



Yaskawa Principles

Our Purpose

Yaskawa's mission is to contribute broadly to social development and human welfare through the execution of our business.

Since its inception, YASKAWA Electric has expanded its business with "electric motors and their applications" as a major business pillar.

The spread of our Group's diverse technologies and products to society will help to improve the advancement of machinery and manufacturing.

Yaskawa innovation contributes to the advancement of social development, creating a safer, cleaner, more efficient and sustainable workplace to free the workforce from the 3Ds (Dangerous, Dirty, Dull).

The purpose of Yaskawa is to contribute to a society where people can live a safe, secure and humane life.

Our Values

To achieve the mission, our group has set the following three objectives and work hard to achieve them.

- | | |
|------------------|---|
| 1. Quality | Always developing and improving world-class technologies with a focus on quality |
| 2. Profitability | 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 |

Our Actions

We respect our group's heritage and strive to realize our mission, and through this, we seek the group's prosperity and our own well-being by raising society's trust.

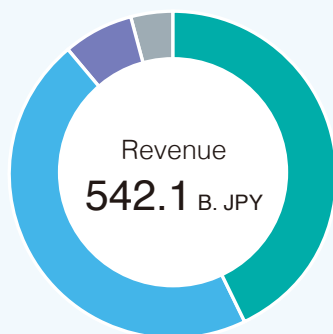
In particular, the following five items comprise our daily action guidelines.

- ✓ Stay customer-focused.
- ✓ Pursue both high quality and high profitability.
- ✓ Work hard to overcome the competition with a fighting spirit.
- ✓ Broaden our perspective and change our thinking.
- ✓ Deepen mutual trust and strive for unity and cooperation.



YASKAWA at a glance

FY2025 revenue breakdown by business segment



■ Motion Control

43%

■ Robotics

46%

■ System Engineering

7%

■ Other

4%

Motion Control

236.1 B. JPY

AC servo motors and controllers (51%*)

- AC servo drives and controllers
- Linear motors

Drives (49%*)

- AC drives
- PV inverters
- PM motors

* Revenue composition in Motion Control segment



AC servo drives
"Σ-X series"



Yaskawa AC drive
"GA 700 series"



New machine controller
"MPX1310 series"

Robotics

247.0 B. JPY

- Industrial robots
Arc and spot-welding robots, painting robots
Handling robots
- AI robots "MOTOMAN NEXT"
- Collaborative robots
- Semiconductor wafer transfer robots
- Biomedical robots



AI Robot "MOTOMAN NEXT series"



Collaborative robot
"MOTOMAN-HC30PL"

System Engineering

38.7 B. JPY

- Electrical systems for steel plants
- Electrical systems for port material handling
- Electrical systems for water supply and sewage



Electrical systems for steel plants



Port cranes

Other

20.3 B. JPY

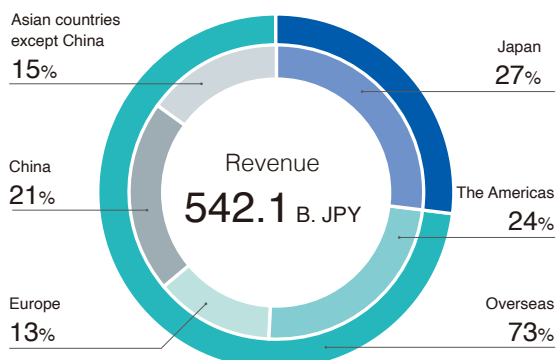
- Logistics, etc.

