YASKAWA

FY2025 1st Half Financial Results
(Six Months Ended August 31, 2025)

YASKAWA ELECTRIC CORPORATION

Thank you for attending Yaskawa’s financial results briefing.

This is a summary of our financial results for the first half of FY2025.

Please go on to page 1.

Summary

➢ FY2025 1H Results

➔ **Revenue**･･･YoY:-0.5%

・Revenue was almost flat YoY and exceeded expectations as a result of steadily translating new orders into revenue.

➔ **Operating profit**･･･YoY:+1.8%

・Operating profit increased due to the improvement of added value and reduction of overhead costs in the Motion Control segment.

➔ **Profit before tax**･･･YoY:+3.2%

➔ **Profit attributable to owners of parent**･･･YoY:+2.2%

・Profit before tax and profit attributable to owners of parent increased due an increase in operating profit.

➔ **2Q Order** ･･･YoY:+6%, QoQ:+5%

・Order increased YoY and QoQ, mainly in System Engineering.

➢ FY2025 Full-Year Forecasts

➔ **Revenue: ¥515.0bn.→¥525.0bn., Operating profit ¥43.0bn.→ ¥48.0bn.**

・Although the situation remains uncertain due to U.S. tariff policies, we have revised our full-year forecasts, based on the first-half results and current market demand.

・The assumed average forex rates (from September 1, 2025 to February 28, 2026) remain unchanged from the previous plan.

・The dividend forecast for FY2025 remains unchanged from that announced on April 4. (Annual dividend of ¥68 per share)

This is the summary of the financial announcement made on October 3.

Please go on to page 5.

Contents

1. FY2025 1H Financial Results

- FY2025 1H Financial Results
- Business Segment Overview
- Revenue Breakdown by Business Segment
- Revenue Breakdown by Location
- Breakdown of Changes in Operating Profit
- Measures for FY2025 1H

2. FY2025 Full-Year Forecasts

- FY2025 Full-Year Financial Forecasts
- Breakdown of Changes in Operating Profit
- Measures for FY2025 2H

3. Reference

- Capital Expenditure, R&D Investment, Forex Rates and Sensitivity
- Financial Indices
- Revenue / Operating Profit
- Quarterly Sales Trends
- Quarterly Order Trends

< Skip >

Business Overview

Motion Control

【Core products】
- AC servo motors and controllers
- Linear servo motors
- AC drives
- PV inverters
- PM motors


New machine controller "MPX1000 series"


AC servo motor Σ-X series


YRM Controller "YRM1010"


Yaskawa AC drive GA700 series


PV inverter Enewell-SOL P3A 25kW

Robotics

【Core products】
- Industrial robots
  - Arc and spot-welding robots, painting robots
  - Handling robots
- Semiconductor wafer transfer robots
- Biomedical robots
- Collaborative robots
- Adaptive robots


MOTOMAN NEXT series


Collaborative robot MOTOMAN-HC30PL


7-axis arc-welding robot MOTOMAN-AR1440E

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, etc.

< Skip >

1. FY2025 1H Financial Results
(Six Months Ended August 31, 2025)

＜ Skip ＞

FY2025 1H Financial Results (Highlights)

- **Revenue was almost flat and exceeded expectations as a result of steadily translating new orders into revenue, compared to the corresponding period of previous fiscal year, in which order backlogs were normalized.**
- **Operating profit increased due to the improvement of added value and reduction of overhead costs in the Motion Control segment.**

	FY2025 1H Results	FY2024 1H Results	**Changes Amounts**	**%**
Revenue	**¥ 260.2bn.**	¥ 261.6bn.	**-¥ 1.4bn.**	**-0.5%**
Operating profit	**¥ 23.3bn.**	¥ 22.9bn.	**+¥ 0.4bn.**	**+1.8%**
Profit before tax	**¥ 25.2bn.**	¥ 24.4bn.	**+¥ 0.8bn.**	**+3.2%**
Profit attributable to owners of parent	**¥ 18.2bn.**	¥ 17.9bn.	**+¥ 0.4bn.**	**+2.2%**

This is the performance of our business in the first half of FY2025.

During the financial period under review, amid continued uncertainty due to geopolitical risks and U.S. tariff policies, demand in the global semiconductor market tended to focus on AI-related investment. On the other hand, demand for capital investment remained firm in the automotive markets in China and South Korea, as well as in the domestic electronic components market. Demand for automation in general industries also remained firm globally.

In this environment, in terms of our group's business results, revenue was almost flat and exceeded expectations as a result of steadily translating new orders into revenue, compared to the corresponding period of previous fiscal year, in which order backlogs were normalized.

Operating profit increased year on year due to the improvement of added value and reduction of overhead costs in the Motion Control segment.

As a result,
revenue decreased 0.5% year on year to 260.2 billion yen,
operating profit increased 1.8% to 23.3 billion yen,
profit before tax increased 3.2% to 25.2 billion yen, and
profit attributable to owners of parent increased 2.2% to 18.2 billion yen.

Now, please go on to page 6.

FY2025 1H Financial Results by Business Segment

- **In Motion Control, although revenue decreased compared to the corresponding period of previous fiscal year, when the order backlog was normalized, operating profit increased due to efforts to improve added value and control overhead costs.**
- **Robotics saw increased revenue supported by robust capital investment demand in the Chinese and Asian automotive markets, but profits declined slightly due to the impact of a temporary mix of sales projects in the period under review.**
- **In System Engineering, revenue and operating profit increased due to an increase in sales of steel plant-related products.**

(Billions of yen)		FY2025 1H		FY2024 1H		Changes	
		Results	Profit ratio	Results	Profit ratio	Amounts	%
Revenue		260.2		261.6		-1.4	-0.5%
	Motion Control	112.8		119.4		-6.6	-5.5%
	Robotics	119.2		112.1		+7.1	+6.4%
	System Engineering	18.7		18.6		+0.1	+0.5%
	Other	9.5		11.5		-2.0	-17.4%
Operating profit		23.3	9.0%	22.9	8.8%	+0.4	+1.8%
	Motion Control	12.0	10.7%	11.0	9.2%	+1.0	+9.2%
	Robotics	10.5	8.8%	10.6	9.5%	-0.1	-0.5%
	System Engineering	1.9	10.4%	1.9	10.1%	+0.1	+3.7%
	Other	0.9	9.9%	0.8	7.3%	+0.1	+12.5%
	Elimination or Corporate	-2.1	-	-1.4	-	-0.7	-

This is the performance of each business segment.

In Motion Control, although revenue decreased compared to the corresponding period of previous fiscal year, when the order backlog was normalized, operating profit increased due to efforts to improve added value and control overhead costs.

Robotics saw increased revenue supported by robust capital investment demand, but profits declined slightly due to the impact of a temporary mix of sales projects in the period under review.

In System Engineering, revenue and operating profit increased due to an increase in sales of steel plant-related products.

“The effects of forex rates on revenue” were -8.1 billion yen for the entire company.

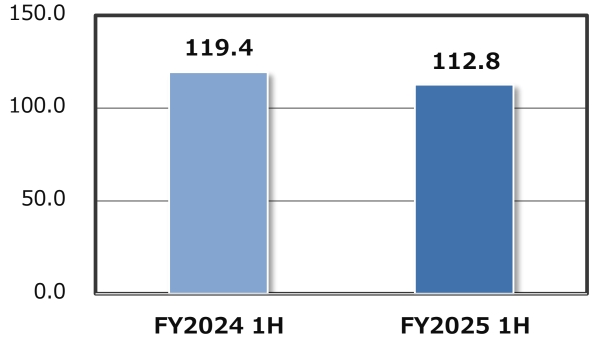
The breakdown is below:
 -3.9 billion yen for Motion Control,
 -4.1 billion yen for Robotics,
 -0.1 billion yen for System Engineering,
 -0.1 billion yen for Other.

Next page will be the details of each segment.

