

Long-term Business Plan

“Vision 2035”

(FY2026 - FY2035)

May 22nd, 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, i³-Mechatronics*¹, 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 i³-Singularity®*². We will continue to be a company trusted and expected by society.

*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 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

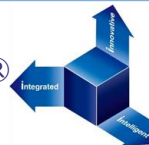
Sustainability

Global Competition /Co-creation

Contribute to Solving Humanity's Challenges

Solutions

i³-Mechatronics®



i³-Singularity®

YDX

Ecosystem

Yaskawa Group “Vision 2035”

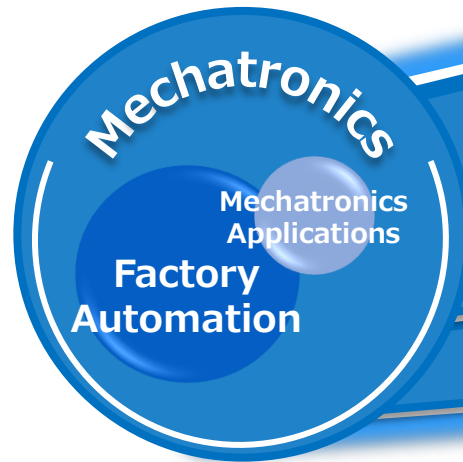
Contribute to the sustainable development of society by expanding the field of Mechatronics based on technological innovation

~2025

2035 and beyond

Continuity

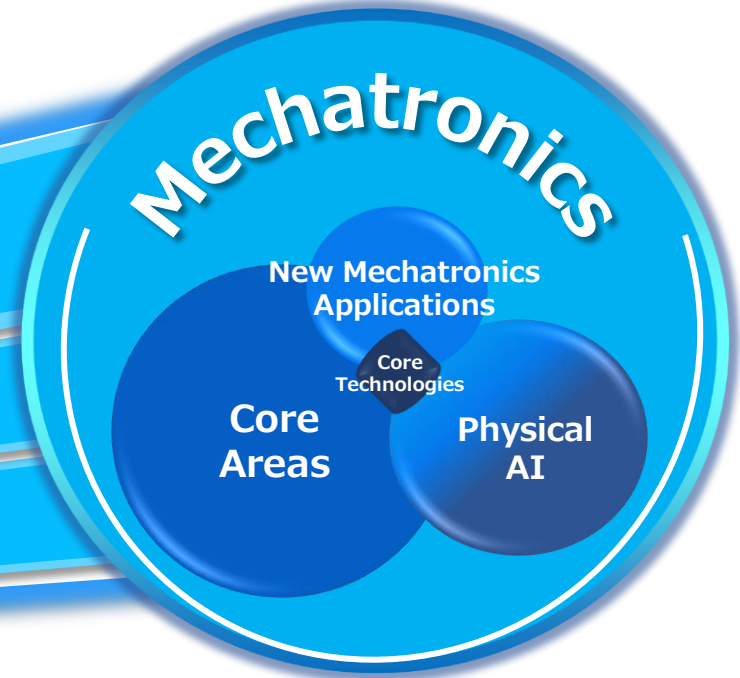
[Domains] Electric motors and its applications
 [Core Technologies] Motion Control/Power Conversion/Robotics



