

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.
- Figures in this document are rounded off and may differ from those in other documents such as financial results.
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YASKAWA ELECTRIC CORPORATION

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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Business Overview

Motion Control

【Core products】

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



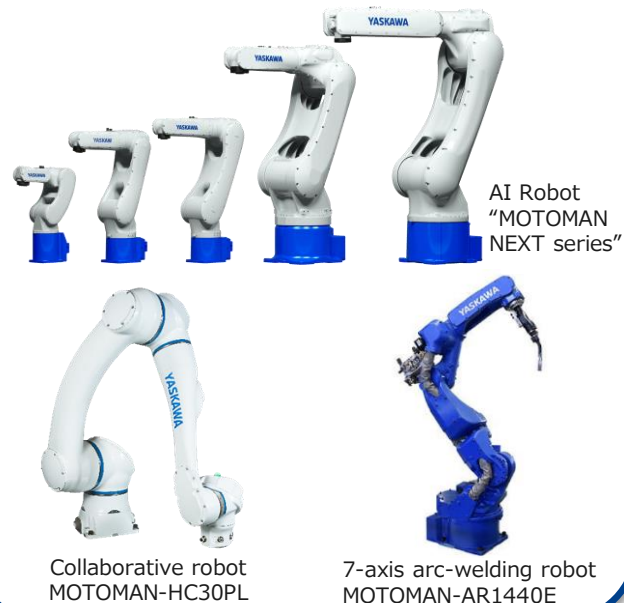
Yaskawa AC drive
GA700 series

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



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.

1 . FY2025 Financial Results

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	%
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%

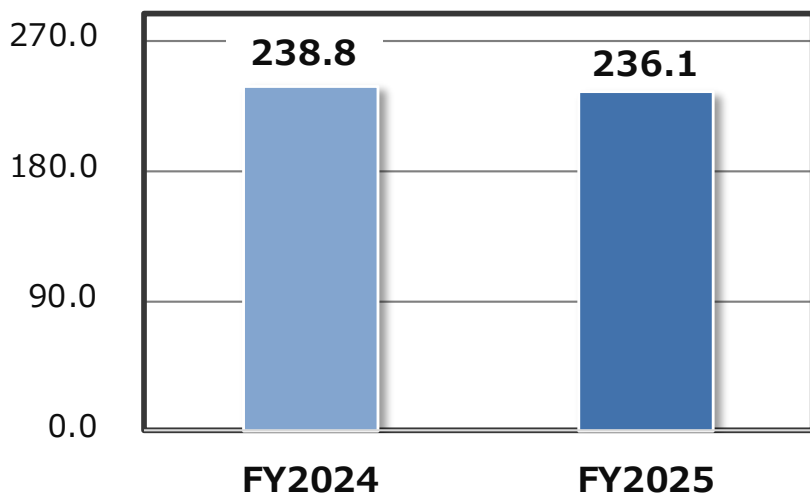
FY2025 Financial Results by Business Segment

- 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.

	FY2025 Results		FY2024 Results		Changes	
	Results	Profit ratio	Results	Profit ratio	Amounts	%
(Billions of yen)						
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	-

Business Segment Overview: Motion Control

Revenue (Billions of yen)



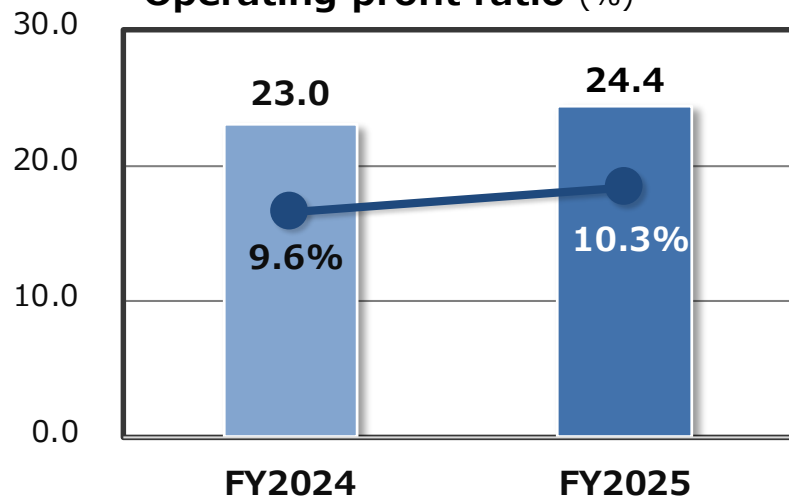
[Revenue]

- 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.

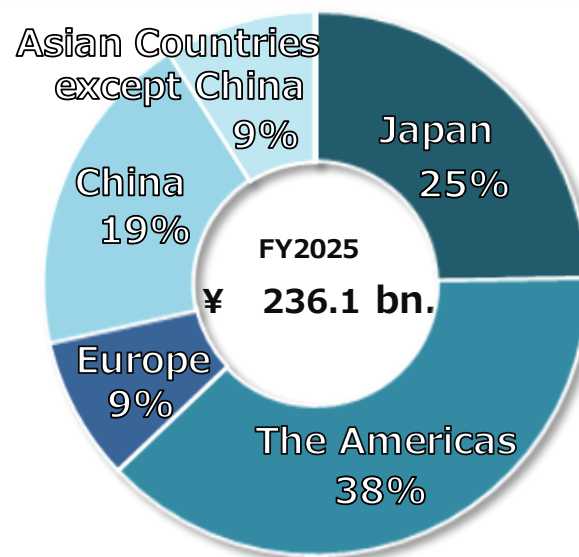
[Operating Profit]

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

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

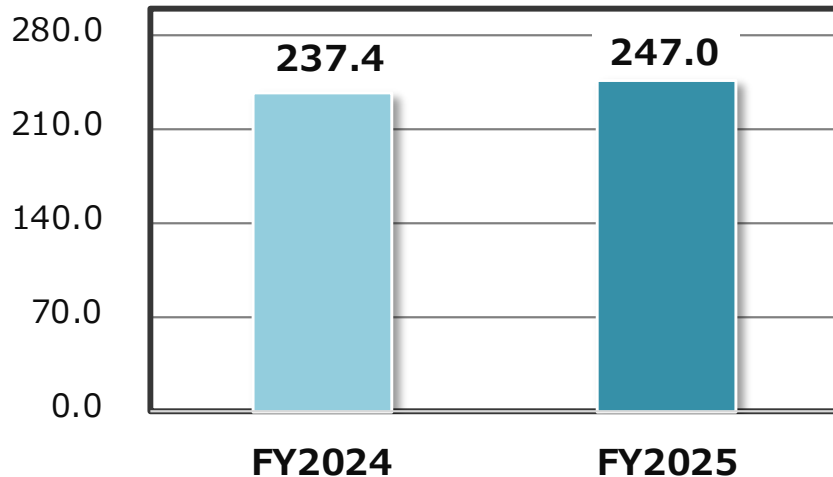


**Revenue
breakdown
by region**

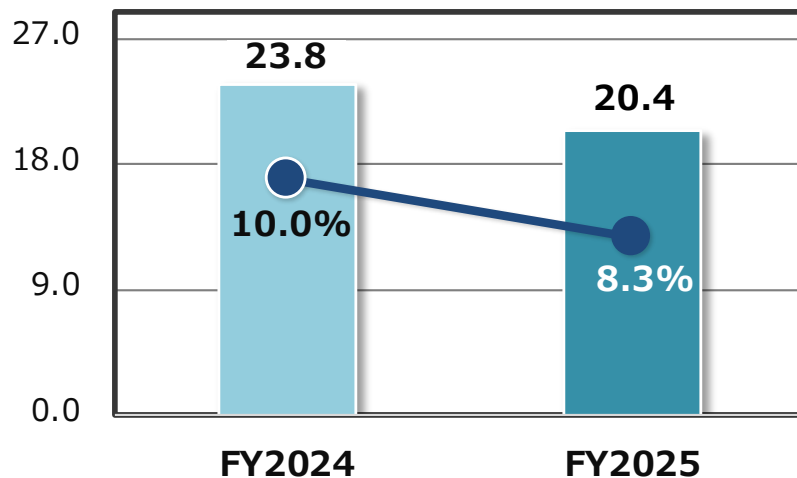


Business Segment Overview: Robotics

Revenue (Billions of yen)