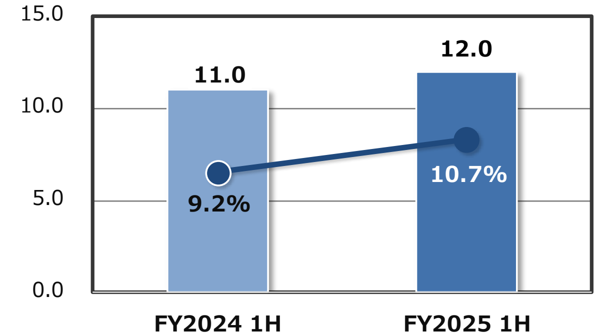
Please go on to page 7.

Business Segment Overview: Motion Control

Revenue (Billions of yen)



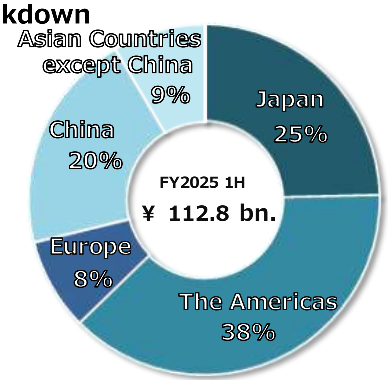
Operating profit (Billions of yen)
Operating profit ratio (%)



[Revenue]
- In AC servo & controller business, despite a decrease in sales to the semiconductor market in the Americas and Asia, revenue increased slightly due to a large increase in sales to the electronic components market in Japan.
- In Drives business, in the U.S., sales of PV inverters and air conditioning applications remained firm, but revenue decreased due to a decrease in sales for oil and gas applications.

[Operating Profit]
- Operating profit increased due to further efforts to improve added value and control overhead costs.

Revenue breakdown by region



This is the business performance of Motion Control segment.

Revenue decreased 5.5% year on year to 112.8 billion yen, and operating profit increased 9.2% to 12.0 billion yen.

In the first half of FY2025, the percentage of AC servo and Drives in Motion Control revenue was 50% in AC servo and 50% in Drives.

In AC servo, despite a decrease in sales to the semiconductor market in the Americas and Asia, revenue increased slightly due to a large increase in sales mainly to the electronic components market in Japan.

In Drives, in the U.S., sales of PV inverters and air conditioning applications remained firm, but revenue decreased due to a decrease in sales for oil and gas applications.

As a result, overall revenue of Motion Control decreased year on year.

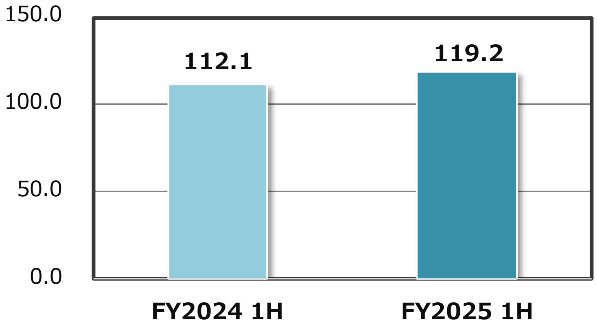
In terms of profits, operating profit increased due to further efforts to improve added value and control overhead costs and operating margin improved by 1.5 points to 10.7% year on year.

For your reference, here is the regional revenue ratio for the first half of FY2025.
AC servo :
  Japan 30%, the Americas 26%, Europe 9%, China 27%,
  and Asian countries except China 8%
Drives :
  Japan 19%, the Americas 50%, Europe 8%, China 14%,
  and Asian countries except China 9%

Now, please go on to page 8.

Business Segment Overview: Robotics

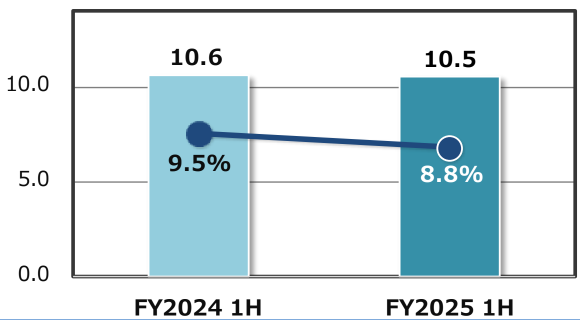
Revenue (Billions of yen)



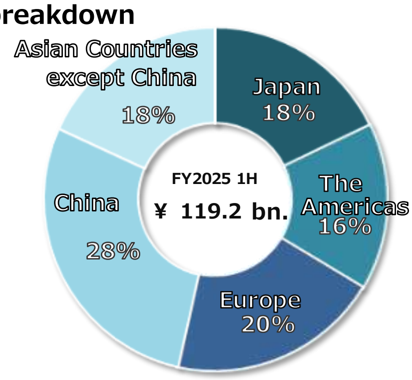
[Revenue]
- Despite the impact of revised capital investment plans in the automotive market in Japan and the Americas, revenue increased, supported by firm demand in China and Asia.

[Operating Profit]
- Operating profit decreased slightly due to the impact of a temporary mix of sales projects in the first half of the fiscal year under review.

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



Revenue breakdown by region



This is the business performance of Robotics segment.

Revenue increased 6.4% year on year to 119.2 billion yen and operating profit decreased 0.5% to 10.5 billion yen.

In the automotive market, despite the impact of revised capital investment plans in Japan and the Americas, revenue increased year on year, supported by firm demand in China and Asia.

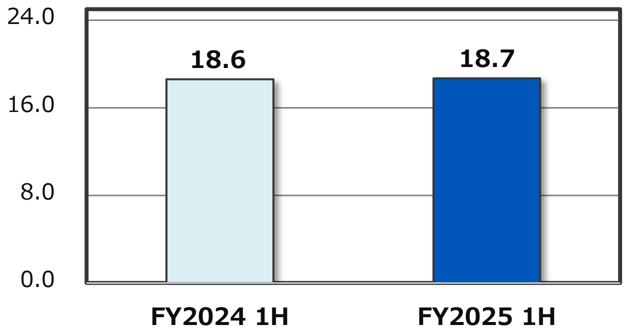
Operating profit decreased slightly due to the impact of a temporary mix of sales projects in the first half of the fiscal year under review and operating margin was 8.8%.

The revenue of Robotics reached a record high for the first half of the fiscal year.

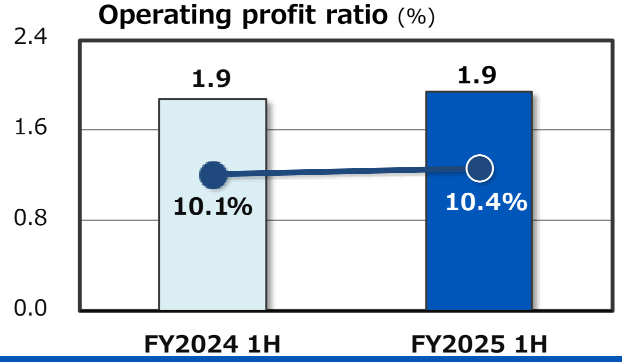
Please go on to page 9.

Business Segment Overview: System Engineering

Revenue (Billions of yen)



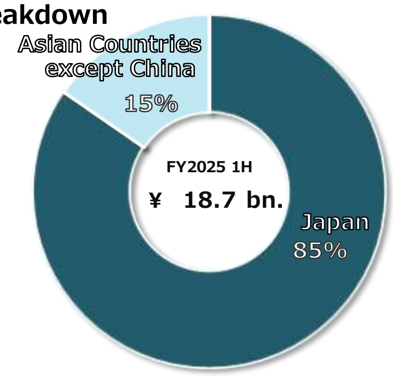
Operating profit (Billions of yen)
Operating profit ratio (%)



[Revenue]
- Although sales of electrical instrumentation systems for water supply plants and sewage treatment facilities and port cranes decreased, sales related to steel plants increased, resulting in a slight increase in revenue.

[Operating Profit]
- Operating margin improved due to improved profitability from increased sales related to steel plants and increased profits resulting from an increase in revenue.

