YASKAWA

Investor's Guide
Main Part

Notes:

- **This material is composed mainly of basic contents to promote understanding of Yaskawa for analysts and investors.**
- **Figures in this document are rounded off and may differ from those in other documents such as financial results.**
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YASKAWA ELECTRIC CORPORATION
(TSE6506)

What is Yaskawa?

- **Turning motors for 100 years**
- **Helping to build systems supporting industries and societies**
- **Three globally competitive products; Industrial robots/AC servo drives/AC drives**

Industrial robots
MOTOMAN Series

AC servo drive
Σ-X Series

AC drives
New series

Contents

YASKAWA

1. Corporate Profile and Business Overview

Founding Spirit

Our Company was founded by Daigoro Yasukawa in 1915 with the aim of "setting up an industry to repay the debt of gratitude to the State", an aspiration held by his father Keiichiro Yasukawa.

Keiichiro Yasukawa

Daigoro Yasukawa

Our Purpose

Yaskawa's mission is to contribute broadly to social development and human welfare through the execution of our business. To achieve the mission, our group has set the following three objectives and work hard to achieve them.

Our Value

1. **Quality** Always developing and improving world-class technologies with a focus on quality
2. **Profit** Working to improve management efficiency and secure Profit necessary for the sustainable growth
3. **Market** Serving the needs of our customers and pursuing customer satisfaction

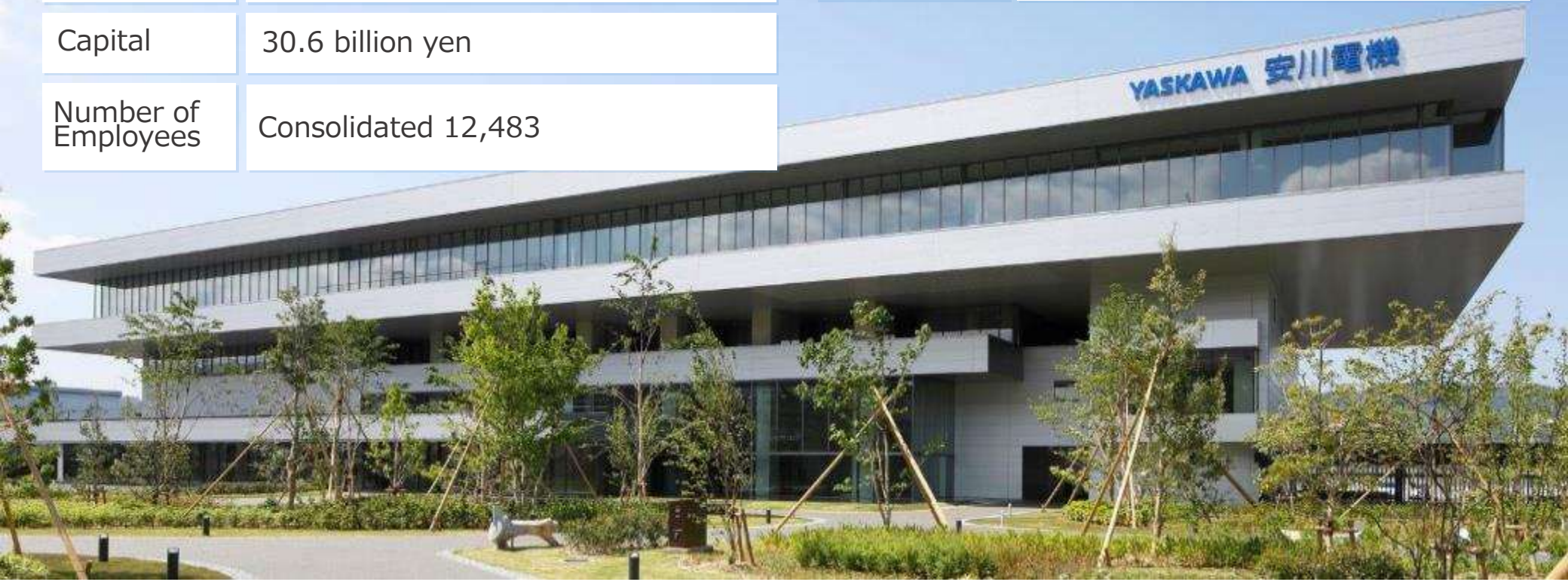
Profile

(As of February 28, 2026)

*Consolidated fiscal year from March 1, 2025 to February 28, 2026

Corporate Name	YASKAWA Electric Corporation
Founded	July 16, 1915
Head Office Location	2-1 KurosakiShiroishi, Yahatanishi-ku, Kitakyushu Fukuoka JAPAN
Capital	30.6 billion yen
Number of Employees	Consolidated 12,483

Consolidated Revenue	542.1 billion yen (FY2025*)
Main Business	・Motion Control (AC servos, controllers and AC drives) ・Robotics ・System Engineering



Business History

(As of May 27, 2026)

Founder
Daigoro
Yasukawa

Representative Director,
Chairman of the Board; President
Hiroshi Ogasawara

Founded 1915

1950

1980

1990

2000

100 th anniversary 2015

Electric motors (for coal mining)

System Engineering

Electric systems (Steel, paper, film plants, water supply plants and sewage treatment plants)

1917 - Commercialized "three-phase induction motor".

AC Drives

DC Servomotors

AC Servomotors

Industrial Robots

1958 – Invention of "Minertia Motor"

1977 – Debut of Japan's first full electric industrial robot

Shifted the focus on Mechatronics field

Glass sheet transfer robot

Semiconductor wafer transfer robot

Environmental and energy equipment

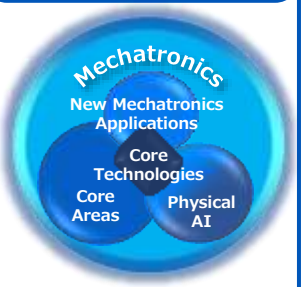
Medical and welfare robots

Food and agriculture

Launch of Solution Concept i³-Mechatronics

*"Mechatronics" is a combining word with mechanism (mechanical engineering) and electronics (electronic engineering), and Yaskawa has registered the trademark in 1972.

VISION 2025



Core Areas

Automation area centered on i3-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

Revenue Breakdown by Business Segment

System Engineering

Revenue 38.7 (B JPY)

Core products:
Electrical systems for steel plants
Port cranes
Electrical systems for water supply and sewage

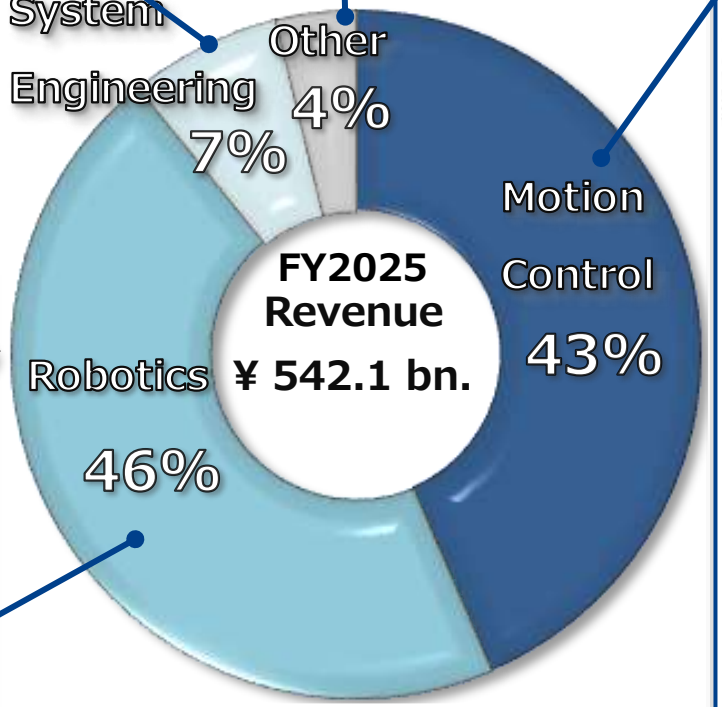

Electrical systems for steel plants


Port cranes

Other

Revenue 20.3 (B JPY)

Core products
Logistics, etc.



