

## Long-term Business Plan

# “Vision 2035”

(FY2026 - FY2035)

May 22<sup>nd</sup>, 2026

**YASKAWA ELECTRIC CORPORATION**

## Towards Yaskawa Group's 2035

# Contribute to Solving Humanity's Challenges Through Innovative Technologies

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.

During the period of the previous Long-term Business Plan “Vision 2025”, the business environment fluctuated significantly on a global scale. We seized opportunities for market expansion and grew our business despite continued uncertainties such as COVID and geopolitical risks.

We are pleased to announce the start of our Long-term Business Plan “Vision 2035” from FY2026. Guided by the Yaskawa Group’s management philosophy, we will further evolve our solution concept, i<sup>3</sup>-Mechatronics\*<sup>1</sup>, through the power of AI. We aim to realize optimization of management through data, innovation in manufacturing, and implementation at on-site and across society, thereby expanding a new world of i<sup>3</sup>-Singularity\*<sup>2</sup>. We will continue to be a company trusted and expected by society.

\*1 : i<sup>3</sup>-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 : i<sup>3</sup>-Singularity : By combining AI with the i<sup>3</sup>-Mechatronics initiatives we have pursued to date, we aim to significantly expand and enhance execution capability by further advancing data utilization and building reproducible mechanisms for decision-making and execution based on data and AI, thereby contributing to the realization of autonomous decentralized operations, unmanned processes, and overall optimization at our customers’ on-sites operations, while also establishing similar reproducible organizational frameworks for decision-making and execution across development, production, and management within Yaskawa Group.