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



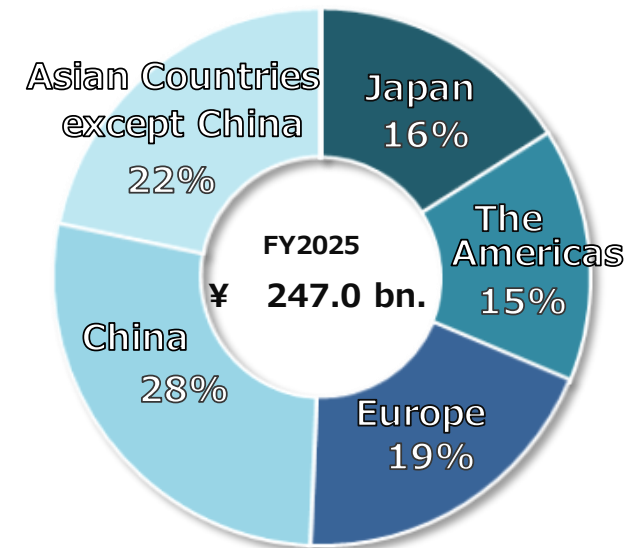
[Revenue]

- 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]

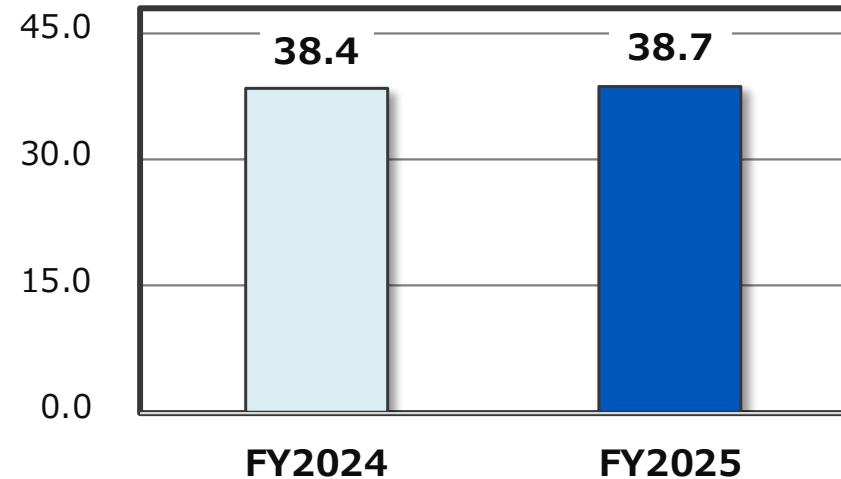
- Operating profit decreased as a result of the impact on added value associated with large-scale projects.

Revenue breakdown by region



Business Segment Overview: System Engineering

Revenue (Billions of yen)



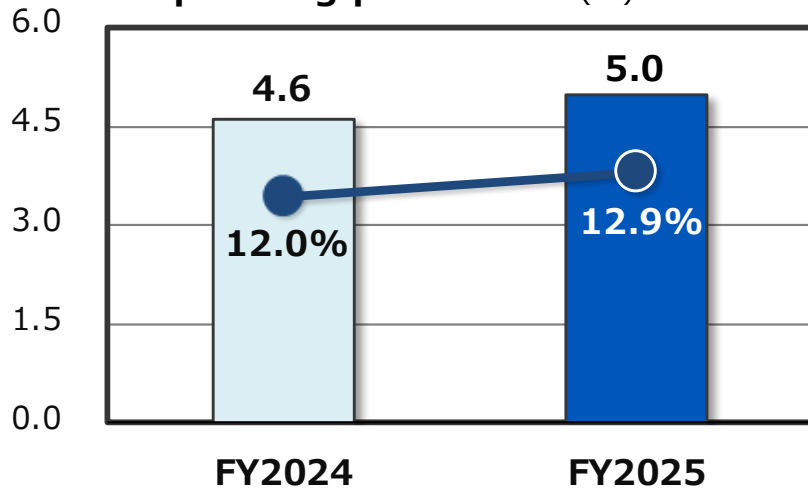
[Revenue]

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

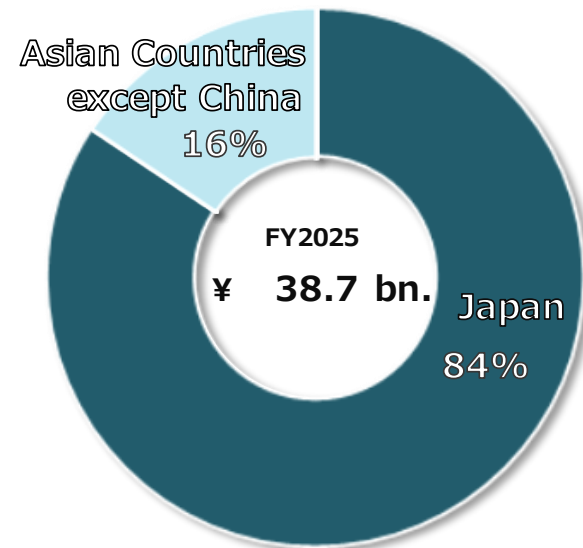
[Operating Profit]