Robotics

Revenue 247.0 (B JPY)


AI Robot
"MOTOMAN NEXT series"


Collaborative robot
MOTOMAN-HC30PL


7-axis arc-welding robot
MOTOMAN-AR1440E

Core products:
- **Industrial robots**
  - **Arc and spot-welding robots, painting robots**
  - **Handling robots**
- **AI robots, collaborative robots**
- **Semiconductor wafer transfer robots**
- **Biomedical robots**

Motion Control

Revenue 236.1 (B JPY)

- **AC servo motors and controllers (51%)**

AC servo drives
Σ-X series


New machine controller
"MPX1310 series"


YRM Controller "YRM1030"

Target Markets:
Semiconductor and FPD manufacturing devices, chip mounters, machine tools, injection molding and metal forming machines, etc.

- **Drives (49%)**

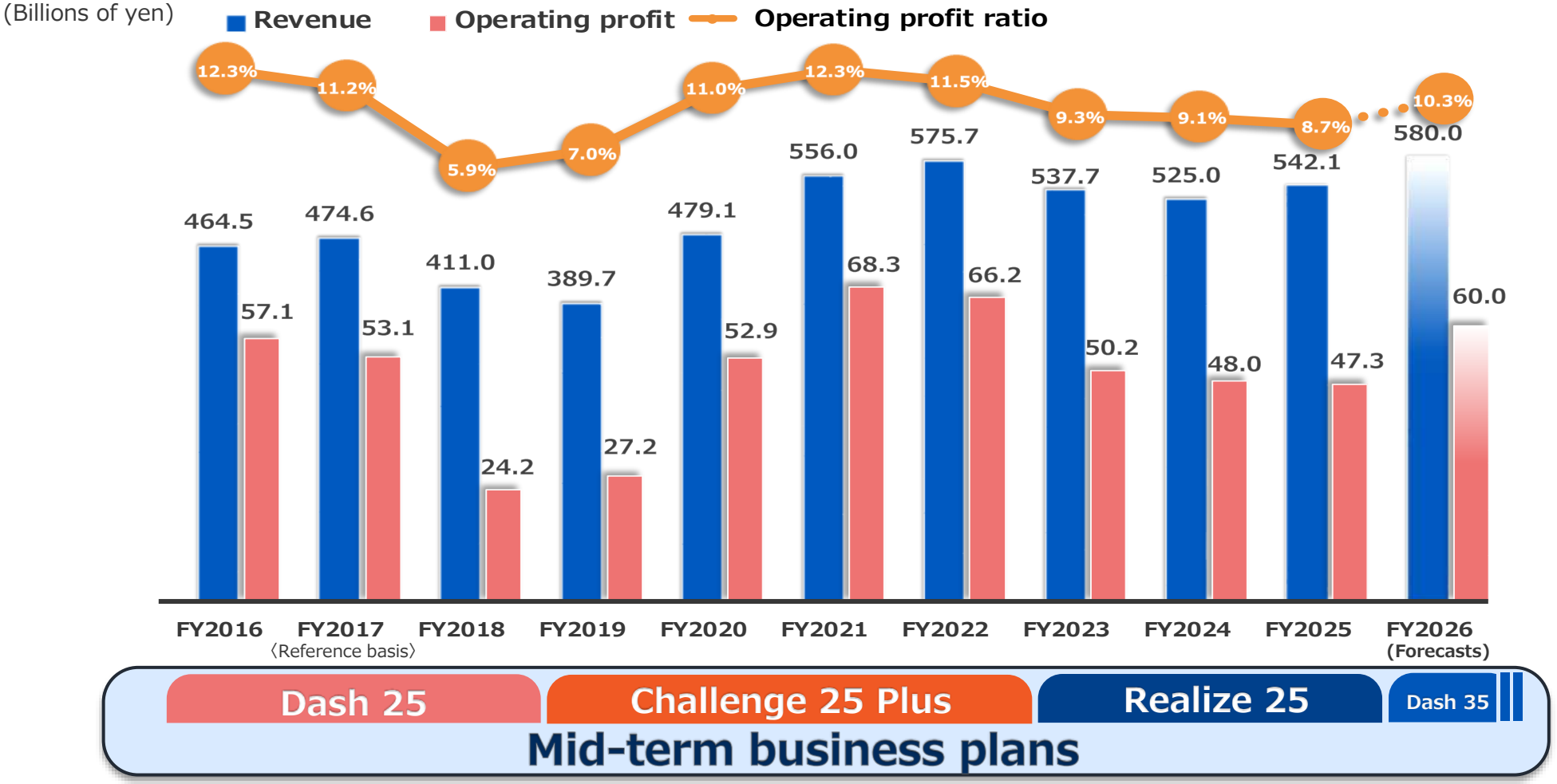
Yaskawa AC drive
GA 700 series


PV inverter
Enewell-SOL P3H

Target Markets:
Elevators and escalators, HVAC, textile machines, port cranes, etc.

Revenue / Operating Profit (FY2016 – FY2026 Forecasts)

