YASKAWA

Mid-term Business Plan

“Dash 35”

(FY2026 - FY2029)

May 22nd, 2026

YASKAWA ELECTRIC CORPORATION

Regarding Mid-term Business Plan “Dash 35”

Since its establishment in 1915, Yaskawa Electric has constantly strived to take on the latest technologies of the times, upholding its corporate motto of being “a technology driven company” and defining its business domain as “electric motors and their applications“. Yaskawa’s mission is to contribute broadly to social development and human welfare through the execution of our business.

Our business environment is in a constant state of dramatic changes. Geopolitical risks and other uncertainties continue, but we must ensure that we are able to capture the expansion of the growing markets.

We are pleased to announce our Mid-term Business Plan “Dash 35," which starts in FY2026. Based on the Yaskawa Principles, we will strengthen our business activities centered on the solution concept "i^3-Mechatronics" to achieve our Long-term Business Plan "Vision 2035" as well as to contribute to solving our customers' business challenges and realizing a sustainable society.

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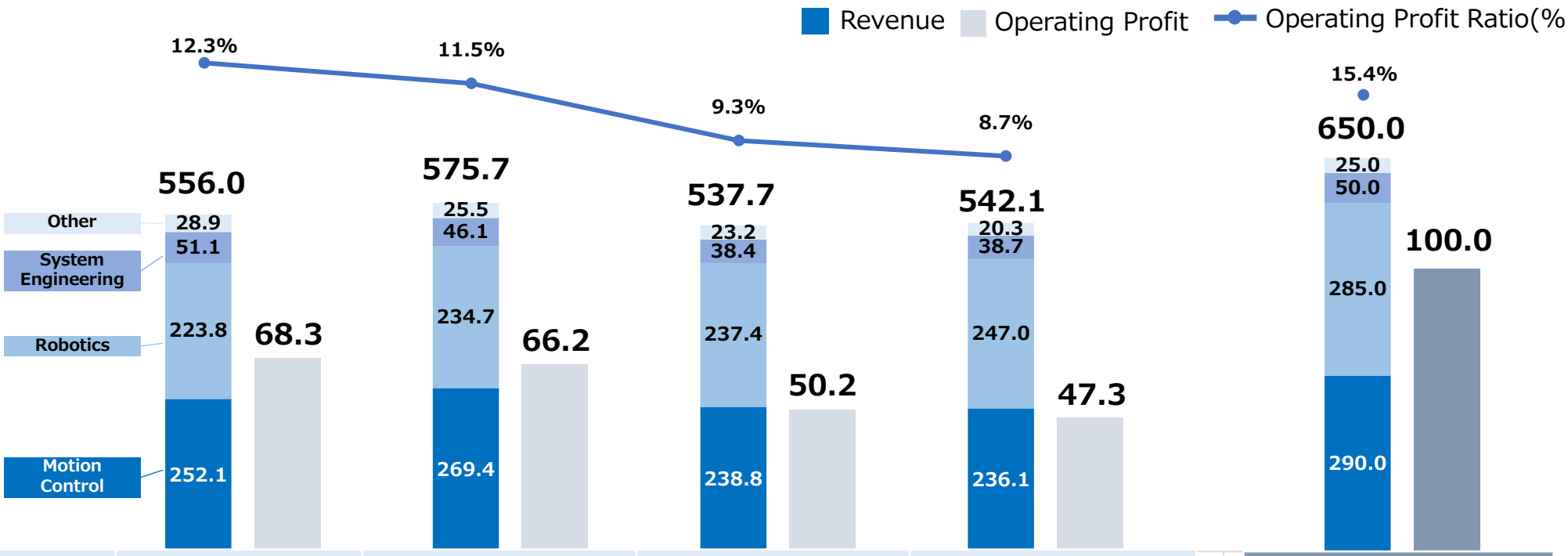
Review of Mid-term Business Plan “Realize 25”

Review of “Realize 25” (Financials) ①

Consolidated financial performance under “Realize 25” fell short of the targets

(Billions of Yen)



	FY2022(Results)	FY2023 (Results)	FY2024 (Results)	FY2025 (Results)	FY2025(Target)※1
ROE	16.2%	13.6%	13.7%	7.7%	15.0%+
Dividend payout ratio	32.3%	33.0%	31.1%	50.0%	30.0%+