Business locations **Approx. 30 countries**

Production sites **13 countries, 25 sites**

Number of consolidated subsidiaries **54 companies**

Revenue breakdown by location



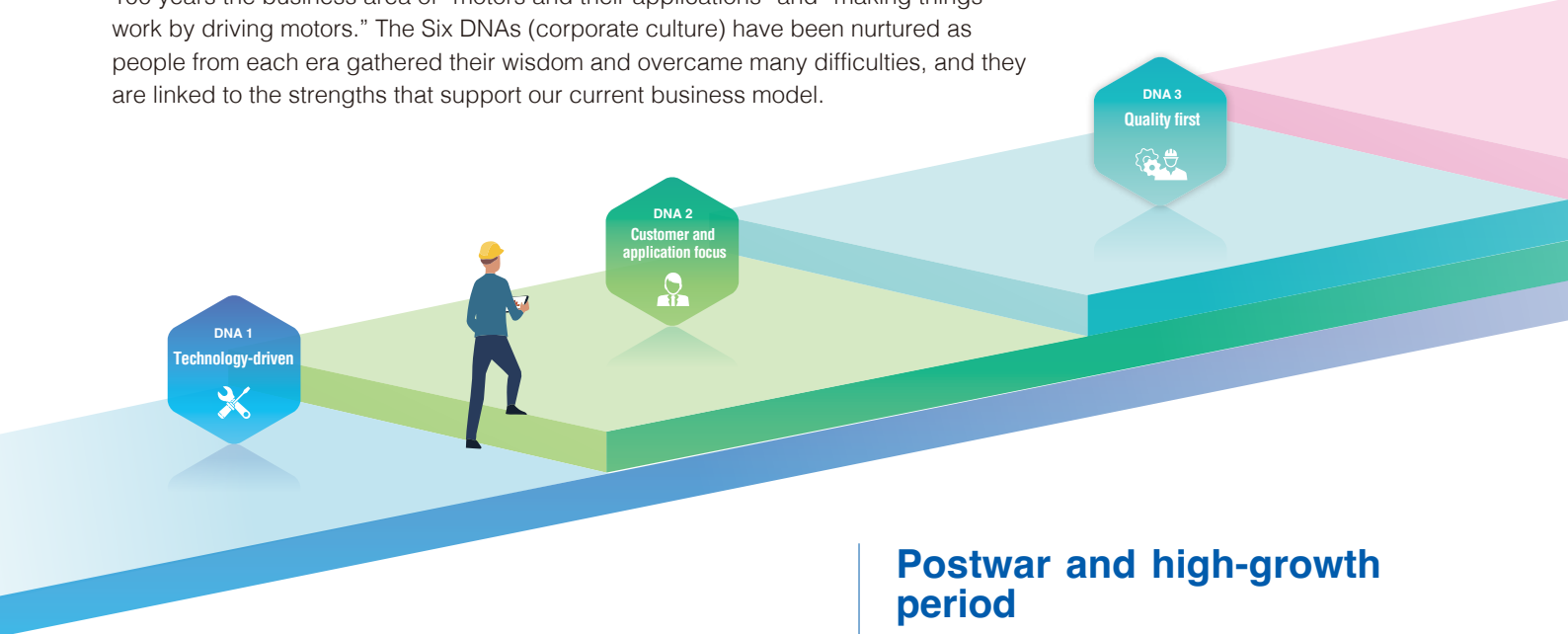
Global network

(As of February 28, 2026)



History of Yaskawa and Its Six DNAs (Corporate Culture)

Since its establishment in 1915, Yaskawa Electric has earnestly pursued for more than 100 years the business area of “motors and their applications” and “making things work by driving motors.” The Six DNAs (corporate culture) have been nurtured as people from each era gathered their wisdom and overcame many difficulties, and they are linked to the strengths that support our current business model.



Founding period

1915-

Do not rely on imports—contribute to society through our own technology

In 1915, founder Daigoro Yasukawa established Yaskawa Electric. At the time, most electrical equipment used in coal mines was imported. Rather than simply imitating overseas products, he sought to develop technologies of his own and deliver them from Japan to the world. This challenge became the origin of YASKAWA's DNA as a “**technology-driven**” company.



Founder
Daigoro Yasukawa



Factory exterior
(1919 – Kitakyushu City)

Go the extra mile—think beyond the product

The year after Yaskawa's founding, Daigoro established a sales policy that placed customer satisfaction above profits, emphasizing wholehearted dedication to customers. As Yaskawa products began to be used in the field, he realized that simply supplying motors was not enough.

Understanding how products would be used and providing the optimal solution for each application became essential. This mindset became the origin of Yaskawa's DNA of “**customer and application focus**.”



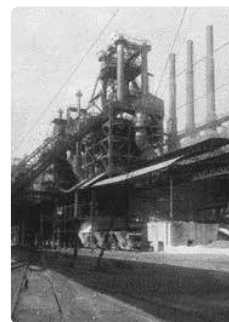
Writings and biographies of Daigoro

Postwar and high-growth period

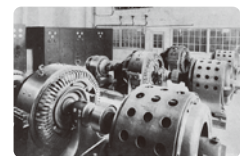
1945-

Never stop operations—that's why quality comes first

In the postwar period, production facilities in industries such as steelmaking and textile manufacturing increasingly operated around the clock. Products used in these environments had to meet exceptionally high standards, as even a single failure could bring a customer's operations to a halt. As a result, uncompromising quality was essential. Meeting these rigorous demands led to the establishment of “**quality first**” as one of Yaskawa's core DNAs.