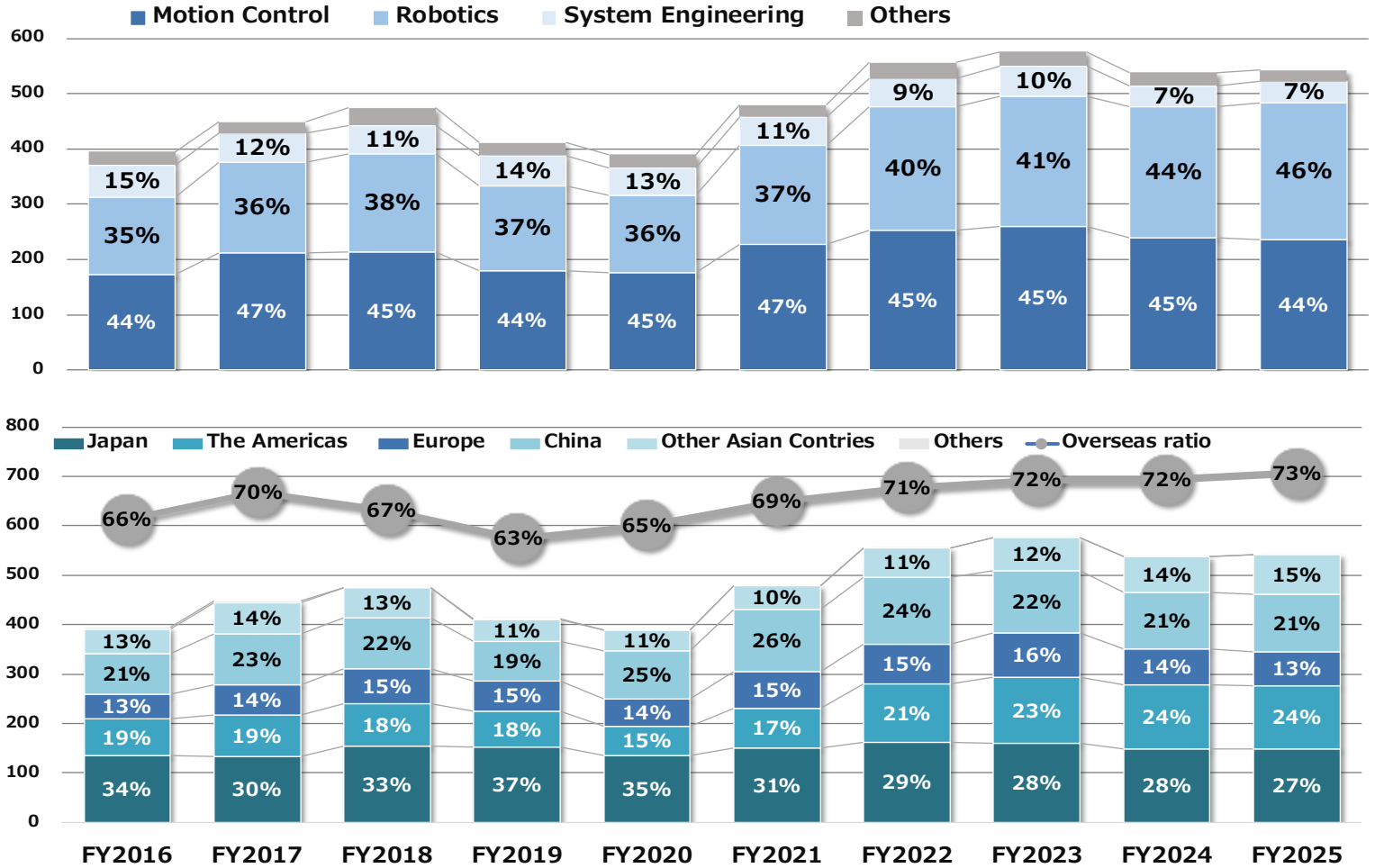
- **Setting operating profit as the most important KGI**
- **Formulating mid-term business plan every three to four years**



Note1: Data up to FY2017 are based on Japanese GAAP.
Note2: The data for FY2017 are made on a reference basis. (March 21, 2017 – March 20, 2018)

Revenue by business segment and location (FY2016-FY2025)

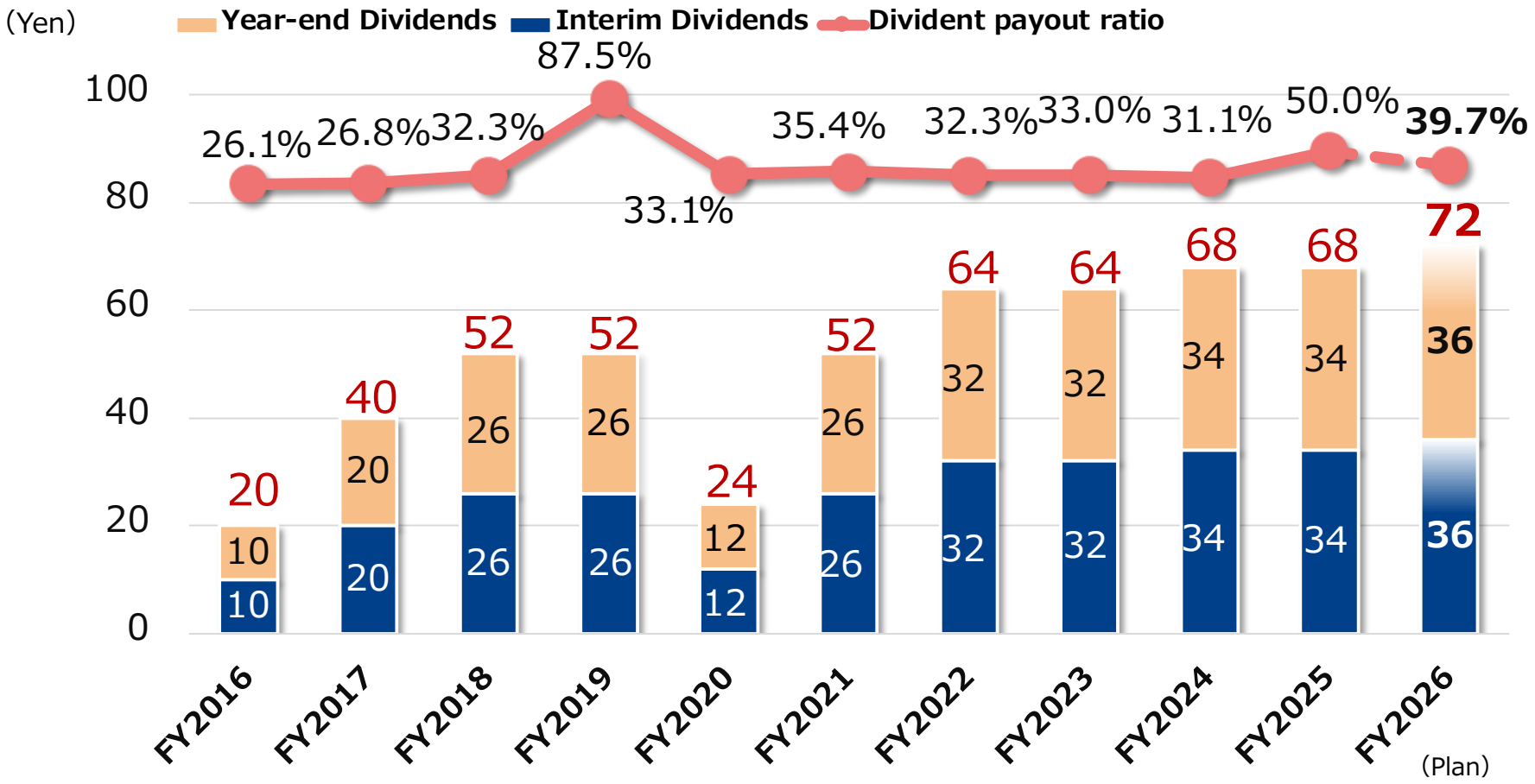
- **Robotics is expanding due to the trend of automation, labor-saving, and EVs.**
- **Overseas sales ratio is increasing by accurately capturing demand expansion in growth markets out of Japan**



※The Company has adopted International Financial Reporting Standards (IFRS) since its Annual Securities Report submitted on May 28, 2020. The figures for the previous fiscal year are restated based on IFRS for comparative analysis.
※The Company changed its accounting period starting FY2017 from March 20 to the last day of February. As a transitional year for this change, FY2017 was from March 21, 2017 to February 28, 2018.
※The has changed the basis for calculating regional information from the destination (customer locations) to the location of each Yaskawa Group company since FY2022.