※1 FY2025 target were at the time of “Realize 25” release (May 2023)

Mid-term Business Plan ”Realize 25” (FY2023–2025)

Review of “Realize 25” (Achievements and Challenges) ②

“Realize 25” Achievements

Policy ① **Creating Value through i³-Mechatronics Solutions**

- Accumulation of i³-Mechatronics deployment use cases
- Expansion of automation at the mother factories in Japan
- Launch of large-scale investment under the U.S. “Campus Concept”

Policy ② **Capturing Growth Market with World’s Best/First Automation Components**

- Strengthening initiatives in AI Robotics through the introduction of MOTOMAN NEXT
- Commercialization of iCube Control

Policy ③ **Contributing to Realizing a Sustainable Society through Business Expansion of Mechatronics Applications**

- On-site deployment of agricultural automation
- Entry into the medical field through strategic alliances
- Full-scale development of humanoid robot-related technologies

Policy ④ **Establishing a Management Foundation by deepening YDX and Sustainability Management**

- Integrated utilization of management data through YDX
- Review and refinement of materiality in sustainability management

Challenges to Tackle Toward “Dash 35”

Common Challenges

- Responding to changes in the FA Market

Policy① **Development of the Physical AI Market**

Challenges

- Limited deployment of i³-Mechatronics
- Loss of market share attributable to an excessive focus on profit

Policy② **Expansion of i³-Mechatronics Implementation**

Challenges

- Development of products that stand out in core businesses
- Development of advanced products compatible with AI robotics

Policy③ **World-Leading New Product Development**

Challenges

- Commercialization of the Agricultural field business
- Accelerating expansion in the medical and pharmaceutical markets
- Accelerating initiatives in humanoid robotics

Policy④ **Expansion of Business in New Mechatronics Applications**

Challenges

- Structural reform through YDX by integrating manufacturing, sales, and development
- Strengthening competitiveness through evolution of YDX

Policy⑤ **Evolution of YDX and i³-Singularity**

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Mid-term Business Plan ”Dash 35”
～Aim and Financial Targets～

Yaskawa Principles and Goals for FY2035

Implement Yaskawa Principles and contribute to solving humanity's challenges through innovative technologies

Principles

Purpose	Yaskawa's mission is to contribute broadly to social development and human welfare through the execution of our business
Values	To achieve the mission, our group has set the following three objectives and works hard to achieve them. Focus on quality, Securing profit, Market oriented
Actions	We respect our group's heritage and strive to realize our mission, and through this, we seek the group's prosperity and our own well-being by raising society's trust

Goals for FY2035

Environ-mental Changes

Technology Innovation | Social Structure Changes | Sustainability | Global Competition /Co-creation

Contribute to Solving Humanity's Challenges

Solutions

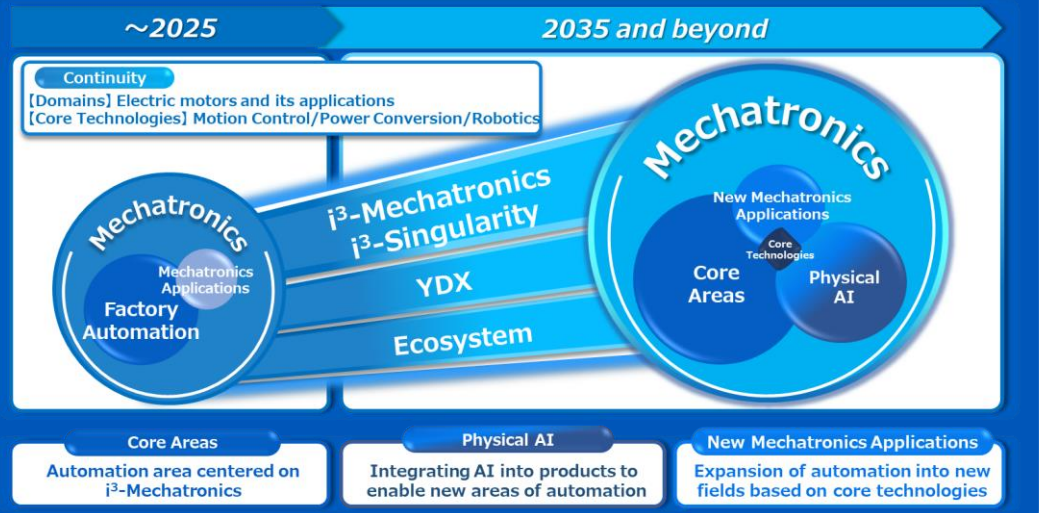
i^3-Mechatronics  i^3-Singularity

YDX | Ecosystem

Positioning of “Dash 35” within the “Vision 2035”