# 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

#### Environmental Changes

Technology Innovation

Social Structure Changes

Sustainability

Global Competition /Co-creation

Contribute to Solving Humanity's Challenges

#### Solutions

*i<sup>3</sup>-Mechatronics*



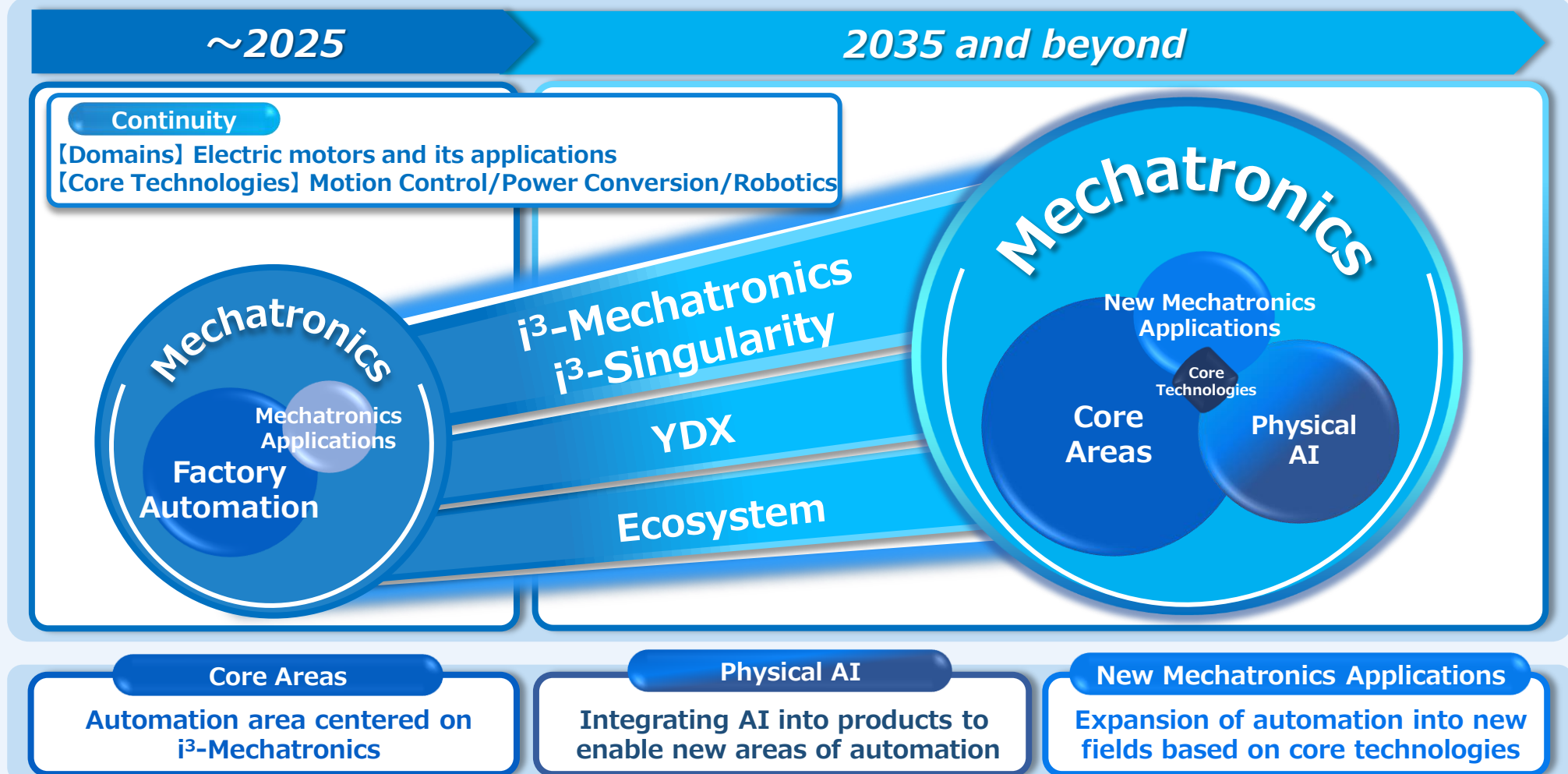
*i<sup>3</sup>-Singularity*

YDX

Ecosystem

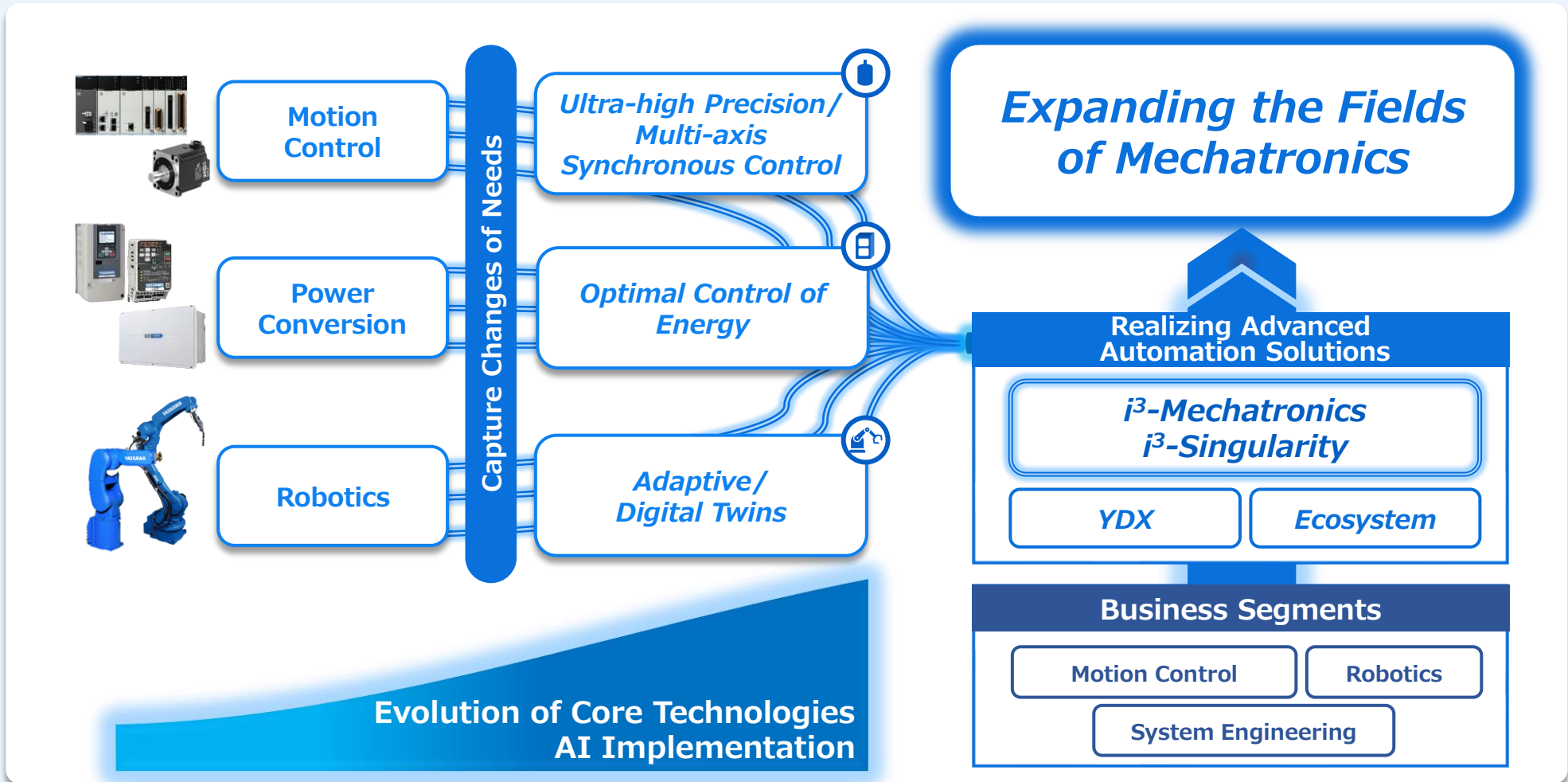
# Yaskawa Group “Vision 2035”