Shareholder Return（Dividends)

- **The cash generated by business activities is effectively allocated in three directions: (1) growth investments (2) shareholder returns (3) return to employees**
- **The policy of shareholder returns is based on a payout ratio of 30% + α.**



Network in Japan

■ **Head office** (Robot Village) **/ Yaskawa Technology Center**
■ **Yahata-nishi plant** (Robot Plant / Yaskawa Innovation Center)
■ **Yahata-higashi Plant** (Motion Control Plant / Motor Plant)
■ **Nakama plant** (Robot plant)

■ **Iruma plant**
(Yaskawa Solution Factory / Motion Control Plant)

■ **Yukuhashi plant**
(Drive Center / System Engineering Center)

Sendai sales office
Hokuriku sales office
Nagano sales office
Tsukuba Research Laboratory
Kanto Robot Center
Kyushu office
Tokyo branch
Chugoku sales office
Hachioji sales office
Hamamatsu sales office
Kansai office
Chubu office / Chubu Robot Center

■ : Business office /Laboratory
● : Regional offices
▫ :sales offices

Global Network

Business locations: About 30 countries
Production sites: 13 countries, 25 sites

YASKAWA NORDIC AB
Sweden

YASKAWA EUROPE ROBOTICS D.O.O.
Slovenia

Yaskawa Electric (Shenyang) Co., Ltd.
China

YASKAWA ELECTRIC KOREA CORPORATION
South Korea

YASKAWA SHOUGANG ROBOT CO., LTD.
China

YASKAWA ELECTRIC UK LTD.
Scotland

YASKAWA SLOVENIJA D.O.O.
YASKAWA RISTRO D.O.O.
Slovenia

YASKAWA TURKEY ELEKTRIK TICARET LTD.STI.
Turkey

Yaskawa Electric Corp.
Japan

YASKAWA AMERICA, INC. Drives & Motion Division
Americas

YASKAWA Canada INC.
Canada

SOLECTRIA RENEWABLES, LLC
Americas

YASKAWA EUROPE GmbH Drives & Motion Division
Germany

YASKAWA EUROPE TECHNOLOGY, LTD.
Israel

YASKAWA TSUSHO (SHANGHAI) CO., LTD.
China

YASKAWA (Changzhou) Mechatronics System CO., LTD.
China

YASKAWA AMERICA, INC. Motoman Robotics Division
Americas

YASKAWA EUROPE GmbH Robotics Division
Germany

Yaskawa (China) Equipment Co., Ltd.
China

YASKAWA Mexico S.A. DE C.V.
Mexico

YASKAWA INDIA PRIVATE LIMITED Robotics Division
India

YASKAWA ELECTRIC TAIWAN CORPORATION
Taiwan

VARIADORES S.A.S.
Colombia

YASKAWA INDIA PRIVATE LIMITED Drives Division
India

YASKAWA SOUTHERN AFRICA (PTY) LTD.
South Africa

Yaskawa Electric (China) Co., Ltd.
China

YASKAWA ASIA PACIFIC PTE. LTD.
Singapore

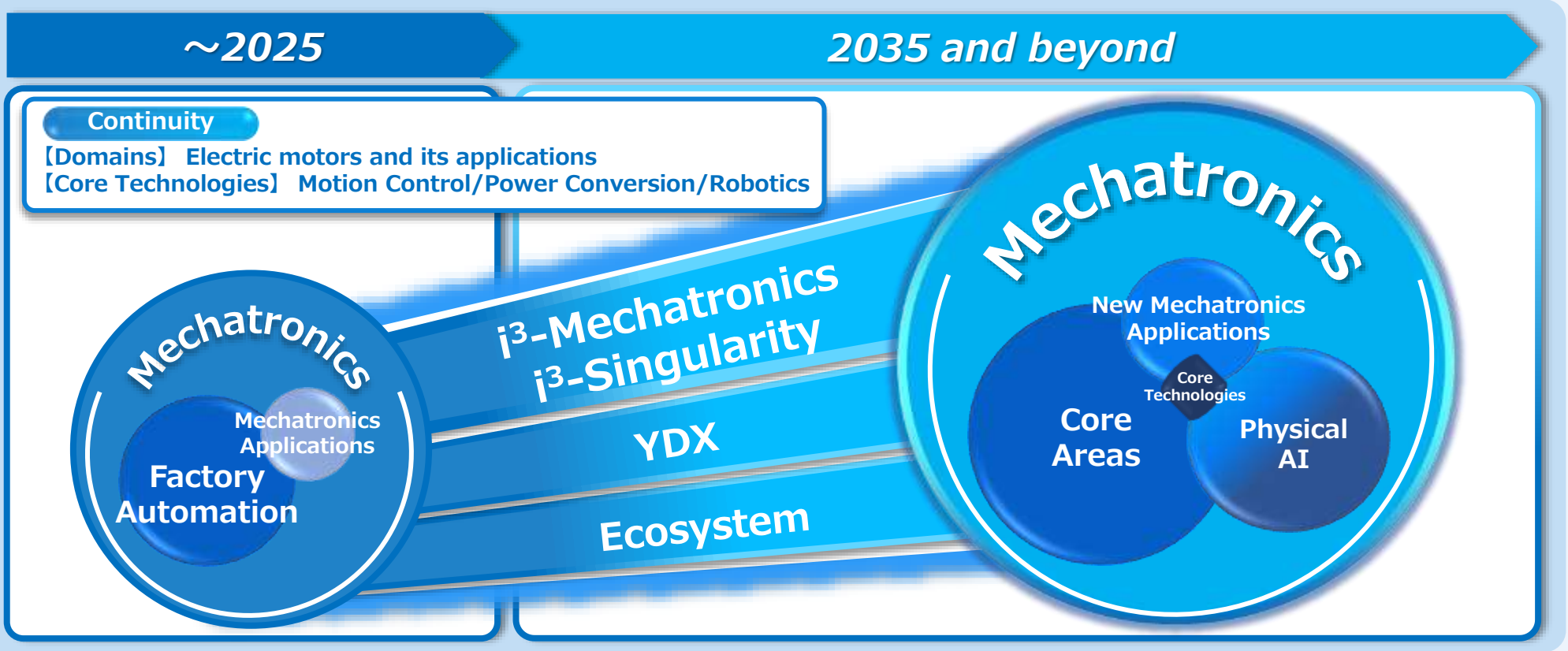
Shanghai Ancheon Electric Equipment Co., Ltd.
China

YASKAWA ELECTRICO DO BRASIL LTDA.
MOTOMAN ROBOTICA DO BRASIL, LTDA
Brazil

2. Long-term Business Plan “Vision 2035” (FY2026-FY2035)

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

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



Core Areas
Automation area centered on i³-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

Financial Targets for FY 2035

Achieve enhanced returns to stakeholders by setting operating profit ratio as key KGI

Financial Targets

	FY2025 Results	FY2035 Targets
Operating Profit Ratio	8.7%	**20.0% or more**
Dividend Payout Ratio	50.0%	**40.0% or more**

Aim and Policies of “Dash 35”

Thoroughly Maximizing Profitability and Creating New Markets for Physical AI

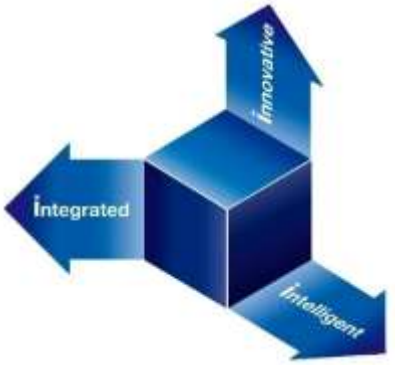
Policy 1 Development of the Physical AI Market

