YASKAWA

Briefing Session on Mid-term Business Plan “YASKAWA IR Day 2026”

Motion Control Segment AC Servo & Controller Business

June 1, 2026

YASKAWA ELECTRIC CORPORATION

Review of “Realize 25” (Achievements and Challenges)

“Realize 25” achievements

Policy ① **Expansion of share through total system proposals centered on i³-Mechatronics**

- Accumulation of i³-Mechatronics deployment use cases
- Co-creation initiatives with target customers

Policy ② **Expansion of component product lineups that realize customers’ needs**

- Commercialization of iCube Control
- Expansion of Σ-X Series
- Expansion of application-optimized products

Policy ③ **Establishment of a production system responsive to demand fluctuations through automation and strengthening of local production for local consumption**

- Expansion of automation at the Motion Control Plant (Iruma, Saitama)
- Expansion of automation and production models at China production sites
- Expansion of in-house production (motor shafts, etc.)

Policy ④ **Promotion of YDX utilization through data infrastructure development**

- Feedback of customer evaluation (data) into development

Challenges to tackle toward “Dash 35”

Challenges
- Ensured capture of growth markets

Policy① **Thorough penetration of the physical AI market**

Challenges
- Adaptation to changes in the Servo market
- Development of products for new markets including AI robotics

Policy② **Creation of new businesses**

Challenges
- Insufficient deployment of i³-Mechatronics
- Decline in share in Japan and China

Policy③ **Practical deployment of i³-Mechatronics**

Challenges
- Acceleration of product launches based on regional strategies
- Strengthening of product competitiveness through development of outstanding core products

Policy④ **Reconstruction of a four-region development structure**

Challenges
- Further expansion of automation and in-house production (DD Motors, linear)
- Strengthening of production competitiveness through evolution of YDX

Policy⑤ **Manufacturing innovation through evolution of YDX**

Mid-term Business Plan “Dash 35 ” (FY2026～FY2029) Policy

Securing global top share and expanding earnings power through i³-Mechatronics

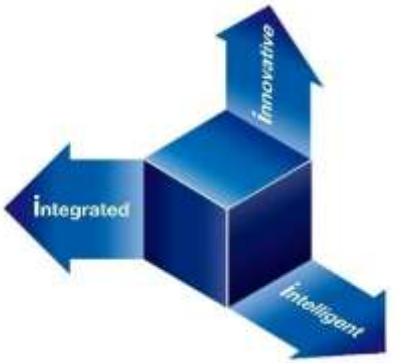
Policy 1 Thorough penetration of the physical AI Market

Policy 2 Creation of new businesses

Policy 3 Practical deployment of i³-Mechatronics

Policy 4 Reconstruction of a four-region development structure

Policy 5 Manufacturing innovation through evolution of YDX



*i*³-Mechatronics
*i*³-Singularity

Capturing changes in the physical AI market and achieving thorough global penetration with core products

Changes in the physical AI market

Physical AI

Computing capability	Data Processing capability	Sensing functions	Execution functions
Semiconductor	Data centers	Sensor	Advanced actuators

Customers (Equipment Manufacturers)

Semiconductor production equipment	Mounters	Metal processing equipment	Electronic component production equipment

Motion Control business

■ Core Products
- iCube Control
- AC servo drives
- Linear
- DD motor

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■ Application-optimized Products
- Hollow shaft motor
- Dedicated linear
- Multi-axis amplifier
- Dedicated motor

Expansion of advanced actuators in the product portfolio of the Motion Control segment toward the growth of the physical AI market

Physical AI market

Product portfolio of the Motion Control segment




Advanced actuators

Validation in humanoid robots (Tokyo Robotics)