After World War II, we demonstrated our exclusive strength mainly in automatic charging equipment for raw materials around blast furnaces.



Electrical equipment for automatic charging of blast furnace raw materials



Mechatronics and FA era

1970-

Leading industrial automation through the integration of “machines and control”

Yaskawa has long pursued “the integration of customers’ machines with Yaskawa motors and control devices to deliver higher levels of performance.” In 1969, the Company introduced the concept of “**mechatronics**,” combining mechanisms and electronics. By integrating these technologies and optimizing the performance of entire machines, Yaskawa helped pioneer a new approach to industrial automation. This concept became the origin of Yaskawa’s “mechatronics” DNA.



Minertia motor (1958)

A motor that became the basis for the servo motor available today. A revolutionary product that had a response rate 100 times greater than conventional motors.



MOTOMAN-L10 (1977)

Japan’s first all-electric vertical articulated industrial robot

Turn vision into action

Although the new vision of “mechatronics” had been established, it was not fully embraced across the organization at first. To address this challenge, Yaskawa built a framework to align the entire organization and ensure consistent execution. Under this framework, development, production, and sales organizations each assumed clear roles and targets while working toward shared objectives. Through this systematic approach, known as TQC (Total Quality Control), the

vision was translated into action throughout the organization. The accumulation of these efforts became the origin of Yaskawa’s DNA of “**policy management**.”



Received Deming Prize (1984)

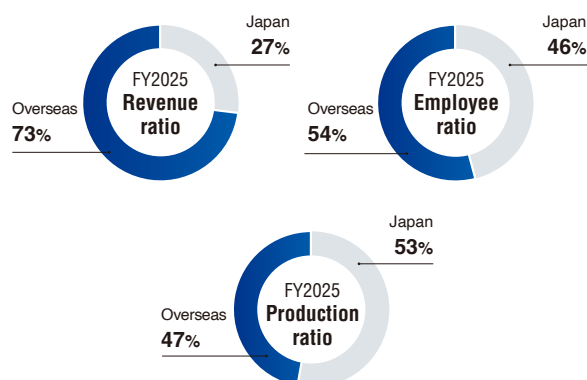
Global expansion

1990-

Delivering value globally through a local presence

As Yaskawa expanded its global business, it came to realize that simply bringing products developed in Japan to overseas markets was not enough to deliver true value to customers. Instead, products and services needed to be adapted and optimized to meet the needs of each region. Yaskawa also localized its manufacturing operations, shifting to a policy of local production for local consumption by producing products where they were needed most. Through these efforts, Yaskawa established its “**glocal**” DNA, combining worldwide strengths with solutions optimized for each local market.

FY2025 overseas ratio (Revenue/employee/production)



From “moving things” to “creating value through data”

Until now, Yaskawa has created value by applying its technologies and automation expertise to move and control physical assets in the field.

The next stage is to leverage data to transform management and operations as a whole. In 2017, Yaskawa introduced “i³-Mechatronics”, a concept that creates greater value by connecting data with machines and control technologies. In 2026, we further expanded this concept and introduced “i³-Singularity”, which integrates AI with i³-Mechatronics. This new concept establishes decision-making and execution as repeatable, scalable processes, driving management optimization, manufacturing innovation, and implementation in real-world operations and society. As we move toward realizing this new world, a new Yaskawa DNA is beginning to emerge.





Message from the Chairman and President

Continuing to Take on the Challenge of Creating Customer Value and Solving Social Issues through Data and AI

Launch of the new long-term business plan and new mid-term business plan

In May 2026, the Yaskawa Group launched its new long-term business plan, the “Vision 2035” (FY2026-FY2035), which looks ahead to the next

decade, and its new mid-term business plan, “Dash 35” (FY2026-FY2029), the first four-year phase toward realizing that vision. Since its establishment more than 110 years ago, Yaskawa Electric has consistently focused on “motors and their applications” as its core business area. Over the years, we have advanced our core technologies in motion



control, power conversion, and robotics. Going forward, we will continue to pursue world's first and best technologies while moving forward with determination to further expand the field of mechatronics, which is part of our DNA.

In May 2026, I assumed the position of Chairman of the Board; President once again after an interval of three years. The direction of our management remains unchanged. Building on our achievements to date, including business strategies based on the “i³-Mechatronics” solution concept and the enhancement of our management foundation through YDX (YASKAWA Digital Transformation), we will continue to strengthen and evolve these initiatives while aggressively

promoting business expansion in AI robotics and New mechatronics application fields.

