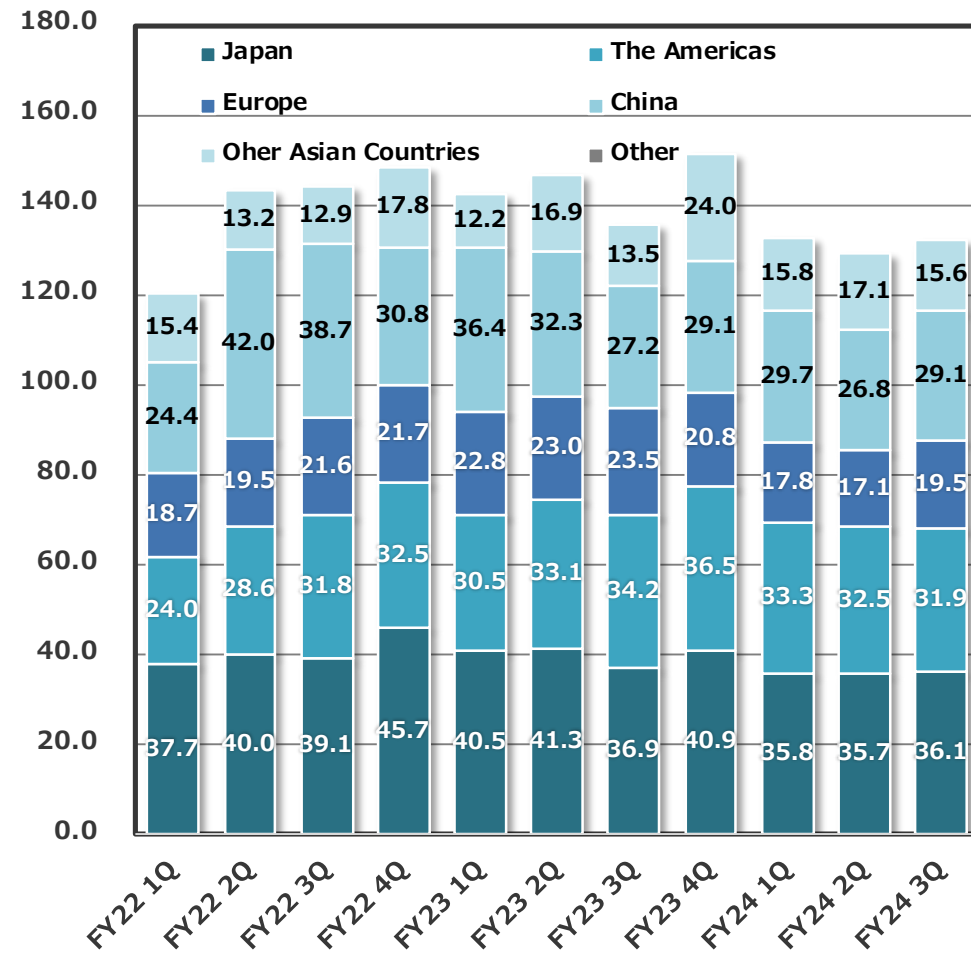
Business segment

(Billions of yen)



Location

(Billions of yen)



Note1: (M) = Motion Control (R) = Robotics (S) = System Engineering

Note2: FY22 figures are before segment classification revision.

Quarterly Revenue Trends (2)

Motion Control

(Billions of yen)