Revenue breakdown by region



This is the business performance of System Engineering segment.

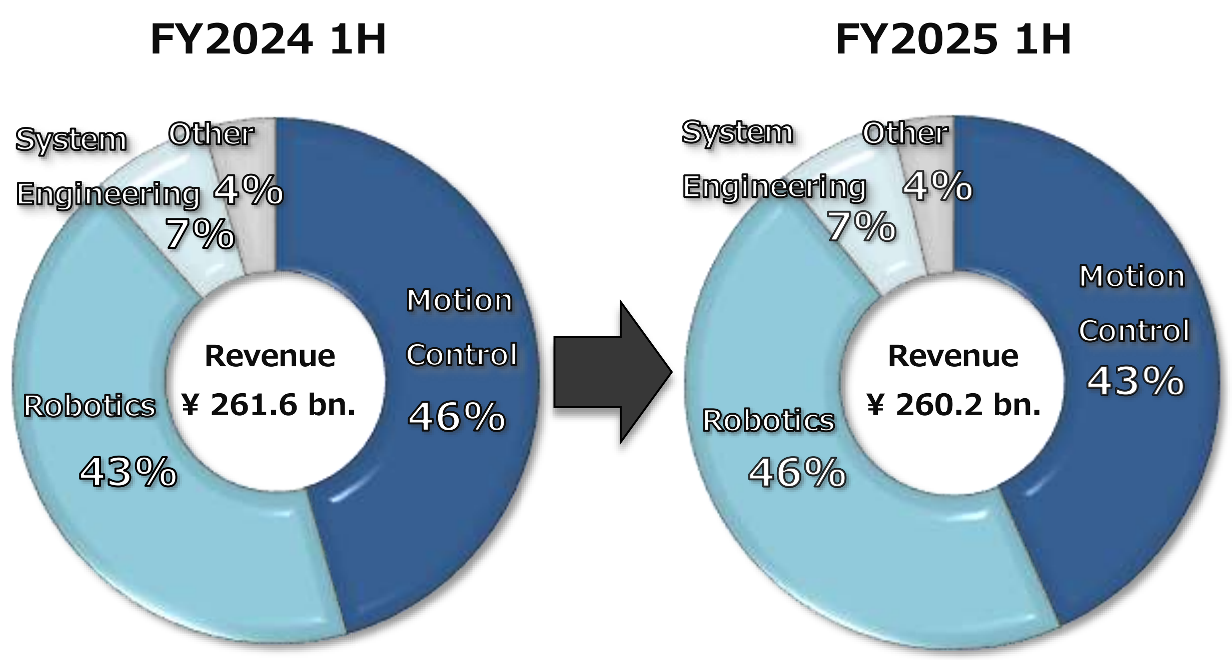
Revenue increased 0.5% year on year to 18.7 billion yen.
Operating profit increased 3.7% to 1.9 billion yen.

Although sales of electrical instrumentation systems for water supply plants and sewage treatment facilities and port cranes decreased, sales related to steel plants increased, resulting in a slight year on year increase in revenue.

In terms of profit, the operating margin improved to 10.4% due to improved profitability from increased sales related to steel plants and increased profits resulting from an increase in revenue.

Please go on to page 10.

Revenue Breakdown by Business Segment



This is revenue breakdown by business segment.

Motion Control decreased by 3 points, while Robotics increased by 3 points year on year.

As a result, revenue ratio of Robotics exceeded that of Motion Control for the first time, reaching 46%, and the ratio of Motion Control was 43%.

System Engineering remains unchanged at 7% .

Please go on to page 11.

Revenue Breakdown by Location (1)

・Revenue increased in Japan, China, and Asian countries except China, while it decreased in the Americas and Europe. As a result, overall revenue was almost flat.

(Billions of yen)	FY2025 1H Results	FY2024 1H Results	Changes	
			Amounts	%
Revenue	**260.2**	261.6	**-1.4**	**-0.5%**
Japan	**73.0**	71.5	**+1.6**	**+2.2%**
Overseas	**187.2**	190.1	**-3.0**	**-1.6%**
The Americas	**61.9**	65.9	**-4.0**	**-6.0%**
Europe	**33.2**	34.8	**-1.6**	**-4.5%**
China	**57.9**	56.4	**+1.5**	**+2.6%**
Asian Countries except China	**34.1**	33.0	**+1.1**	**+3.4%**

Note: Europe includes Middle East and Africa.

This is revenue breakdown by location.

Revenue increased in Japan, China, and Asian countries except China, while it decreased in the Americas and Europe.

In Japan, demand for China in the electronic components market materialized, and demand for steel plant-related products remained strong as planned.

In the Americas, in addition to the semiconductor and automotive markets, the oil and gas related market, which was affected by the decline in crude oil prices, remained sluggish as investment plans were revised amid continued uncertainty in capital expenditure trends. On the other hand, demand for air conditioning related products, including those for data centers, remained strong.

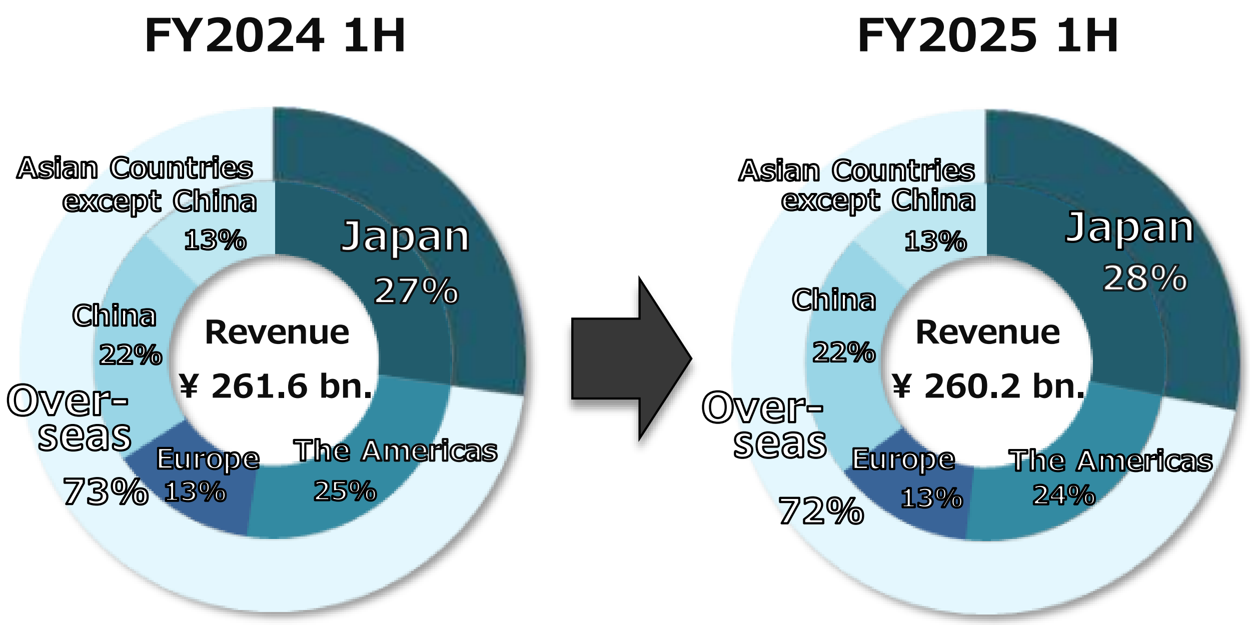
In Europe, although potential demand exists in the automobile market due to the economic recovery, capital investment remained sluggish.

In China, demand for capital investment in the automobile market remained firm, and demand for automation in the general industry also remained steady. In addition, investment momentum for global expansion in the manufacturing industry in general has been growing, and demand remained firm.

In Asian countries except China, while semiconductor-related demand was slow to recover, automotive-related demand remained firm in South Korea. In addition, demand for automation in the general industry remained firm in India.

