

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

Motion Control Segment Drives Business

June 1, 2026

YASKAWA ELECTRIC CORPORATION

Review of “Realize 25” (Achievements and Challenges)

“Realize 25” achievements

Policy

①

Expansion of added value through complete product lineup and creation of customer value

- U.S.: Establishing growth pathways in the oil market
- India: Entry into HVAC market through new product introduction
- Japan: Launch of products for vacuum pumps in semiconductor equipment

Policy

②

Capturing domestic energy-efficiency demand toward carbon neutrality

- Launch of self-consumption PV inverters and low-voltage grid-connected PV inverters
- Capturing regenerative power demand through matrix converters
- Replacement of legacy motor drives with inverters + high-efficiency PM motors

Policy

③

Stable product supply through expanded in-house production and optimization of production systems

- Start of production at the Vietnam PCB plant
- Expansion of sourcing for resin parts and aluminum castings in ASEAN and establishment of second sources

Common Challenges

Challenges

Challenges

Challenges

Challenges

Challenges to tackle toward “Dash 35”

- Establishment of systems capable of supplying products to demand in high-growth areas

Policy①

Strengthening business foundation through data center market penetration in the U.S.

- Strengthening the supply chain to enhance product competitiveness suited to the Indian market and cost competitiveness

Policy②

Strengthening product competitiveness and expanding business domains in the India market

- Strengthening relationships with semiconductor equipment customers

Policy③

Maximization of on-site value in semiconductor equipment

- Expansion of large-capacity products in response to AI-driven power demand in the U.S.
- Provision of power optimization solutions in Japan

Policy④

Strengthening proposals to maximize renewable energy value

- Construction of data-linked processes connecting revenue, inventory, and production
- Standardization of production quality through strengthening of production processes

Policy⑤

Evolution of production and quality management through YDX and AI

Contributing to the evolution of solutions through technological excellence for the growth in energy, data centers, and semiconductor markets

Policy 1

Strengthening business foundation through data center market penetration in the U.S.

Policy 2

Strengthening product competitiveness and expanding business domains in the India market

Policy 3

Maximization of on-site value in semiconductor equipment

Policy 4

Strengthening proposals to maximize renewable energy value

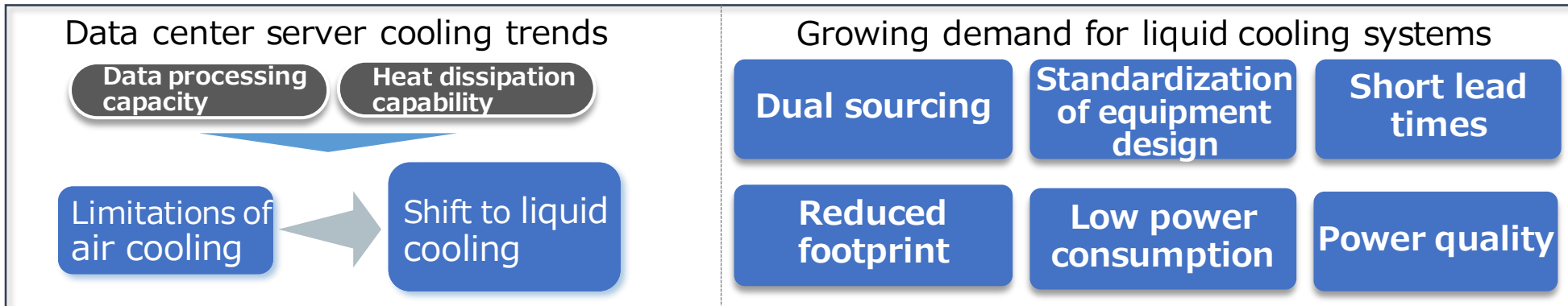
Policy 5

Evolution of production and quality management through YDX and AI



***i*³-Mechatronics
*i*³-Singularity**

Policy 1 Strengthening Business Foundation through Data Center Market Penetration in the U.S.



Technology

Compliance with data center standards one-package solutions



日本で、海外で
4つの賞を受賞!