Policy 2 Expansion of i³-Mechatronics Implementation

Policy 3 World-Leading New Product Development

Policy 4 Expansion of Business in New Mechatronics Applications

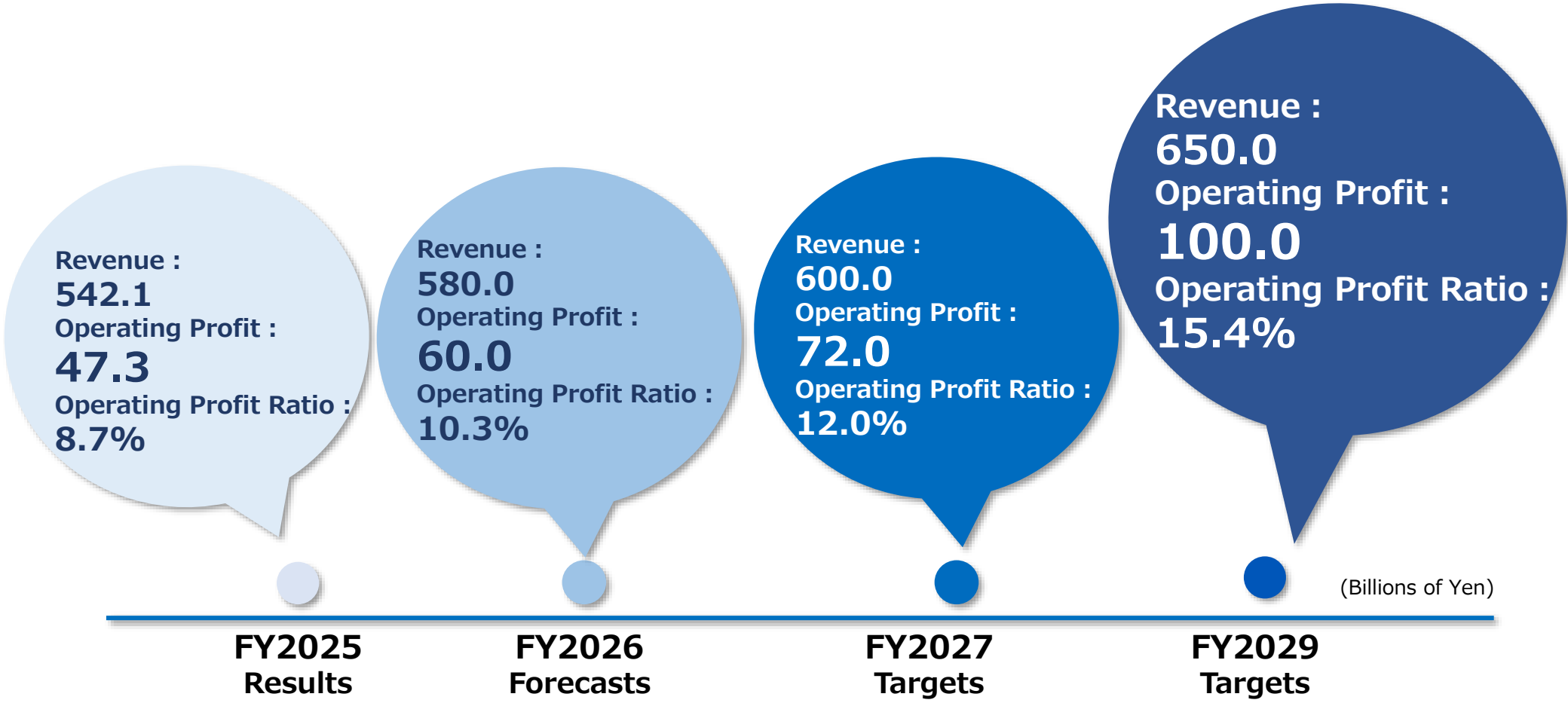
Policy 5 Evolution of YDX and i³-Singularity



i³-Mechatronics
i³-Singularity

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



Core Indicators of the Financial Capital Strategy

(Billions of Yen)

Execute the financial capital strategy to enhance corporate value

Core Indicators	FY2025 Results	FY2026 Forecasts	FY2027 Targets	FY2029 Targets
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

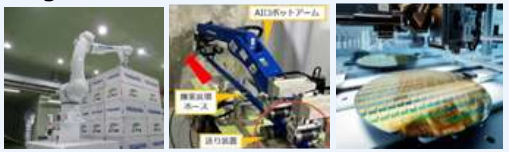
Develop the Physical AI market and expand the scope of automation

Adaptive Robotics

MOTOMAN NEXT (Manufacturing on-sites operations)

Food | Beverage

Agriculture | Medical



Logistics | Architecture | Semiconductor

Automobile | Oil&gas | Machine tools

Physical AI Market

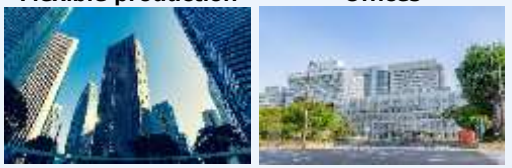
Advanced Actuators

Expand Core Component Portfolio

Situation Assessment and Task Planning

Humanoid Robot (non-manufacturing)

Flexible production | Offices

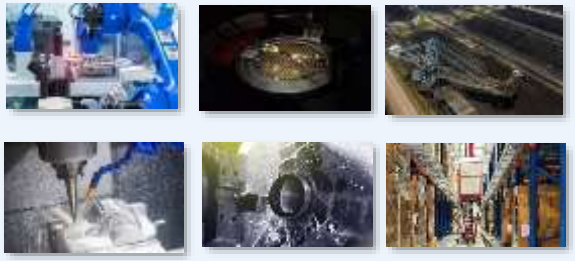


Office buildings | Hospitals

※ 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.

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

Policy 3. World-Leading New Product Development

Creating world-class technology through the synergy of core technologies, on-site data, and utilization of AI