Please go on to page 12.

Revenue Breakdown by Location (2)



Note：Europe includes Middle East and Africa.

This is revenue breakdown by location.

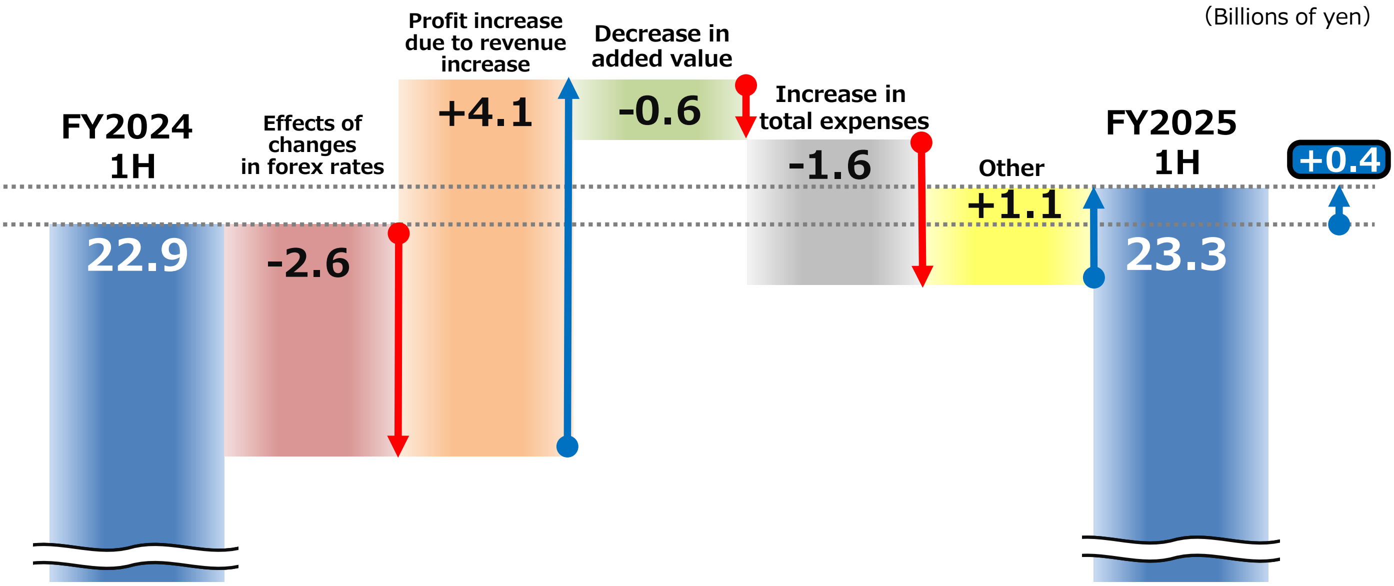
The ratio of Japan increased by 1 point to 28% and that of overseas decreased by 1 point to 72%.

In terms of the breakdown of regional revenue ratio, the Americas decreased by 1 point, while other regions, such as Europe, China, and Asian countries expect China remained flat.

Please go on to page 13.

Breakdown of Changes in Operating Profit (FY2024 1H → FY2025 1H)

(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	- 1.2	- 1.5	+ 2.6	+ 0.7	+ 0.4
Robotics	- 1.4	+ 5.7	- 3.4	- 1.3	+ 0.3
System Engineering	- 0.0	+0.1	+ 0.1	- 0.2	- 0.0
Other	- 0.0	- 0.2	+ 0.0	- 0.8	+ 0.4

This is the breakdown of changes in operating profit.

Operating profit in the first half of FY2025 increased 0.4 billion yen to 23.3 billion yen from 22.9 billion yen in the same period of the previous fiscal year.

The effects of changes in forex rates were -2.6 billion yen as yen appreciated against all major currencies.

The profit increase due to revenue increase was +4.1 billion yen as a whole.
Although Motion Control declined, increased sales volume of Robotics offset the drop.

The decrease in added value was -0.6 billion yen. Although tariff costs of 0.9 billion yen were incurred, most of them were offset by the price pass-through, resulting in a negative impact of 0.1 billion yen. Additionally, in-house production had a positive impact of 0.4 billion yen, while inventory valuation losses had a negative impact of 0.3 billion yen.

The impact of the increase in total expenses was -1.6 billion yen.
The positive impact came from restructuring efforts in Europe and the revision of bonuses. However, increased labor costs due to increase of wages and higher investment costs such as information processing expenses had a negative impact.

Lastly, the impact of “Other" was +1.1 billion yen.
In addition to a one-time gain due to the partial relocation of a subsidiary in China, there were also subsidy revenues in China.

Please go on to page 14.

Measures for FY2025 1H

Creating Value through i^3-Mechatronics Solutions

Development capabilities

- Acquired 100% of the shares of Tokyo Robotics Inc. to leverage expertise in the humanoid robot field for product development. (July 1, 2025)


A plant in the new campus in the U.S.

Production capabilities

- Announced the construction of the new campus in the U.S. which includes headquarters, R&D center, and manufacturing facilities for industrial robots (June 16, 2025)
- Completed construction of Robot Plant No.5, enabling integrated production of AC servos and robots. (July 8, 2025)

Sales capabilities

- Expanded sales of AC drives that contribute to the miniaturization and efficiency improvement of CDUs* for data center cooling systems


“Maholo”, a dual-arm robot designed and marketed for biomedical applications

Contributing to Realizing a Sustainable Society through Business Expansion of Mechatronics Applications

- Concluded an agreement to establish a joint venture for the manufacture of cell therapy products with Astellas Pharma Inc. by utilizing “Maholo”, a dual-arm robot designed and marketed for biomedical applications (March 5, 2025)

*Abbreviation for Coolant Distribution Unit

YASKAWA

This is measures taken in FY2025 1H.

In terms of our development capabilities, as we continue to expand the field of AI robotics, we have acquired 100% of the shares of Tokyo Robotics Inc., with a view to developing actuators for humanoid robots.

In terms of our production capabilities, in June of this year, we announced the construction of the new campus in the U.S. which includes headquarters, R&D center, and manufacturing facilities for robots. Within the new campus, we have already begun AC drive production, significantly enhancing our operational capabilities in the U.S..

In addition, in our headquarters area in Kitakyushu, the construction of Robot Plant No.5 which enables integrated production of AC servos and robots was completed in July.

In terms of our sales capabilities, we are promoting the expansion of AC drive sales for data center cooling systems.

In terms of business expansion of mechatronics applications, we concluded an agreement with Astellas Pharma Inc. to establish a joint venture.
This will accelerate the deployment of solutions utilizing our “Maholo”, a dual-arm robot designed and marketed for biomedical applications for the manufacturing of cell therapy products.

Please go on to page 16.

YASKAWA

2. FY2025 Full-Year Forecasts

(Year Ending February 28, 2026)

< Skip >

FY2025 Full-Year Financial Forecasts (Highlights)

- **Although the situation remains uncertain due to the impact of U.S. tariff policies and others, we have revised our full-year forecasts announced on July 4, 2025, based on the first-half results and current market demand.**

	FY2025 Forecasts	FY2024 Results	**Changes Amounts**	**Changes %**	FY2025 Previous forecasts*
Revenue	**¥ 525.0bn.**	¥ 537.7bn.	**-¥ 12.7bn.**	**-2.4%**	¥ 515.0bn.
Operating profit	**¥ 48.0bn.**	¥ 50.2bn.	**-¥ 2.2bn.**	**-4.3%**	¥ 43.0bn.
Profit before tax	**¥ 50.5bn.**	¥ 78.5bn.	**-¥ 28.0bn.**	**-35.6%**	¥ 45.5bn.
Profit attributable to owners of parent	**¥ 37.0bn.**	¥ 57.0bn.	**-¥ 20.0bn.**	**-35.1%**	¥ 33.0bn.

*Announced on July 4, 2025

This is the full-year financial forecast for FY2025.

