Results Briefing for FY2025
(Ended February 28, 2026)

Notes:

- The information within this document is made as of the date of writing. Any forward-looking statement is made according to the assumptions of management and are subject to change as a result of risks and uncertainties. YASKAWA Electric Corporation undertakes no obligation to update or revise these forward-looking statements, whether as a result of new information, future events, or otherwise.
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YASKAWA ELECTRIC CORPORATION

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Thank you for attending Yaskawa's financial results briefing.

This is a summary of our financial results for FY2025.

Please go on to page 1.

Summary

FY2025 Full-Year Results

Revenue…YoY:+0.8%

- Revenue exceeded the results of the previous fiscal year, when order backlogs were normalized, as a result of steadily translating new orders into revenue.

Operating profit…YoY:-5.7%

- Operating profit decreased as the increase in added value resulting from higher sales was insufficient to offset the impact of exchange rate fluctuations and higher indirect costs.

Profit before tax…YoY:-36.8%

Profit attributable to owners of parent…YoY:-38.2%

- Profit before tax and profit attributable to owners of parent decreased compared to the previous fiscal year when gains from the sale of shares in an equity-method affiliate were recorded.

4Q Order …YoY:+20%, QoQ:+10%

- Order increased YoY and QoQ, driven by growing demand in AI- and semiconductor-related fields as well as large-scale orders related to steel plant projects.

FY2026 Full-Year Forecasts

Revenue ¥580.0bn., Operating profit ¥60.0bn.

- Both revenue and profits are planned to increase considering factors including the current strong order intake driven by robust demand mainly from AI- and semiconductor-related markets.
- The assumed average exchange rates (from March 1, 2026 to February 28, 2027) are 1USD＝145JPY, 1EUR＝170JPY, 1CNY＝20.5JPY, and 1KRW＝0.105JPY.
- The dividend forecast for FY2026 is expected to be ¥72 per share (interim: ¥36, year-end: ¥36) and dividend payout ratio to be 39.7%.

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This is the summary of the financial announcement made on April 10.

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Business Overview

Motion Control

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

AC servo drives
Σ-X series

New machine controller
"MPX1310 series"

YRM Controller "YRM1030"

Yaskawa AC drive
GA700 series

PV inverter
Enewell-SOL P3H

Robotics

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

AI Robot
"MOTOMAN
NEXT series"

Collaborative robot
MOTOMAN-HC30PL

7-axis arc-welding robot
MOTOMAN-AR1440E

System Engineering

【Core products】
- Electrical systems for steel plants
- Port cranes
- Electrical systems for water supply and sewage

Electrical systems for steel plants

Port cranes

Other

- Logistics, etc.

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1. FY2025 Financial Results

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FY2025 Financial Results (Highlights)

- **Revenue exceeded the results of the previous fiscal year, when order backlogs were normalized, as a result of steadily translating new orders into revenue.**
- **Operating profit decreased as the increase in added value resulting from higher sales was insufficient to offset the impact of exchange rate fluctuations and higher indirect costs.**

	FY2025 Results	FY2024 Results	Changes Amounts	Changes %
Revenue	**¥ 542.1bn.**	¥ 537.7bn.	**+¥ 4.4bn.**	**+0.8%**
Operating profit	**¥ 47.3bn.**	¥ 50.2bn.	**-¥ 2.8bn.**	**-5.7%**
Profit before tax	**¥ 49.6bn.**	¥ 78.5bn.	**-¥ 28.9bn.**	**-36.8%**
Profit attributable to owners of parent	**¥ 35.2bn.**	¥ 57.0bn.	**-¥ 21.7bn.**	**-38.2%**

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This is the performance of our business in FY2025.

During the financial period under review, the business environment remained uncertain overall due to geopolitical risks and U.S. tariff policies. In this situation, while capital investment was postponed or reviewed in the automotive market, signs of recovery were observed in markets centered on semiconductors.

In this environment, revenue exceeded the results of the previous fiscal year, when order backlogs were normalized, as a result of steadily translating new orders into revenue.

Operating profit decreased compared to the previous fiscal year, as the increase in added value resulting from higher sales was insufficient to offset the impact of exchange rate fluctuations and higher indirect costs.

Profit attributable to owners of parent decreased compared to the previous fiscal year when gain on transfer of shares following the transfer of a portion of shares of an equity-method affiliate was recorded.

As a result,
revenue increased 0.8% year on year to 542.1 billion yen,
operating profit decreased 5.7% to 47.3 billion yen,
profit before tax decreased 36.8% to 49.6 billion yen, and
profit attributable to owners of parent decreased 38.2% to 35.2 billion yen.

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FY2025 Financial Results by Business Segment

- **Revenue increased mainly due to sales from large-scale projects in Robotics.**
- **Operating profit decreased despite growth in Motion Control and System Engineering, as it was negatively affected by Robotics.**

(Billions of yen)	FY2025 Results		FY2024 Results		Changes	
	Results	Profit ratio	Results	Profit ratio	Amounts	%
Revenue	**542.1**		537.7		**+4.4**	**+0.8%**
Motion Control	**236.1**		238.8		**-2.7**	**-1.1%**
Robotics	**247.0**		237.4		**+9.6**	**+4.0%**
System Engineering	**38.7**		38.4		**+0.4**	**+1.0%**
Other	**20.3**		23.2		**-2.9**	**-12.3%**
Operating profit	**47.3**	**8.7%**	50.2	9.3%	**-2.9**	**-5.7%**
Motion Control	**24.4**	**10.3%**	23.0	9.6%	**+1.4**	**+6.0%**
Robotics	**20.4**	**8.3%**	23.8	10.0%	**-3.3**	**-14.0%**
System Engineering	**5.0**	**12.9%**	4.6	12.0%	**+0.4**	**+8.3%**
Other	**2.0**	**9.8%**	1.6	6.9%	**+0.4**	**+24.9%**
Elimination or Corporate	**-4.5**	**-**	-2.8	-	**-1.7**	**-**

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This is revenue and operating profit of each business segment.

Revenue as a whole increased mainly due to sales from large-scale projects in Robotics.

Operating profit decreased despite growth in Motion Control and System Engineering, as it was negatively affected by Robotics.

Next page will be the details of each segment.

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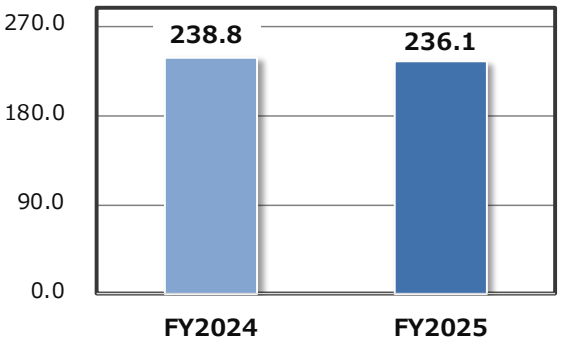
Business Segment Overview: Motion Control

Revenue (Billions of yen)



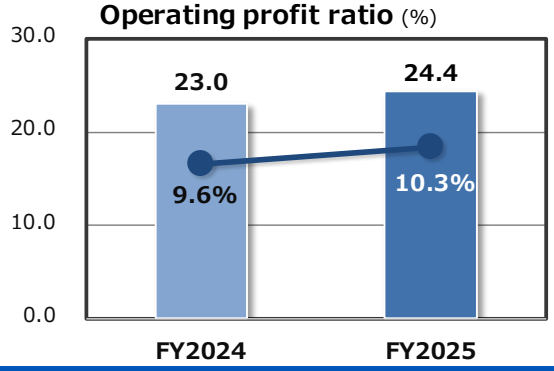
[Revenue]

- In AC servo & controller business, despite a decrease in sales to the semiconductor market in the U.S. and Asia, revenue increased from the previous fiscal year, due to an increase in sales mainly to the electronic components and machine tool markets.
- In Drives business, the U.S. sales increased for PV inverters and air conditioning applications, but revenue decreased due to sales decline for infrastructure-related applications in China and other parts of Asia and the impact of efforts to normalize order backlogs during the previous fiscal year.

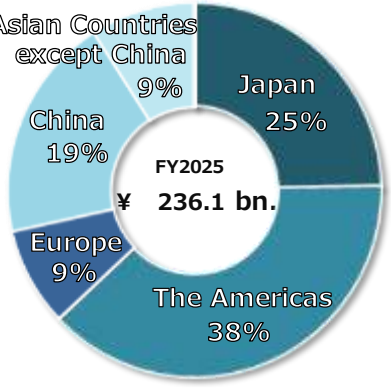
[Operating Profit]

- Operating profit increased due to factors including the improvement in added value.

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



Revenue breakdown by region



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This is the business performance of Motion Control segment.

Revenue decreased 1.1% year on year to 236.1 billion yen, and operating profit increased 6.0% to 24.4 billion yen.

In AC servo, despite a decrease in sales to the semiconductor market in the Americas and Asia due to sluggish demand in the first half, revenue increased from the previous fiscal year, due to an increase in sales mainly to the electronic components and machine tool markets, which remained strong driven by AI-related investments.