Core Areas

Physical AI

New Mechatronics Applications

Yaskawa Technology Center

~A Place where “world-leading” is created~

Inter-company co-creation

Evolution of core technologies

- Robotics
- Motion Control
- Motor Drives

Roadmaps

- Customers’ needs
- Market needs
- Solving social issues

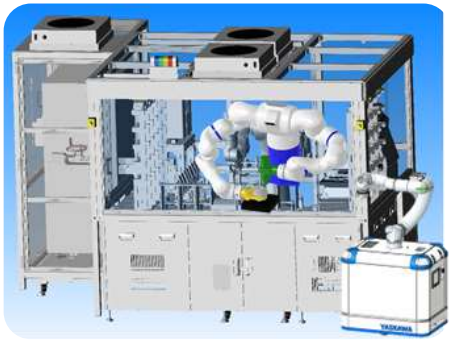
Industry-academia collaboration

Consolidation of world leading core technologies

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

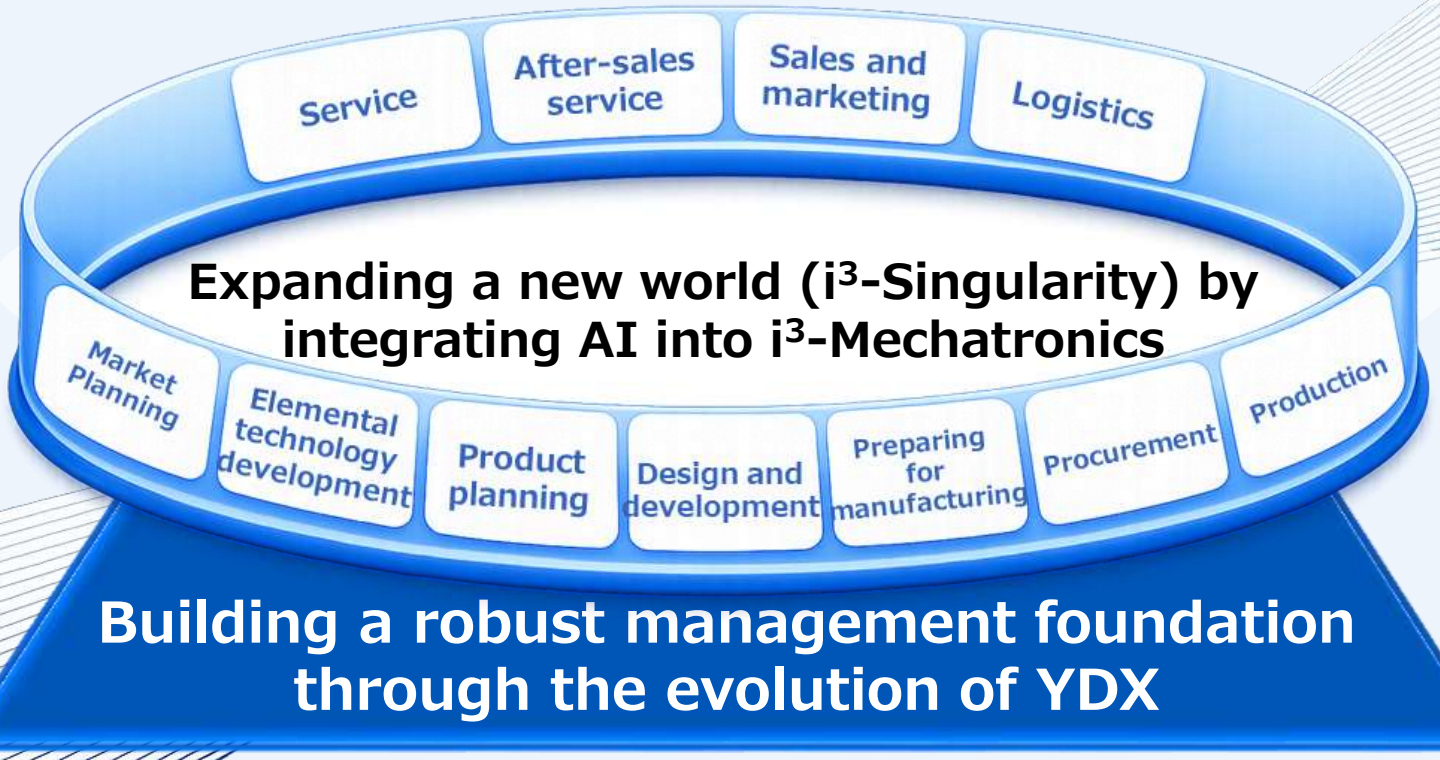
Expanding the use of robots in the food field

Food

Use of AI + **Advancing into new fields with absolute "physical" applications** + **Partner collaborations**

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

3. Sustainability

Formulated the policy to strengthen initiatives to contribute to social sustainability

Sustainability Policy

We will strive to realize a sustainable society and increase corporate value through the implementation of the Yaskawa Group Principle of Management which is to leverage the pursuit of our business to contribute to the advancement of society and the well-being of humankind.

1. We will contribute to the value creation for customers and society through creating innovation by cutting-edge mechatronics technologies.
2. We will realize fair and transparent corporate management through communication and collaboration with stakeholders around the world.
3. We will work to resolve social issues globally with the aim of achieving SDGs as a universal goal.

Sustainability Promotion System

Yaskawa Group's Sustainability Challenges and Targets (Materiality)

Under newly formulated Sustainability Policy, identifying materiality and expanding initiatives to solve to the mid-term business plan.

Yaskawa Group's Materiality

Create Social Value and Solve Social Issues through Business Activities

- Realize revolutionary industrial automation with our partners through "i³-Mechatronics"
- Build clean social infrastructure and foundation for safe and comfortable living
- Develop new technologies and business domains through open innovations

Strengthen Management Foundation that Contributes to Sustainable

- Sustainable and productive manufacturing
- Create a rewarding workplace and human resource development
- Fair and transparent governance system

The Risks and Opportunities Identified in the TCFD Scenario Analysis

- **The impact of climate change on business was examined.**
- **In terms of financial impact, opportunities of revenue increase will be greater than risks of revenue decrease.**

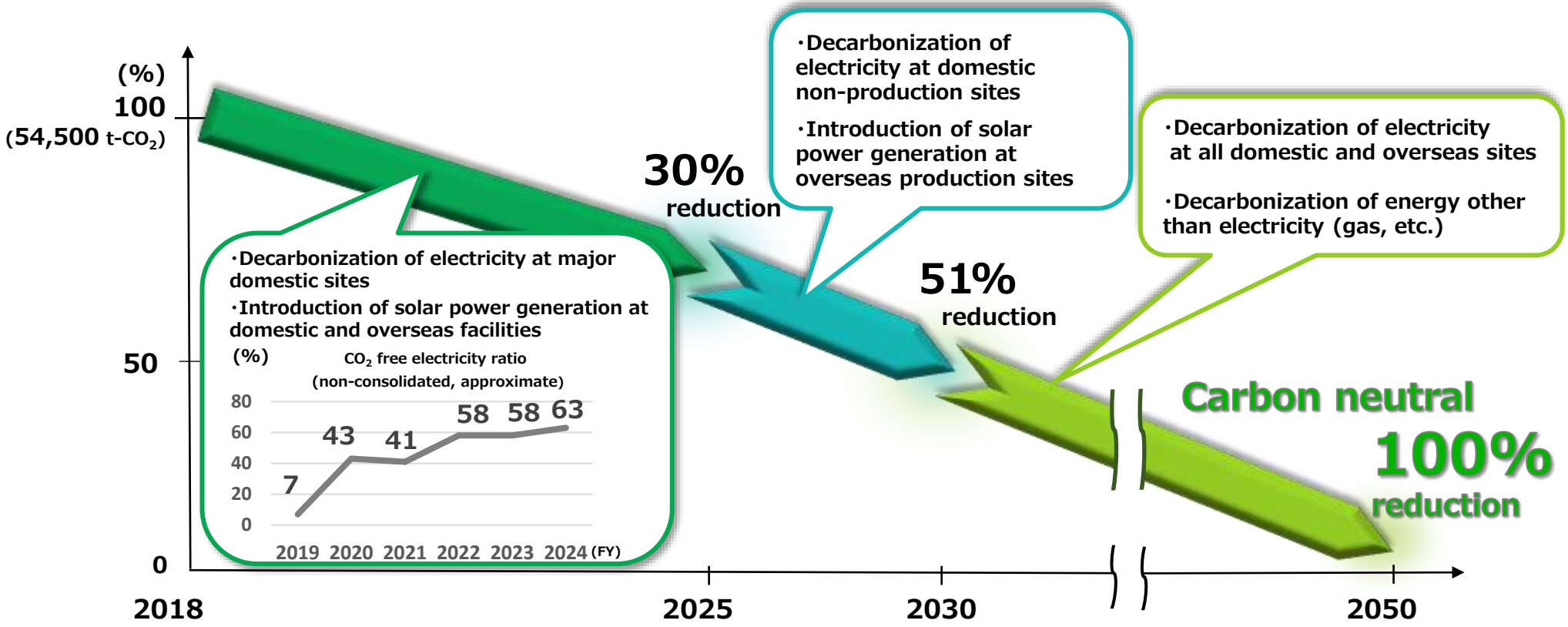
Business impact on risk and opportunity factors

