

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

Robotics Business

June 1, 2026

YASKAWA ELECTRIC CORPORATION

Review of “Realize 25” (Achievements and Challenges)

“Realize 25” achievements

Policy ① Demonstration of i³-Mechatronics solutions and creation of real value in projects with major industry accounts

- Accumulation of track record through demonstration and evaluation of solutions
- Market launch and continuous refinement of i³-Mechatronics products, including YRM controllers and YCS (YASKAWA Cell Simulator)

Policy ② Expansion of solution partners centered on MOTOMAN NEXT series to develop new business channels

- Strengthening of MOTOMAN NEXT series lineup
- Development of dual-arm robots with enhanced operational performance

Policy ③ Maximization of demand capture through precise solutions for growth markets

- Launch of heavy payload robots for BEV market
- Development of compact footprint products for advanced semiconductor markets

Policy ④ Evolution of the mother factory through integrated motor production and strengthening of global production capabilities

- Completion of the new production platform (Completion of the 5th plant)

Challenges to tackle toward “Dash 35”

- Challenges
- Acceleration of adoption track record (Commercialization of scalable solutions, functions, and packages)

Policy① Acceleration of social implementation of AI robotics

- Challenges
- Faster understanding of customer needs and solution proposal
 - Decline in market share

Policy② Implementation and horizontal deployment of i³-Mechatronics solutions

- Challenges
- Insufficient social implementation of AI robotics
 - Decline in profit margins

Policy③ Product development capturing the expansion of customer needs

- Challenges
- Commercialization in the agriculture field
 - Acceleration of expansion in medical/pharmaceutical markets

Policy④ Expansion of initiatives in growth fields (Food and medical)

- Challenges
- Profitability improvement through stable operation and optimal production at Robot Factory No.5
 - Establishment of quality control systems through data utilization

Policy⑤ Profitability improvement centered on Robot Factory No.5 and YDX

Mid-term Business Plan "Dash 35" (FY2026-FY2029) Policy

Transforming into a business structure driven by digital data while realizing outcomes and expanding them horizontally

Policy 1

Acceleration of social implementation of AI robotics

Policy 2

Implementation and horizontal deployment of i³-Mechatronics solutions

Policy 3

Product development capturing the expansion of customer needs

Policy 4

Expansion of initiatives in growth fields (Food and medical)

Policy 5

Profitability improvement centered on Robot Factory No.5 and YDX



i³-Mechatronics
i³-Singularity

Policy 1 Acceleration of Social Implementation of AI Robotics

■ Social implementation of AI robot "MOTOMAN NEXT"

Accelerate further expansion based on deployment track records of over 200 units of AI robot "MOTOMAN NEXT"

■ Initiatives toward commercialization of AI Robotics



Challenges identified through implementation

- Challenge 1: Elimination of barriers caused by advanced expertise requirements and long verification or implementation processes
- Challenge 2: Expanding and strengthening collaboration with sales partners
- Challenge 3: Creation of new markets

Three pillars for AI Robotics commercialization

① Acceleration of sales through AI robot packaged products

② Open collaboration and ecosystem formation

③ Expansion of automation areas through AI Robotics

Policy 2 Implementation and Horizontal Deployment of i³-Mechatronics Solutions

We will develop high value-added solution business by implementing i³-Mechatronics, while strengthening the profitability of our standalone robot business through the launch of Robot Factory No. 5. operations

■ Automotive Market

- Expansion of proposals based on i³-Mechatronics and autonomous decentralized control

■ General Industry Market

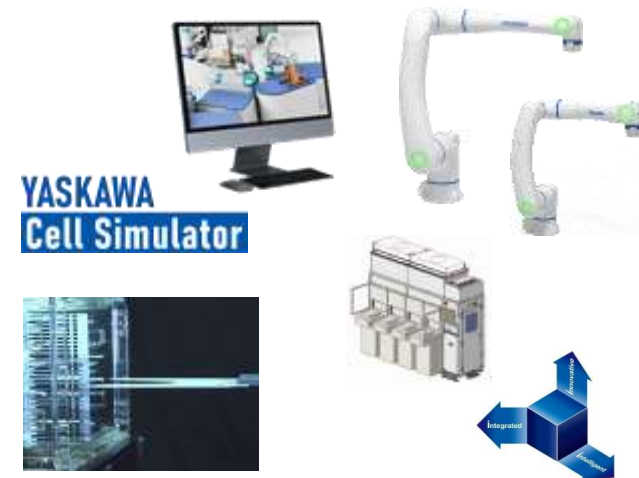
- Expansion of YCS (YASKAWA Cell Simulator) adoption
- Improvement of profitability through renewal of the collaborative robot portfolio

■ Semiconductor

- Establishment of Yaskawa's proprietary Smart EFEM* targeting leading semiconductor manufacturers

■ Internal Demonstration / Implementation

- Expansion of i³-Mechatronics and YDX applications at Robot Factory No.5



*An automated module positioned at the front of semiconductor manufacturing equipment that handles the transfer and supply of wafers.