Yaskawa Group “Vision 2035”

Contribute to the sustainable development of society by expanding the field of Mechatronics through technological innovation



Dash 35 (2026~2029 (*))

Thoroughly Maximizing Profitability and Creating New Markets for Physical AI

(*) Implemented in two-year phases
“High Profitability”: Focus on the first two years

Challenge 35 (2030~2032)

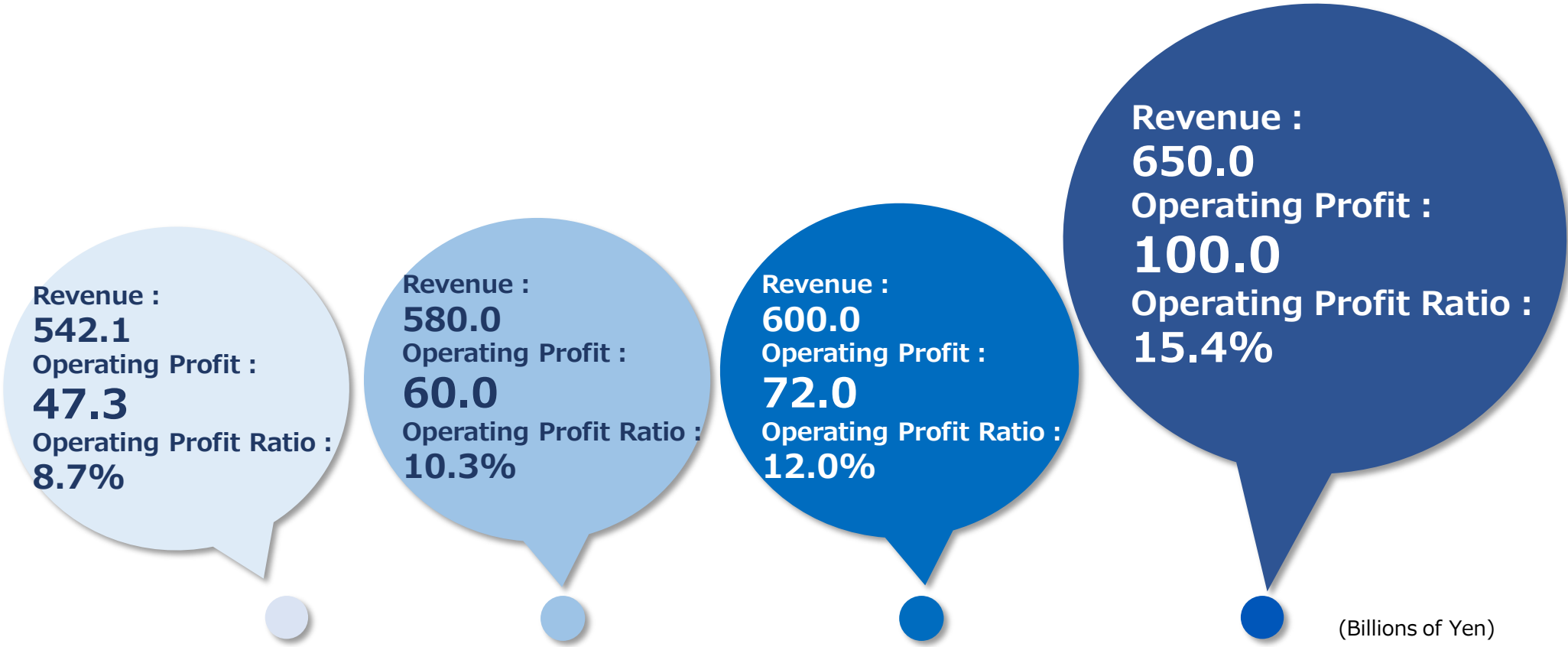
Expansion of the Physical AI

Realize 35 (2033~2035)