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

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

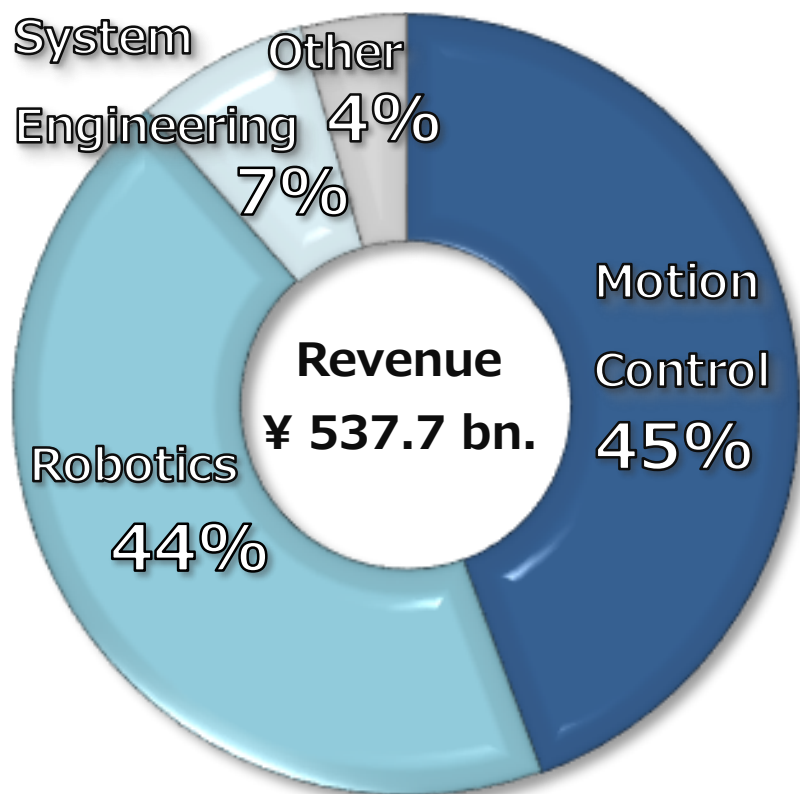


Revenue breakdown by region

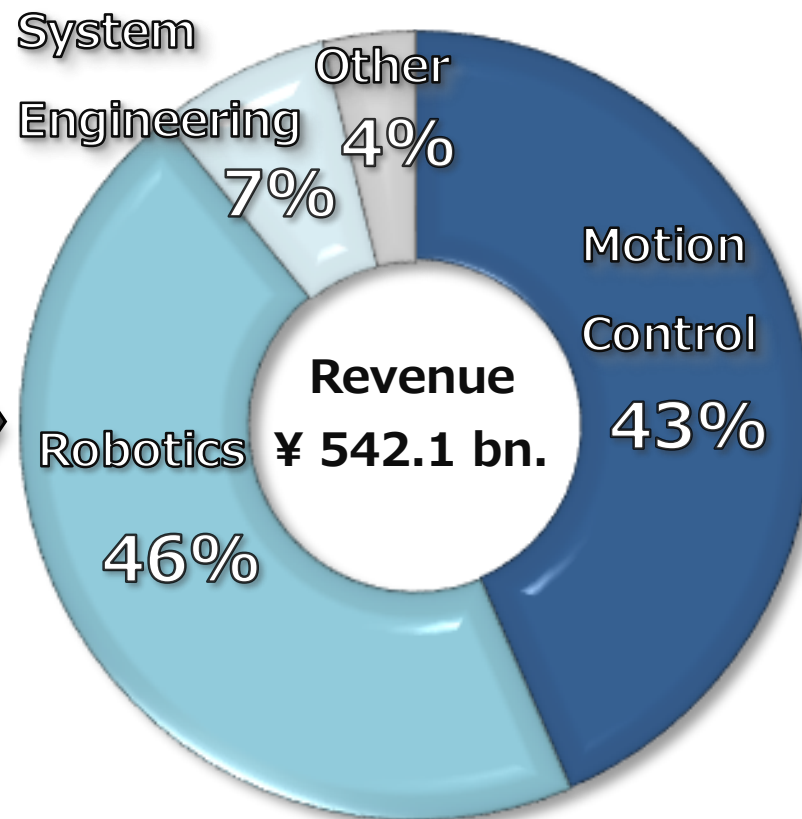


Revenue Breakdown by Business Segment

FY2024



FY2025



Revenue Breakdown by Location (1)

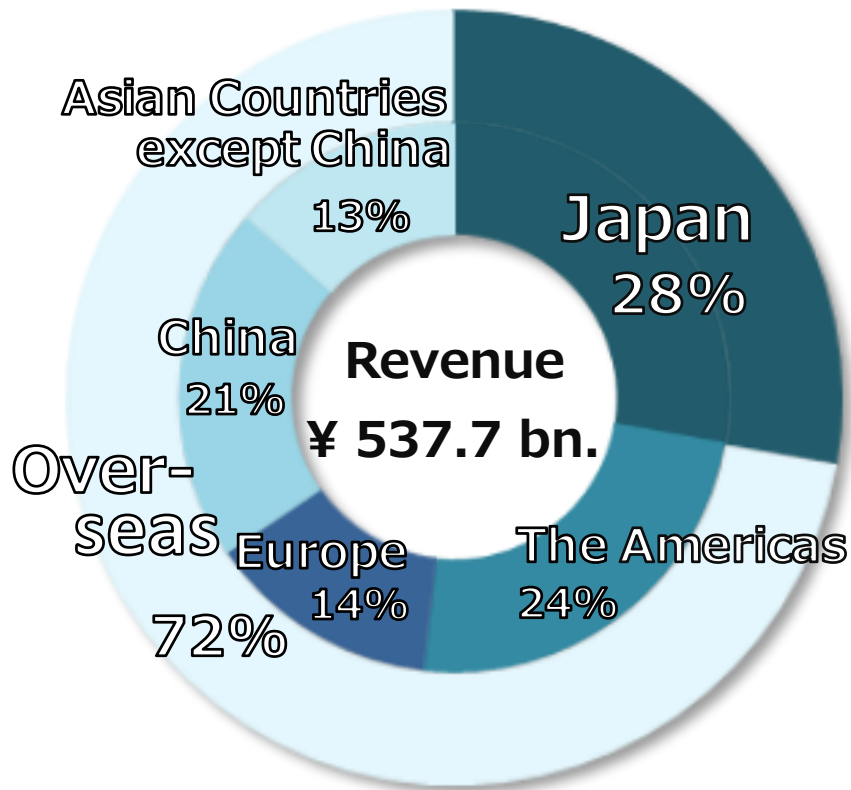
- While revenue increased in China and Asia, it declined mainly in Europe. As a result, overall revenue was flat.

(Billions of yen)	FY2025 Results	FY2024 Results	Changes	
			Amounts	%
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%

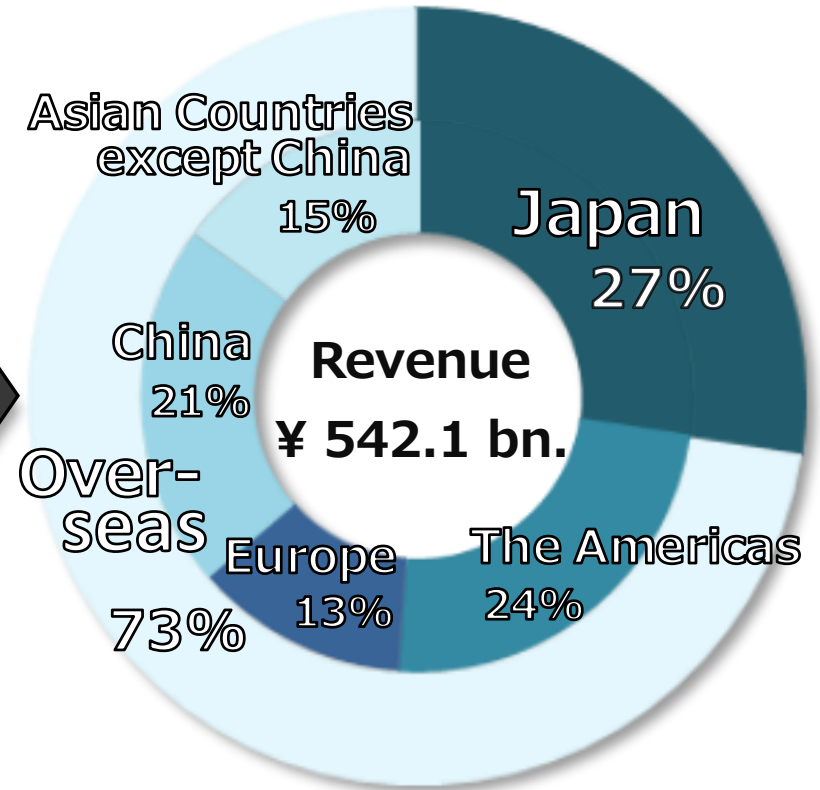
Note: Europe includes Middle East and Africa.

Revenue Breakdown by Location (2)

FY2024



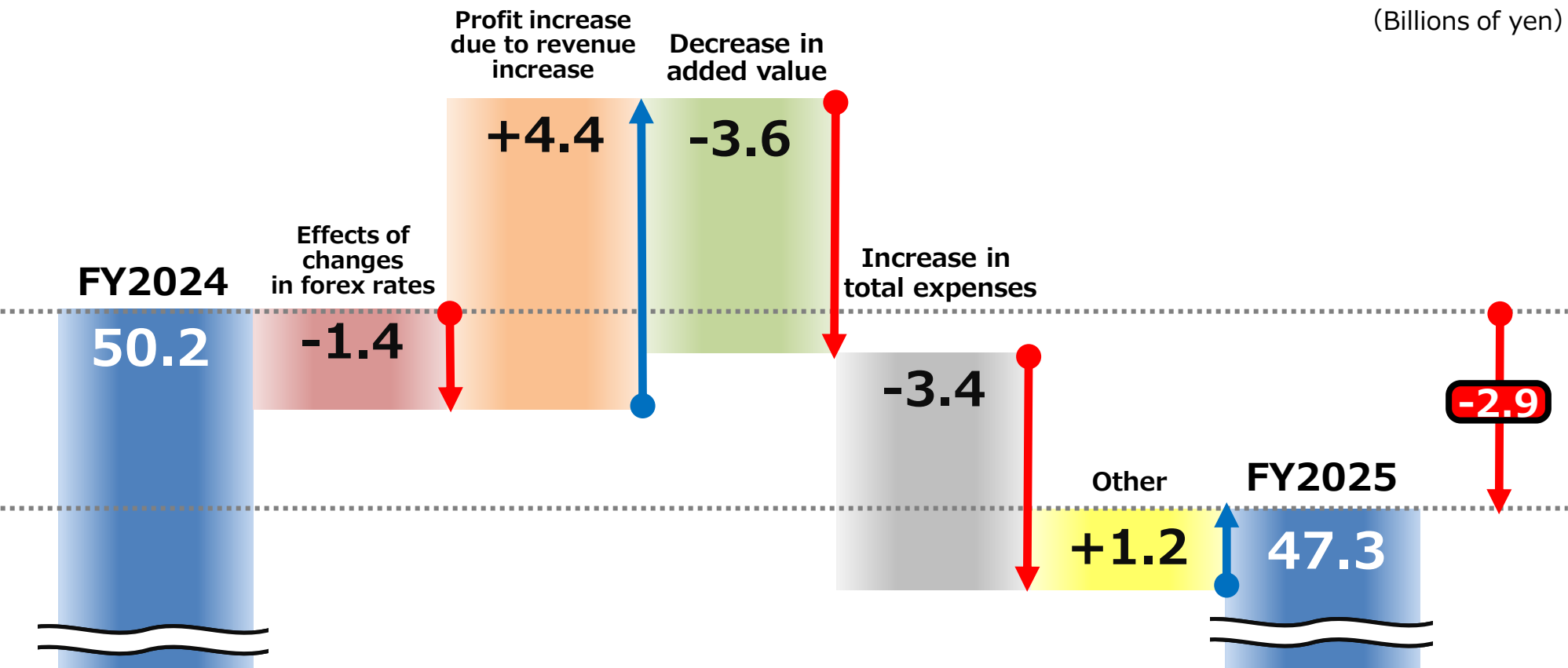
FY2025



Note : Europe includes Middle East and Africa.