Today, the world is undergoing a major transformation driven by AI. It is no exaggeration to say that every aspect of society and industry is connected to AI in some way. By capturing the opportunities created by this transformation and advancing both business expansion and management foundation enhancement, we will drive further growth for the Yaskawa Group.

From “products” to “customer value”: the transformation brought about by “i³-Mechatronics”

Under our previous mid-term business plan, “Realize 25,” I saw firsthand how the concept of “i³-Mechatronics” became firmly established both within our company and among our customers.

Within our company, our mindset has evolved from being centered on providing products to focusing on our customers’ needs, namely the improvements and advancements they seek to achieve. As a result, we have strengthened our ability to provide solutions that enhance customers’ productivity and competitiveness. In the past, our performance was more susceptible to market fluctuations, and earnings could decline significantly during economic downturns. However, by increasing added value through solution-based offerings and optimizing our business portfolio, we have built a business structure capable of generating stable profits regardless of market conditions. This has also enabled us to make proactive investments aimed at achieving sustainable growth.

Our relationships with customers have also evolved into deeper, longer-term partnerships centered on solution proposals. In addition, collaboration with a wide range of partners possessing advanced technologies and expertise has expanded significantly. I believe this reflects the trust and expectations our partners place in our company.

The thinking behind “Innovative Technologies”

In our new long-term business plan, “Vision 2035,” we have set forth a commitment to contributing to solve humanity’s challenges through innovative technologies. This reaffirms the importance of being technology-driven, which was one of our founding



principles and the part of our DNA.

The essence of our business model is simple: to provide products and solutions that are valued by our customers. To continue earning their trust and recognition, we must continue delivering unique value that only our company can provide. This is why we place great emphasis on developing world's first and best products. Our mission is to continue contributing to the resolution of our customers' challenges by understanding the direction in which they seek to evolve and grow, anticipating those needs, and delivering technologies that make them a reality.

Building on our business area of "motors and their applications" and our core technologies in motion control, power conversion, and robotics, we will expand into the Physical AI market and New mechatronics application fields.

Achieving the goals of "Dash 35"

Under our new mid-term business plan, "Dash 35," we have established operating profit and operating profit margin as our most important key goal indicators (KGIs), with targets of 100 billion yen in operating profit and an operating profit margin of 15.4% in FY2029. Achieving these targets will require greater management efficiency and speed. We must leverage data and AI to transform the way we work and reshape our business structure.

AI will fundamentally change the way companies operate. Looking back, personal computers and the internet brought significant changes to society and business activities in the 1990s. Companies that embraced these technologies early and made effective use of them achieved substantial growth, while those that were slow to adapt and continued relying on conventional approaches lost their competitiveness. We are now witnessing a similar transformation driven by AI. A decisive gap will emerge between companies that effectively utilize AI and those that do not. The key to achieving

higher profitability lies in every employee engaging with AI, learning how to use it effectively, and having the courage to entrust work to AI.

A new world enabled by “Data and AI”

Since assuming the role of President in 2016, I have promoted data-driven and digital management under the key concept that “Data is a common language of the world.” As a result, our company has achieved real-time visualization of management data. However, what is even more important is to take the next step: to understand the meaning behind real-time data and figures, translate those insights into action, and accelerate the PDCA cycle.

Under “Dash 35,” we will further evolve “i³-Mechatronics” by integrating AI and expand a new world we call “i³-Singularity.” By combining AI with the data infrastructure established through YDX, we will dramatically enhance the quality and speed of decision-making.

AI is also a key driver of growth for our business. At our company, we define AI Robotics as the “fusion of motion and AI.” By converting AI-based recognition and judgment into autonomous movements, we will expand the range of tasks and applications that robots can perform. Through “i³-Singularity,” which represents a further evolution of the data utilization initiatives we have advanced through “i³-Mechatronics,” we will build a framework for consistent, data- and AI-driven decision-making and execution. In doing so, we will contribute to realizing our customers’ needs, including autonomous and decentralized operations, unmanned operations, and overall optimization in their workplaces.

Moving forward with confidence in ourselves, our colleagues, and AI

I have always encouraged our employees to have confidence in themselves, trust their colleagues, and focus on what each of them should do. Today, I would like to add one more element to that message: trust AI as well. I also emphasize the importance of committing to and achieving the key targets set forth in “Dash 35,” including 100 billion yen in operating profit and a market capitalization of 2 trillion yen. By understanding their respective roles and trusting themselves, their colleagues, and

AI, every employee will help drive our company forward. United in purpose, we will work together to achieve the goals set forth in “Dash 35.”