We will build an ecosystem centered on a digital twin platform and develop next-generation robot controllers

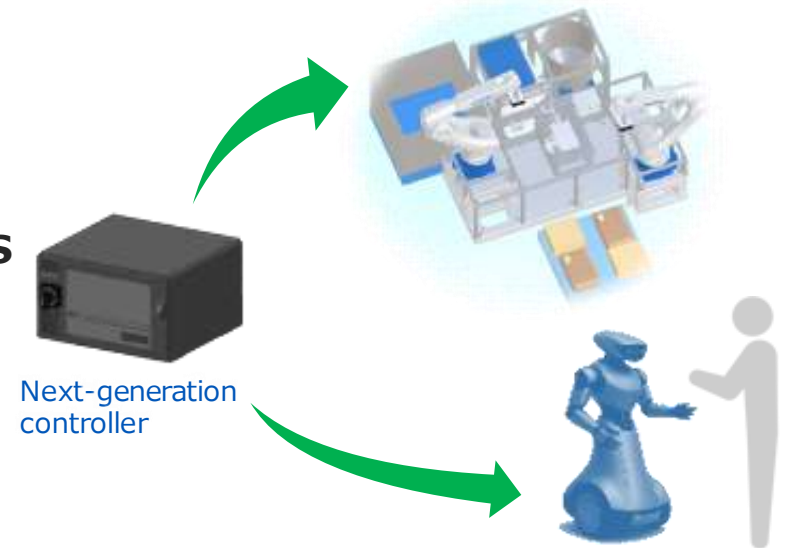
■ Evolution of digital twin platform

Providing an open platform that enables partners worldwide to develop applications and building an ecosystem



■ Development of a next-generation robot controller

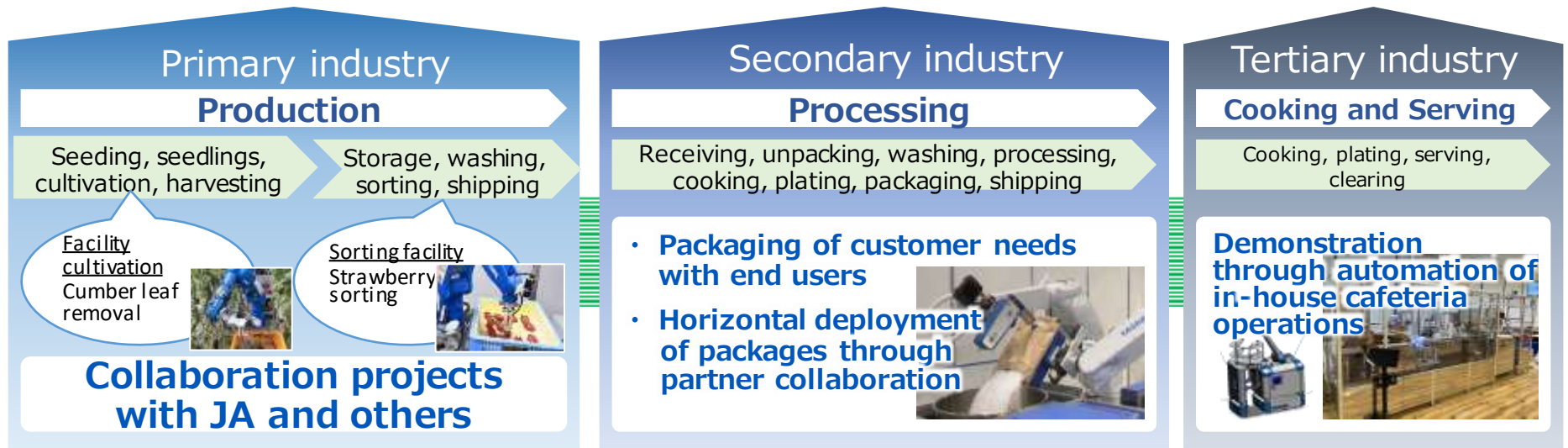
Providing robot controllers equipped with functions required for i³-Mechatronics social implementation