In Drives, in the U.S., sales increased for air conditioning applications, including those for data centers, and PV inverters. On the other hand, sales for infrastructure-related applications in China and other parts of Asia declined, resulting in a decrease in revenue.

In addition to these results, due to the impact of efforts to normalize order backlogs during the previous fiscal year, overall revenue of Motion Control decreased.

In terms of profits, operating profit increased due to factors including efforts to improve added value and operating profit ratio was 10.3%.

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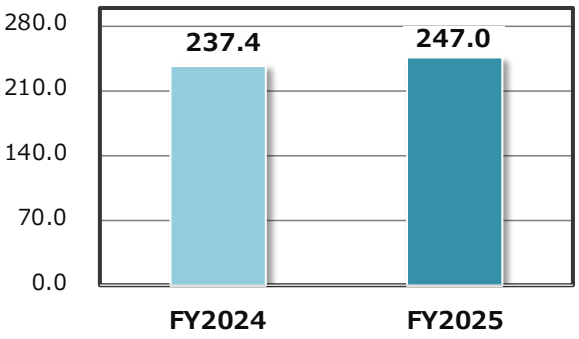
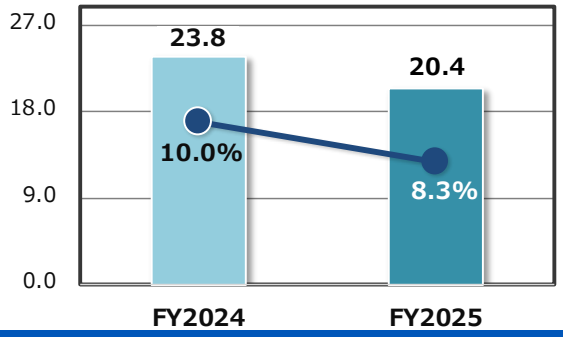
Business Segment Overview: Robotics

Revenue (Billions of yen)



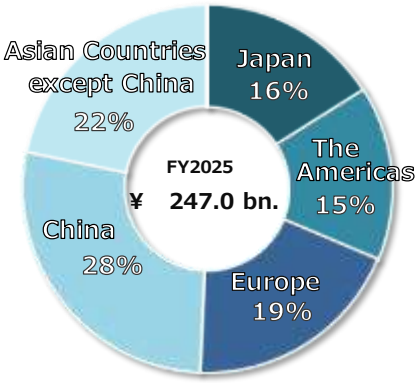
Operating profit (Billions of yen)
Operating profit ratio (%)



[Revenue]
- In the automotive market, sales declined in Japan, the Americas, and Europe, while it increased in China and other parts of Asia due to sales from large-scale projects.
- The revenue of overall segment increased by capturing global demand for capital investment in the general industry.

[Operating Profit]
- Operating profit decreased as a result of the impact on added value associated with large-scale projects.

Revenue breakdown by region



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This is the business performance of Robotics segment.

Revenue increased 4% year on year to 247.0 billion yen and operating profit decreased 14% to 20.4 billion yen.

In the automotive market, sales declined in Japan, the Americas, and Europe, while it increased in China and other parts of Asia due to sales from large-scale projects.

The revenue of overall segment increased year on year by capturing global demand for capital investment in the general industry.

Operating profit decreased as a result of the impact on added value associated with large-scale projects and operating profit ratio was 8.3%.

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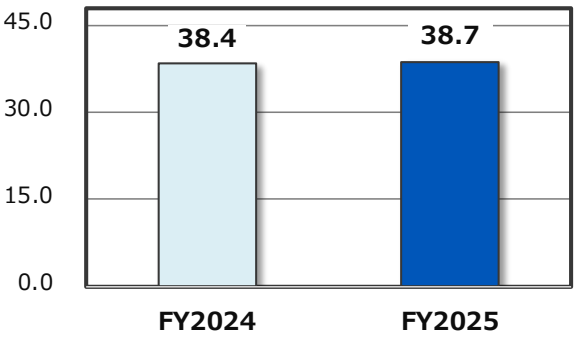
Business Segment Overview: System Engineering

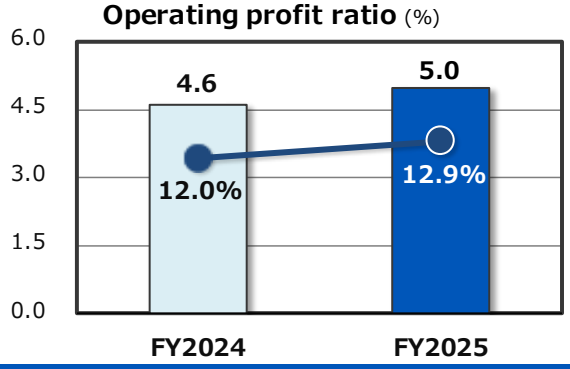
Revenue (Billions of yen)



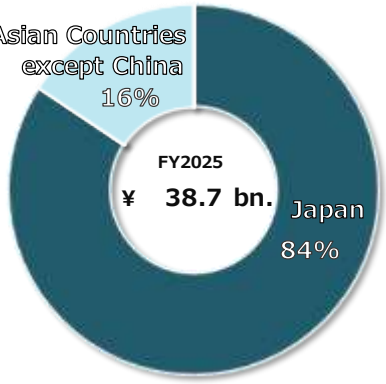
[Revenue]
- Sales for steel plants and social systems remained steady, resulting in an increase in revenue.

[Operating Profit]
- Operating profit increased, supported by profit increase due to revenue increase and improvement in added value.

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



Revenue breakdown by region



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This is the business performance of System Engineering segment.

Revenue increased 1% year on year to 38.7 billion yen.
Operating profit increased 8.3% to 5.0 billion yen.

Sales for steel plants and social systems remained steady, resulting in an increase in revenue from the previous fiscal year.

Operating profit also increased, supported by profit increase due to revenue increase and improvement in added value.

As a result, operating profit ratio was 12.9%.

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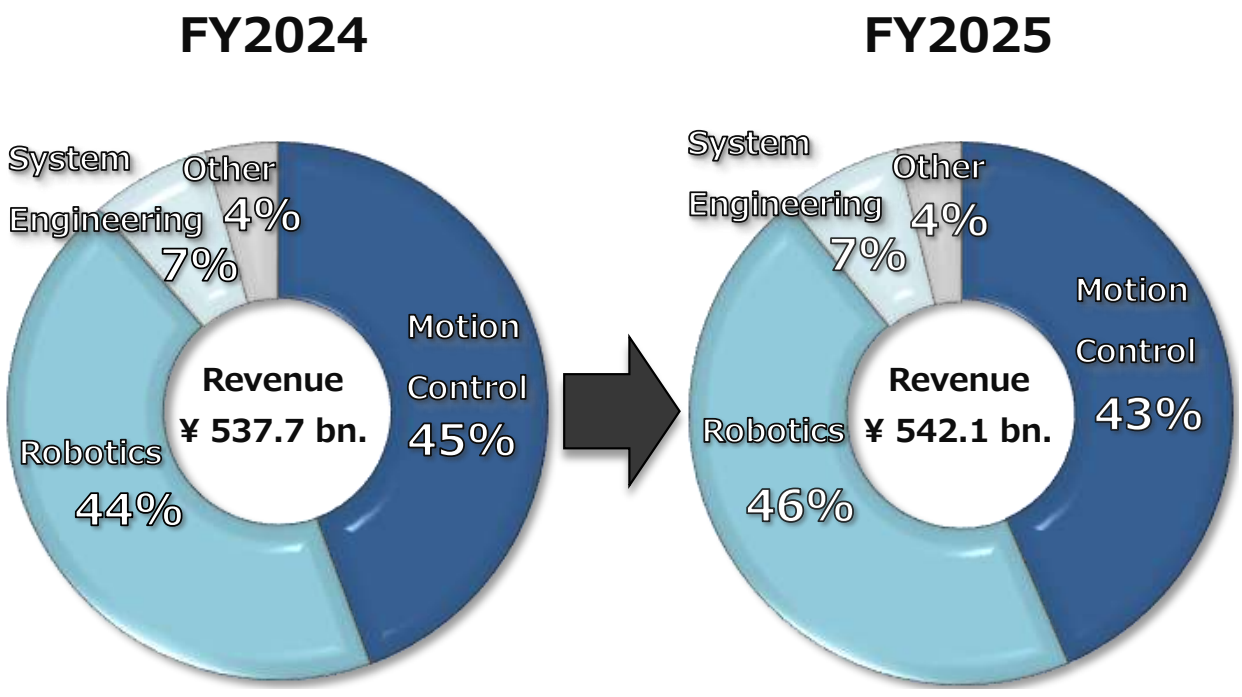
Revenue Breakdown by Business Segment



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This is revenue breakdown by business segment.

Motion Control decreased by 2 points, while Robotics increased by 2 points year on year.

As a result, revenue ratio of Motion Control was 43%, and the ratio of Robotics was 46%.

The ratio of System Engineering was 7%.