Breakdown of Changes in Operating Profit (FY2024 → FY2025)

(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	- 0.6	- 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

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*”

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.



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



MOTOMAN NEXT-NHC12



Newly established Minamiyukuhashi Plant

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.

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**

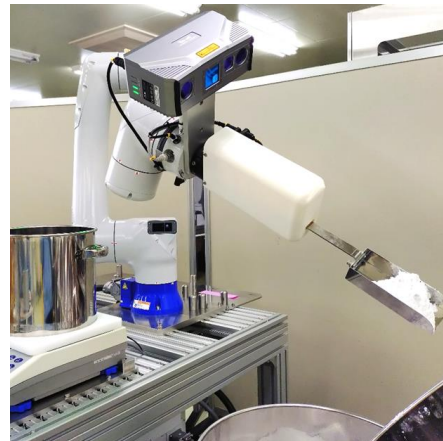
Actual implementation examples

Automation of medical instrument sorting



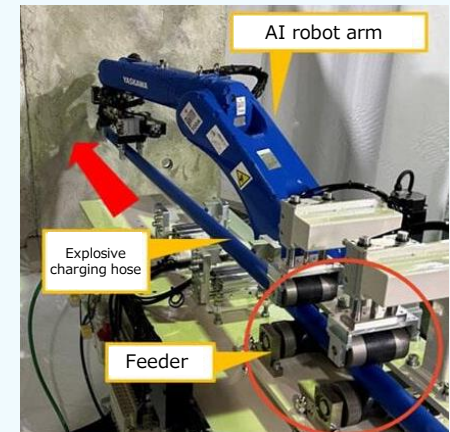
AI recognizes used medical instruments, and robots sort the instruments accurately, even when shapes and conditions differ. This achieves a work environment with zero infection risk.

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.

2. FY2026 Full-Year Forecasts **(Year Ending February 28, 2027)**

FY2026 Full-Year Financial Forecasts (Highlights)

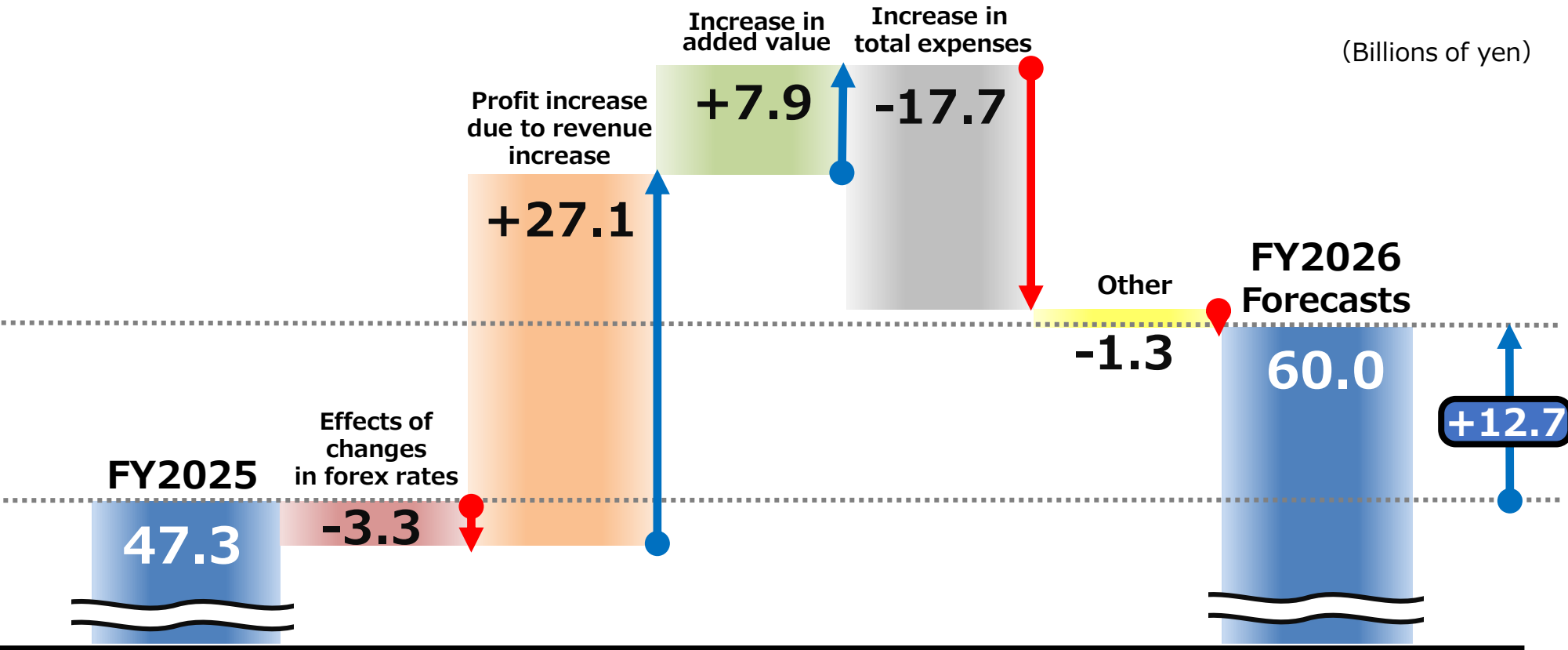
- Both revenue and profits are planned to increase considering factors including the current strong order intake driven by robust demand mainly from AI- and semiconductor-related markets.

	FY2026	FY2025	Changes	
	Forecasts	Results	Amounts	%
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%

FY2026 Full-Year Financial Forecasts by Business Segment

	FY2026		FY2025		Changes	
	Forecasts	Profit ratio	Results	Profit ratio	Amounts	%
(Billions of yen)						
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	-

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

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)