80.0

70.0

60.0

50.0

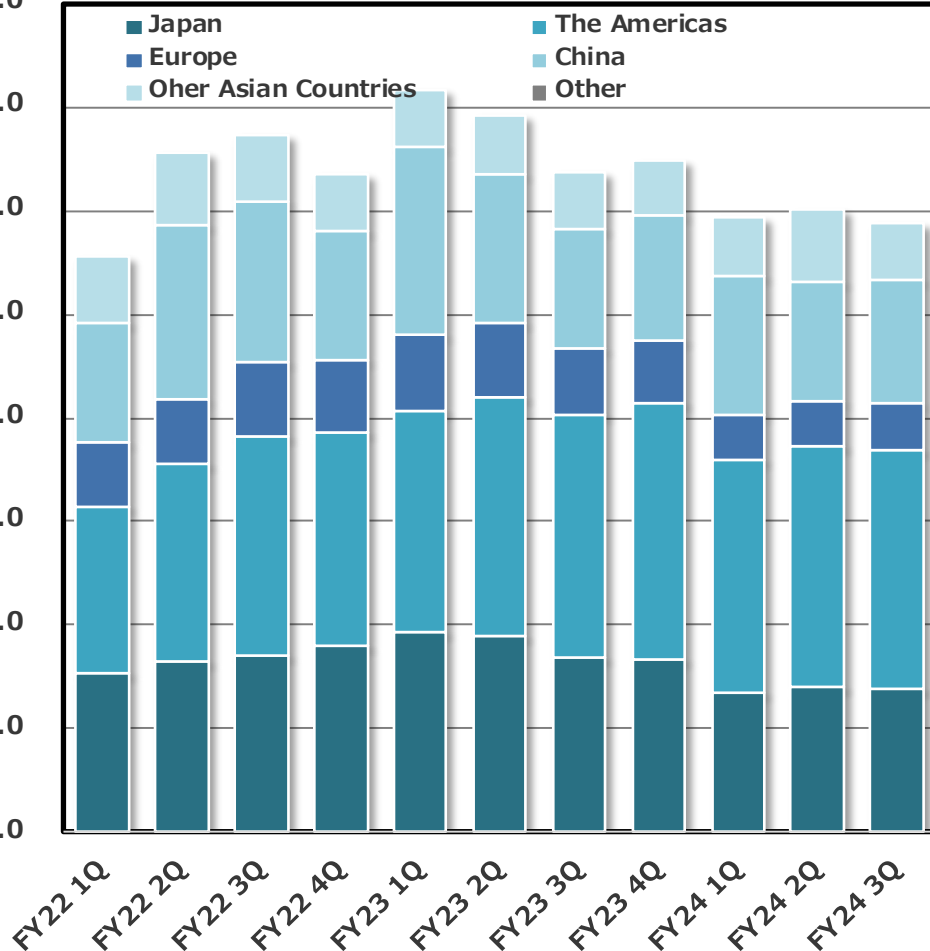
40.0

30.0

20.0

10.0

0.0



Robotics

(Billions of yen)