Risk/ Opportunity	Transition/ Physical	Factor	Impact	Evaluation*
Risk	Transition	Carbon price	• Increased fuel and material procurement costs due to the introduction of carbon taxes by national governments.	Serious
		Government policies on carbon emissions	• Increased costs (e.g., purchasing clean energy) that accompany the introduction of emissions trading and the strengthening of emissions regulations.	Moderate
		Transformation to energy savings and carbon reductions	• Production impacts due to price increases and procurement difficulties for reasons such as insufficient related materials from electrification and the transition to electric vehicles.	Serious
		Recycling regulations	• Increased costs from using substitute materials, etc., due to regulations such as those on plastics.	Minor
		Growth of low-carbon technologies	• Increased investment costs, such as R&D costs, due to increased competition in the energy saving performance of products against a background of increasing demands for energy savings.	Moderate
		Changing behavior of investors and customers	• Increased support costs due to investors and customers preferring companies that are more environmentally responsive. • Decreased company valuation and loss of business opportunities due to delayed responsiveness to environmental responsibility related to information disclosure and procurement.	Minor
	Physical	Increasing average temperatures	• Increased energy costs due to increased air conditioning energy in our factories. • Need to move production sites where the risk of flooding exceeds tolerances due to sea rise.	Moderate
		Intensification of unusual weather	• Operation stoppages, reductions in production, and additional investment to restore equipment from typhoons, tornadoes, and flooding.	Serious
Opportunity	Transition	Transformation to energy savings and carbon reductions	• Increased demands for factory automation devices and industrial AC drives due to increased energy saving needs. • Expanded business opportunities for solutions that increase the productivity and energy saving performance of factories and equipment. • Expanded demand for solar power generators and wind power/geothermal power/biomass power generation equipment due to feed-in tariff incentives and so on.	Extremely serious
		Changing behavior of investors and customers	• Increased investor valuation, increased ESG investment, and increased corporate value due to expansion of businesses that contribute to the environment.	Minor

*Definitions of “minor,” “moderate,” “serious,” and “extremely serious” in valuation
Minor: less than ¥100 million; moderate: ¥100 million to ¥1 billion; serious: over ¥1 billion to ¥10 billion; extremely serious: over ¥10 billion

2050 CARBON NEUTRAL CHALLENGE*1 and Prospects for Achievement

- We will achieve net zero CO_2*2 emissions from global business activities (Scope 1 + Scope 2*3) in 2050, and reduce the same CO_2 emissions by 51% from 2018 levels by 2030.(Announced in March 2021, revised in May 2022)
- We will actively invest in the environment to achieve this goal.



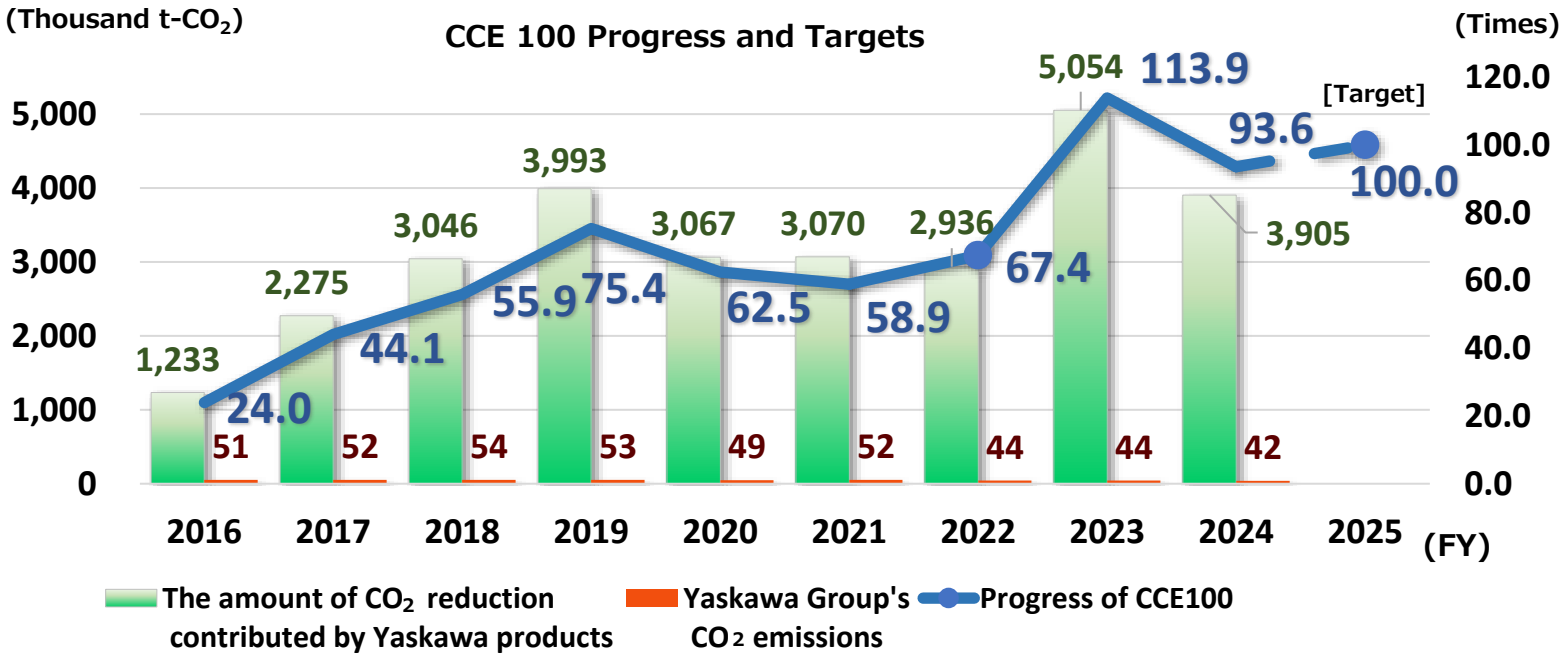
*1 Yaskawa Group's goal of achieving net-zero CO_2 emissions from its global business activities by 2050.
*2 Including carbon dioxide and other greenhouse gases (CFCs, etc.)
*3 Scope 1 is mainly emissions associated with fuel use (direct emissions). Scope 2 refers to emissions associated with the use of purchased electricity and heat (indirect emissions by electric power companies, etc.).