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Revenue Breakdown by Location (1)

- **While revenue increased in China and Asia, it declined mainly in Europe. As a result, overall revenue was flat.**

(Billions of yen)	FY2025 Results	FY2024 Results	Changes Amounts	Changes %
Revenue	**542.1**	537.7	**+4.4**	**+0.8%**
Japan	**148.4**	149.2	**-0.8**	**-0.6%**
Overseas	**393.7**	388.5	**+5.3**	**+1.4%**
The Americas	**128.5**	129.5	**-1.0**	**-0.7%**
Europe	**68.1**	73.0	**-4.8**	**-6.6%**
China	**116.1**	113.1	**+3.0**	**+2.6%**
Asian Countries except China	**81.0**	72.9	**+8.1**	**+11.1%**

Note: Europe includes Middle East and Africa.

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This is revenue breakdown by location.

While revenue increased in China and Asia, overall revenue was flat due to the decline mainly in Europe.

In Japan, the electronic components market remained firm throughout the fiscal year, and demand in the semiconductor market also recovered in the latter half of the fiscal year. In addition, demand for automation across general industry, as well as demand related to steel plants and social systems, remained firm. On the other hand, demand for capital investment in the automotive market remained sluggish.

In the Americas, demand showed an expanding trend, particularly for air-conditioning applications, including those for data centers, as well as for oil and gas–related applications, PV inverters and general industry. On the other hand, demand in the automotive market and the machine tool market remained sluggish.

In Europe, demand showed signs of recovery in the semiconductor, machine tool, and general industry. However, capital investment in the automotive market remained sluggish.

In China, in addition to the semiconductor, machine tool, and the general industry, solid investment continued in the automotive market, resulting in steady demand.

In Asian countries except China, in the latter half of the fiscal year, semiconductor-related demand in Korea and Taiwan expanded steadily, and capital expenditures in the Korean automotive market remained firm.

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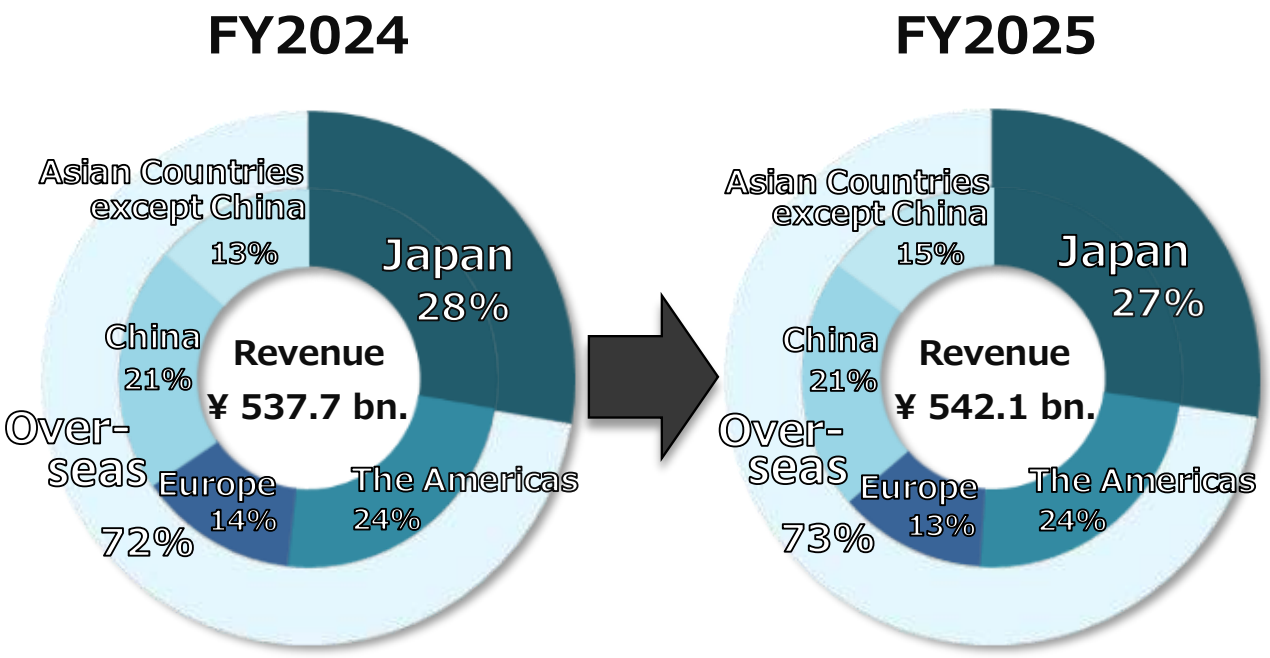
Revenue Breakdown by Location (2)



Note : Europe includes Middle East and Africa.

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This is revenue breakdown by location.

The ratio of Japan decreased by 1 point from the previous year to 27%, while overseas increased by one point to 73%.

In terms of the breakdown of regional revenue ratio, Europe decreased by 1 point, while Asian countries expect China increased by 2 points.

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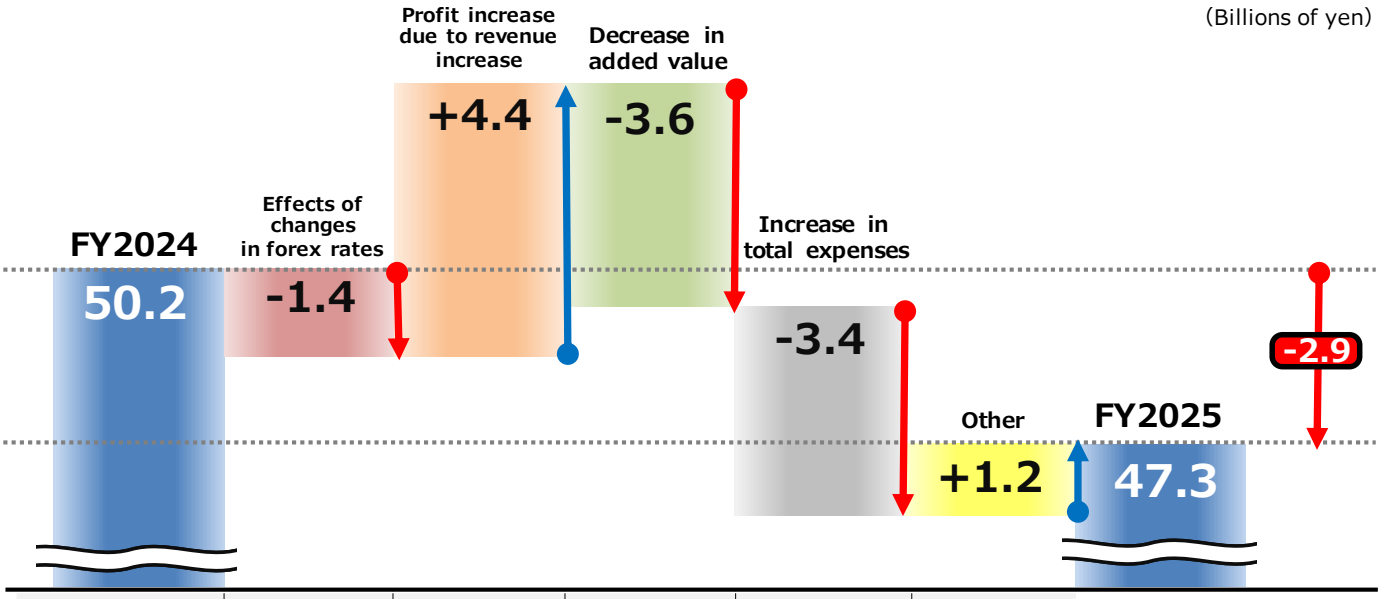
Breakdown of Changes in Operating Profit (FY2024 → FY2025)



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	- 0.6	- 0.7	+ 2.5	- 0.4	+ 0.6
Robotics	- 0.8	+ 5.1	- 6.7	- 1.2	+ 0.2
System Engineering	+ 0.0	+ 0.2	+ 0.3	- 0.1	+ 0.0
Other	- 0.0	- 0.3	+ 0.3	- 1.7	+ 0.4

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This is the breakdown of changes in operating profit.

Operating profit in FY2025 decreased 2.9 billion yen to 47.3 billion yen from 50.2 billion yen in the previous fiscal year.

The effects of changes in forex rates were -1.4 billion yen as yen appreciated against major currencies other than euro.

The profit increase due to revenue increase was +4.4 billion yen, mainly due to an increase in robot sales.

The decrease in added value was -3.6 billion yen. While the effects of in-house production of components and the decrease of inventory valuation losses contributed positively, added value associated with large-scale projects in Robotics impacted negatively.

The impact of the increase in total expenses had a negative impact of -3.4 billion yen, reflecting proactive efforts such as increase of wages and information system investments related to YDX (YASKAWA Digital Transformation).

Lastly, the impact of “Other" was +1.2 billion yen.
This was mainly attributable to rebound effects from the business restructuring carried out in Europe in FY2024.

