

Long-term Business Plan

“Vision 2035”

(FY2026 - FY2035)

Mid-term Business Plan

“Dash 35”

(FY2026 - FY2029)

June 1, 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”

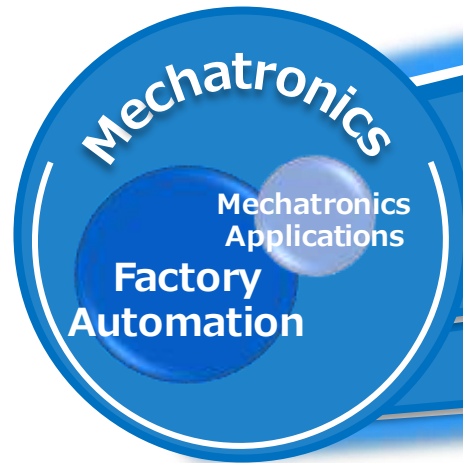
Contribute to the sustainable development of society by expanding the field of Mechatronics based on technological innovation

~2025

2035 and beyond

Continuity

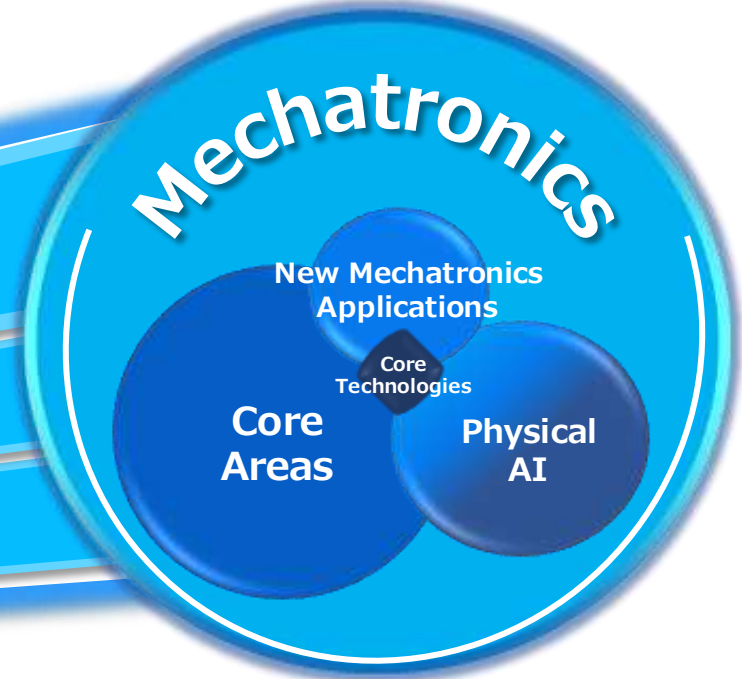
[Domains] Electric motors and its applications
 [Core Technologies] Motion Control/Power Conversion/Robotics