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



Exterior view of
Robot Factory No. 5

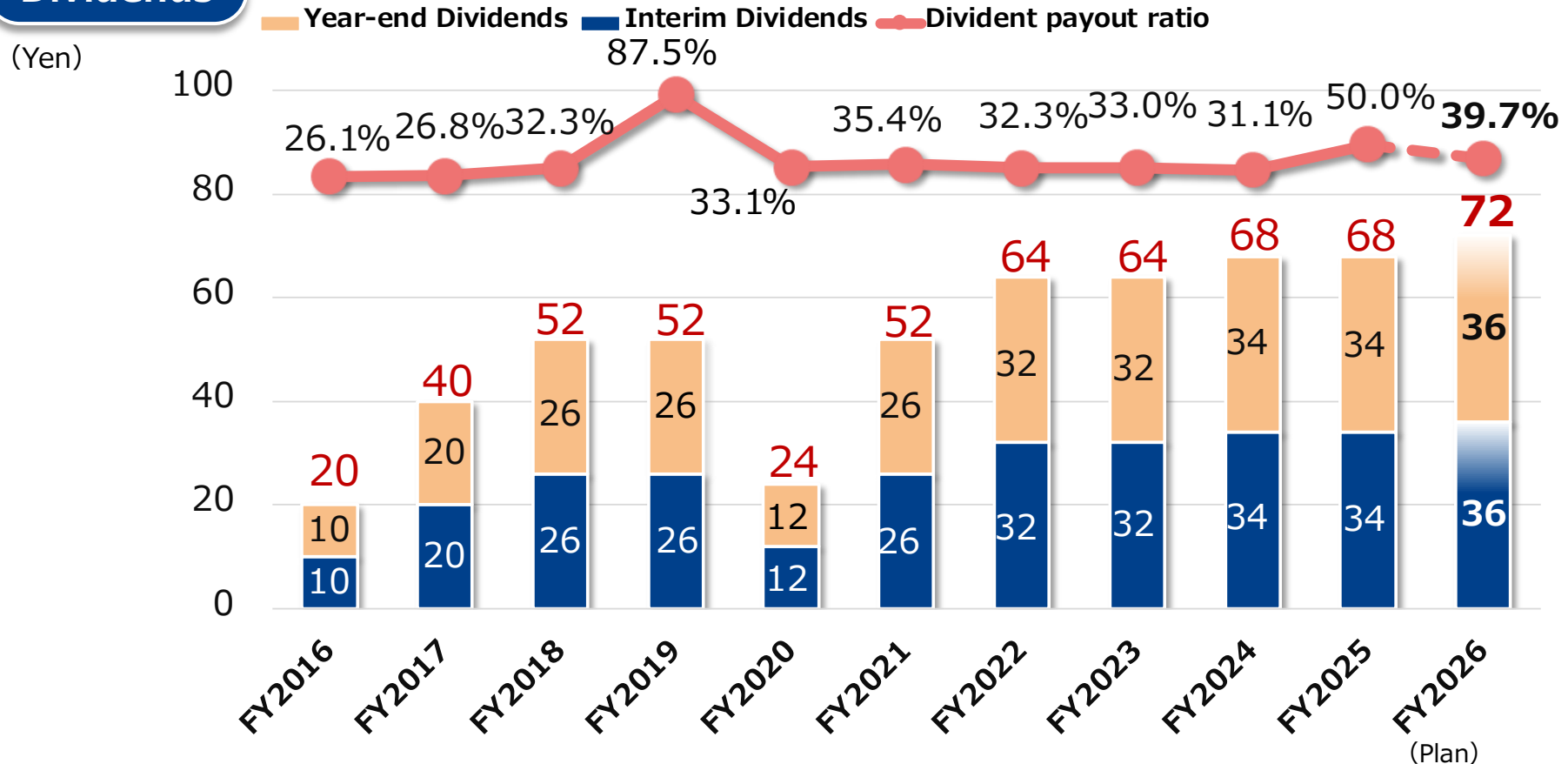


Versatile humanoid robot LabDroid
“Maholo” operates on the cell
manufacturing platform

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



3. Reference

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

Capital expenditure, R&D investment

(Billions of yen)

	F Y 2 0 2 4 (Results)	F Y 2 0 2 5 (Results)	F Y 2 0 2 6 (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)

	F Y 2 0 2 4 (Results)			F Y 2 0 2 5 (Results)			F Y 2 0 2 6 (Forecasts)
	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