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Measures for FY2025 (1)

Creating Value through "i³-Mechatronics" Solutions

Development capabilities

- Developed a dual-arm AI robot (MOTOMAN NEXT) with high productivity and autonomy, capable of replacing human labor in existing work environments
- Signed a memorandum of understanding with SoftBank Corp. to strengthen robotics through AI and communication technologies, aiming to realize a future where robots collaborate flexibly with humans
- Acquired 100% of the shares of Tokyo Robotics Inc. and started development of humanoid robot actuators by leveraging the company's expertise
- The collaborative AI robot "MOTOMAN NEXT-NHC12" received the Main Award of Nikkan Kogyo Shimbun "The 10 Best New Products Awards*"

Dual-arm AI robot (MOTOMAN NEXT) enabling packaging operations

MOTOMAN NEXT-NHC12

Production capabilities

- Started the development of a new U.S. campus that consolidates the headquarters, R&D facilities, and industrial robot manufacturing, and began production of selected drives products
- Completed construction and began operation of Robot Factory No. 5 (Kitakyushu, Fukuoka prefecture), which enables integrated production of AC servo motors and robots (Starting from March 2026)
- Completed construction of the Minamiyukuhashi Plant (Yukuhashi-city, Fukuoka Prefecture) to strengthen the System Engineering business

* The award recognizes products developed or commercialized during the year that contribute to manufacturing innovation and enhance Japan's global competitiveness.

Newly established Minamiyukuhashi Plant

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This is measures taken in FY2025.

In terms of our development capabilities, we are worked on the development of a dual-arm version of our AI robot, "MOTOMAN NEXT." At the same time, to expand the scope of our AI robotics business, we signed a memorandum of understanding last December with SoftBank Corp., which has strong capabilities in AI and communications technologies, and we are accelerating activities toward social implementation.

In addition, we acquired 100% of the shares of Tokyo Robotics Inc.. By leveraging its expertise, we are advancing the development of actuators to be installed in humanoid robots.

Furthermore, our human-collaborative AI robot, "MOTOMAN NEXT-NHC12," was recognized as a product that contributes to manufacturing innovation and enhance Japan's global competitiveness, and it received the Main Award of Nikkan Kogyo "The 10 Best New Products Awards."

In terms of our production capabilities, with the aim of strengthening our execution capabilities in the U.S., we announced a new campus concept and have started production of certain AC Drive products.

In addition, at our headquarters area in Kitakyushu, Robotics Factory No. 5, which enables integrated production of AC servos and robots, has been completed. Production, including MOTOMAN NEXT, has been gradually ramped up since March of this year.

Moreover, in System Engineering, where restructuring has been progressing to strengthen our business foundation, the Minamiyukuhashi Plant has been completed. This plant serves as the headquarters of YASKAWA Automation & Drives Corporation, a consolidated subsidiary.

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Measures for FY2025 (2)

Sales capabilities

- Strengthened the lineup of the controller solution “iCube Control” to realize i³-Mechatronics with the launch of products (“YRM1030” and “iC9200”) that enable efficient cell construction and compliance with global standards
- Completed commercial deployment of the “cucumber harvesting robot” jointly developed with National Federation of Agricultural Cooperative Associations (JA Zen-Noh)
- Acquired 100% of the shares of Variadores S.A.S.[*1], for the purpose of expanding sales and strengthening brand presence in South America, mainly in Colombia

YRM controller
“YRM1030”

Machine controller
“iC9226M-EC”

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

- Established Cellafa Bioscience, Inc. with Astellas Pharma Inc. to develop and provide a manufacturing platform for regenerative medicine products (September 29, 2025)
- The robot-based automated cell culture system “Maholo” received the U.S. FDA designation as an advanced manufacturing technology (first for a Japanese company)
- At Oishii Farm’s[*2] Japan site, installation of a second prototype of the Agri-Ne[*3] system for strawberry seeding and seedling cultivation using FAMS[*4] technology was completed

Cucumber harvesting robot

*1 An industrial automation equipment sales and manufacturing company headquartered in Medellín, Colombia.
*2 A U.S.-based startup producing and selling strawberries. A capital and business alliance began in May 2023.
*3 A fully artificial-light plant factory system.
*4 A Yaskawa subsidiary based in Niigata, developing solutions mainly for agriculture and food industries.

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In terms of our sales capabilities, we are strengthening the lineup of “iCube Control,” a controller solution that realizes our “i³-Mechatronics.”

In addition, on-site deployment of the “cucumber harvesting robot,“ which we have jointly developed with JA Zen-Noh, has been completed.

Furthermore, with the aim of expanding sales and strengthening brand presence in South America, we acquired 100% of the shares of Variadores S.A.S., a Colombia-based company that holds a strong market share in industrial automation equipment.

In terms of business expansion of mechatronics applications, we established Cellafa Bioscience, Inc. with Astellas Pharma Inc..

The robot-based automated cell culture system that Cellafa has developed became the first from a Japanese company to receive the U.S. FDA designation as an advanced manufacturing technology. This designation will significantly accelerate the approval process for cells manufactured on this platform as pharmaceuticals in the U.S.

In addition, at the Japan site of Oishii Farm Corporation, with which we have a business alliance, we are conducting verification testing for the introduction of the “Agri-Ne,” a plant factory system developed by our subsidiary FAMS. Installation of the second prototype machine for strawberry seeding and seedling cultivation has been completed.

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Initiatives for Expanding the AI Robotics Field

- **AI Robotics, as defined by Yaskawa, is the "fusion of motion and AI"**
- **Robot itself "sees," "touches," and "makes decisions," and then translates those into "actions"**

➔ **By converting AI-based recognition and judgment into autonomous movements, robots expand the range of tasks they can handle**

Actual implementation examples

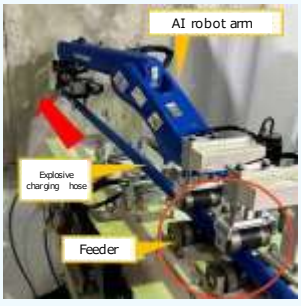
Automation of medical instrument sorting

AI recognizes used medical instruments, and robots sort the instruments accurately, even when shapes and conditions differ. This achieves a work environment with zero infection risk.

Automation of powder weighing and loading processes

AI analysis recognizes powder shapes, and robots autonomously perform optimal scooping and fine quantity adjustment. This stabilizes processes that previously depended on manual labor and enables high-precision weighing.

Remote and unmanned blasting operations



AI image analysis detects blast holes with high accuracy, and robots enable remote explosive charging. This eliminates human presence in hazardous operations and improves safety.

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I would now like to explain our initiatives aimed at expanding the AI robotics fields.

We define AI robotics as the "fusion of motion and AI." More specifically, by converting AI-based recognition and decision-making into autonomous movement—that is, 'motion'—we are able to address tasks that previously had to rely on human labor, as well as processes that were difficult to automate due to significant variability.

In this way, expanding the range of tasks that robots are capable of handling is the objective behind our efforts to expand the AI robotics field.

As shown in the materials, there are already a number of practical implementation examples. Through AI robotics, we will continue to solve on-site challenges faced by our customers across a wide range of fields, including healthcare, manufacturing, and construction and deliver safer and higher value-added automation.

Please go on to page 18.

2. FY2026 Full-Year Forecasts

(Year Ending February 28, 2027)

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FY2026 Full-Year Financial Forecasts (Highlights)

- **Both revenue and profits are planned to increase considering factors including the current strong order intake driven by robust demand mainly from AI- and semiconductor-related markets.**

	FY2026 Forecasts	FY2025 Results	Changes Amounts	Changes %
Revenue	**¥ 580.0bn.**	¥ 542.1bn.	**+¥ 37.9bn.**	**+7.0%**
Operating profit	**¥ 60.0bn.**	¥ 47.3bn.	**+¥ 12.7bn.**	**+26.8%**
Profit before tax	**¥ 65.0bn.**	¥ 49.6bn.	**+¥ 15.4bn.**	**+31.1%**
Profit attributable to owners of parent	**¥ 47.0bn.**	¥ 35.2bn.	**+¥ 11.8bn.**	**+33.4%**

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This is the full-year financial forecast for FY2026.

Both revenue and profits are planned to increase considering factors including the current strong order intake driven by robust demand mainly from AI- and semiconductor-related markets.

The financial forecasts for FY2026 are as follows.
Revenue is 580.0 billion yen,
operating profit is 60.0 billion yen,
profit before tax is 65.0 billion yen,
profit attributable to owners of parent is 47.0 billion yen.

The operating margin is planned to be 10.3%.

The forex rates for FY2026 are assumed as follows.
1USD = 145 JPY,
1EUR = 170 JPY,
1CNY = 20.5 JPY,
1KRW = 0.105 JPY.

Please go on to page 19.

