

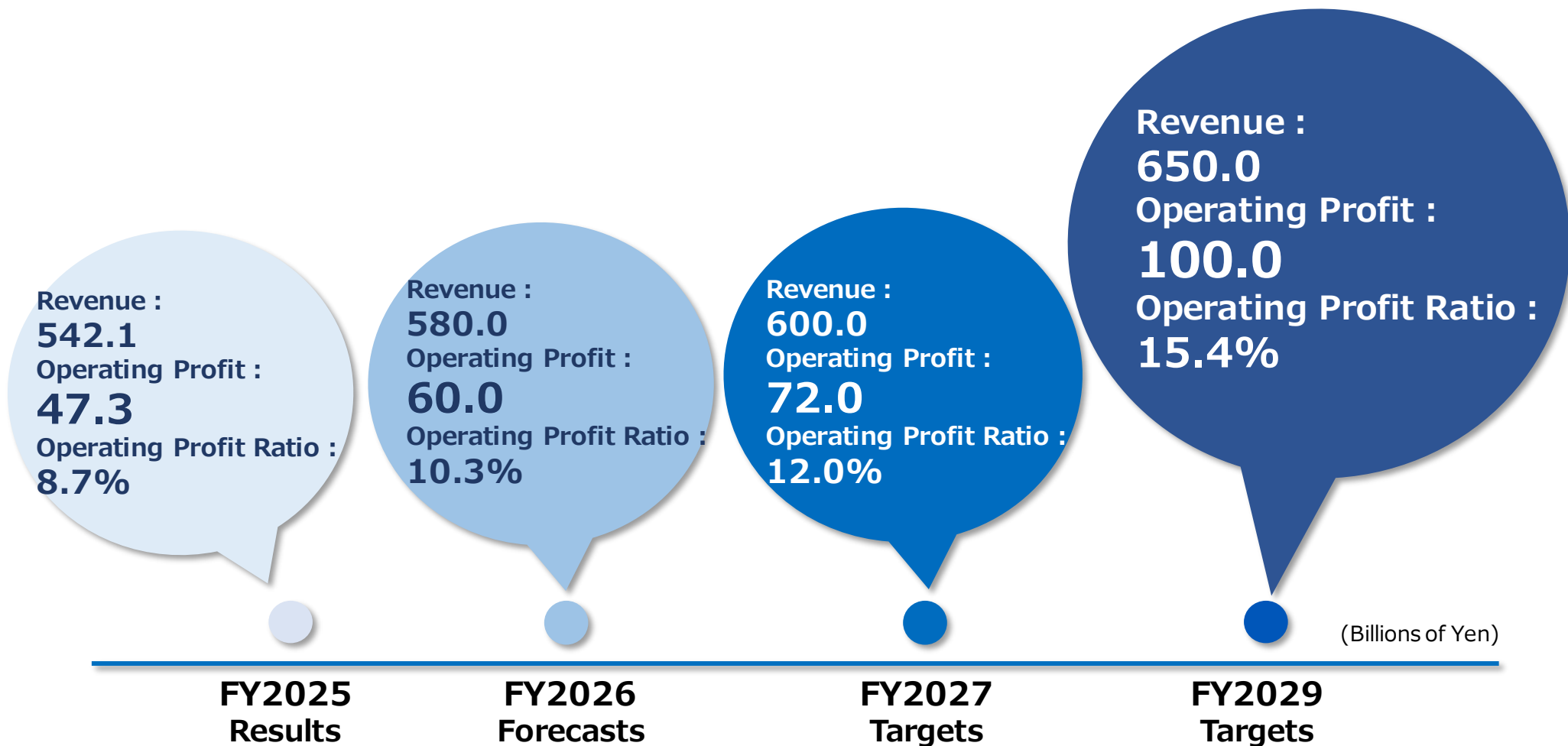
**Mid-term Business Plan**  
**“Dash 35”**  
**Financial Targets**

June 1, 2026

**YASKAWA ELECTRIC CORPORATION**

# 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



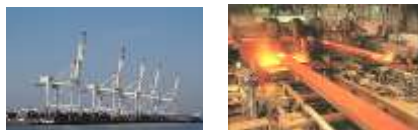
	FY2025 Results	FY2026 Forecasts	FY2027 Targets	FY2029 Targets
Revenue	236.1	280.0	290.0	<b>300.0</b>
Operating Profit	24.4	42.0	47.0	<b>52.0</b>
Operating Profit Ratio	10.3%	15.0%	16.2%	<b>17.3%</b>

## Robotics



Revenue	247.0	240.0	250.0	<b>290.0</b>
Operating Profit	20.4	21.0	26.0	<b>45.0</b>
Operating Profit Ratio	8.3%	8.8%	10.4%	<b>15.5%</b>

## System Engineering



Revenue	38.7	40.0	40.0	<b>40.0</b>
Operating Profit	5.0	3.2	4.0	<b>4.0</b>
Operating Profit Ratio	12.9%	8.0%	10.0%	<b>10.0%</b>

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 <sup>※1</sup>	7.7%	9.6%	10.0%	<b>12.0%</b> or more
	ROIC <sup>※2</sup>	6.9%	8.5%	9.0%	<b>11.0%</b> or more
	Dividend payout ratio	50.0%	41.9%	40.0%	<b>40.0%</b> or more
FY2026-FY2029 Investment Plan		<b>Cumulative investments : 250.0</b> (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

## 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**