i^3 -Mechatronics
 i^3 -Singularity

YDX

Ecosystem



Core Areas

Automation area centered on i^3 -Mechatronics

Physical AI

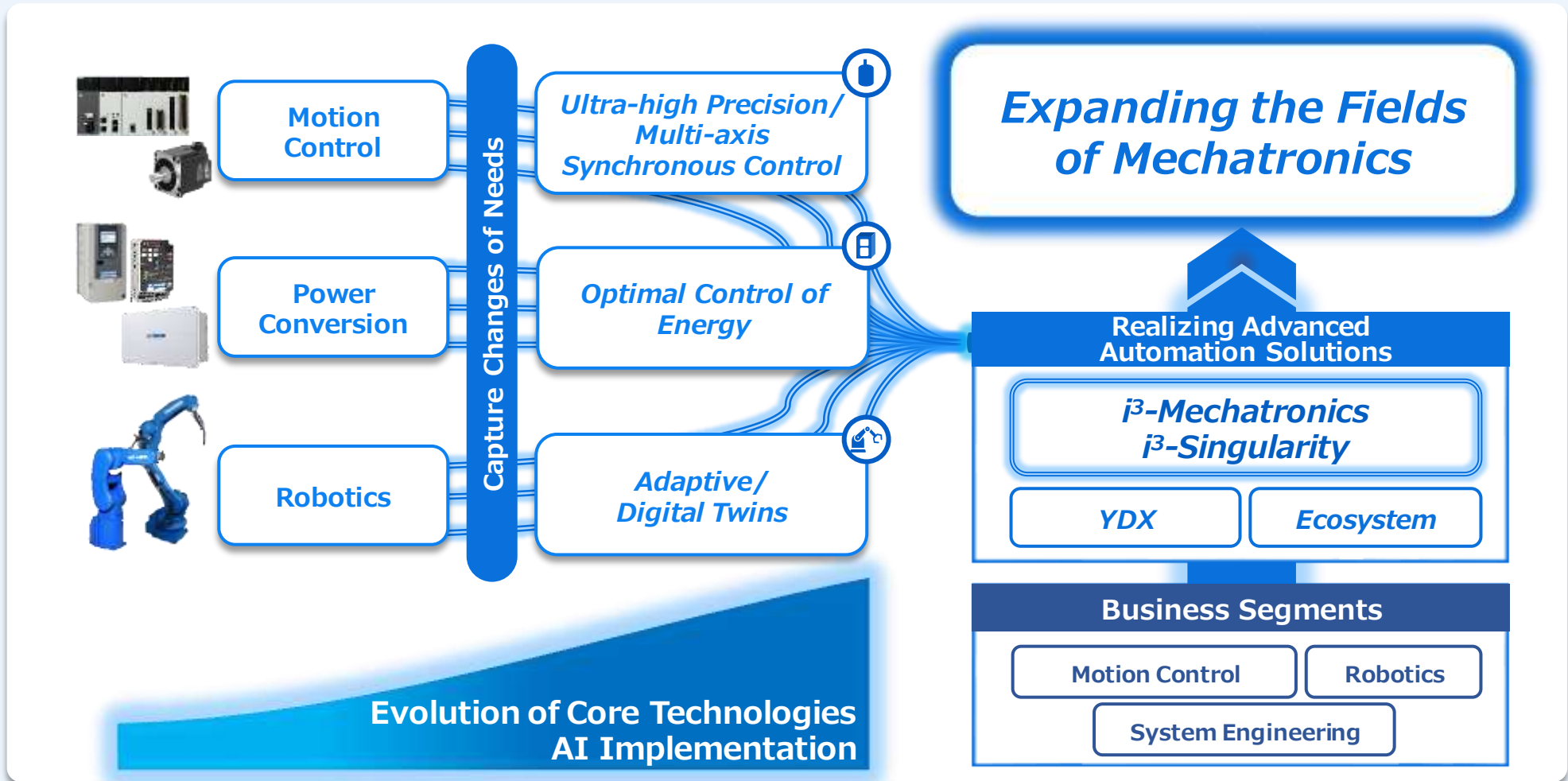
Integrating AI into products to enable new areas of automation

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

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

YASKAWA

Mid-term Business Plan “Dash 35”

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.