Although the situation remains uncertain due to the impact of U.S. tariff policies and others, we have revised our full-year forecasts announced on July 4, 2025, based on the first-half results and current market demand.

Revenue is revised from 515.0 billion yen to 525.0 billion yen,
Operating profit is revised from 43.0 billion yen to 48.0 billion yen,
Profit before tax is revised from 45.5 billion yen to 50.5 billion yen,
Profit attributable to owners of parent is revised from 33.0 billion yen to 37.0 billion yen.

Regarding the direct cost increase impact from U.S. tariff policies, we had previously estimated a full-year negative impact of 6.5 billion yen. However, after reviewing the situation due to changes in tax rates, we now estimate the negative impact to be 3.4 billion yen.
We plan to offset this negative impact by price pass-through using surcharges.

As for the additional tariffs on steel and aluminum products, we are currently assessing the extent of the impact. In any case, we intend to address the additional costs arising from these tariffs through surcharges.

The average forex rates of the second half of FY2025 are unchanged from the assumptions announced on April 4, 2025 as follows.

1USD = 145 JPY,
1EUR = 160 JPY,
1CNY = 20 JPY,
1KRW = 0.11 JPY.

Please go on to page 17.

FY2025 Full-Year Financial Forecasts by Business Segment

(Billions of yen)	FY2025 Forecasts	FY2025 Profit ratio	FY2024 Results	FY2024 Profit ratio	Changes Amounts	Changes %	FY2025 Previous forecasts*	FY2025 Profit ratio
Revenue	**525.0**		537.7		**-12.7**	**-2.4%**	515.0	
Motion Control	**231.6**		238.8		**-7.2**	**-3.0%**	226.5	
Robotics	**236.1**		237.4		**-1.3**	**-0.6%**	232.7	
System Engineering	**38.6**		38.4		**+0.2**	**+0.6%**	37.1	
Other	**18.7**		23.2		**-4.5**	**-19.3%**	18.7	
Operating profit	**48.0**	**9.1%**	50.2	9.3%	**-2.2**	**-4.3%**	43.0	8.3%
Motion Control	**25.5**	**11.0%**	23.0	9.6%	**+2.5**	**+10.8%**	21.4	9.5%
Robotics	**21.7**	**9.2%**	23.8	10.0%	**-2.0**	**-8.5%**	21.3	9.2%
System Engineering	**4.0**	**10.5%**	4.6	12.0%	**-0.6**	**-12.1%**	4.0	10.8%
Other	**1.7**	**9.0%**	1.6	6.9%	**+0.1**	**+5.3%**	1.0	5.3%
Elimination or Corporate	**-4.9**	**-**	-2.8	-	**-2.1**	**-**	-4.8	-

*Announced on July 4, 2025

This is the full-year financial forecast of each business segment.

In Motion Control, the forecast for revenue is revised from 226.5 billion yen to 231.6 billion yen and operating profit is revised from 21.4 billion yen to 25.5 billion yen.

In Robotics, the forecast for revenue is revised from 232.7 billion yen to 236.1 billion yen and operating profit is revised from 21.3 billion yen to 21.7 billion yen.

In System Engineering, the forecast for revenue is revised from 37.1 billion yen to 38.6 billion yen.

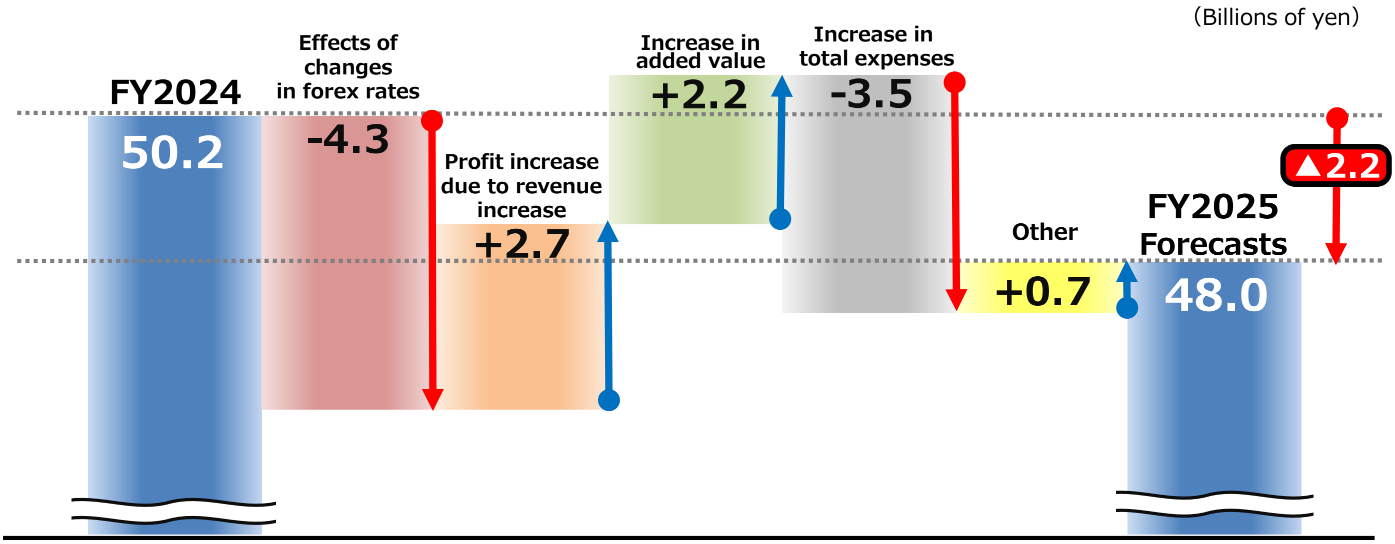
Operating profit for System Engineering is assumed to be 4.0 billion yen which remain unchanged from the previous forecast.

“The effects of forex rates on revenue” are assumed to be -14.7 billion yen for the entire company.

The breakdown is below:
- -7.4 billion yen for Motion Control,
- -7.0 billion yen for Robotics,
- -0.2 billion yen for System Engineering,
- -0.1 billion yen for Other.

Please go on to page 18.

Breakdown of Changes in Operating Profit (FY2024 → FY2025 Forecasts)



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	- 2.2	+ 0.1	+ 4.3	- 0.1	+ 0.3
Robotics	- 2.1	+ 2.8	- 1.6	- 1.1	+ 0.0
System Engineering	- 0.0	+ 0.2	- 0.5	- 0.2	+ 0.0
Other	- 0.0	- 0.4	+ 0.0	- 2.0	+ 0.4

This is the breakdown of changes in operating profit for the full-year financial forecast.

Operating profit in FY2025 is planned to decrease 2.2 billion yen to 48.0 billion yen from 50.2 billion yen in the previous fiscal year.

The effects of changes in forex rates will be -4.3 billion yen due to the continued effect of strong yen.

Operating profit increasing due to revenue increase will be +2.7 billion yen mainly due to Robotics.

The increase in added value will be +2.2 billion yen. The effects of switching to new products in Motion Control will have a positive impact of 0.4 billion yen and in-house production of parts in Motion Control and Robotics will also have a positive impact of 0.6 billion yen, as well as the effect of eliminating inventory valuation losses incurred in the previous fiscal year will have a +2.1 billion yen impact.

The impact of increase in total expenses will be -3.5 billion yen.
In addition to the effects of restructuring, we are thoroughly controlling activity costs, while also factoring in increases in labor costs due to the increase of wages and higher investment costs such as information processing expenses.

The impact of "Other" will be +0.7 billion yen.
While the impact of eliminating costs related to business restructuring in Europe in the previous fiscal year is positive, the negative impact of restructuring costs in China and the absence of land sale gains recorded in the previous fiscal year are included.

Please go on to page 19.