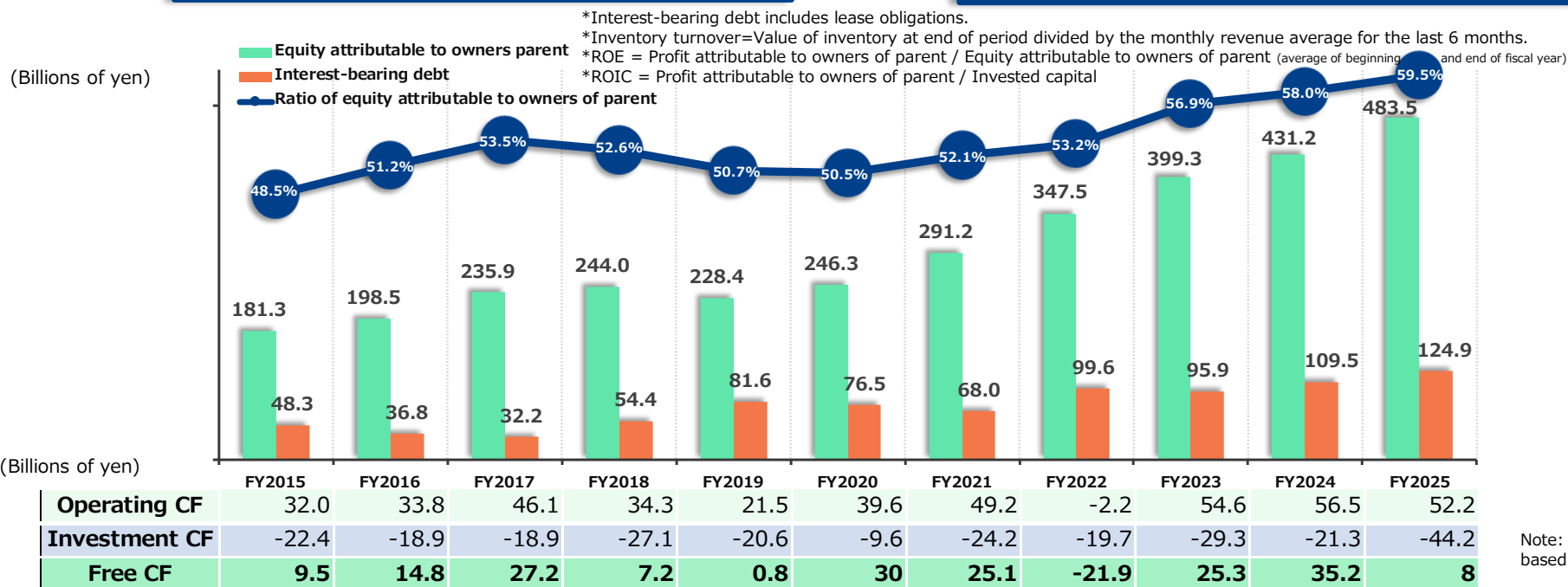
Financial Indices

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%

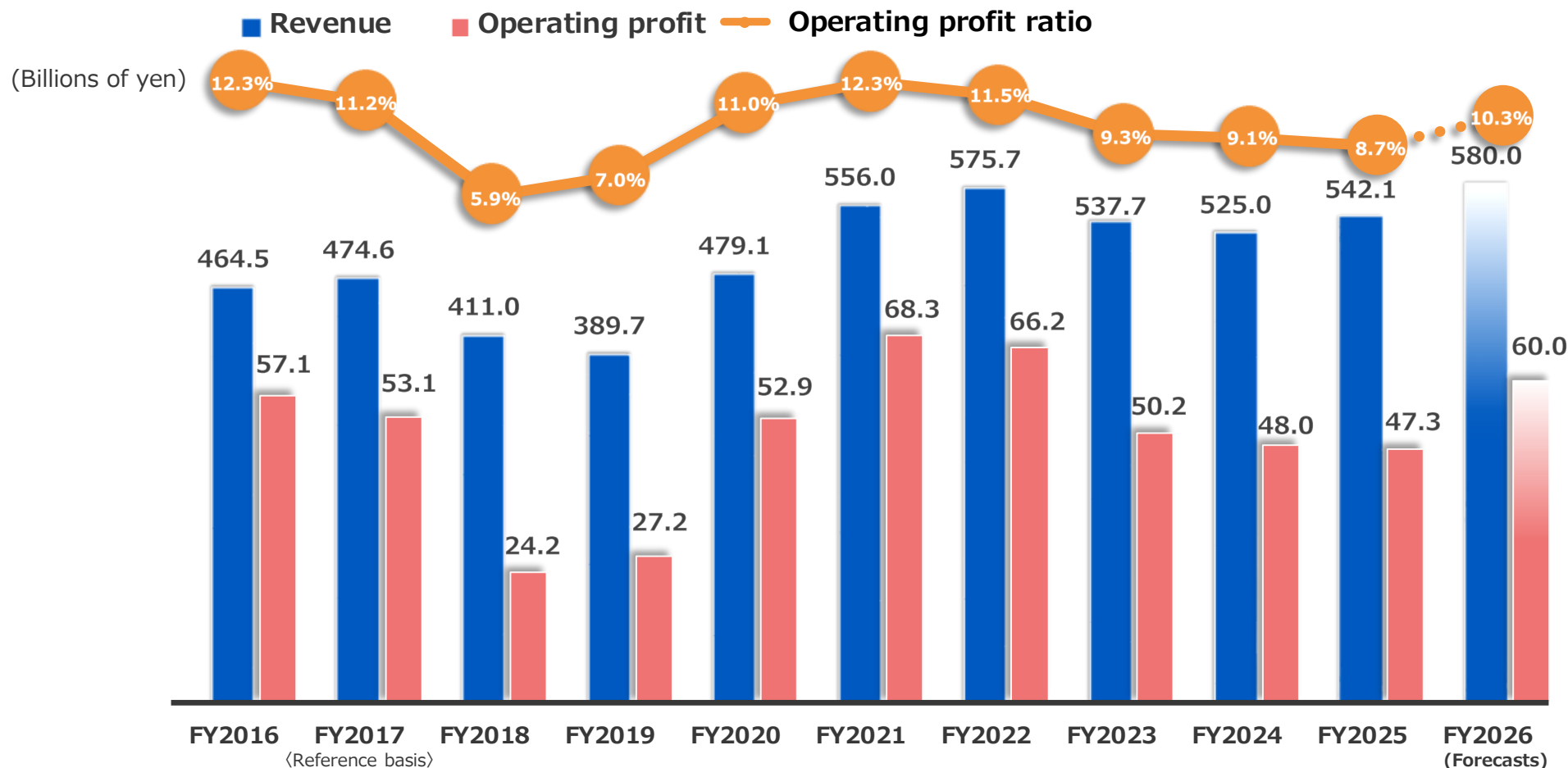
As of February 28, 2026

- 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%



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

Revenue / Operating Profit (FY2016 – FY2026 Forecasts)



Dash 25

Challenge 25 Plus

Realize 25

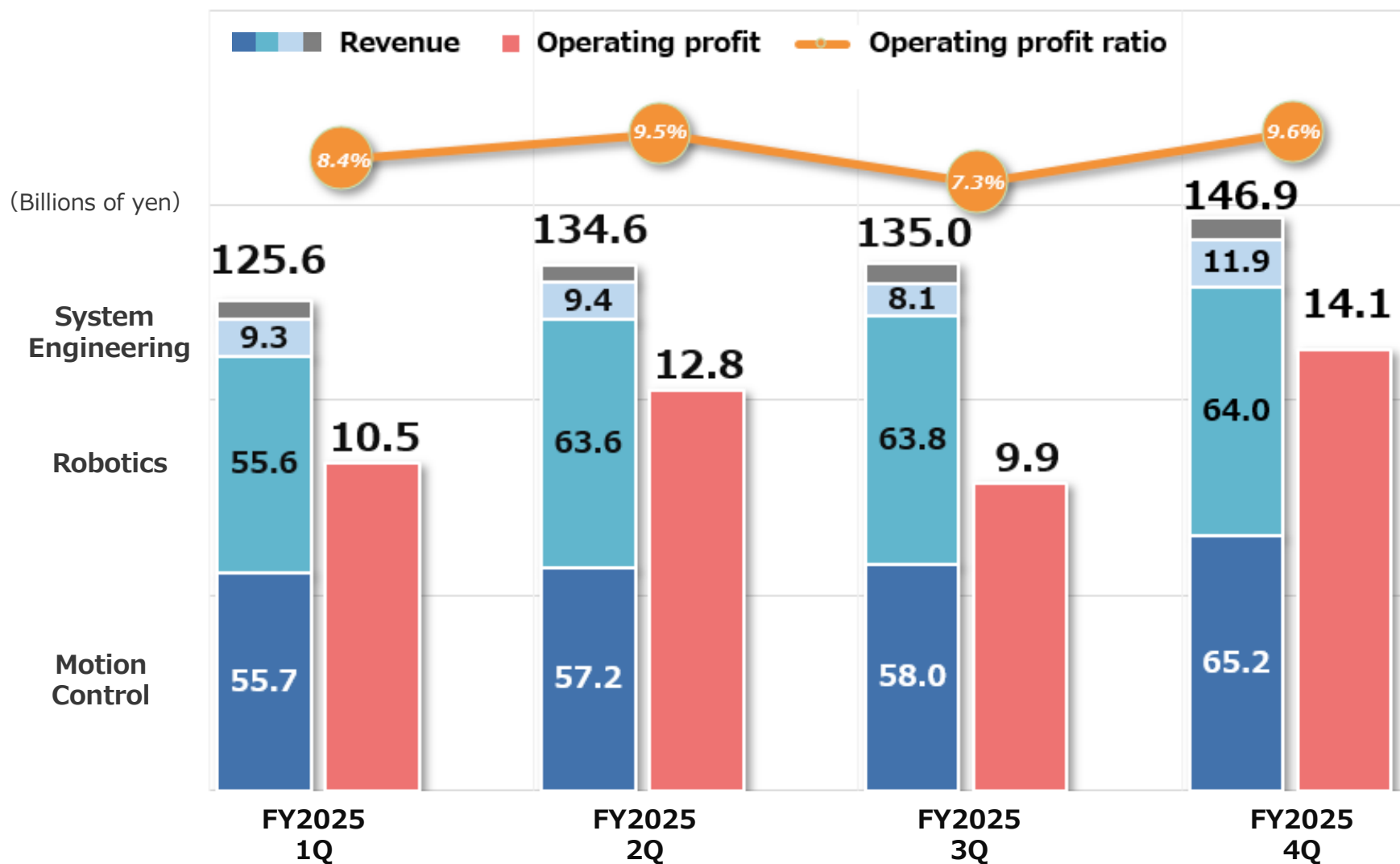
Dash 35

Mid-term business plans

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

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

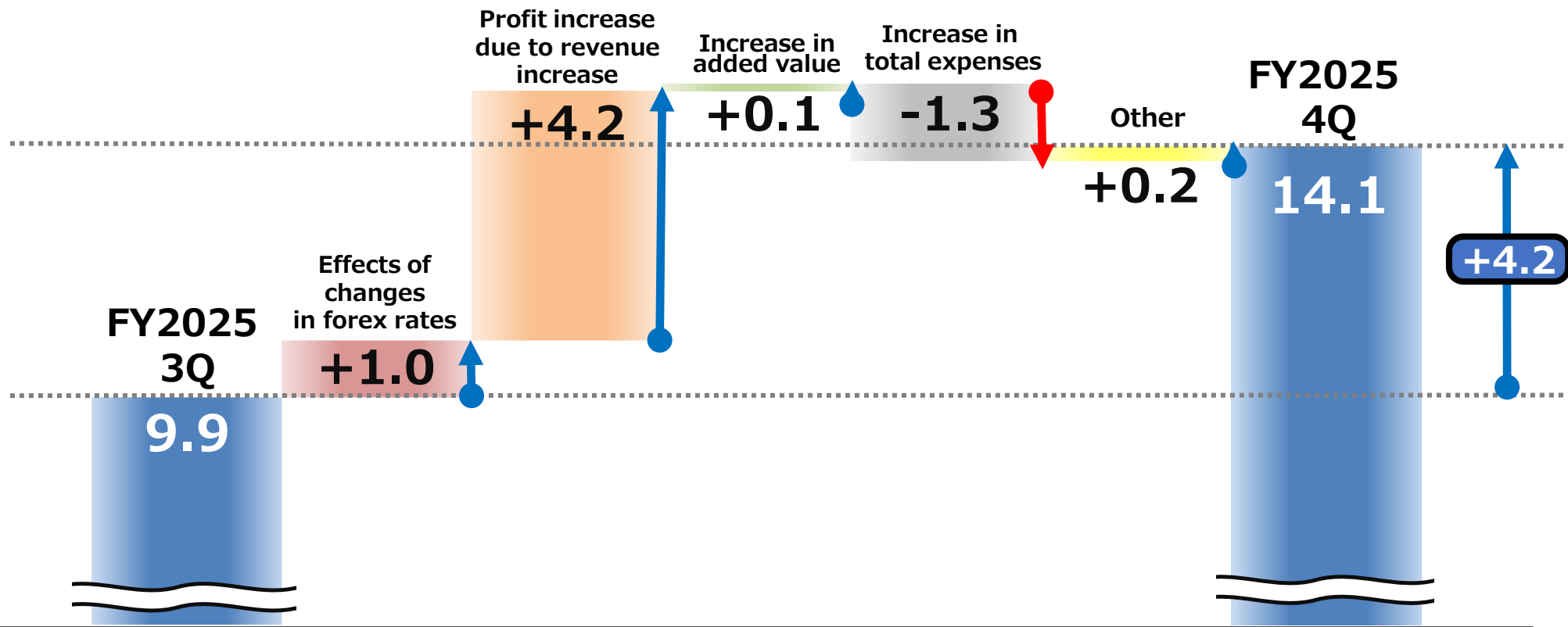
Quarterly Trends of Revenue and Operating Profit