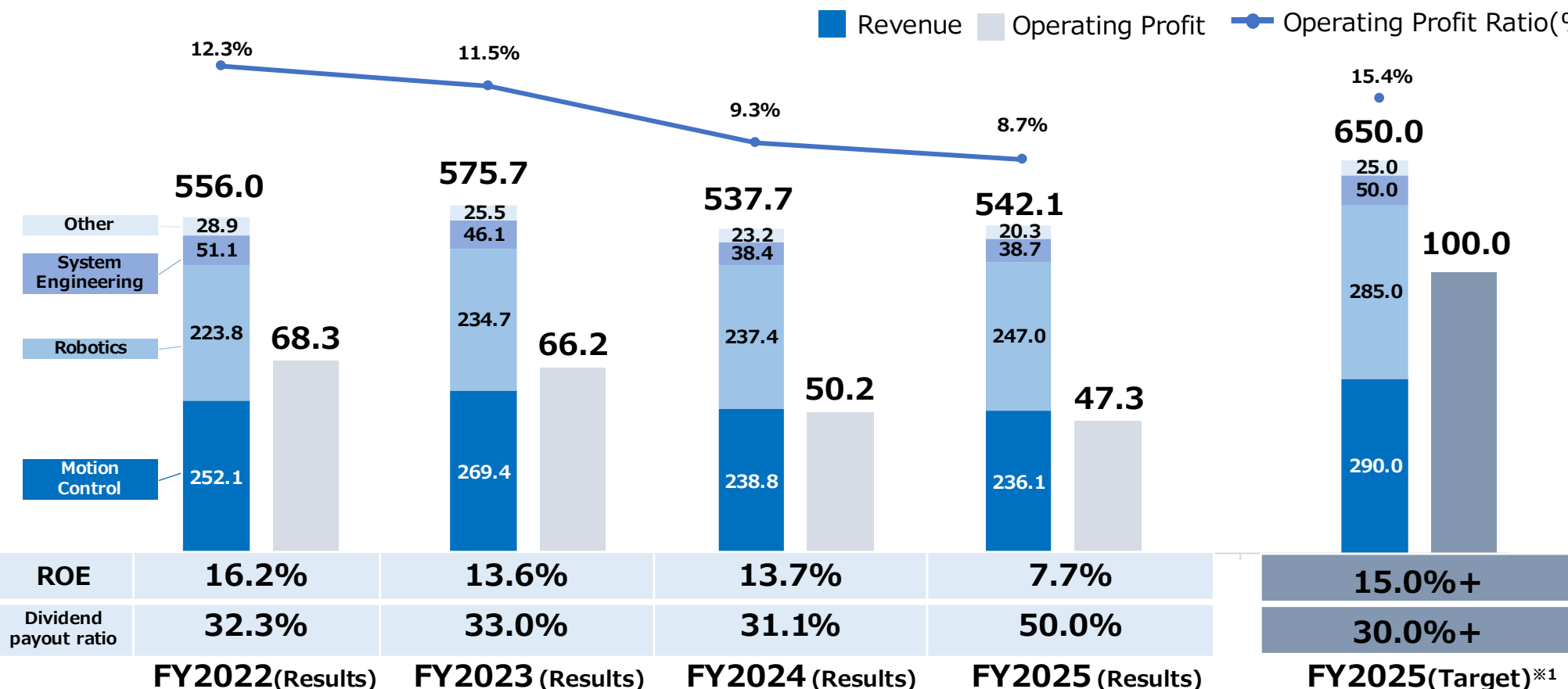
We are pleased to announce our Mid-term Business Plan “Dash 35,” which starts in FY2026. Based on the Yaskawa Principles, we will strengthen our business activities centered on the solution concept “i³-Mechatronics” to achieve our Long-term Business Plan “Vision 2035” as well as to contribute to solving our customers' business challenges and realizing a sustainable society.

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)



*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

Policy ①

Development of the Physical AI Market

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

Policy ②

Expansion of i³-Mechatronics Implementation

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

Policy ③

World-Leading New Product Development

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

Policy ④

Expansion of Business in New Mechatronics Applications

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

Policy ⑤

Evolution of YDX and i³-Singularity

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

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i³-Mechatronics



i³-Singularity

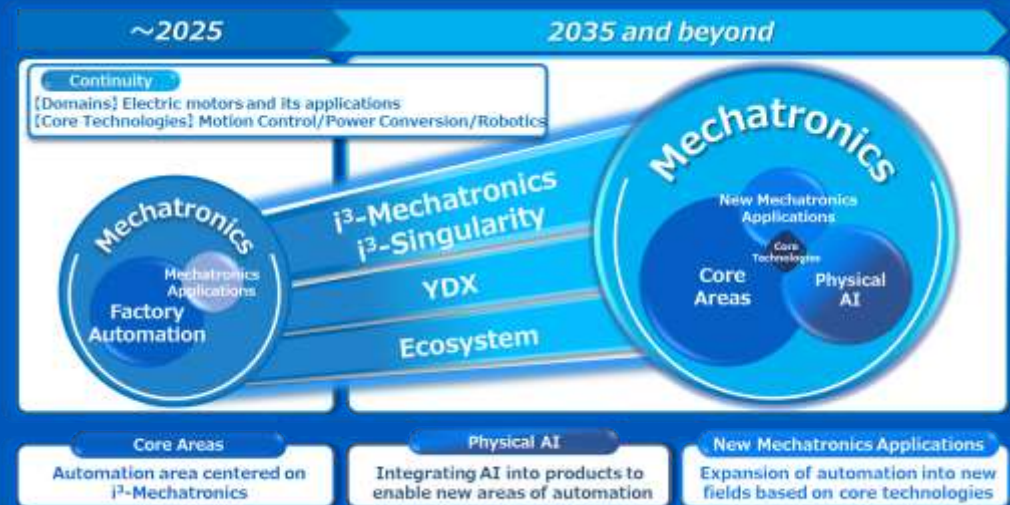
YDX

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)