Measures for FY2025 2H

➢ Creating Value through i^3-Mechatronics Solutions


Exterior view of Robot Plant No.5

➔Development capabilities

- Accelerating horizontal deployment of installation cases of “MOTOMAN NEXT”
- Advancing development of actuators suitable for humanoid robots

➔Production capabilities

- Accelerating preparations for full-scale operation (Scheduled for March 2026) of Robot Plant No.5, including distributed cell production and the application of “MOTOMAN NEXT”

➔Sales capabilities

- Promotion of the expansion of AI robotics field through International Robot Exhibition (December 2025)
- Sales expansion of AC drives by capturing infrastructure development demand in the Indian market
- Expansion of orders for AC servos and robots in the middle-end process market of semiconductor, including AI chips

➢ Contributing to Realizing a Sustainable Society through Business Expansion of Mechatronics Applications

- Commercialization of cucumber leaf-removing and harvesting robots and accelerating development toward commercialization of strawberry sorting robots utilizing “MOTOMAN NEXT”
- In the field of cell therapy, establishing a platform business to standardize manual operations through collaboration with Astellas Pharma Inc.


Cucumber leaf-removing and harvesting robot currently operating at Yume Farm ZEN-NOH SAGA

This is measures taken in FY2025 2H.

In terms of our development capabilities, we will expand the installation cases of “MOTOMAN NEXT” and accelerate its horizontal deployment.
Additionally, leveraging the expertise of Tokyo Robotics Inc., we will advance the development of new actuators.

In terms of our production capabilities, toward the full-scale operation of Robot Plant No.5, we are promoting the installation of distributed cells and “MOTOMAN NEXT” to production sites.

In terms of our sales capabilities, we will utilize International Robot Exhibition in December to promote our expansion into the AI robotics field.

Additionally, in the Indian market, we will work to expand AC drive sales in response to growing infrastructure demand, while also strengthening our approach to the middle-end process market of semiconductor, including AI chips, to increase orders for AC servos and robots.

In terms of business expansion of mechatronics applications, utilizing “MOTOMAN NEXT,” we are advancing the commercialization of robots for cucumber leaf-removing and harvesting, as well as strawberry sorting.

Also, in the field of cell therapy, together with Astellas Pharma Inc., we will accelerate the launch of a platform business aimed at standardizing manual operations.

3. Reference

＜ Skip ＞

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

Capital expenditure, R&D investment

(Billions of yen)

	FY2023 (Results)	FY2024 (Results)	FY2025 (Plan)
Capital expenditure	37.86	40.67	55.00
Depreciation and Amortization	20.80	20.80	22.00
R&D investment	21.25	23.77	25.00

Forex rates

Note: Average rate during the period

(yen)

	FY2023 (Results)			FY2024 (Results)			FY2025 (Forcasts)		
	1H	2H	Full-Year	1H	2H	Full-Year	1H (Results)	2H	Full-Year
USD	138.8	147.9	143.2	153.7	151.6	152.7	146.2	145.0	145.6
EUR	151.0	159.3	155.1	166.6	161.3	164.0	166.0	160.0	163.0
CNY	19.61	20.44	20.02	21.23	21.01	21.12	20.26	20.00	20.13
KRW	0.106	0.112	0.109	0.113	0.108	0.111	0.104	0.110	0.107

Forex sensitivity

(Billions of yen)

	Impact of 1% fluctuation (FY2025 Full-Year)	
	Revenue	Operating profit
USD	1.27	0.31
EUR	0.65	0.10
CNY	1.12	0.30
KRW	0.39	0.13

< Skip >

Financial Indices

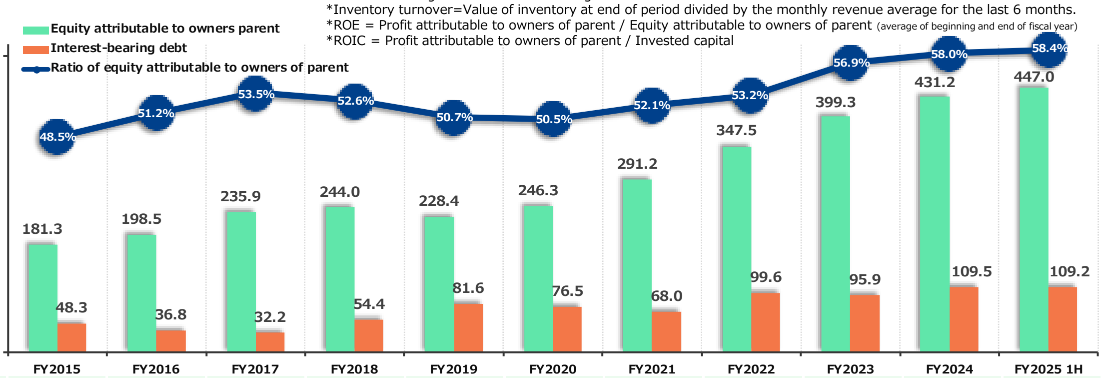
As of February 28, 2025

- Ratio of equity attributable to owners of parent: 58.0%
- Equity attributable to owners of parent: 431.2 billion yen
- Interest-bearing debt: 109.5 billion yen
  (Cash and cash equivalents): 59.0 billion yen
- D/E ratio: 0.25
  (Net D/E ratio): 0.12
- Inventory: 206.3 billion yen
  (Turnover): (4.5 months)
- ROE: 13.7%
- ROIC: 12.2%

As of August 31, 2025

- Ratio of equity attributable to owners of parent: 58.4%
- Equity attributable to owners of parent: 447.0 billion yen
- Interest-bearing debt: 109.2 billion yen
  (Cash and cash equivalents): 48.3 billion yen
- D/E ratio: 0.24
  (Net D/E ratio): 0.14
- Inventory: 213.3 billion yen
  (Turnover): (4.9 months)

*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 / Equity attributable to owners of parent (average of beginning and end of fiscal year)
*ROIC = Profit attributable to owners of parent / Invested capital



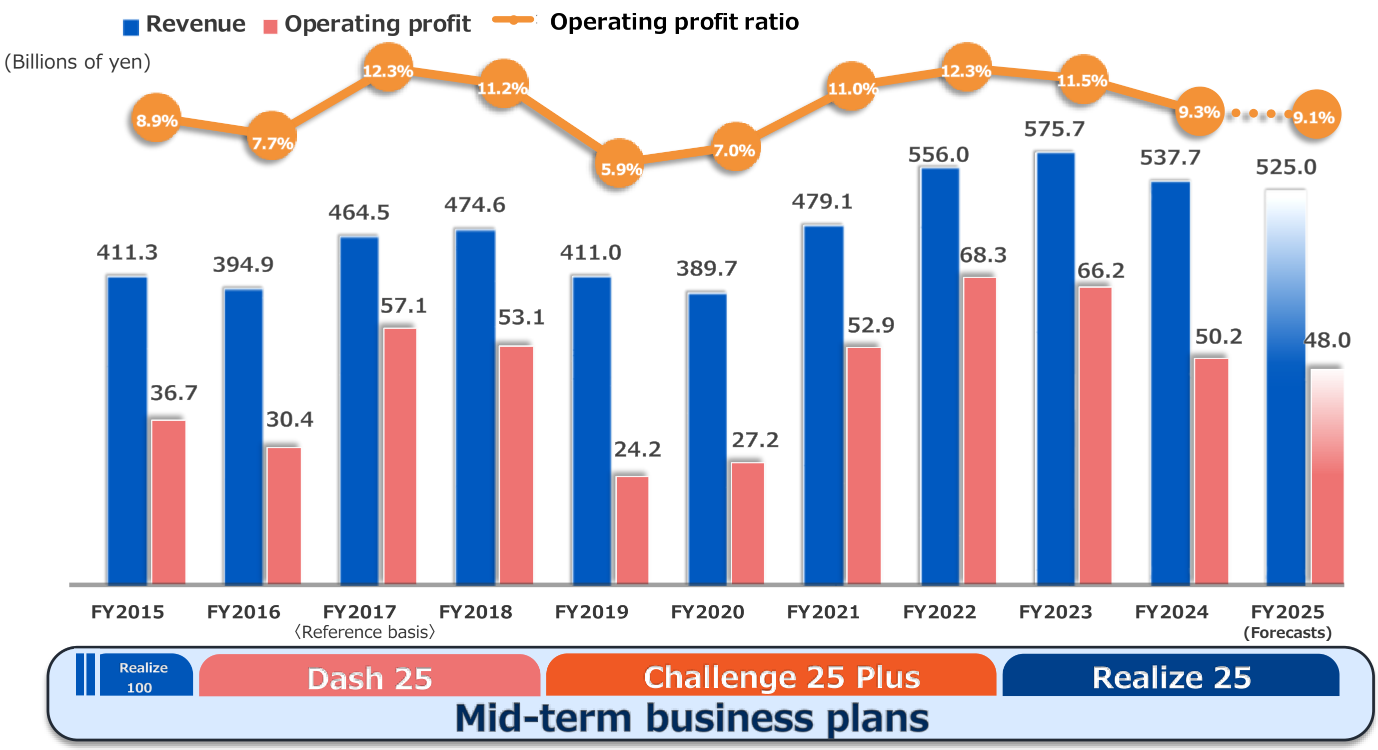
(Billions of yen)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 1H
Operating CF	32.0	33.8	46.1	34.3	21.5	39.6	49.2	-2.2	54.6	56.5	15.8
Investment CF	-22.4	-18.9	-18.9	-27.1	-20.6	-9.6	-24.2	-19.7	-29.3	-21.3	-15.6
Free CF	**9.5**	**14.8**	**27.2**	**7.2**	**0.8**	**30**	**25.1**	**-21.9**	**25.3**	**35.2**	**0.2**