FY2026 Full-Year Financial Forecasts by Business Segment

(Billions of yen)	FY2026 Forecasts	FY2026 Profit ratio	FY2025 Results	FY2025 Profit ratio	Changes Amounts	Changes %
Revenue	**580.0**		542.1		**+37.9**	**+7.0%**
Motion Control	**280.0**		236.1		**+43.9**	**+18.6%**
Robotics	**240.0**		247.0		**-7.0**	**-2.8%**
System Engineering	**40.0**		38.7		**+1.3**	**+3.3%**
Other	**20.0**		20.3		**-0.3**	**-1.5%**
Operating profit	**60.0**	**10.3%**	47.3	8.7%	**+12.7**	**+26.8%**
Motion Control	**42.0**	**15.0%**	24.4	10.3%	**+17.6**	**+72.2%**
Robotics	**21.0**	**8.8%**	20.4	8.3%	**+0.6**	**+2.8%**
System Engineering	**3.2**	**8.0%**	5.0	12.9%	**-1.8**	**-35.8%**
Other	**1.3**	**6.5%**	2.0	9.8%	**-0.7**	**-34.9%**
Elimination or Corporate	**-7.5**	**-**	-4.5	-	**-3.0**	**-**

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This is revenue and operating profit of each business segment.

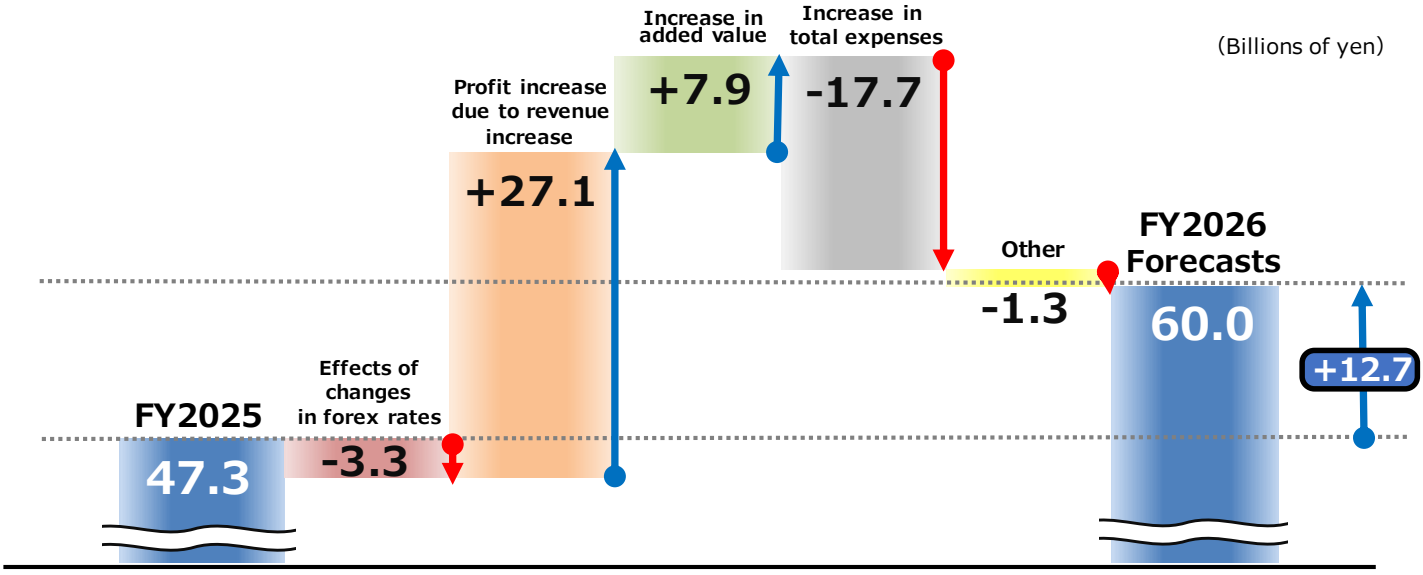
In Motion Control, the forecasts for revenue, operating profit and operating profit ratio are 280.0 billion yen, 42.0 billion yen, and 15.0% respectively.

In Robotics, the forecasts for revenue, operating profit and operating profit ratio are 240.0 billion yen, 21.0 billion yen, and 8.8% respectively.

In System Engineering, the forecasts for revenue, operating profit and operating profit ratio are 40.0 billion yen, 3.2 billion yen, and 8.0 % respectively.

Please go on to page 20.

Breakdown of Changes in Operating Profit (FY2025 → FY2026 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	- 2.0	+ 27.5	+ 1.4	- 9.7	+ 0.4
Robotics	- 1.3	- 1.2	+ 6.7	- 2.7	- 1.0
System Engineering	- 0.0	+ 0.8	- 0.3	- 2.2	- 0.1
Other	- 0.0	- 0.0	+ 0.1	- 3.2	- 0.6

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

Operating profit in FY2026 is planned to increase 12.7 billion yen to 60.0 billion yen from 47.3 billion yen in the previous fiscal year.

The effects of changes in forex rates are -3.3 billion yen reflecting the assumption of the impact of yen appreciation.

The profit increase due to revenue increase is +27.1 billion yen, mainly in Motion Control.

The increase in added value is +7.9 billion yen.
This is expected to be driven by the effects of switching to new products, in-house production of components in Motion Control and Robotics, as well as the decrease of inventory valuation losses.

The impact of the increase in total expenses is -17.7 billion yen.
This reflects increased labor costs due to increase of wages, an increase in investment-related costs such as depreciation, and higher activity costs.

Lastly, the impact of “Other” is -1.3 billion yen.

While we expect a positive rebound effect from structural reform costs incurred in China in FY2025, this is more than offset by negative impacts, including costs related to the restructuring of our European operations.

Please go on to page 21.

Measures for FY2026

Creating Value through "i³-Mechatronics" Solutions

Development capabilities

- Deepening of development in the humanoid robot field through actuator technology development and verification
- Development of optimal products and technologies to address new semiconductor technologies, including advanced applications such as 3D packaging

Production capabilities

- Stable operation of Robot Factory No. 5 (Kitakyushu, Fukuoka Prefecture) that enables high-mix, variable-volume, non-stop production
- Initiation of full-scale operation of the Minamiyukuhashi Plant (a system engineering factory in Yukuhashi City, Fukuoka Prefecture)

Exterior view of
Robot Factory No. 5

Sales capabilities

- Development of ready-to-deploy package products to accelerate sales of MOTOMAN NEXT, and promotion of sales activities through collaboration with system integrators and equipment manufacturers
- Expansion of sales for building air conditioning and equipment cooling systems in the data center market, centered on the matrix converter U1000

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

- Acceleration of deployment of harvesting and sorting solutions for vegetables and fruits at agricultural sites, including those operated by JA Zen-Noh
- Expansion of the application scope of "Maholo" in medical settings through digitization of human decision-making and the use of AI

Versatile humanoid robot LabDroid
"Maholo" operates on the cell
manufacturing platform

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This is measures taken in FY2026.

In terms of our development capabilities, we will accelerate the development of new actuators and deepen our focus on the humanoid robot field.

In addition, targeting the expanding semiconductor market, we will advance product and technology development that supports cutting-edge technologies, including 3D packaging, in order to firmly capture growing demand.

In terms of our production capabilities, we will ensure stable operation of Robotics Factory No. 5 and realize high-mix, variable-volume, non-stop production.

At the newly established the Minamiyukuhashi Plant, we will further accelerate efforts to strengthen the foundation of System Engineering business.

In terms of our sales capabilities, we will accelerate the expansion of sales of MOTOMAN NEXT in collaboration with system integrators and equipment manufacturers.

In addition, leveraging the matrix converter U1000, which has been highly evaluated particularly in North America, we will expand sales into the data center market, including applications for building air conditioning and equipment cooling systems.

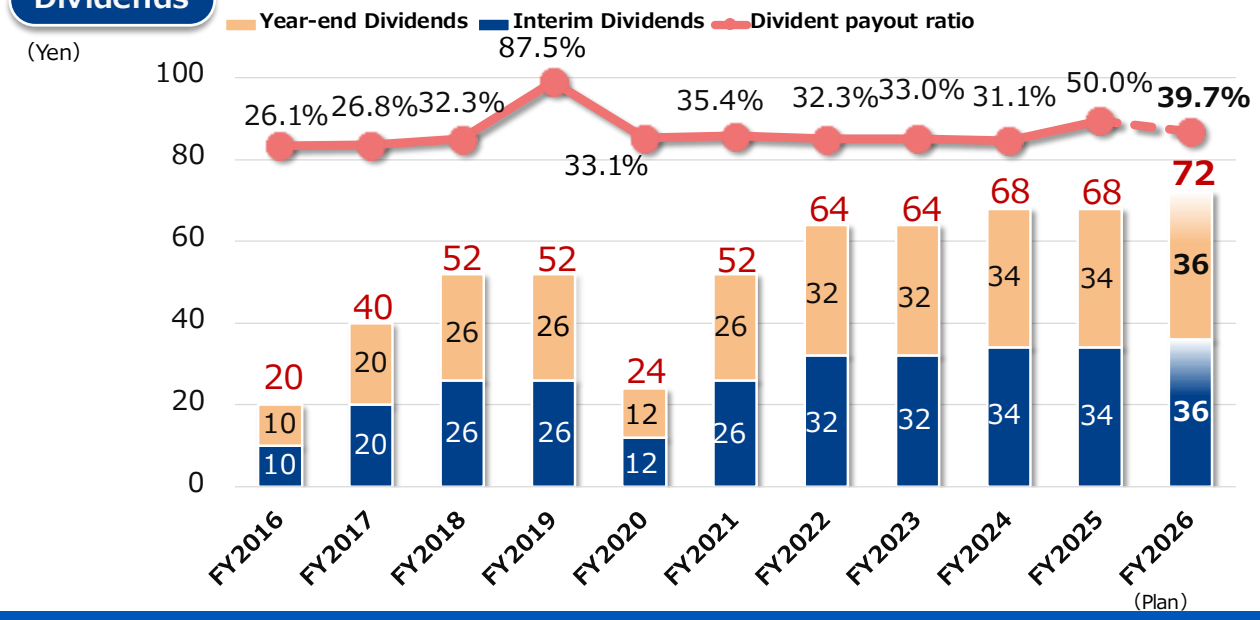
In terms of business expansion of mechatronics applications, we will work with JA Zen-Noh to accelerate on-site deployment of harvesting and sorting solutions for vegetables and fruits. In the medical and pharmaceutical fields, we will also expand the range of adoption of our versatile humanoid robot, "Maholo."