Realize “Vision 2035”

Revenue and Operating Profit Targets

Toward the realization of the Vision 2035, operating profit and ratio are positioned as the most important KGIs, with the aim of achieving operating profit of 100B Yen and an operating profit ratio of 15.4% in FY2029



Revenue and Operating Profit Targets by Business Segment

(Billions of Yen)

		FY2025 Results	FY2026 Forecasts	FY2027 Targets	FY2029 Targets
Motion Control 	Revenue	236.1	280.0	290.0	**300.0**
	Operating Profit	24.4	42.0	47.0	**52.0**
	Operating Profit Ratio	10.3%	15.0%	16.2%	**17.3%**
Robotics 	Revenue	247.0	240.0	250.0	**290.0**
	Operating Profit	20.4	21.0	26.0	**45.0**
	Operating Profit Ratio	8.3%	8.8%	10.4%	**15.5%**
System Engineering 	Revenue	38.7	40.0	40.0	**40.0**
	Operating Profit	5.0	3.2	4.0	**4.0**
	Operating Profit Ratio	12.9%	8.0%	10.0%	**10.0%**

FY2025 Forex rates(results) USD/149.87YEN、EUR/172.76YEN、CNY/21.01YEN、KRW/0.105YEN
FY2026･FY2027･FY2029 Forex rates(forecast) USD/145.00YEN、EUR/170.00YEN、CNY/20.50YEN、KRW/0.105YEN

Core Indicators of the Financial Capital Strategy

(Billions of Yen)

Execute the financial capital strategy to enhance corporate value

Core Indicators	FY2025 Results	FY2026 Forecasts	FY2027 Targets	FY2029 Targets
ROE※1	7.7%	9.6%	10.0%	**12.0% or more**
ROIC※2	6.9%	8.5%	9.0%	**11.0% or more**
Dividend payout ratio	50.0%	41.9%	40.0%	**40.0% or more**

FY2026-FY2029 Investment Plan

Cumulative investments : 250.0 (ratio to revenue 10%)
- capital expenditures : 130.0
- strategic investments : 120.0

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

YASKAWA

Mid-term Business Plan “Dash 35” Policies and Initiatives

Mid-term Business Plan “Dash 35” (FY2026～FY2029) Policy

Thoroughly Maximizing Profitability and Creating New Markets for Physical AI

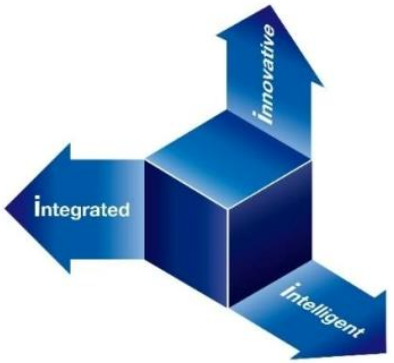
Policy 1 Development of the Physical AI Market

Policy 2 Expansion of i³-Mechatronics Implementation

Policy 3 World-Leading New Product Development

Policy 4 Expansion of Business in New Mechatronics Applications

Policy 5 Evolution of YDX and i³-Singularity



i³-Mechatronics
i³-Singularity

Policy 1
Development of the Physical AI Market

Develop the Physical AI market and expand the scope of automation

Adaptive Robotics

MOTOMAN NEXT (Manufacturing on-sites operations)

Food | Beverage

Agriculture | Medical

Logistics | Architecture | Semiconductor

Automobile | Oil&gas | Machine tools

Physical AI Market

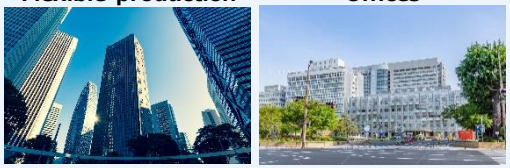
Advanced Actuators

Expand Core Component Portfolio

Situation Assessment and Task Planning

Humanoid Robot (non-manufacturing)

Flexible production | Offices



Office buildings | Hospitals

※ 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.