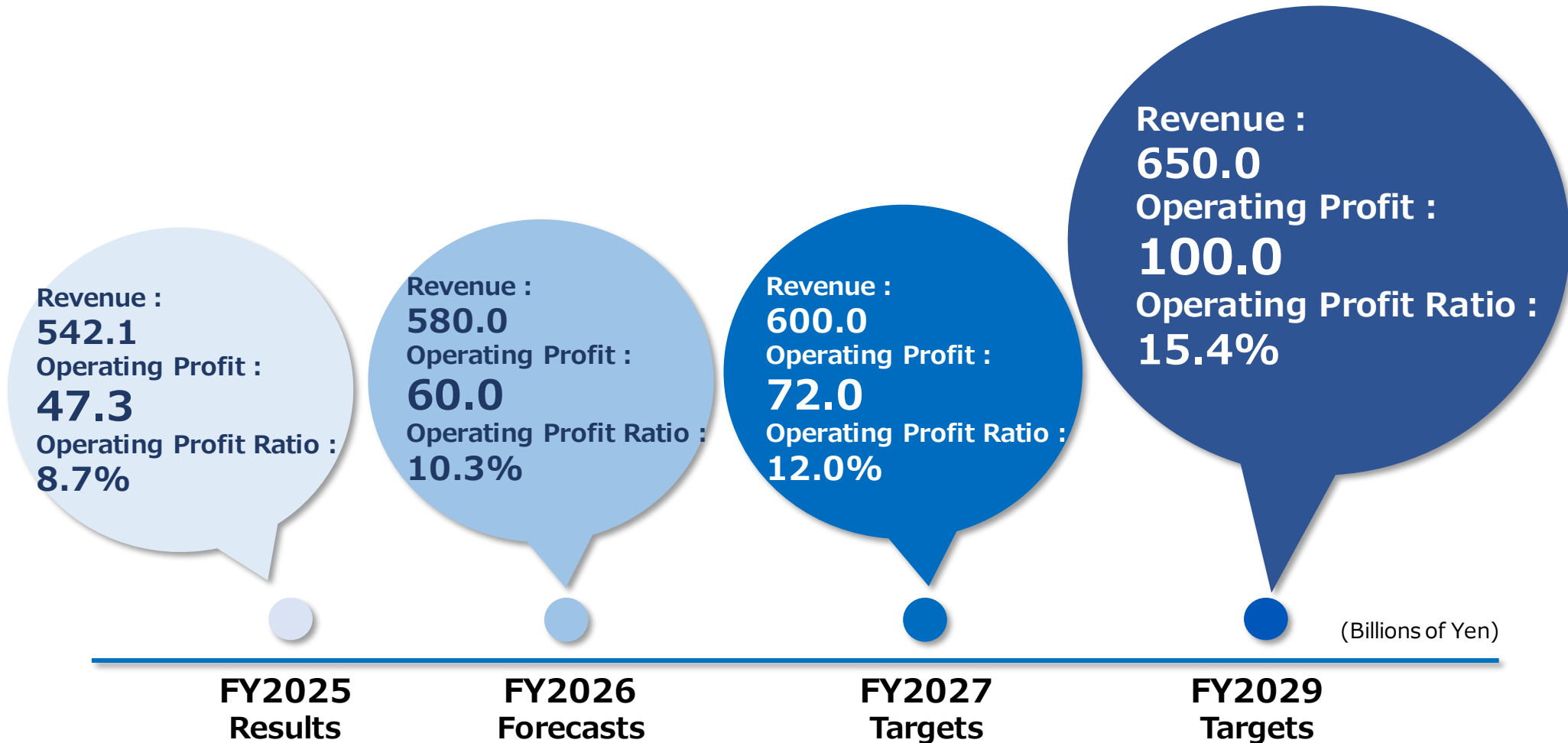
Expansion of the Physical AI

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)

Motion Control



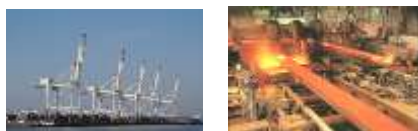
	FY2025 Results	FY2026 Forecasts	FY2027 Targets	FY2029 Targets
Revenue	236.1	280.0	290.0	300.0
Operating Profit	24.4	42.0	47.0	52.0
Operating Profit Ratio	10.3%	15.0%	16.2%	17.3%

