



New Long-term Business Plan 「Vision 2035」 and New Mid-term Business Plan 「Dash 35」

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Listed company name: YASKAWA Electric Corporation

<https://www.yaskawa-global.com/>

Representative: Masahiro Ogawa, Representative Director, President,

Stock exchange listings: Tokyo and Fukuoka

Stock ticker number: 6506

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Yaskawa Electric Corporation are pleased to announce the start of our Long-term Business Plan “Vision 2035” (FY2026~FY2035), along with the first four-year Mid-term Business Plan “Dash 35” (FY2026~FY2029).

1. Overview of Long-term Business Plan “Vision 2035”

Since our founding, for over 110 years, the Yaskawa Group has consistently focused on motors and their applications as its core business domain, continually advancing motion control, power conversion, and robotics technologies. Going forward, we will continue to pursue world-leading and first-in-the-world innovations, while making steady progress toward further expanding our core domain of Mechatronics, which represents our DNA. Under the “Vision 2035,” we will strengthen competitiveness in our core areas by enhancing the value of our automation solutions centered on our solution concept “i³-Mechatronics” (*1), while accelerating the social implementation of physical AI through the utilization of AI and data. In addition, we will take on the challenge of expanding new mechatronics applications and developing markets and capturing demand in the field of physical AI.

Furthermore, while deepening our understanding of the Yaskawa Group’s management philosophy, we will further evolve our solution concept i³-Mechatronics with AI, and expand a new world, “i³-Singularity” (*2), which aims to achieve optimization of management through data, innovation in manufacturing, and implementation at on-sites operations and across society.

(1) Financial Targets

Under our Long-term Business Plan “Vision 2035,” the Yaskawa Group positions operating profit ratio as its most important indicator and places strong emphasis on enhancing returns to stakeholders. Specifically, we have set financial targets of achieving an operating profit ratio of 20.0% or more and a dividend payout ratio of 40.0% or more by FY2035.

(2) Strategies

① Core Areas

Evolve product and manufacturing through AI×Data to realize the smart factory of the future.

② New Mechatronics Applications

Expanding New Mechatronics Applications by building ecosystems with diverse partners to realize a sustainable society.

③ Physical AI(*3) Market

Achieving the social implementation of Physical AI through the expansion of core component portfolio.

④ Strengthen the Management Foundation

Maximize Yaskawa Group's ability to execute strategies by deepening YDX(*4) and strengthening management foundation through the use of AI.

2. Overview of Mid-term Business Plan “Dash 35”

Under “Dash 35,” the Yaskawa Group identifies revenue, operating profit, and operating profit ratio as its key management indicators and aims to achieve a record-high operating profit of 100 billion JPY. Through “Dash 35,” we will drive the plan toward achieving the “Vision 2035” by thoroughly maximizing profitability in our core areas and creating new markets through physical AI technologies.

(1) Financial Targets

	FY2025 (Results)		FY2029 (Targets)
Revenue	542.1 billion. JPY		650.0 billion. JPY
Operating Profit (Operating Profit Ratio)	47.3 billion. JPY (8.7%)		100.0 billion. JPY (15.4%)
ROE	7.7%		12.0% or more
ROIC	6.9%		11.0% or more
Dividend payout ratio	50.0%		40.0% or more

[Note]

FY2025 Forex rates USD/149.87JPY, EUR172.76JPY, CNY/21.01JPY, KRW/0.105JPY

FY2029 Forex rates USD/145.00JPY, EUR170.00JPY, CNY/20.50JPY, KRW/0.105JPY

(2) Policies

① Policy1 Development of Physical AI Market

We aim to establish a competitive advantage in the physical AI market by expanding the scope of automation, pioneering new markets for physical AI, and strengthening our core component lineup with robot solutions at the core. Specifically, we will expand the application scope of the adaptive AI robot “MOTOMAN NEXT” through the utilization of AI, while also developing diverse physical AI markets—including humanoid robots—through key components such as advanced actuators. In addition, through the advancement of AI technologies and collaboration with partners, we will drive expansion into areas where automation has traditionally been difficult to achieve.

② Policy2 Expansion of i³-Mechatronics Implementation

By leveraging our accumulated solutions and scale advantages, we will contribute to empowering our customers’ competitiveness while accelerating expansion by leveraging regional strengths. Also, by expanding the joint implementation of i³-Mechatronics alongside our customers, we will further strengthen the competitiveness of the Yaskawa Group.

③Policy3 World-Leading New Product Development

We aim to create world-leading technologies by leveraging the synergy between our core technologies, operational data, and the utilization of AI.

④Policy4 Expansion of Business in New Mechatronics Applications

We will expand the scope of automation through the application of mechatronics technologies and collaboration with partners. Specifically, we will address challenges in domestic agricultural field through automation solutions, while promoting the automation and digitalization of various experiments in medical fields.

⑤Policy5 Evolution of YDX and i³-Singularity

Through YDX, we will advance the optimization of our overall company operations and eproducts and services that are chosen by customers worldwide. Furthermore, by combining AI with i³-Mechatronics, we will expand a new world—"i³-Singularity."

For presentation materials regarding "Vision 2035" and "Dash 35", please refer to the following URLs:

•Vision 2035 :

https://www.yaskawa-global.com/wp-content/uploads/2026/05/Vision2035_en.pdf

•Dash 35 :

https://www.yaskawa-global.com/wp-content/uploads/2026/05/Dash35_en.pdf

*1 i³-Mechatronics : Combination of "mechatronics"(proposed by Yaskawa in 1969, a term combining mechanism and electronics) and the three "i"(integrated, intelligent, innovative) , which stands for a solution concept that contributes to solving customers' business challenges.

*2 i³-Singularity : By combining AI with the i³-Mechatronics initiatives we have pursued to date, we aim to significantly expand and enhance execution capability

*3 Physical AI: Defined as the realization of use cases in areas where automation has traditionally been difficult, by integrating Yaskawa products with AI. To enable this, we define "AI robotics" as the integration of motion with AI-driven recognition and decision-making, which represents an expansion of the "integrated" domain of i³-Mechatronics.

"MOTOMAN NEXT" is a product that embodies this concept of AI robotics.

*4 YDX : YASKAWA Digital Transformation. YDX- I refers to data centralization, business reform, management visualization. YDX- II refers to creating customer value from product/service perspectives.