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

< Skip >

Revenue / Operating Profit (FY2015 – FY2025 Forecasts)

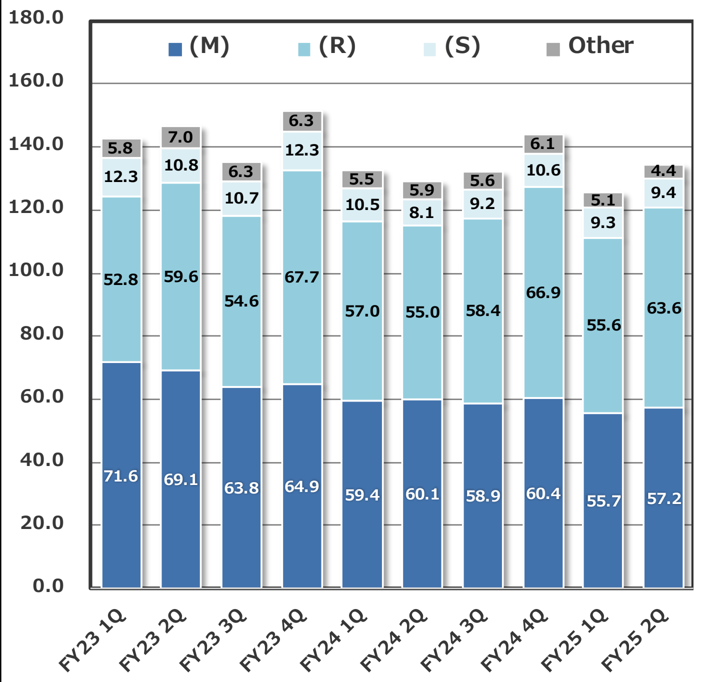


Note1: Data up to FY2017 are based on Japanese GAAP.
Note2: The data for FY2017 are made on a reference basis. (March 21, 2017 – March 20, 2018)

< Skip >

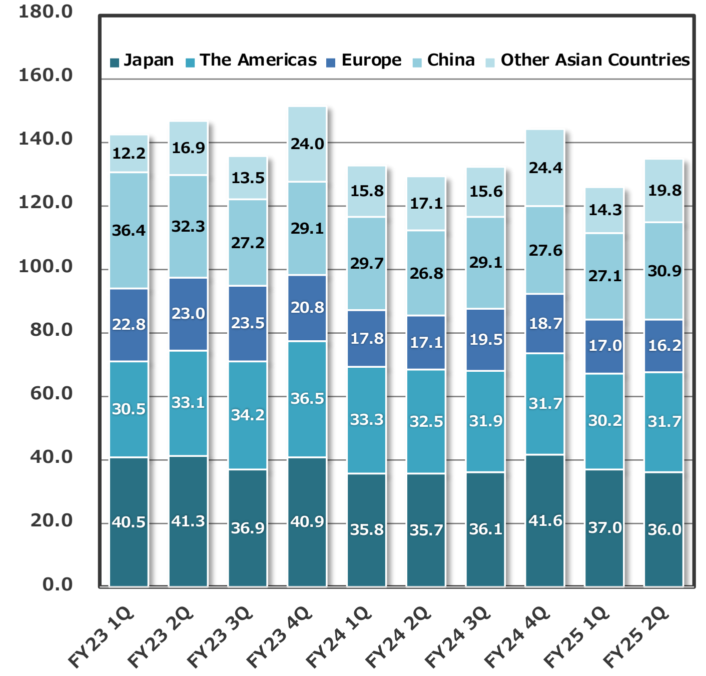
Quarterly Revenue Trends (1)

Business segment



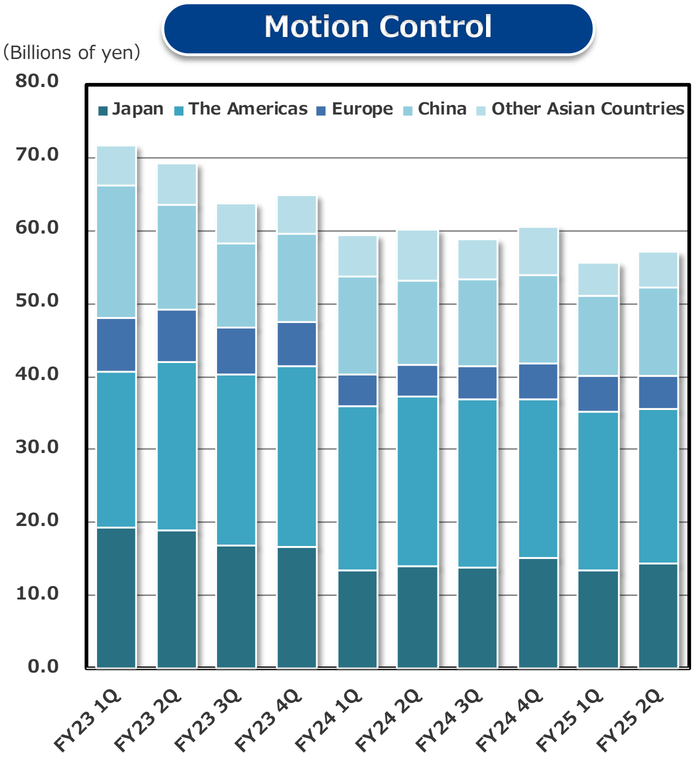
Note: (M) =Motion Control (R) =Robotics (S) =System Engineering