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

Execute the financial capital strategy to enhance corporate value

		FY2025 Results	FY2026 Forecasts	FY2027 Targets	FY2029 Targets
Core Indicators	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

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

Thoroughly Maximizing Profitability and Creating New Markets for Physical AI

Policy 1

Development of the Physical AI Market

Policy 2

Expansion of i^3 -Mechatronics Implementation

Policy 3

World-Leading New Product Development

Policy 4

Expansion of Business in New Mechatronics Applications

Policy 5

Evolution of YDX and i^3 -Singularity



i^3 -Mechatronics
 i^3 -Singularity

Policy 1

Development of the Physical AI Market

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

Situation Assessment and Task Planning

Humanoid Robot
(non-manufacturing)



Flexible production

Offices



Office buildings



Hospitals

Physical AI
Market

Advanced Actuators



Expand Core Component Portfolio

※ 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



- Secure
- Multi-skilled
- Situation assessment

Automation in human-equivalent environments



- Academia
- Start-ups
- Partners

Core Components Lineup (advanced actuators etc.)

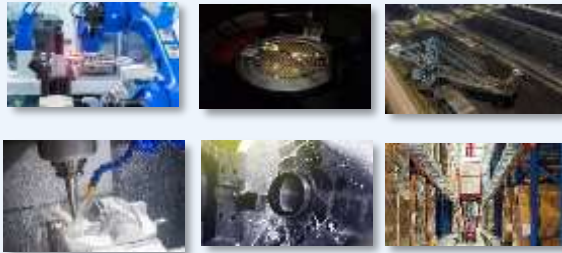
Pursuing optimal motors and actuators for AI Robotics

- 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

Strengthening Competitiveness in Core Business Areas

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

Strengthening Yaskawa Group's Competitiveness

Utilizing Global Quality Data

- ▶ Improving product and service quality

Enhancing Production and Procurement Capabilities

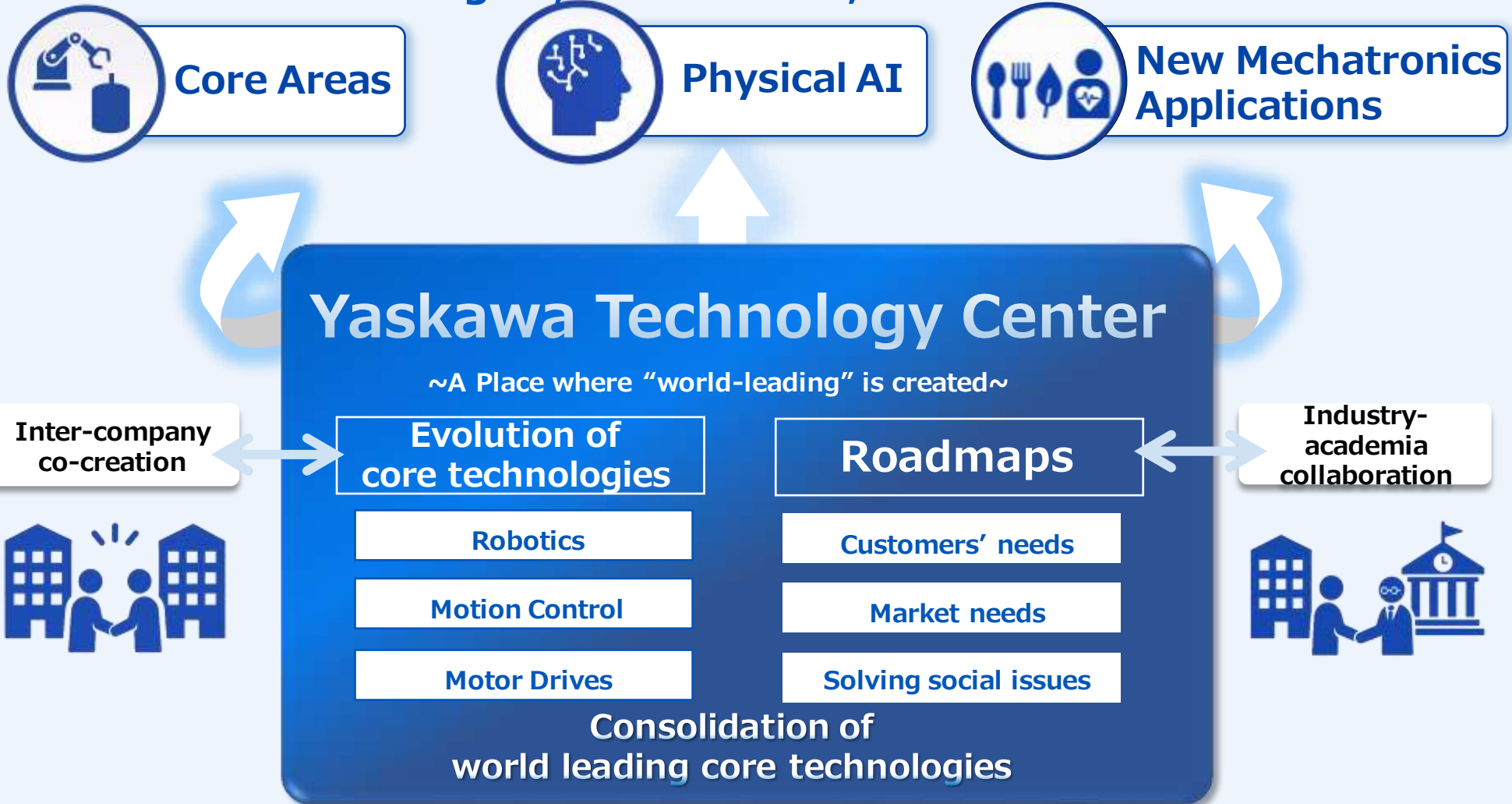
- ▶ Improving productivity and competitiveness in product costs