Technologies Supporting the Physical AI Market

Capturing the Physical AI market with robot solutions at the core and an expanded lineup of key components

Physical AI Market

Expand market for MOTOMAN NEXT

Automation of manual labor tasks through the use of AI

Food | Beverage | Architecture | Logistics | Medical | Agriculture

Development of the Humanoid robot market

Robots performing the same tasks as humans

Factory → Academia

Secure | Situation assessment | Multi-skilled → Start-ups

Automation in human-equivalent environments

New market → Partners

Core Components Lineup (advanced actuators etc.)

Pursuing optimal motors and actuators for AI Robotics

High torque density

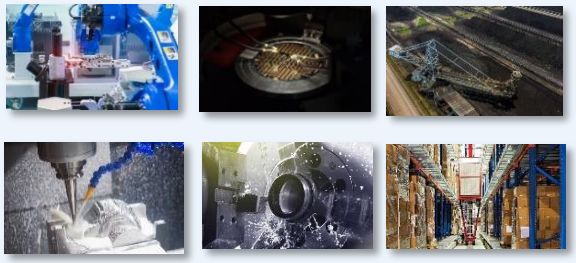
Weight reduction

Compatibility

Policy2
Expansion of i³-Mechatronics Implementation

Policy 2. Expansion of i³-Mechatronics Implementation

Empowering customers to win through leveraging accumulated solutions and scale advantages



Solving Our Customers' Business Challenges

Improving service quality

- ✓ Customer-centric service delivery
- ✓ Thoroughly incorporate quality data into product development
- ✓ Strengthening the integration of sales and service

Accumulated solutions

- ✓ Digitizing "Customers' needs"
- ✓ Applications of case studies from in-house factory implementations

＋

Differentiation of core products

- ✓ Making full use of the Technology Center
- ✓ Product strategies tailored to each region

Value added through strengthening the production infrastructure

- ✓ Production resilient to fluctuations in volume
- ✓ Significant reduction in procurement costs
- ✓ Streamlining indirect departments

Accelerating the Global Expansion of i³-Mechatronics

Accelerate expansion by leveraging regional strengths

China
Expanding our market reach through a value proposition centered on controllers

Americas
Expanding market share in the general industrial sector (logistics, packaging, etc.) by leveraging the U.S. campus concept

Accelerating the Global Expansion
"Glocal" Adaptation and Sharing of Brand Value

Europe
Steady expansion of key customers through strengthening of solutions business

ASEAN
Expanding sales scale through application-specific solutions

India
Expanding bookings through strengthening local channels

Cooperate with customers to expand the implementation of i³-Mechatronics and strengthen Yaskawa group's competitiveness

Expansion of i³-Mechatronics Implementations
Full utilization of Technology Center and applications to new products
▶ **Co-creating the world-leading solutions together with our customers**

Sustainable growth for Yaskawa Group
▼
Improving customer and societal satisfaction

Utilizing Global Quality Data
▶ **Improving product and service quality**

Enhancing Production and Procurement Capabilities
▶ **Improving productivity and competitiveness in product costs**

Policy3
World-Leading
New Product Development

Policy 3. World-Leading New Product Development

Creating world-class technology through the synergy of core technologies, on-site data, and utilization of AI

Core Areas

Physical AI

New Mechatronics Applications

Yaskawa Technology Center

~A Place where “world-leading” is created~

Inter-company co-creation

Evolution of core technologies

- Robotics
- Motion Control
- Motor Drives

Roadmaps

- Customers’ needs
- Market needs
- Solving social issues

Industry-academia collaboration

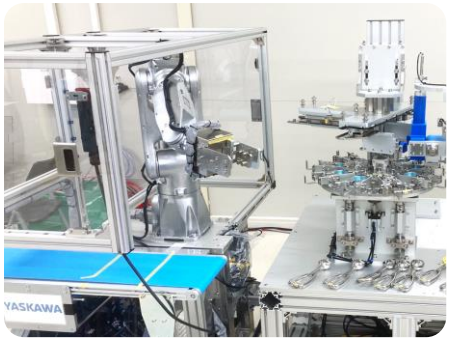
Consolidation of world leading core technologies

Policy4
Expansion of Business in New Mechatronics Applications

Expanding the scope of automation through the application of mechatronics technologies and collaboration with partners