Please go on to page 22.

Shareholder Return (Dividends)

- **In FY2025, an annual dividend was 68 yen per share. (Dividend payout ratio: 50.0%)**
- **An annual dividend forecast for FY2026 will be 72 yen per share. (Dividend payout ratio: 39.7%)**

Dividends



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This is shareholder returns.

As announced in April, 2025, the annual dividend for FY2025 is 68 yen per share.

As a result, the divident payout ratio is 50.0%.

An interim dividend forecast and a year-end dividend forecast for FY2026 is 36 yen per share each and an annual dividend forecast is 72 yen per share, an increase in the dividend of 4 yen per share.

As a result, the dividend payout ratio for FY2026 will be 39.7%.

Please go on to page 24.

3. Reference

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

Capital expenditure, R&D investment

(Billions of yen)

	FY2024 (Results)	FY2025 (Results)	FY2026 (Plan)
Capital expenditure	40.67	57.04	58.00
Depreciation and Amortization	20.80	21.08	26.00
R&D investment	23.77	24.01	24.00

Forex rates

(yen)

	FY2024 (Results)			FY2025 (Results)			FY2026 (Forcasts)
	1H	2H	Full-Year	1H	2H	Full-Year	Full-Year
USD	153.7	151.6	152.7	146.2	153.7	149.9	145.0
EUR	166.6	161.3	164.0	166.0	179.8	172.8	170.0
CNY	21.23	21.01	21.12	20.26	21.80	21.01	20.50
KRW	0.113	0.108	0.111	0.104	0.107	0.105	0.105

Forex sensitivity

(Billions of yen)

	Impact of 1% fluctuation (FY2025 Full-Year)	
	Revenue	Operating profit
USD	1.34	0.31
EUR	0.68	0.09
CNY	1.16	0.31
KRW	0.46	0.16

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The capital expenditure plan for FY2026 is 58.0 billion yen, including construction costs for the Minamiyukuhashi Plant of System Engineering and Robotics Factory No.5, in which an integrated production will be carried out for motors and robots as well as the investment in the U.S.

The forex rate assumption is as shown above.

Please go on to page 28.

Financial Indices

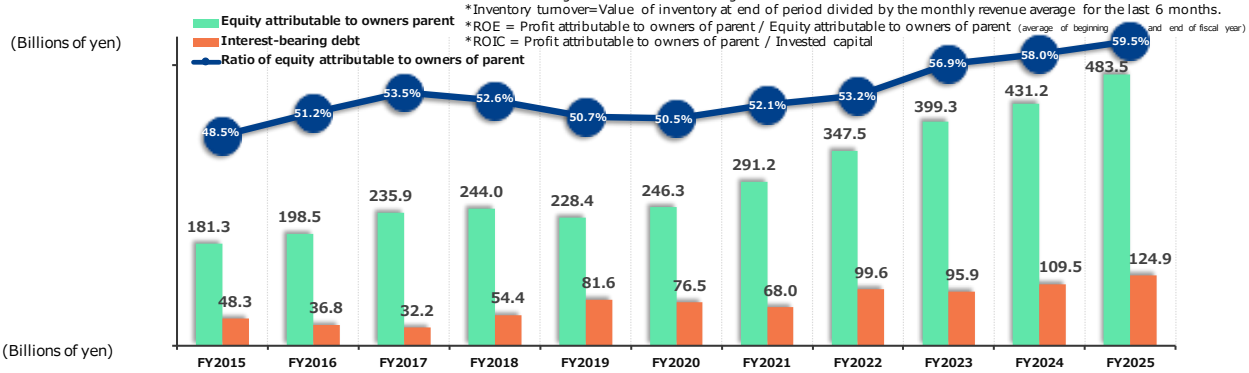
As of February 28, 2025

- 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 February 28, 2026

- Ratio of equity attributable to owners of parent 59.5%
- Equity attributable to owners of parent 483.5 billion yen
- Interest-bearing debt 124.9 billion yen
  (Cash and cash equivalents) 61.2 billion yen
- D/E ratio 0.26
  (Net D/E ratio) 0.13
- Inventory 210.8 billion yen
  (Turnover) (4.5 months)
- ROE 7.7%
- ROIC 6.9%

*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



	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Operating CF	32.0	33.8	46.1	34.3	21.5	39.6	49.2	-2.2	54.6	56.5	52.2
Investment CF	-22.4	-18.9	-18.9	-27.1	-20.6	-9.6	-24.2	-19.7	-29.3	-21.3	-44.2
Free CF	**9.5**	**14.8**	**27.2**	**7.2**	**0.8**	**30**	**25.1**	**-21.9**	**25.3**	**35.2**	**8.0**

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

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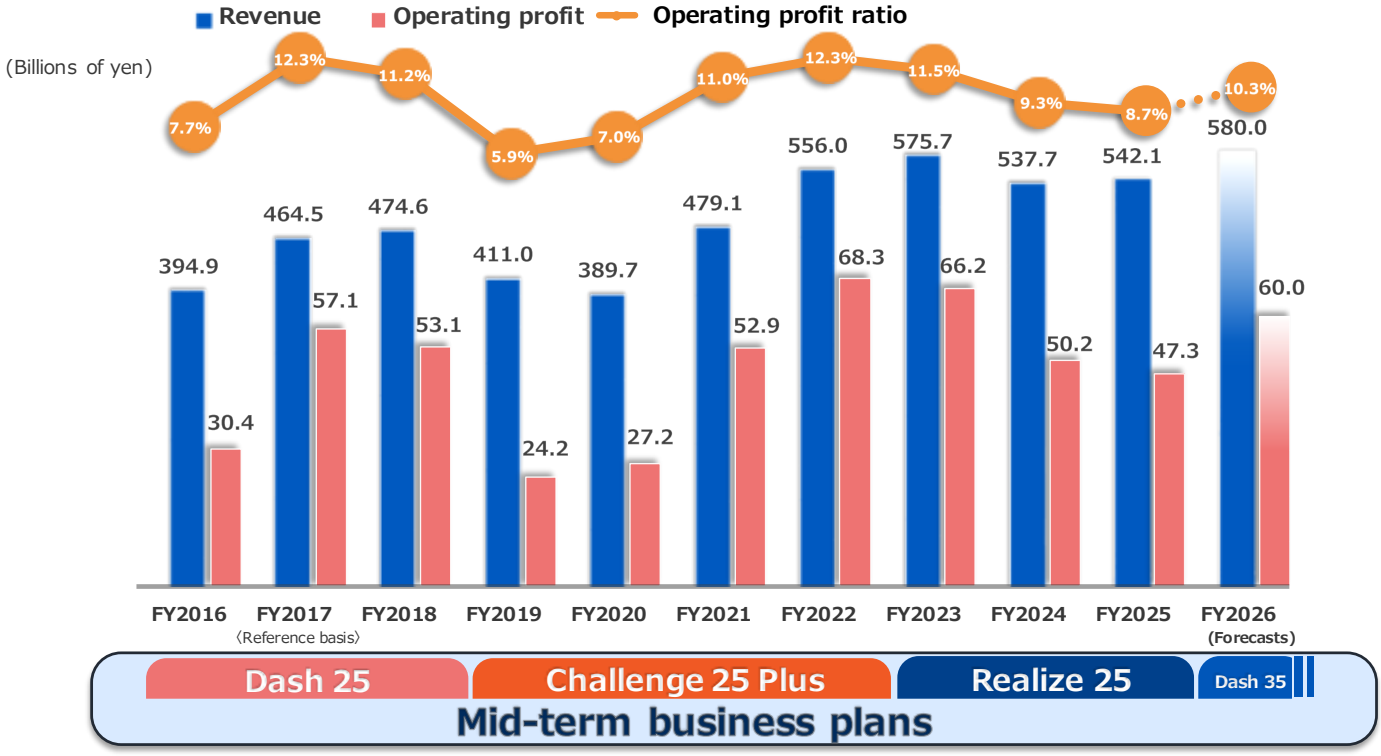
Revenue / Operating Profit (FY2016 – FY2026 Forecasts)