Market development

Provision of core components leveraging Yaskawa's technological strengths

Commercialization

Mass production

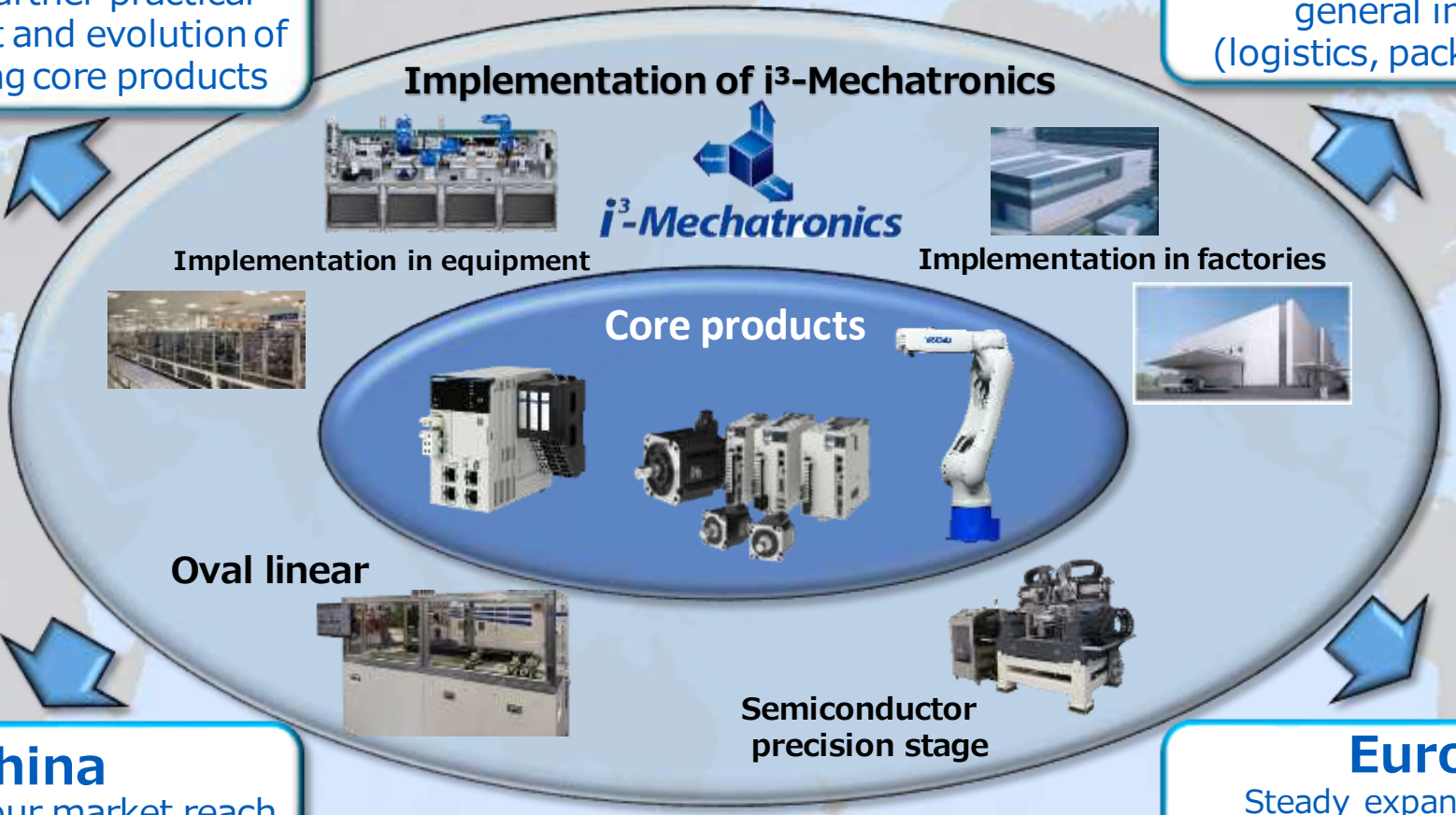
Expansion of applications

Policy 3 Practical Deployment of i³-Mechatronics

Deployment of know-how accumulated through i³-Mechatronics practices aligned with regional strategies

Japan
Accumulation of know-how through further practical deployment and evolution of outstanding core products

Americas
Expansion of share in the general industry (logistics, packaging, etc.)



China
Expanding our market reach through a value proposition centered on controllers

Europe
Steady expansion of key customers through strengthening solution business

Policy 4 Reconstruction of a Four-Region Development Structure

Realizing high-speed development to outperform local competitors through self-directed operation of each development base

Japan
Outstanding core products
AC servo drives and controllers

Americas
Controllers for European and American markets

Enhancement of the global development structure

Integration and deployment of quality, development processes, and proprietary technologies

Acceleration of localization

China
AC servo drives for the China market

Acceleration of localization

India
Positioned as an area of future growth potential

Acceleration of localization

Europe
Controllers for European and American markets

Policy 5 Manufacturing Innovation through Evolution of YDX

Establishment of a production system resilient to demand fluctuations and advancement of AI-driven manufacturing

Enhancing management speed through overall optimization enabled by data integration across customers, sales, factories, and suppliers