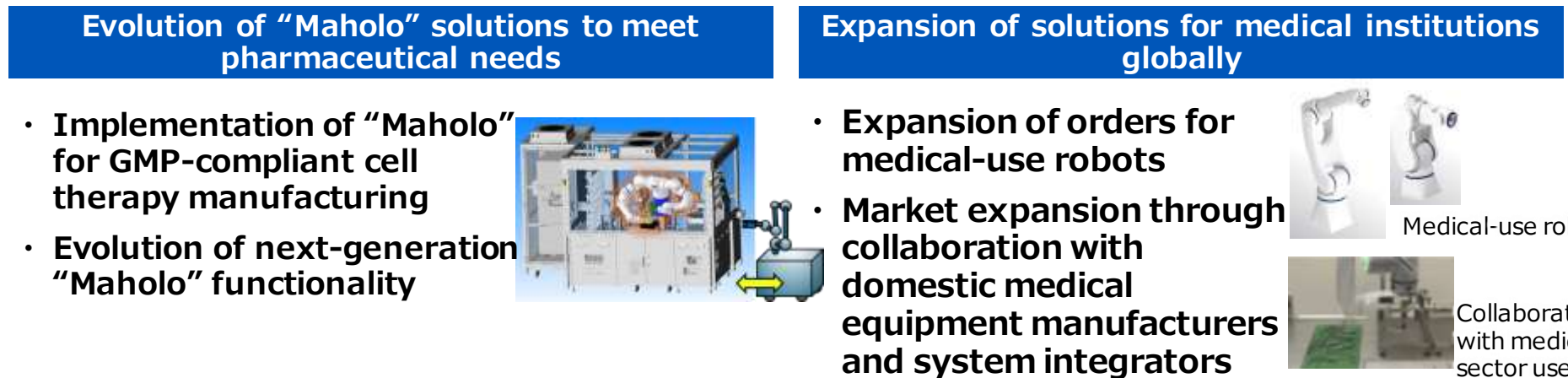
Policy 4 Expansion of Initiatives in Growth Fields (Food and Medical)

Accelerate automation and social implementation by understanding customer needs in food and medical markets with significant automation potential

Food Market



Medical Market



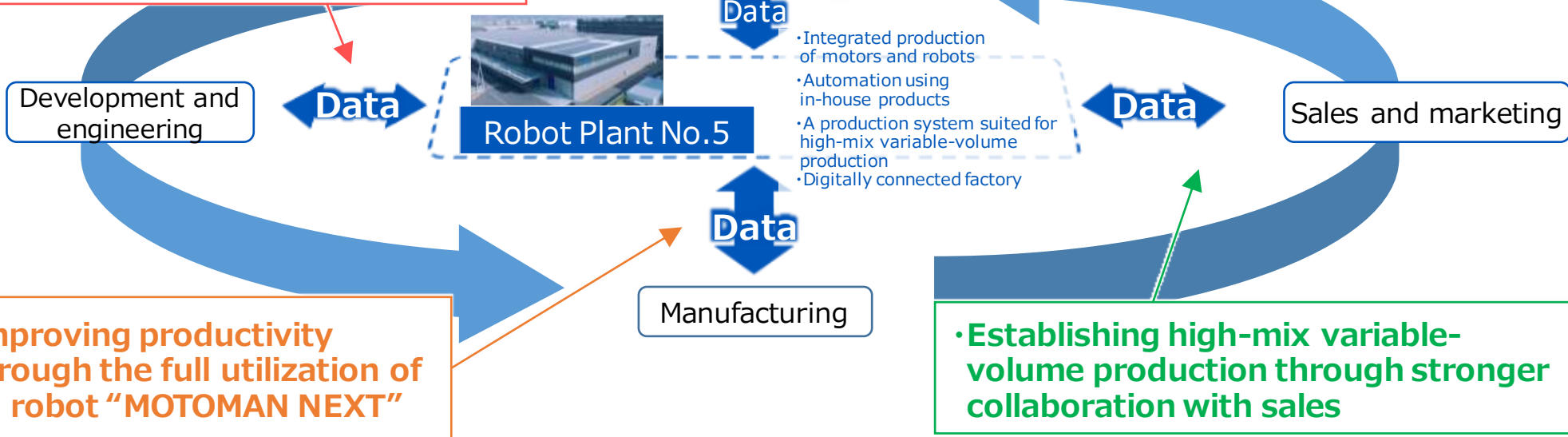
Policy 5 Profitability Improvement Centered on Robot Factory No.5 and YDX

Enhancing profitability by shifting to operations that prioritize revenue quality

- Transition from a “volume-driven production” model to “quality-focused operations”
- Strengthening data management centered on Robot Factory No.5 through data integration and utilization driven by YDX

• Enhancing capabilities to support high-mix variable-volume production through the use of design data

• Enhancing traceability through YDX



YASKAWA