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)

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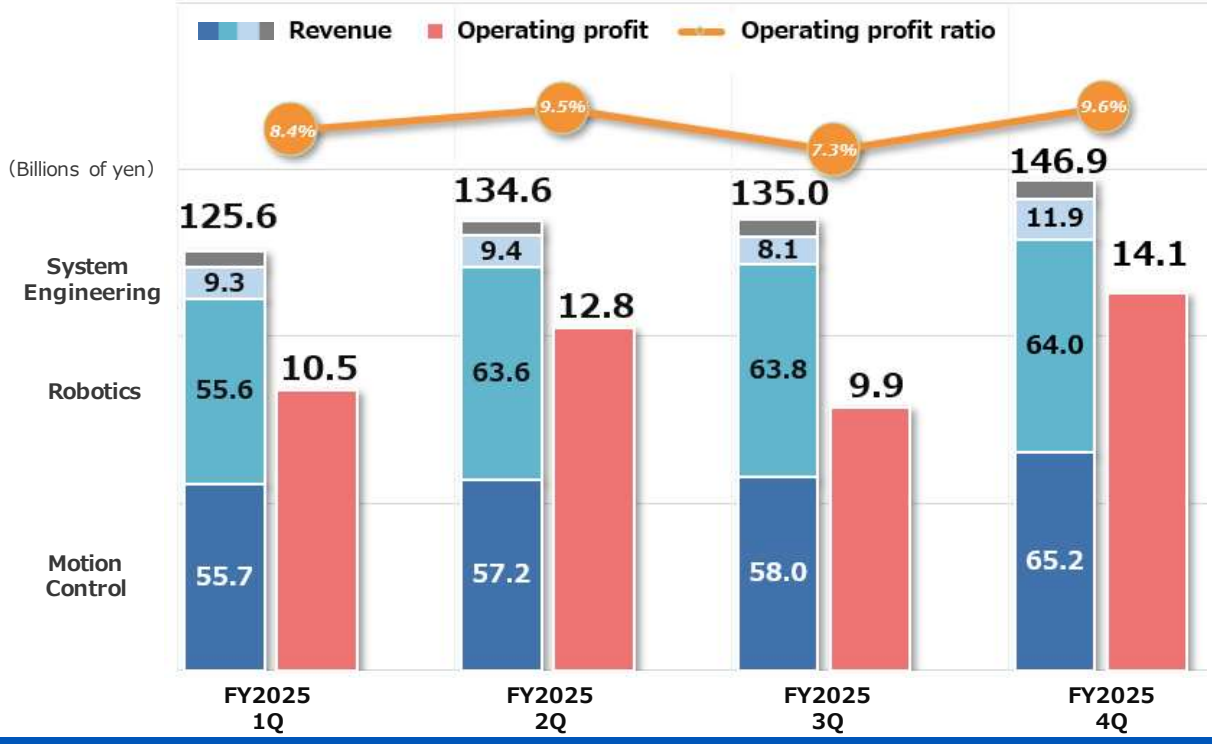
Quarterly Trends of Revenue and Operating Profit



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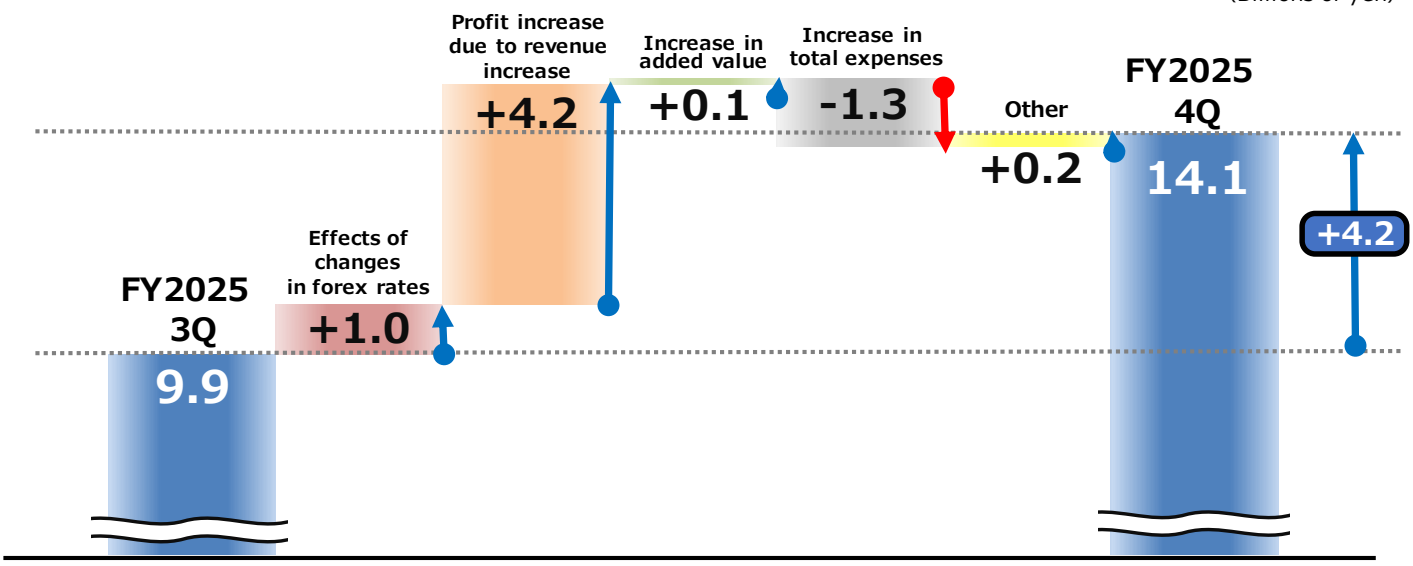
Breakdown of Changes in Operating Profit in the Most Recent Quarter

(FY2025 3Q → FY2025 4Q)

(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	+ 0.5	+ 2.9	+ 0.8	- 0.8	+ 0.2
Robotics	+ 0.4	- 0.7	- 0.6	+ 0.8	+ 0.1
System Engineering	+ 0.0	+ 1.9	- 0.1	- 0.3	- 0.0
Other	+ 0.0	+ 0.1	+ 0.0	- 0.9	- 0.0

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As a reference, we have newly included the breakdown of changes in operating profit for the latest quarter.

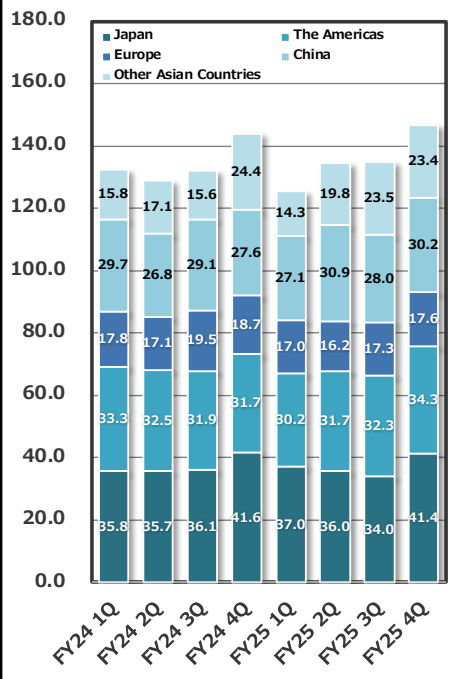
This concludes the summary of our financial results for FY2025.

Thank you for your attention.

Quarterly Revenue Trends

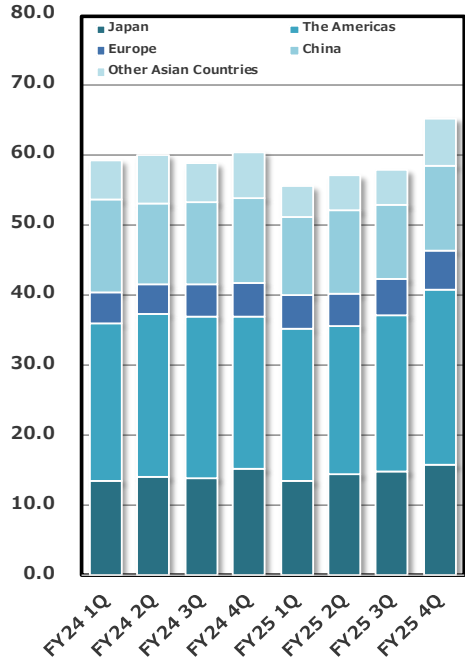
Consolidated

(Billions of yen)