i^3 -Mechatronics
 i^3 -Singularity

YDX

Ecosystem



Core Areas

Automation area centered on i^3 -Mechatronics

Physical AI

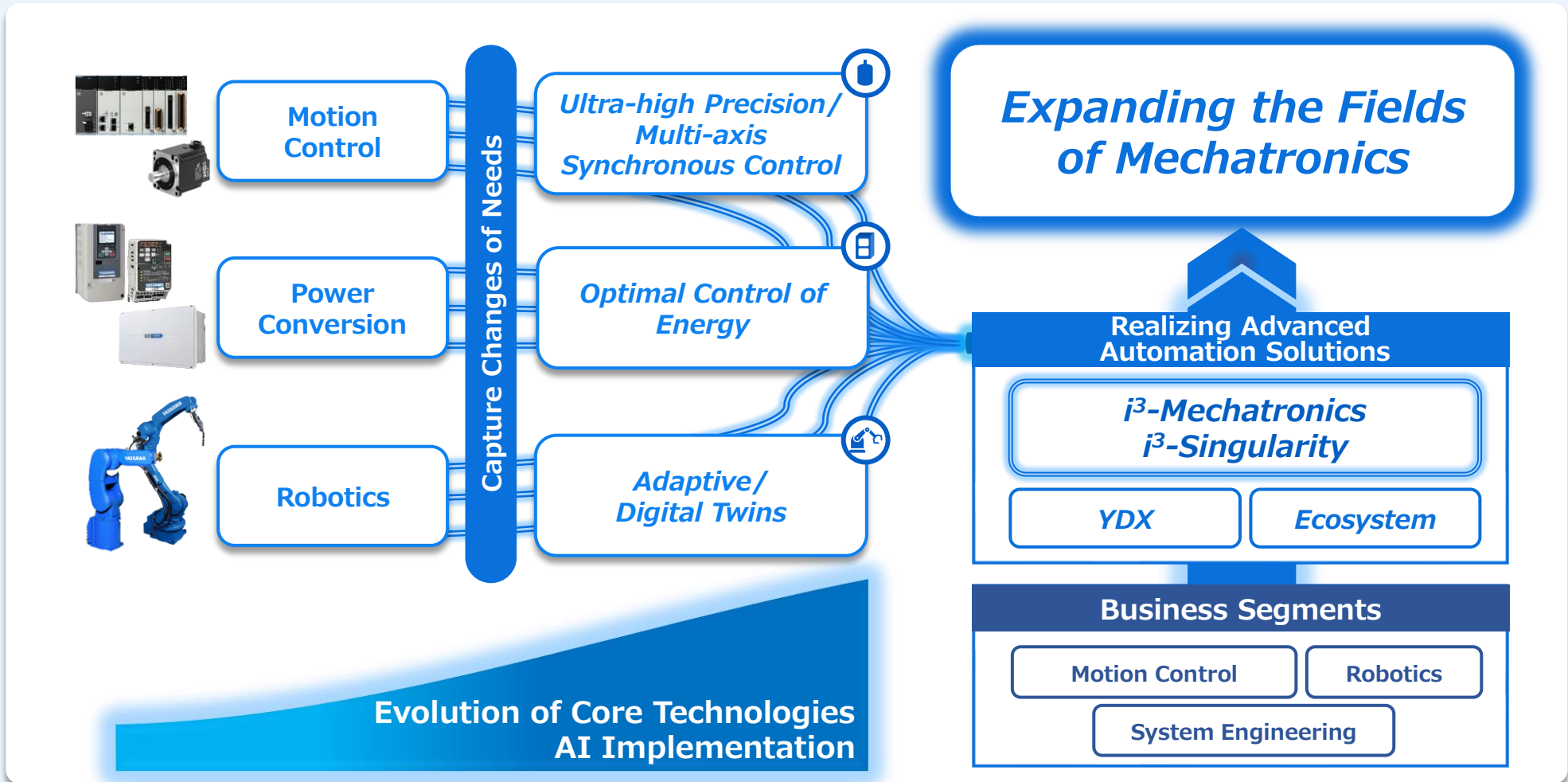
Integrating AI into products to enable new areas of automation

New Mechatronics Applications

Expansion of automation into new fields based on core technologies

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



Manufacturing Evolutions

Ultra-precision
Servo Motors&Controllers

High-efficiency
AC Drives&PV Inverters

AI Robotics

Response to Variable Variety and
Process Changes

Carbon Neutral Contribution

Centralized Management and
Advancement of Data

AI
Implementation

Data
Utilization



i³-Mechatronics

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

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

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

Human
Resource

ESG

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

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

Organiza
tion

Collabo
rations

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

AI × YDX

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%	20.0% or more
	Dividend Payout Ratio	50.0%	40.0% or more

Disclaimer

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