Production

Strategic component inventory Expansion of North American production lines



Sales

Designation of Yaskawa as standard by capturing drive adoption structures



YASKAWA Pump manufacturers CDU manufacturers Datacenter operators

Zero downtime in user field operations

Horizontal deployment of references and standardization

Expansion of pipeline

FY2026

FY2027

FY2028

FY2029

Policy 2 Strengthening Product Competitiveness and Expanding Business Domains in the India Market

Urbanization drives building construction, resulting in increasing demand for HVAC and construction materials



HVAC



Cement



Steel

Market needs

Low-cost products

Make in India

Factory power quality

Shift from low voltage to medium voltage

Stabilization of production costs

Rising labor wages year by year

Technology

1 Expansion of volume through enhancement of application-specific products

Production

2 Securing local competitiveness (cost and supply)

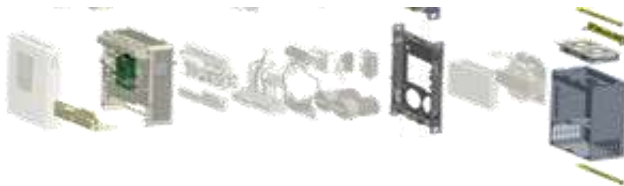
Volume expansion in the HVAC domain

- Competitiveness against competitors
- OEM-focused specifications



India HVAC-dedicated drives

Acceleration of local procurement based on volume



Expansion of production capacity



FY2026

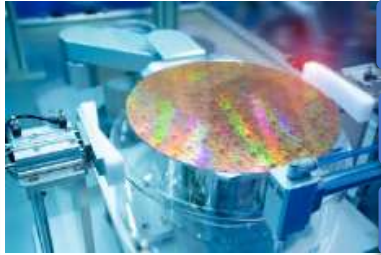
FY2027

FY2028

FY2029

Policy 3 Maximization of On-site Value in Semiconductor Equipment

Trends in semiconductor manufacturing processes



Process evolution

Environmental compliance

Stable operation

Needs for auxiliary equipment supporting main manufacturing equipment

Vacuum pump

Main function: Exhaust gases and by-products inside chambers

Reduced footprint

Improved exhaust speed

Easy adjustment

Chiller

Main function: Stabilize chamber temperature

Energy savings

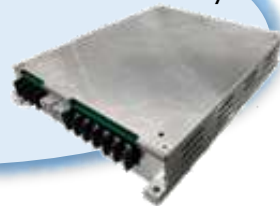
Compatibility with natural refrigerants

Failure prediction

Technology: Drive performance × AI application

1 Vacuum pump dedicated drives

- Built-in thin-type drives for machinery
- Robust operation
- AI-assisted tuning



2 Chiller dedicated drives

- High-speed synchronous motor control
- Energy-saving chiller operation
- AI-based detection of equipment wear



FY2026

FY2027

FY2028

FY2029

Policy 4 Strengthening Proposals to Maximize Renewable Energy Value

Creating added value through optimization of energy utilization in response to increasingly sophisticated and diversified power demand



U.S.

Expansion of AI-driven power demand

Stabilization of procurement / optimization of power operation
Simplification of installation



Integrated model XGI1500



XGI1500-1MW



Japan

Expansion of self-consumption demand

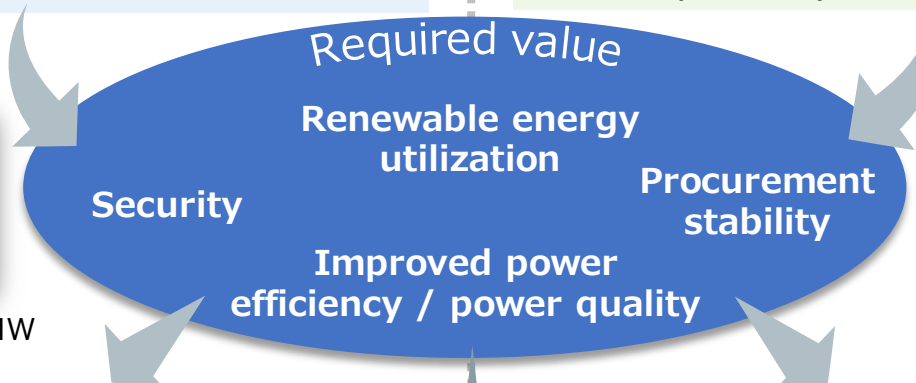
Domestic design and reliability assurance / advancement of power control
Compatibility with next-generation solar cells



Enewell-SOL P3H



Enewell-SOL P3A



Solutions for the U.S. market

- ✓ Designed and manufactured in the U.S.
- ✓ Simplified installation proposals
- ✓ Large-capacity PV inverter