70.0

60.0

50.0

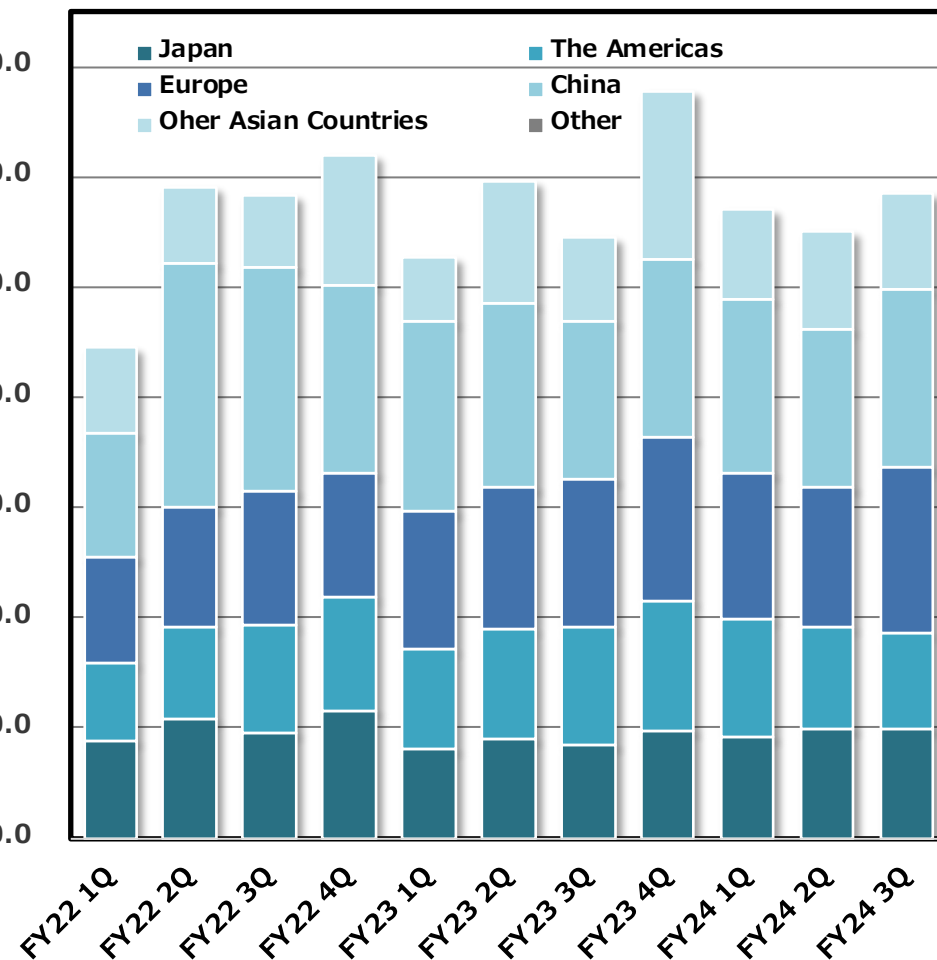
40.0

30.0

20.0

10.0

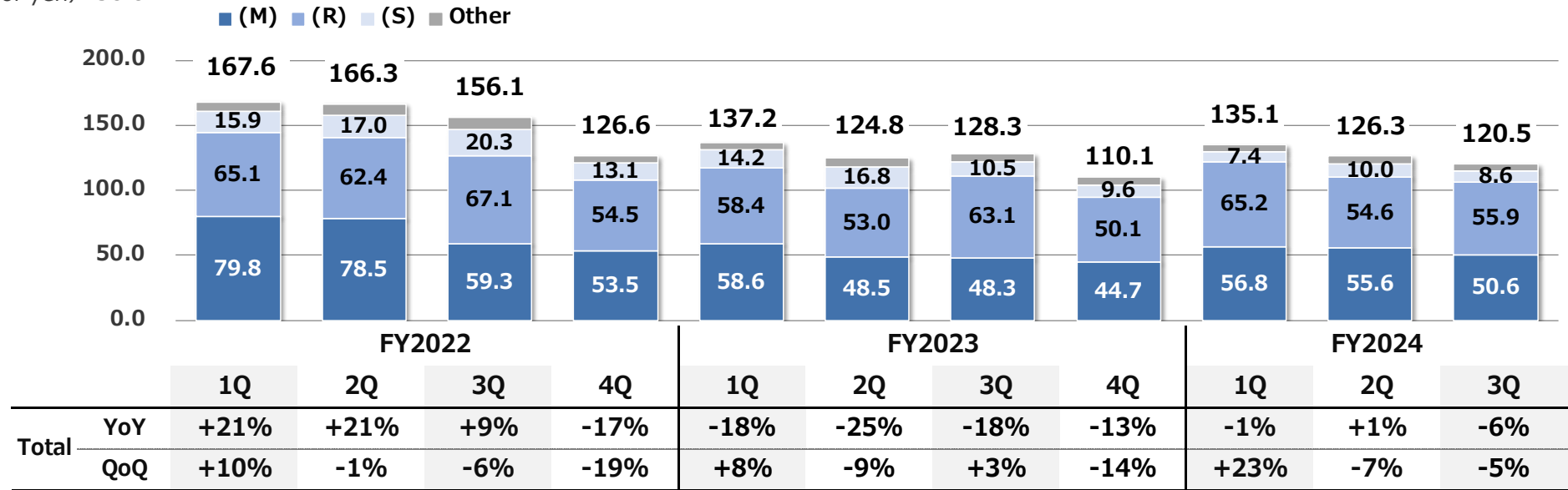
0.0



Note: FY22 figures are before segment classification revision.

Quarterly Order Trends by Business Segment *Average forex rates during period used