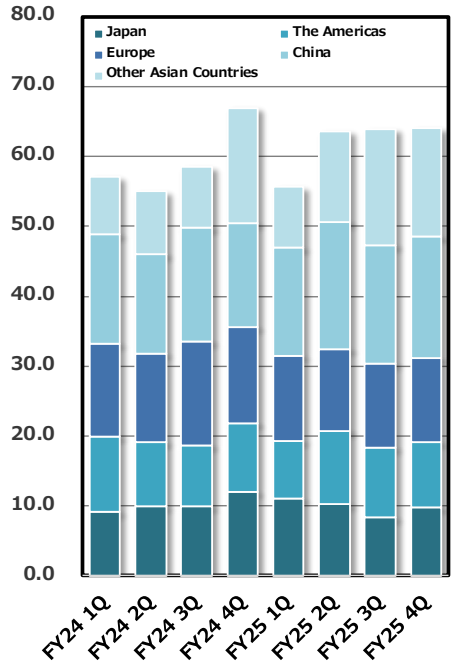
Motion Control

(Billions of yen)



Robotics

(Billions of yen)



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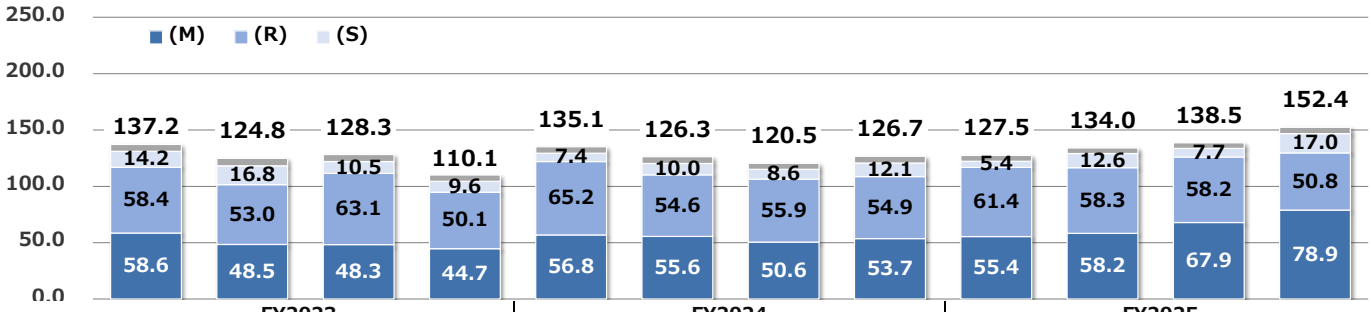
Quarterly Order Trends by Business Segment *Average forex rates during period used

(Billions of yen)



		FY2023				FY2024				FY2025			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Total	YoY	-18%	-25%	-18%	-13%	-1%	+1%	-6%	+15%	-6%	+6%	+15%	+20%
	QoQ	+8%	-9%	+3%	-14%	+23%	-7%	-5%	+5%	+1%	+5%	+3%	+10%
YoY	(M)	-27%	-38%	-19%	-16%	-3%	+15%	+5%	+20%	-2%	+5%	+34%	+47%
	(R)	-10%	-15%	-6%	-8%	+12%	+3%	-11%	+10%	-6%	+7%	+4%	-7%
	(S)	-11%	-1%	-48%	-27%	-48%	-40%	-18%	+26%	-27%	+25%	-11%	+40%
QoQ	(M)	+9%	-17%	-0%	-7%	+27%	-2%	-9%	+6%	+3%	+5%	+17%	+16%
	(R)	+7%	-9%	+19%	-21%	+30%	-16%	+2%	-2%	+12%	-5%	-0%	-13%
	(S)	+8%	+19%	-37%	-9%	-23%	+36%	-14%	+41%	-55%	+132%	-39%	+122%
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	151.4	156.0
	Euro	146.1	155.7	159.3	159.4	165.5	167.6	162.1	160.6	162.0	169.9	176.3	183.3

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

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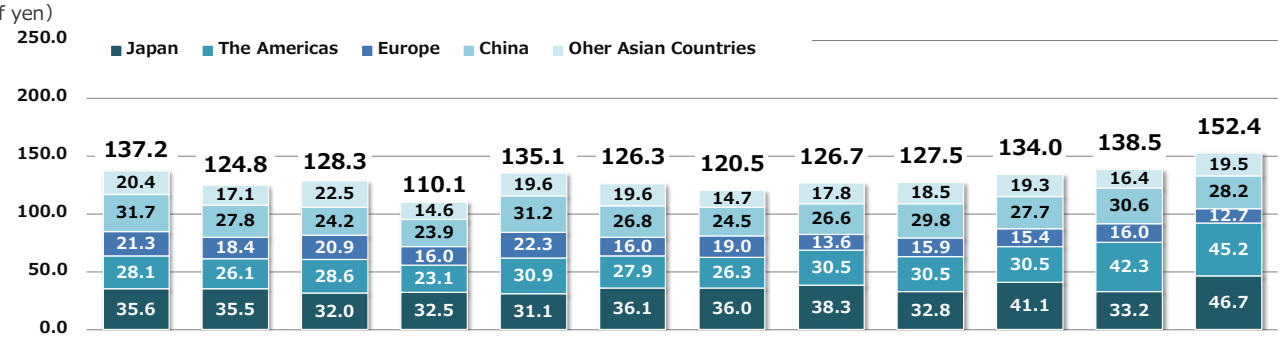
Quarterly Order Trends by Location *Average forex rates during period used

(Billions of yen)



		FY2023				FY2024				FY2025			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Total	YoY	-18%	-25%	-18%	-13%	-1%	+1%	-6%	+15%	-6%	+6%	+15%	+20%
	QoQ	+8%	-9%	+3%	-14%	+23%	-7%	-5%	+5%	+1%	+5%	+3%	+10%
YoY	Japan	-23%	-31%	-26%	-11%	-13%	+2%	+13%	+18%	+6%	+14%	-8%	+22%
	The Americas	-19%	-30%	-12%	-23%	+10%	+7%	-8%	+32%	-1%	+9%	+61%	+48%
	Europe	-13%	-2%	-21%	-28%	+5%	-13%	-9%	-15%	-29%	-4%	-16%	-7%
	China	-27%	-26%	-41%	+3%	-1%	-3%	+1%	+11%	-5%	+3%	+25%	+6%
	Other Asian Countries	+10%	-20%	+72%	-2%	-4%	+14%	-34%	+22%	-6%	-1%	+11%	+10%
QoQ	Japan	-3%	-0%	-10%	+2%	-5%	+16%	-0%	+6%	-14%	+25%	-19%	+41%
	The Americas	-6%	-7%	+10%	-19%	+34%	-10%	-6%	+16%	+0%	-0%	+39%	+7%
	Europe	-4%	-13%	+14%	-24%	+40%	-28%	+19%	-28%	+17%	-3%	+4%	-21%
	China	+37%	-12%	-13%	-1%	+30%	-14%	-9%	+9%	+12%	-7%	+10%	-8%
	Other Asian Countries	+37%	-16%	+31%	-35%	+34%	-0%	-25%	+21%	+4%	+5%	-15%	+19%

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Quantitative Information (Forex rates impact, Order, Revenue ratio)

Forex rates impact on revenue

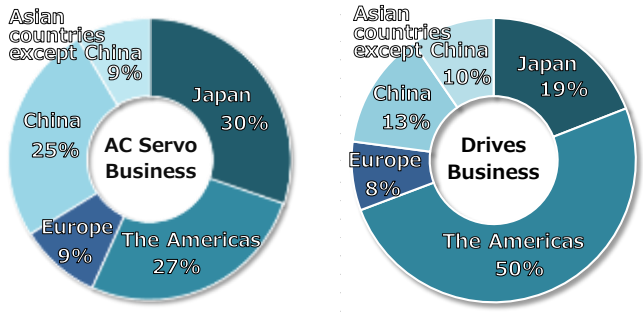
(Unit: billion JPY)		YoY FY2025 Results	YoY FY2026 Forecasts
Total		-2.4	-11.2
	Motion Control	-1.5	-6.3
	Robotics	-0.8	-4.5
	System Engineering	-0.1	-0.3
	Other	-0.0	-0.1

Consolidated order: rates of change by business and location

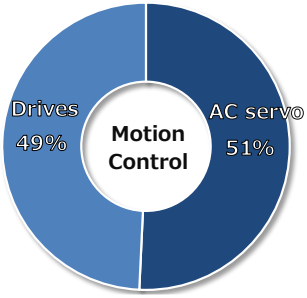
FY2025 4Q order		Motion Control		Robotics
		AC servo	Drives	
Total	YoY	+44%	+50%	-7%
	QoQ	+38%	-1%	-13%
YoY	Japan	+31%	+19%	-9%
	The Americas	+81%	+67%	+3%
	Europe	+32%	+40%	-23%
	China	+9%	+55%	-5%
	Other Asian Countries	+102%	+24%	-6%
QoQ	Japan	+33%	+17%	+7%
	The Americas	+60%	-17%	+23%
	Europe	+15%	-9%	-32%
	China	+10%	+26%	-23%
	Other Asian Countries	+85%	+149%	-18%

Motion Control segment FY2025 revenue breakdown

Revenue breakdown by location



Revenue breakdown by business



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