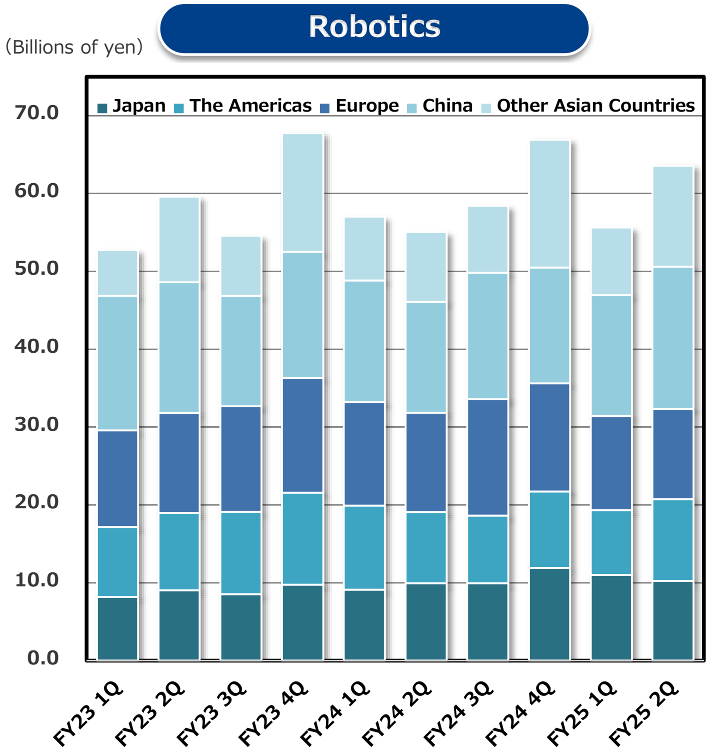
Location



< Skip >

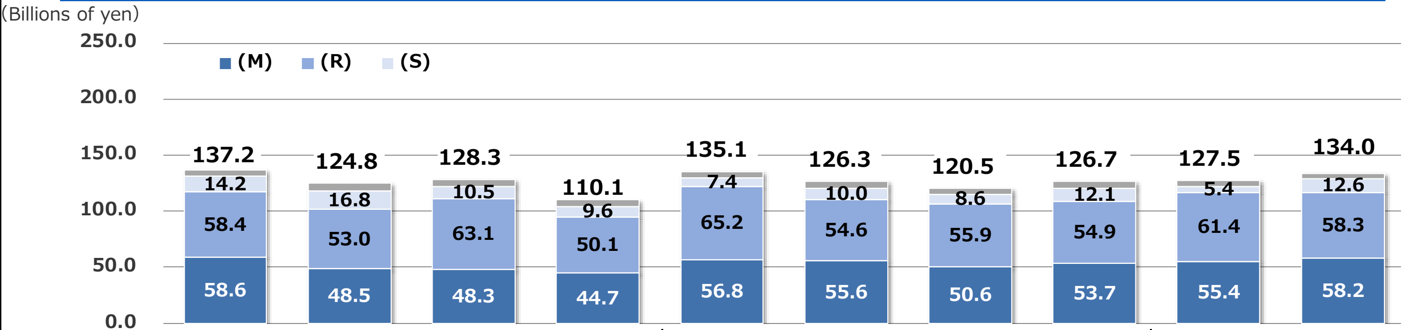
Quarterly Revenue Trends (2)





< Skip >

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



		FY2023				FY2024				FY2025	
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
Total	YoY	-18%	-25%	-18%	-13%	-1%	+1%	-6%	+15%	-6%	+6%
	QoQ	+8%	-9%	+3%	-14%	+23%	-7%	-5%	+5%	+1%	+5%
YoY	(M)	-27%	-38%	-19%	-16%	-3%	+15%	+5%	+20%	-2%	+5%
	(R)	-10%	-15%	-6%	-8%	+12%	+3%	-11%	+10%	-6%	+7%
	(S)	-11%	-1%	-48%	-27%	-48%	-40%	-18%	+26%	-27%	+25%
QoQ	(M)	+9%	-17%	-0%	-7%	+27%	-2%	-9%	+6%	+3%	+5%
	(R)	+7%	-9%	+19%	-21%	+30%	-16%	+2%	-2%	+12%	-5%
	(S)	+8%	+19%	-37%	-9%	-23%	+36%	-14%	+41%	-55%	+132%
Forex rates	U.S. dollar	134.9	142.5	149.1	146.7	153.2	154.1	149.1	154.1	146.2	146.3
	Euro	146.1	155.7	159.3	159.4	165.5	167.6	162.1	160.6	162.0	169.9

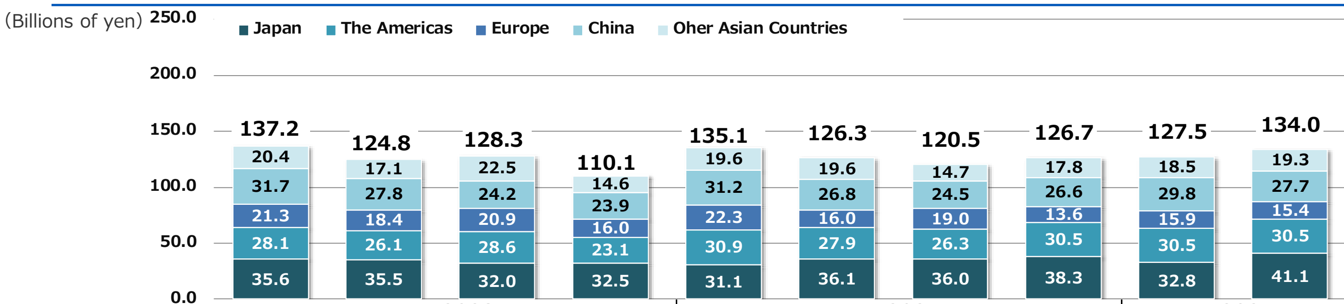
Note: (M) =Motion Control (R) =Robotics (S) =System Engineering

Here are the regional and by-segment rates of changes in the groupwide quarterly orders in 2Q FY2025.

・AC servo
YoY: -2% overall
Breakdown: Japan +39%, the Americas -37%, Europe +17%, China +3%, and Asian countries except China -27%
QoQ: +2% overall
Breakdown: Japan +18%, the Americas -18%, Europe -6%, China -4%, and Asian countries except China +32%
・Drives
YoY: +13% overall
Breakdown: Japan +19%, the Americas +49%, Europe +17%, China -36%, and Asian countries except China -25%
QoQ: +9% overall
Breakdown: Japan +10%, the Americas +19%, Europe -32%, China -8%, and Asian countries except China +17%
・Robotics
YoY: +7% overall
Breakdown: Japan -6%, the Americas +9%, Europe -10%, China +21%, and Asian countries except China +20%
QoQ: -5% overall
Breakdown: Japan +5%, the Americas -12%, Europe +4%, China -9%, and Asian countries except China -9%
*YoY=year-on-year, QoQ=quarter-on-quarter

Please go on to page 27.

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



		FY2023				FY2024				FY2025	
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
Total	YoY	-18%	-25%	-18%	-13%	-1%	+1%	-6%	+15%	-6%	+6%
	QoQ	+8%	-9%	+3%	-14%	+23%	-7%	-5%	+5%	+1%	+5%
YoY	Japan	-23%	-31%	-26%	-11%	-13%	+2%	+13%	+18%	+6%	+14%
	The Americas	-19%	-30%	-12%	-23%	+10%	+7%	-8%	+32%	-1%	+9%
	Europe	-13%	-2%	-21%	-28%	+5%	-13%	-9%	-15%	-29%	-4%
	China	-27%	-26%	-41%	+3%	-1%	-3%	+1%	+11%	-5%	+3%
	Other Asian Countries	+10%	-20%	+72%	-2%	-4%	+14%	-34%	+22%	-6%	-1%
QoQ	Japan	-3%	-0%	-10%	+2%	-5%	+16%	-0%	+6%	-14%	+25%
	The Americas	-6%	-7%	+10%	-19%	+34%	-10%	-6%	+16%	+0%	-0%
	Europe	-4%	-13%	+14%	-24%	+40%	-28%	+19%	-28%	+17%	-3%
	China	+37%	-12%	-13%	-1%	+30%	-14%	-9%	+9%	+12%	-7%
	Other Asian Countries	+37%	-16%	+31%	-35%	+34%	-0%	-25%	+21%	+4%	+5%

The regional rates of changes in order is shown on the table.

The dividend remains unchanged from the initial announcement.

The interim dividend is 34 yen per share.
The year-end dividend will be 34 yen per share.

As a result, the annual dividend is expected to be 68 yen which is unchanged from the previous fiscal year.

This concludes the summary of our financial results for the first half of FY2025.

Thank you for your attention.

< Skip >