(Billions of yen) 250.0



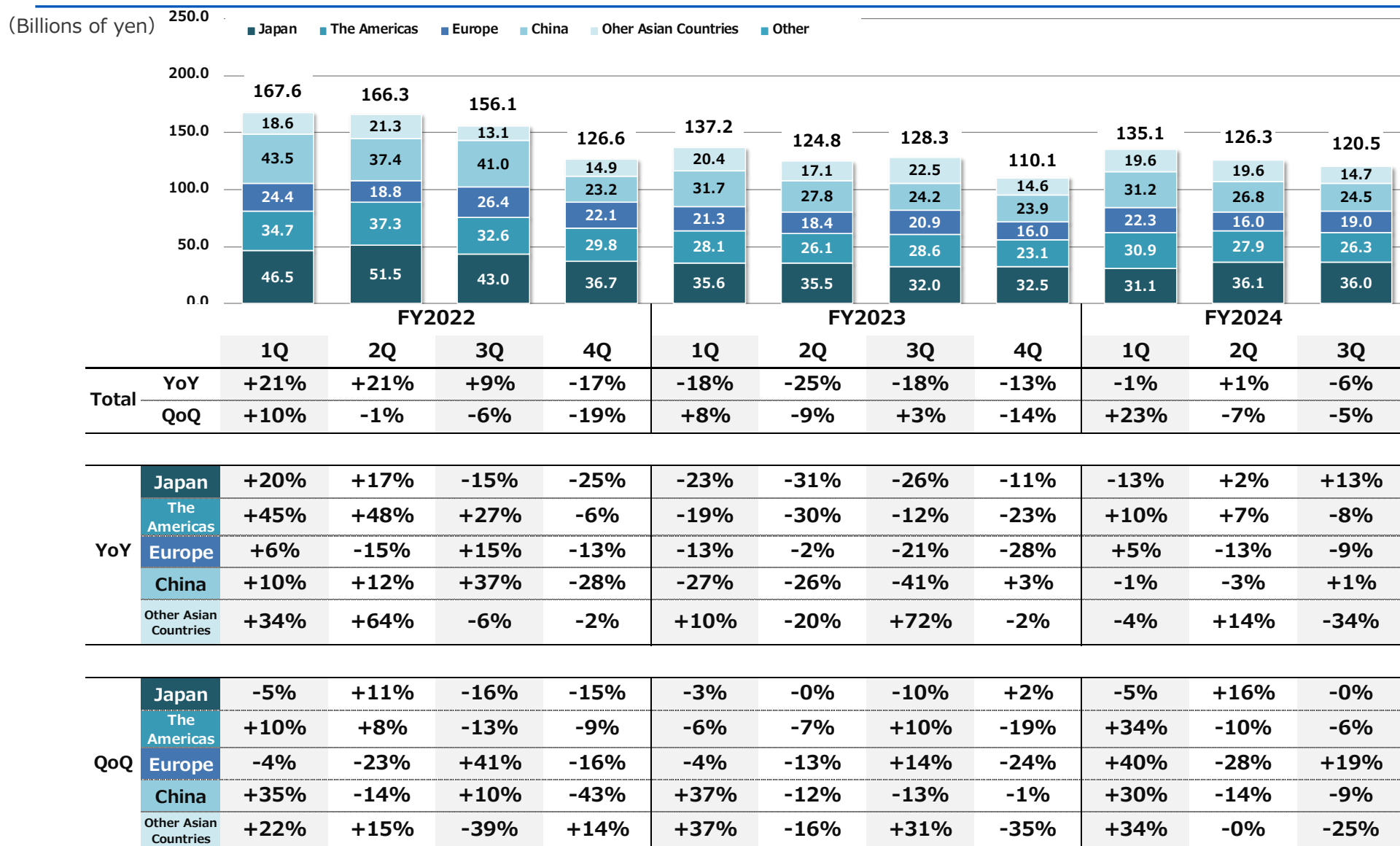
YoY	(M)	+7%	+10%	-21%	-28%	-27%	-38%	-19%	-16%	-3%	+15%	+5%
	(R)	+33%	+34%	+42%	-9%	-10%	-15%	-6%	-8%	+12%	+3%	-11%
	(S)	+48%	+18%	+32%	-1%	-11%	-1%	-48%	-27%	-48%	-40%	-18%

QoQ	(M)	+7%	-2%	-24%	-10%	+9%	-17%	-0%	-7%	+27%	-2%	-9%
	(R)	+9%	-4%	+8%	-19%	+7%	-9%	+19%	-21%	+30%	-16%	+2%
	(S)	+20%	+7%	+19%	-35%	+8%	+19%	-37%	-9%	-23%	+36%	-14%

Forex rates	U.S. dollar	124.2	135.3	144.3	132.9	134.9	142.5	149.1	146.7	153.2	154.1	149.1
	Euro	134.3	139.3	143.9	142.0	146.1	155.7	159.3	159.4	165.5	167.6	162.1

Note1: (M) = Motion Control (R) = Robotics (S) = System Engineering Note2: FY22 figures are before segment classification revision.

Quarterly Order Trends by Location *Average forex rates during period used



Note: FY22 figures are before segment classification revision.

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