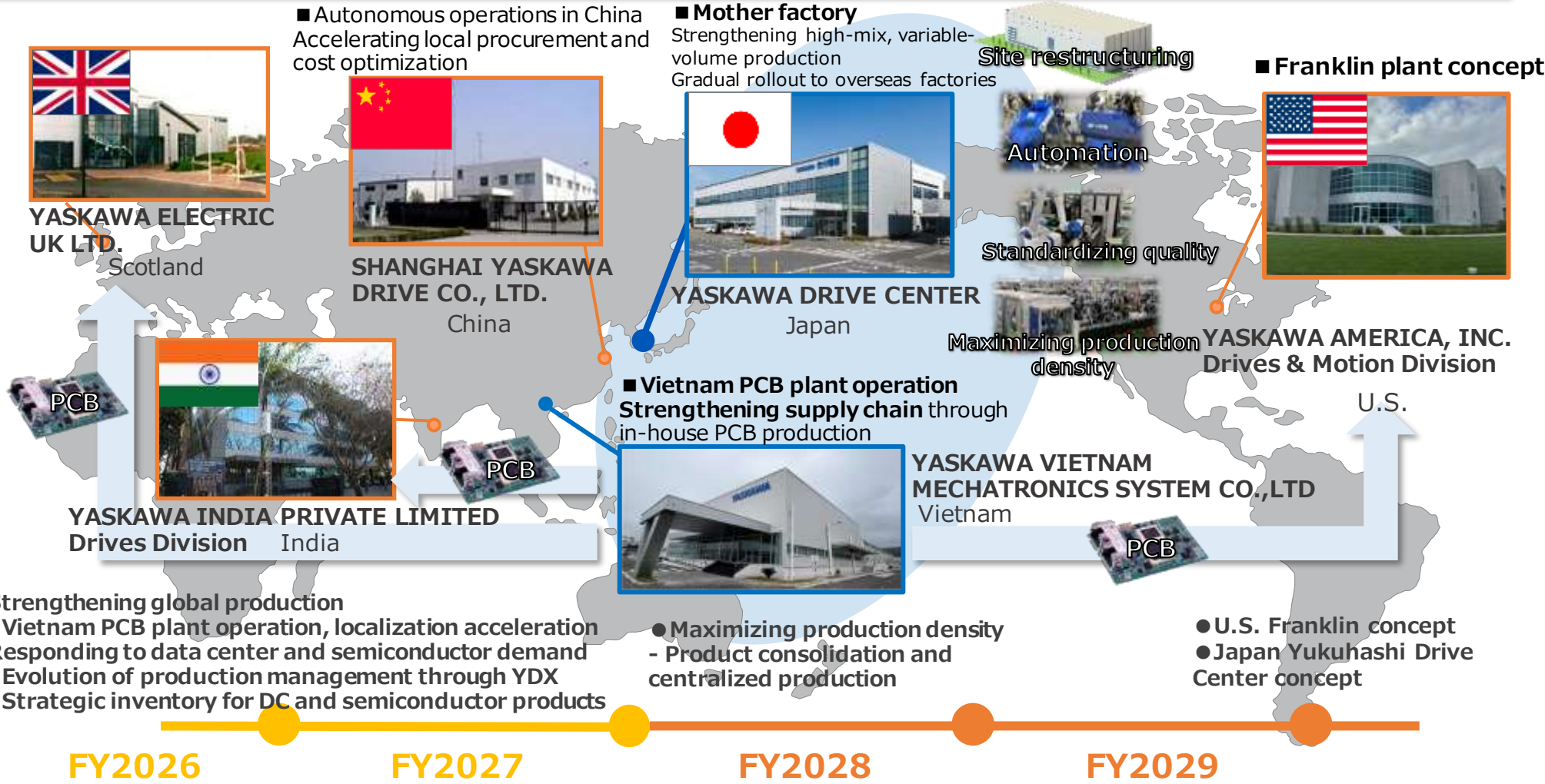
Solutions for the Japan market

- ✓ Designed and manufactured in Japan
- ✓ High-speed self-consumption control
- ✓ Compatibility with diverse solar cells

Realization of energy-saving added value across entire factories through integrated power management

Policy 5 Evolution of Production and Quality Management through YDX and AI

Strengthening global product supply capability in response to demand expansion and enhancing supply chain resilience and maximizing production density
Strengthening global production systems through overseas deployment of production platforms incorporating production added value



YASKAWA