YASKAWA

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



Policy4

Expansion of Business in New Mechatronics Applications

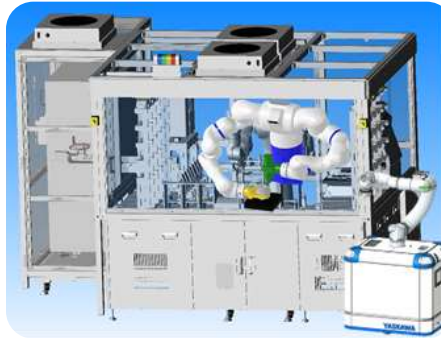
Policy 4. Expansion of Business in New Mechatronics Applications

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



Automation in the agricultural field

Agriculture



Expanding the platform into the medical and pharmaceutical fields

Medical



Expanding the use of robots in the food field

Food

Use of AI



Advancing into new fields with absolute "physical" applications



Partner collaborations

Commercialization of the Agricultural Field Business

Solving challenges in the domestic agricultural sector through automation solutions

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



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]



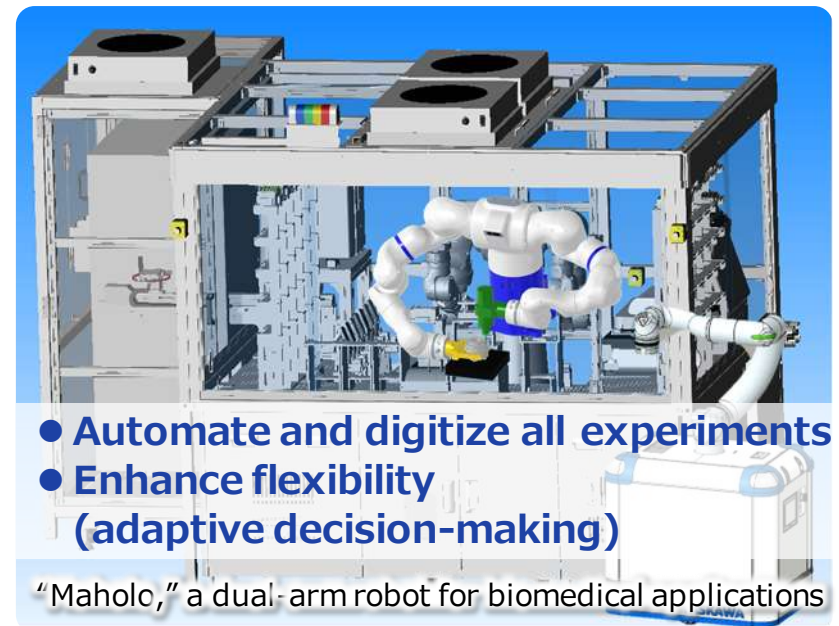
High level of automation



Compliant with global standards



Providing a collaborative platform



➔ 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 i^3 -Singularity

Policy 5. Evolution of YDX and i³-Singularity

Enhancing corporate value by being continuously trusted and chosen by stakeholders