“CCE100” a Unique Environmental Indicator

- **Promoting CCE100*, a target to increase the amount of CO_2 reduction contributed by Yaskawa products to 100 times or more of Yaskawa Group's CO_2 emissions by 2025 and achieved this target two years ahead of schedule in FY2023**
- **Reducing the environmental impact of production activities (Green Processes) and contributing to reducing the environmental impact of customers around the world through Yaskawa products(Green Products)**

* Abbreviation of Contribution to Cool Earth 100

$\frac{CO_2 \text{ reduced through products}}{CO_2 \text{ emitted by the Group}} \geqq 100$: CCE100
Contributions of more than 100 times in 2025



Example for Green Products

AC drive

Matrix converter

Medium voltage AC drive

PV inverter for solar power generation

PM motor

Robot

Structures of the Board of Directors, the Audit and Supervisory Committee, and Advisory Committees

Yaskawa Electric has adopted a corporate structure with an Audit and Supervisory Committee

Composition of the Board of Directors and Board Skills Matrix

Name	Position	Gender	Attributes	Field of capability that Yaskawa expect each director to demonstrate/						
				Corporate management/ Business strategy	ESG/ Sustainability	Finance Accounting	Legal affairs	Sales Marketing	Manufacturing R&D/DX	Global
Hiroshi Ogasawara	Representative Director, Chairman of the Board	♂		○	○			○	○	○
Masahiro Ogawa	Representative Director, President	♂		○	○			○	○	○
Yasuhiko Morikawa	Director, Senior Executive Officer	♂		○	○	○	○			○
Hisanori Makaya	Outside Director	♂	Outside, Independent	○	○			○	○	○
Takeshi Ikuyama	Director and Member of the Audit and Supervisory Committee	♂	Audit and Supervisory Committee Member	○	○					○
Kaori Matsuhashi	Outside Director, Member of the Audit and Supervisory Committee	♀	Audit and Supervisory Committee Member, Outside, Independent	○	○	○				○
Keiji Nishio	Outside Director, Member of the Audit and Supervisory Committee	♂	Audit and Supervisory Committee Member, Outside, Independent	○	○			○	○	○
Yaeko Hodaka	Outside Director, Member of the Audit and Supervisory Committee	♀	Audit and Supervisory Committee Member, Outside, Independent	○	○		○			○

♂: Male ♀: Female ◎ Chairperson ○ Member

*Note: The above table does not represent the full knowledge of each director.

Outside

Outside Director as provided in Article 2-15 of the Companies Act

Independent

Designated Independent Director as stipulated by the Tokyo Stock Exchange

4. The Solution Concept
i³-Mechatronics

i³-Mechatronics Concept

i³-Mechatronics

integrated
intelligent
innovative

Advances in Mechatronics though digital data management

Realize revolution of industrial automation

Yaskawa's Solution to Solve Customer's Business Issues

i³-Mechatronics

Business Issues

Realizing Smart Factory

(Use of Robotics and Automation Technology/Use of AI and Big Data)

Variable-type and variable-quantity production

Reduced stock parts and in-process products

Reduced production lead time

Prevention of equipment failure

Elimination of dependency on individual skills in inspection process

Quality improvement (Identification of causes of defects)

i³-Mechatronics

Yaskawa has provided many solutions, such as automation with mechatronics technologies and products like AC servo drives, AC drives, and robots to meet our customer's demand for the higher productivity and higher quality on a daily basis.

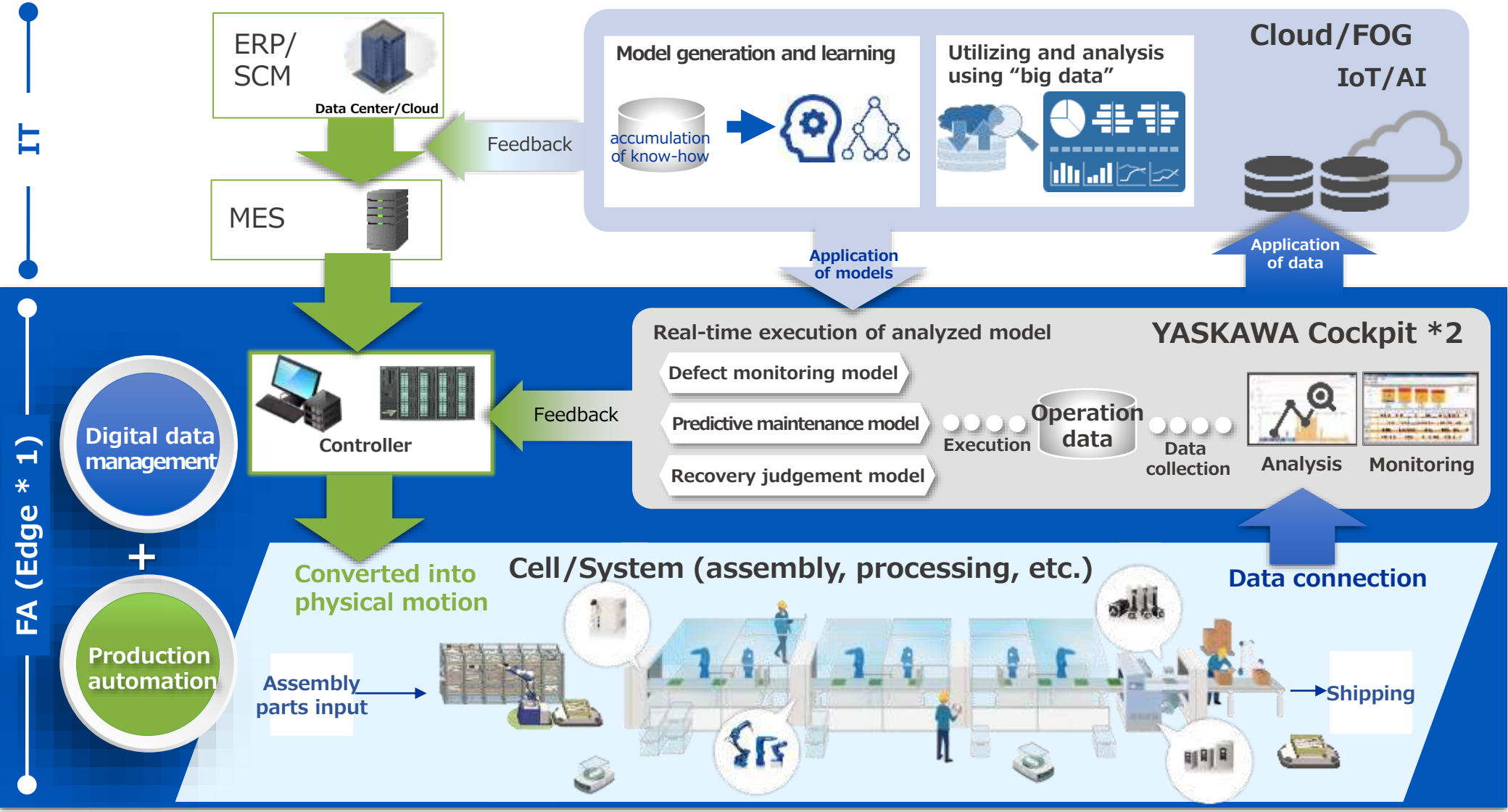
We add digital data management to our automation solutions and contribute to solve business issues from the manufacturing field together with our customers by using i³-Mechatronics.

FA Solution

Motion& Data

Data Solution

Factory where i³-Mechatronics is realized



*1: Edge is an information processing field for data analysis and feedback that require real-time performance at production sites or factories.
*2: Cockpit is a software that able to collect, store, and analyze real-time data on equipment and devices at production sites.