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



# Core Technologies for Expanding the Field of Mechatronics

Evolve core technologies by capturing changes of needs to realize advanced automation solutions



# Core Areas

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

## Realize the Smart Factory of the Future



Thorough Pursuit of Motor and Robot Technologies  
Maximizing Energy Conversion Efficiency



### Product Evolution

Ultra-precision  
Servo Motors&Controllers

High-efficiency  
AC Drives&PV Inverters

AI Robotics

AI  
Implementation



*i<sup>3</sup>-Mechatronics*

### Manufacturing Evolutions

Response to Variable Variety and  
Process Changes

Carbon Neutral Contribution

Centralized Management and  
Advancement of Data

Data  
Utilization

# New Mechatronics Applications

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

## Contribute to the Realization of a Sustainable Society

### Accelerate Co-creation in Medical and Pharmaceutical Fields



Automation in Medical Sites

Digitalization of  
Pharmaceutical Discovery

Automation in  
Regenerative Medicine

### Rapidly Expand Automation in Food and Agri Fields



Automation in  
Food Production Processes

Automation of In-store Cooking

Automation·Efficiency of  
Indoor and Outdoor Farming

# Physical AI Market

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

### World-Leading New Product Development



Synergy Creation through Core Technologies, On-Site Data, and AI

Technology Creation through Co-Creation and Industry–Academia Collaboration



Integrating AI into products to enable new areas of automation



Expansion of Core Component Portfolio

MOTOMAN NEXT/  
Humanoid/Advanced Actuators



*Core Areas*

*New Mechatronics Applications*

# i<sup>3</sup>-Singularity

Expanding into a new world (i<sup>3</sup>-Singularity) by integrating AI into i<sup>3</sup>-Mechatronics

**i<sup>3</sup>-Mechatronics (i<sup>3</sup>-(Mechanism + Electronics))**  
**i<sup>3</sup>-Singularity (i<sup>3</sup>-Mechatronics + AI)**

## Expansion of i<sup>3</sup>-Mechatronics Implementation

- Global deployment
- Scaling up revenues of core products



Strengthening and expanding  
the business foundation

## New World of i<sup>3</sup>-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

# Strengthen the Management Foundation to Achieve Vision 2035

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

## Strengthening Management Foundation

### Diversification and Strengthening Human Resource Development

- Promote surface/deep level diversity
- Provide opportunities to take on challenges and develop human resources
- Optimal human resource allocation based on skills data

### Job Satisfaction and Organizational Improvement

- Healthy, safe, rewarding work environment
- Strengthen activities across the value chain
- Drastic improvement of productivity through the utilization of generative AI

Human Resource

ESG

AI × YDX

Organization

Collaborations

### Sustainable Development Through ESG Promotion

- Strengthen initiatives to address climate change and resource circulation
- Dialogue and co-creation with stakeholders
- Strengthen risk management and improve governance

### Create Innovations Through External Collaboration

- Create innovation through industry-industry/academia collaboration
- Realize needs through creation of ecosystem
- Provide timely solutions through data collaboration with external parties

## Inherited DNA of Yaskawa

Technology Driven

Customer and Application Focus

Quality First

Mechatronics

Policy Based Management

"Glocal" Management

## “Vision 2035” Financial Targets

Achieve enhanced returns to stakeholders by setting operating profit ratio as key KGI

	FY2025 Results	FY2035 Targets
Financial Targets	Operating Profit Ratio	8.7%
	Dividend Payout Ratio	50.0%
		20.0% or more
		40.0% or more

## Disclaimer

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The information within this document is made as of the date of writing. Any forward-looking statements are 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. Please note that these figures may differ from other materials, such as financial results.

**YASKAWA**