Breakdown of Changes in Operating Profit in the Most Recent Quarter

(FY2025 3Q → FY2025 4Q)

(Billions of yen)

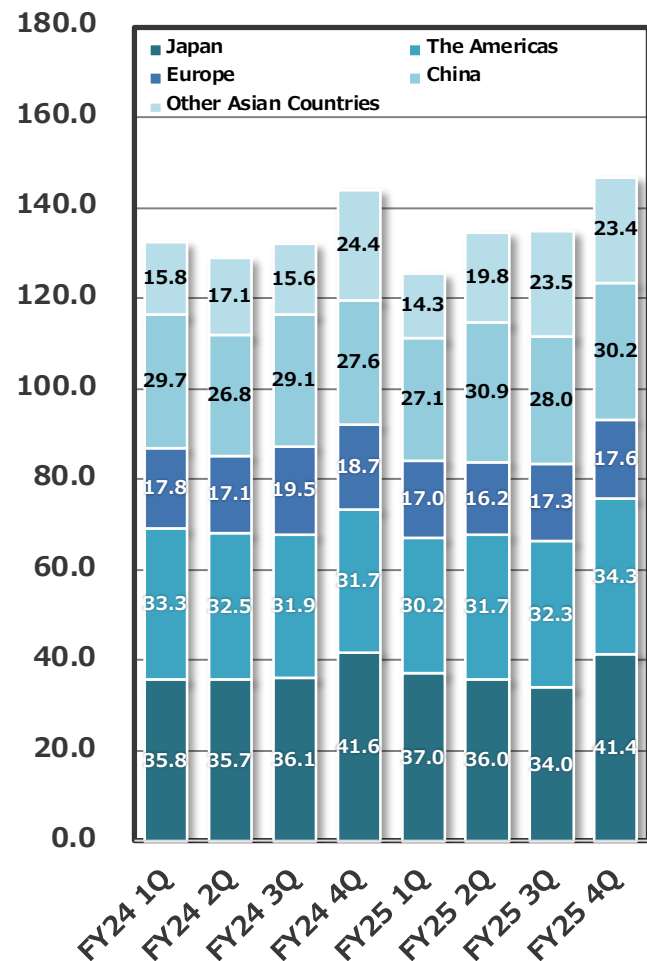


Breakdown	Effects of changes in forex rates	Change in profit due to change in revenue	Change in added value	Change in total expenses	Other
Motion Control	+ 0.5	+ 2.9	+ 0.8	- 0.8	+ 0.2
Robotics	+ 0.4	- 0.7	- 0.6	+ 0.8	+ 0.1
System Engineering	+ 0.0	+ 1.9	- 0.1	- 0.3	- 0.0
Other	+ 0.0	+ 0.1	+ 0.0	- 0.9	- 0.0

Quarterly Revenue Trends

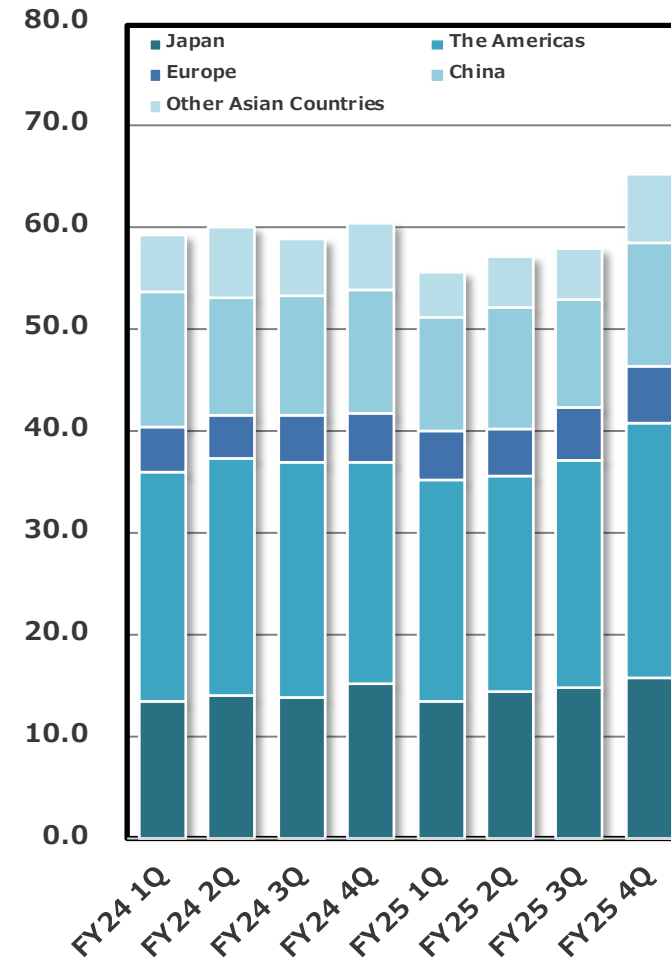
Consolidated

(Billions of yen)



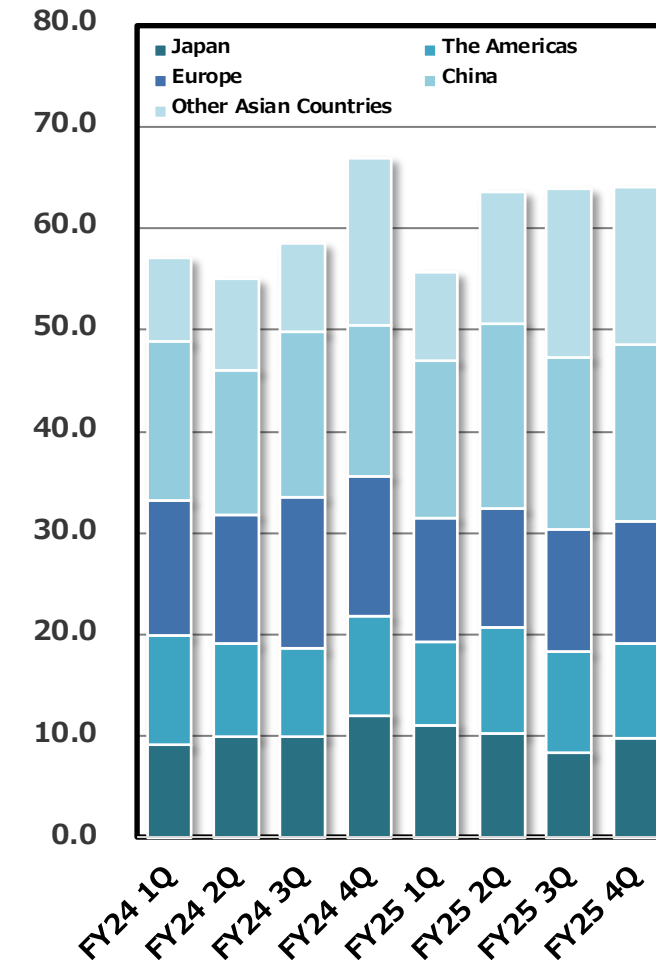
Motion Control

(Billions of yen)