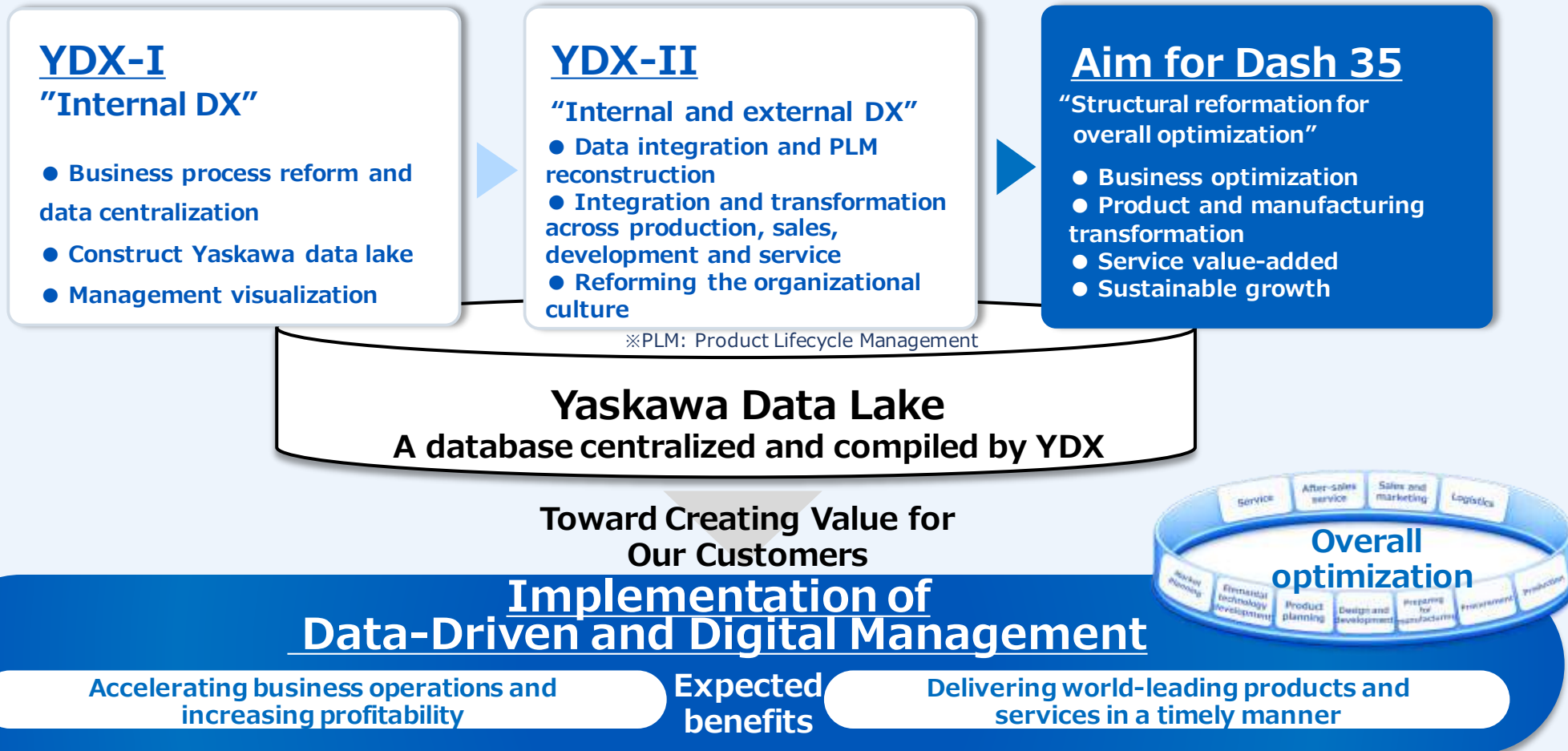
Building a robust management foundation through the evolution of YDX

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

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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Figures in this document are rounded. Please note that these figures may differ from other materials, such as financial results.

YASKAWA