Automation in the agricultural field

Expanding the platform into the medical and pharmaceutical fields



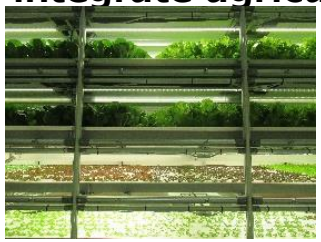
Expanding the use of robots in the food field

Agriculture | **Medical** | **Food**

Use of AI + **Advancing into new fields with absolute "physical" applications** + **Partner collaborations**

Solving challenges in the domestic agricultural sector through automation solutions

Using “Agrine” in vegetable factories that integrate agriculture and food production



FAMS

植物工場システム
アグリネ
AGRI-NE

Expanding the implementation of automation through collaboration with partners

Development of cucumber harvesting techniques

Expanding the strawberry packing technique to other varieties

Digitizing manual labor while preserving the “high quality” of Japanese agriculture

Bringing AI-powered automation solutions to the farm through collaboration with key partners

Challenges facing Agriculture (Japan)

- Labor shortage
- Workload in production and processing
- Supply of safe and reliable agricultural products

Expanding the Platform into the Medical and Pharmaceutical Fields

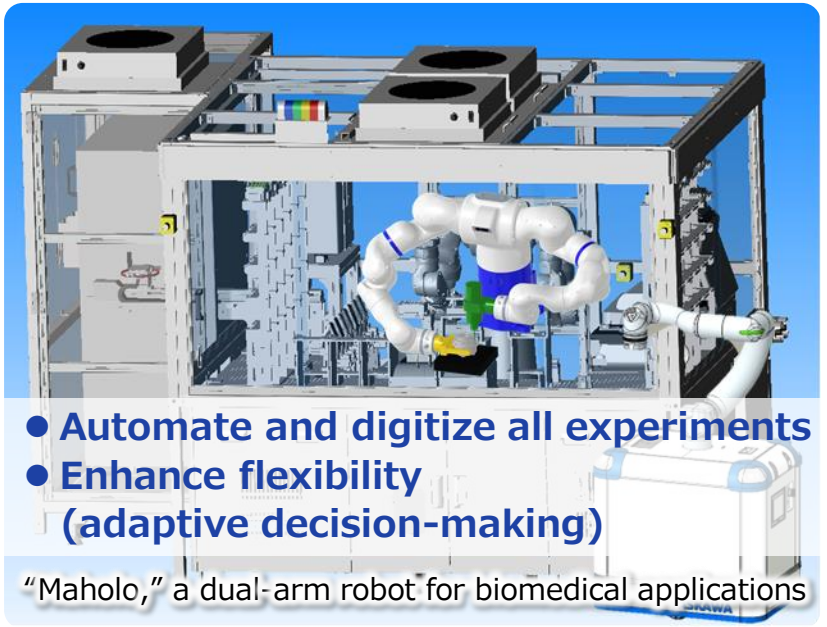
Evolving “Maholo” into a platform that automates and digitizes various experiments in medical settings

[Development of Robot Solutions Through Partner Collaborative Innovation]

High level of automation

Compliant with global standards

Providing a collaborative platform



- **Automate and digitize all experiments**
- **Enhance flexibility (adaptive decision-making)**