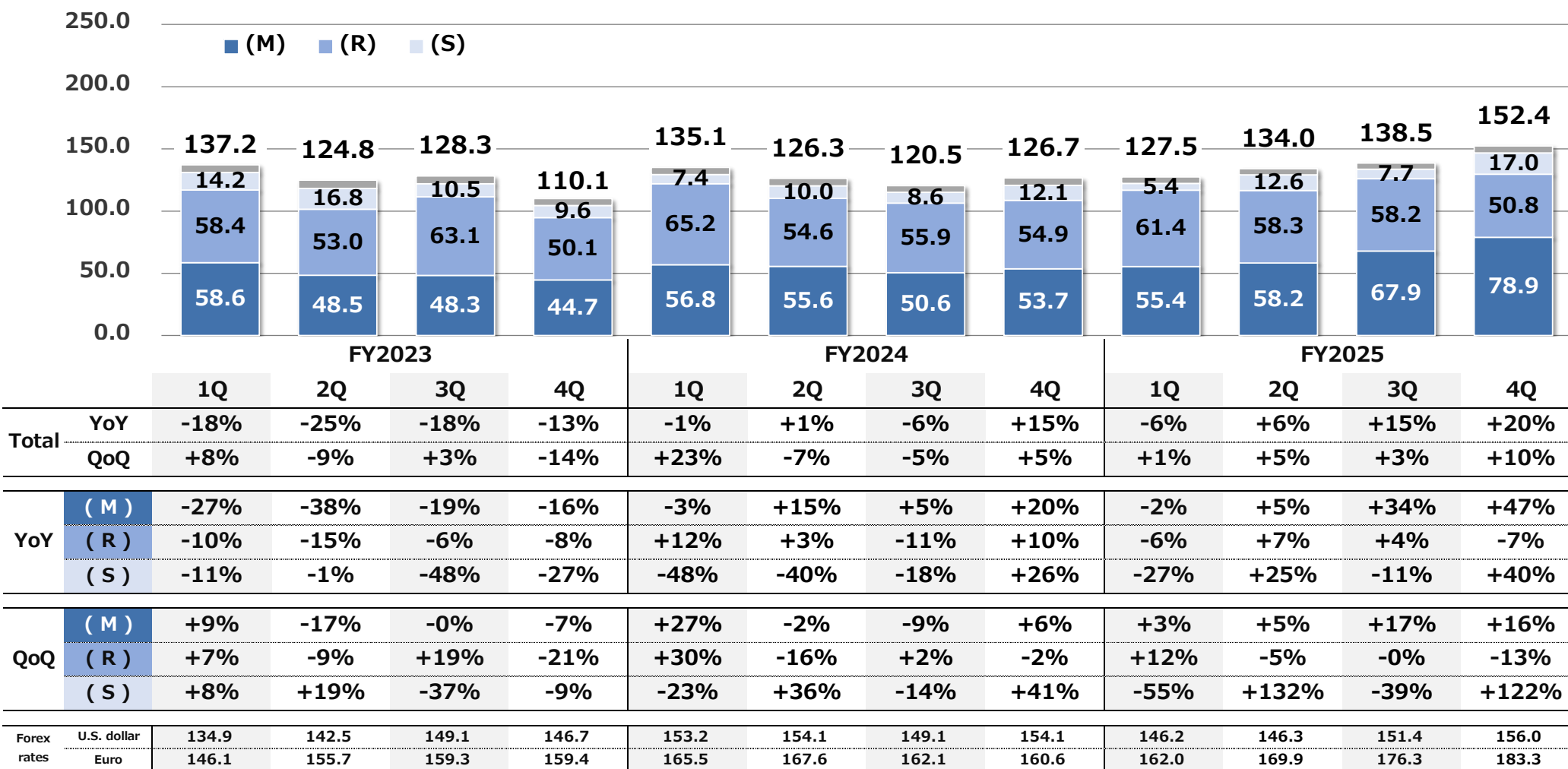
Robotics

(Billions of yen)



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

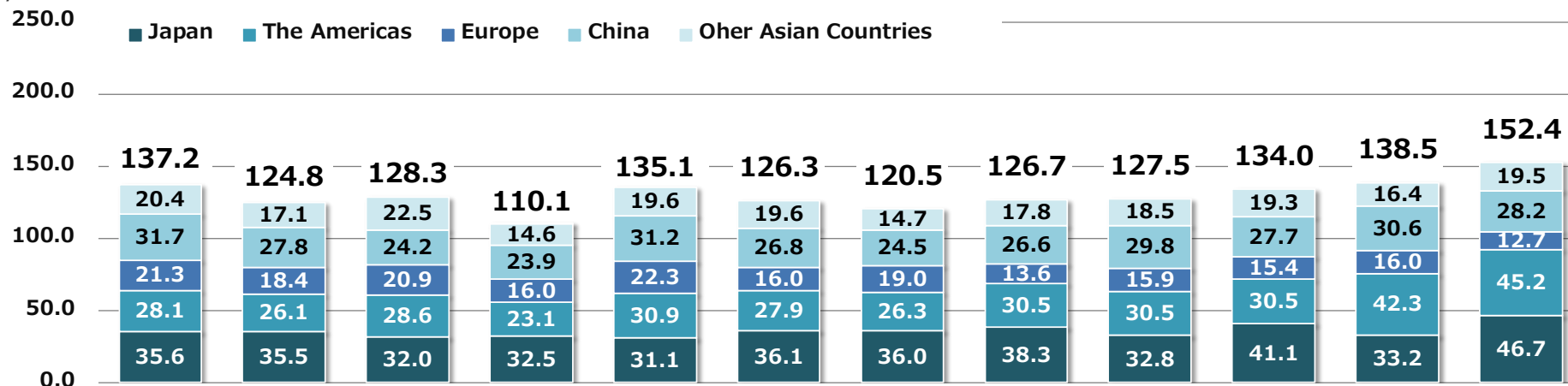
(Billions of yen)



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

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%

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

Forex rates impact on revenue

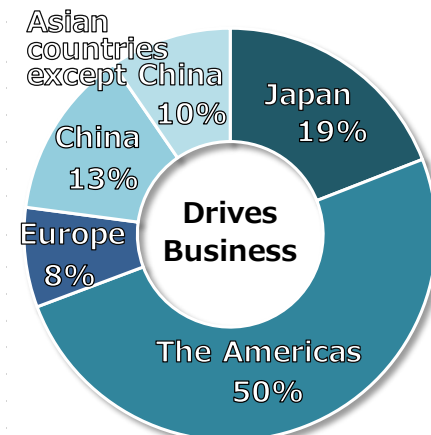
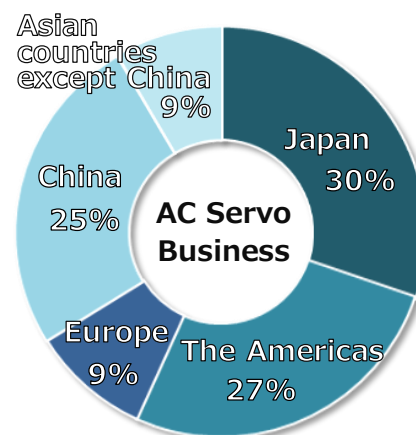
(Unit: billion JPY)	YoY	
	FY2025 Results	FY2026 Forecasts
Total	-2.4	-11.2
Motion Control	-1.5	-6.3
Robotics	-0.8	-4.5
System Engineering	-0.1	-0.3
Other	-0.0	-0.1

Consolidated order: rates of change by business and location

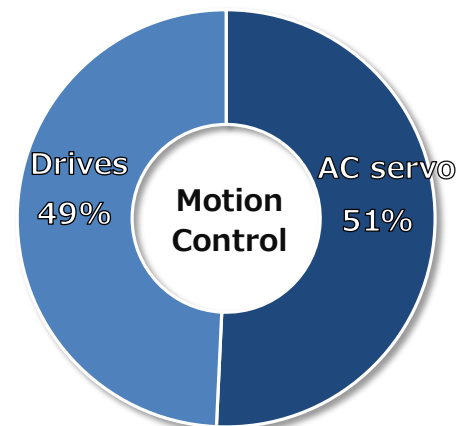
FY2025 4Q order		Motion Control		Robotics
		AC servo	Drives	
Total	YoY	+44%	+50%	-7%
	QoQ	+38%	-1%	-13%
YoY	Japan	+31%	+19%	-9%
	The Americas	+81%	+67%	+3%
	Europe	+32%	+40%	-23%
	China	+9%	+55%	-5%
	Other Asian Countries	+102%	+24%	-6%
QoQ	Japan	+33%	+17%	+7%
	The Americas	+60%	-17%	+23%
	Europe	+15%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



YASKAWA