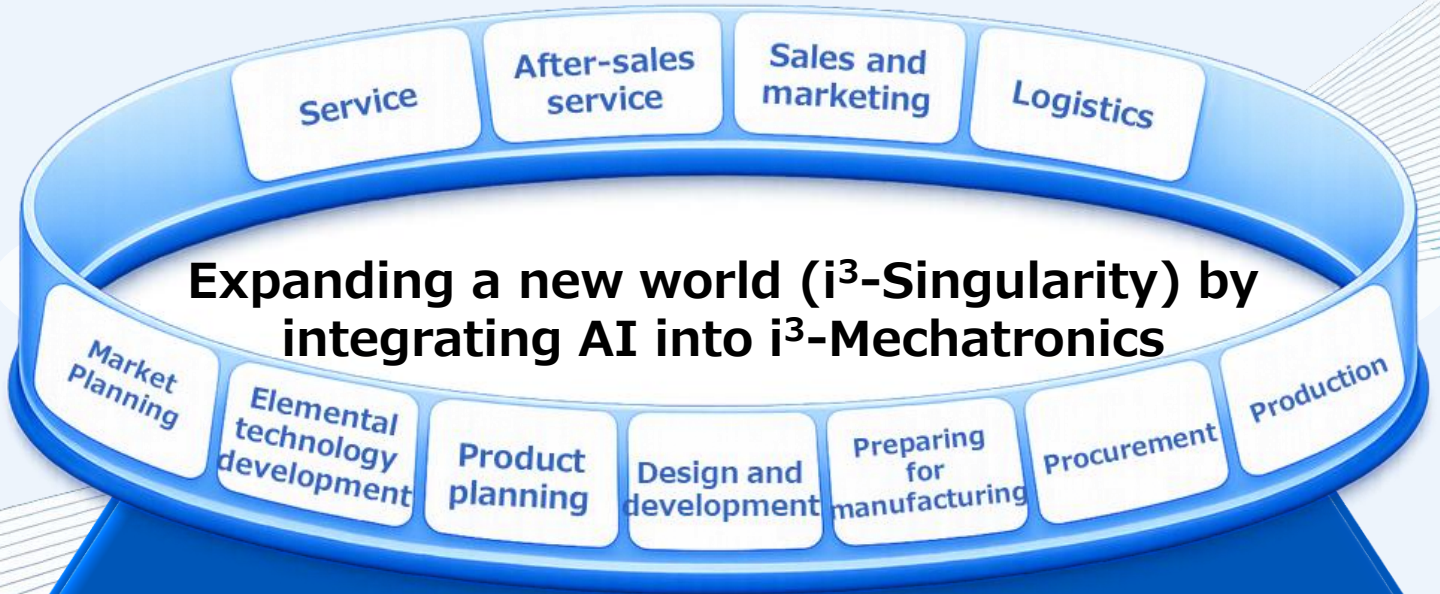
“Maholo,” a dual-arm robot for biomedical applications

Expanding the platform from the medical and pharmaceutical markets—where many processes remain unautomated—to other experimental fields (such as materials chemistry and food science)

Policy5
Evolution of YDX and i³-Singularity

Policy 5. Evolution of YDX and i³-Singularity

Enhancing corporate value by being continuously trusted and chosen by stakeholders



Building a robust management foundation through the evolution of YDX

Achieving mid- to long-term management objectives based on the sustainability policy

Fostering a results-driven “One YASKAWA” corporate culture through deeper understanding of the Yaskawa Principles

The Evolution of YDX

Utilize YDX to optimize overall company operations and transform business structure to continuously create products and services that are chosen by customers worldwide

YDX-I
"Internal DX"

- Business process reform and data centralization
- Construct Yaskawa data lake
- Management visualization

YDX-II
"Internal and external DX"

- Data integration and PLM reconstruction
- Integration and transformation across production, sales, development and service
- Reforming the organizational culture

Aim for Dash 35
"Structural reformation for overall optimization"

- Business optimization
- Product and manufacturing transformation
- Service value-added
- Sustainable growth

※PLM: Product Lifecycle Management

Yaskawa Data Lake
A database centralized and compiled by YDX

Toward Creating Value for Our Customers

Implementation of Data-Driven and Digital Management

Expected benefits

- Accelerating business operations and increasing profitability
- Delivering world-leading products and services in a timely manner

※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.

i³-Singularity

Expanding into a new world (i³-Singularity) by integrating AI into i³-Mechatronics

i³-Mechatronics (i³-(Mechanism+Electronics))
i³-Singularity (i³-Mechatronics+AI)

Expansion of i³-Mechatronics Implementation

- Global deployment
- Scaling up revenues of core products

→ **Strengthening and expanding the business foundation**

New World of i³-Singularity

1. Singularity in data-driven management

- Optimization of management
- Sustainable growth

→ **Strengthening management speed and achieving high profitability**

2. Singularity in manufacturing

- Production Innovation
- Development Innovation

→ **Delivering the world's best products based on unique in-house manufacturing innovation and technology development innovation**

3. Singularity in on-site operations and society implementation

- Contributing to society through the practical use of intelligent devices
- Expanding automated tasks and use cases
- Advancing the utilization of on-site data

→ **Expanding the scope of problem solving through on-site implementation of AI robotics**

Disclaimer

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