The next decade: taking on the challenge of reaching new heights

Our company remains at the heart of global competition, and we must continue to win. To do so, we must first understand our customers and our competitors. Based on that understanding, we will carefully consider what we need to do and act with speed to realize the next phase of growth.

Please look forward to the further growth of the Yaskawa Group and I appreciate your continued support.

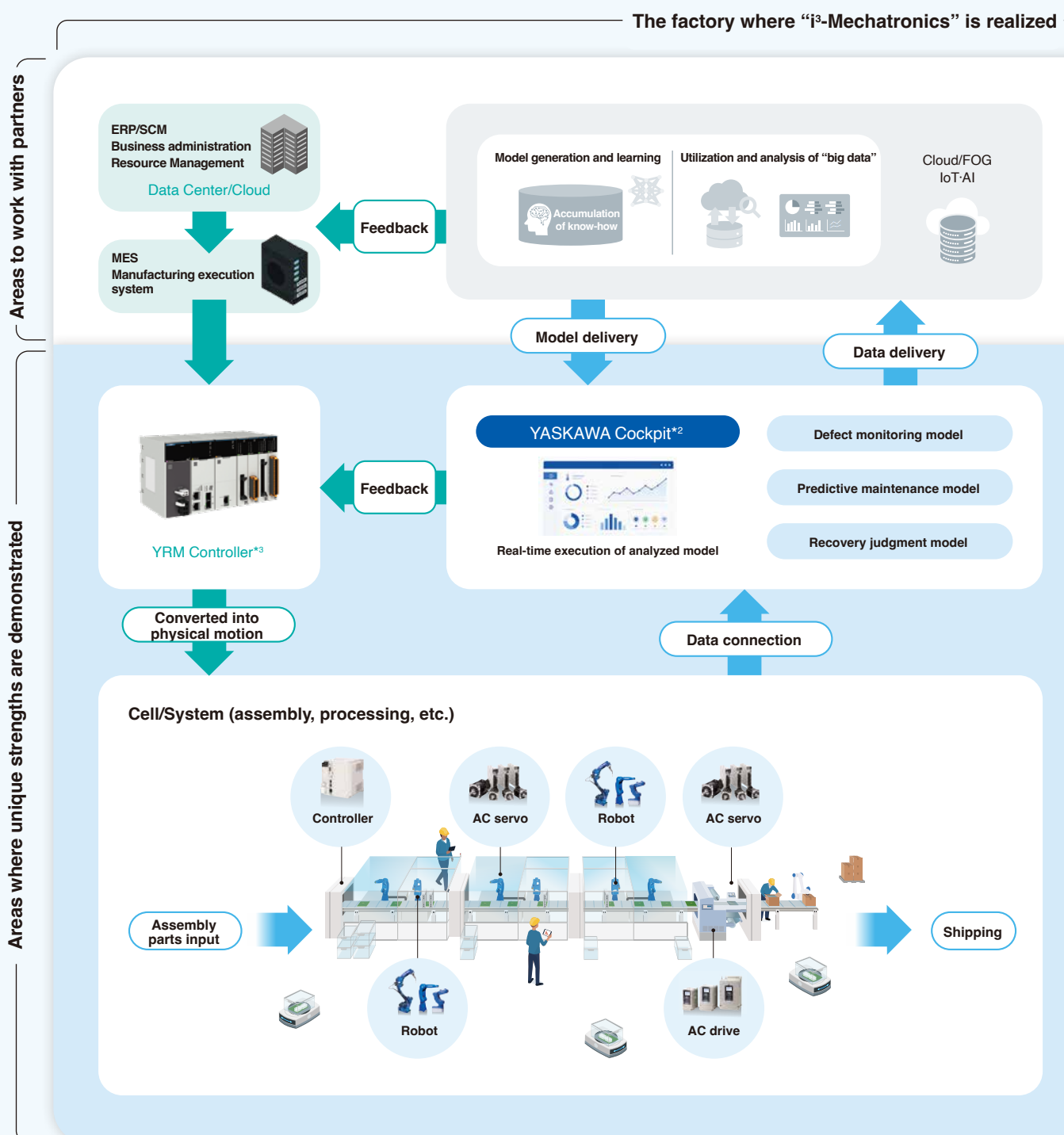


Differentiation Strategy - i³-Mechatronics -

Yaskawa Group has built its strength on automating manufacturing cells, the basic units of production lines, using industrial robots, servo motors, and AC drives.

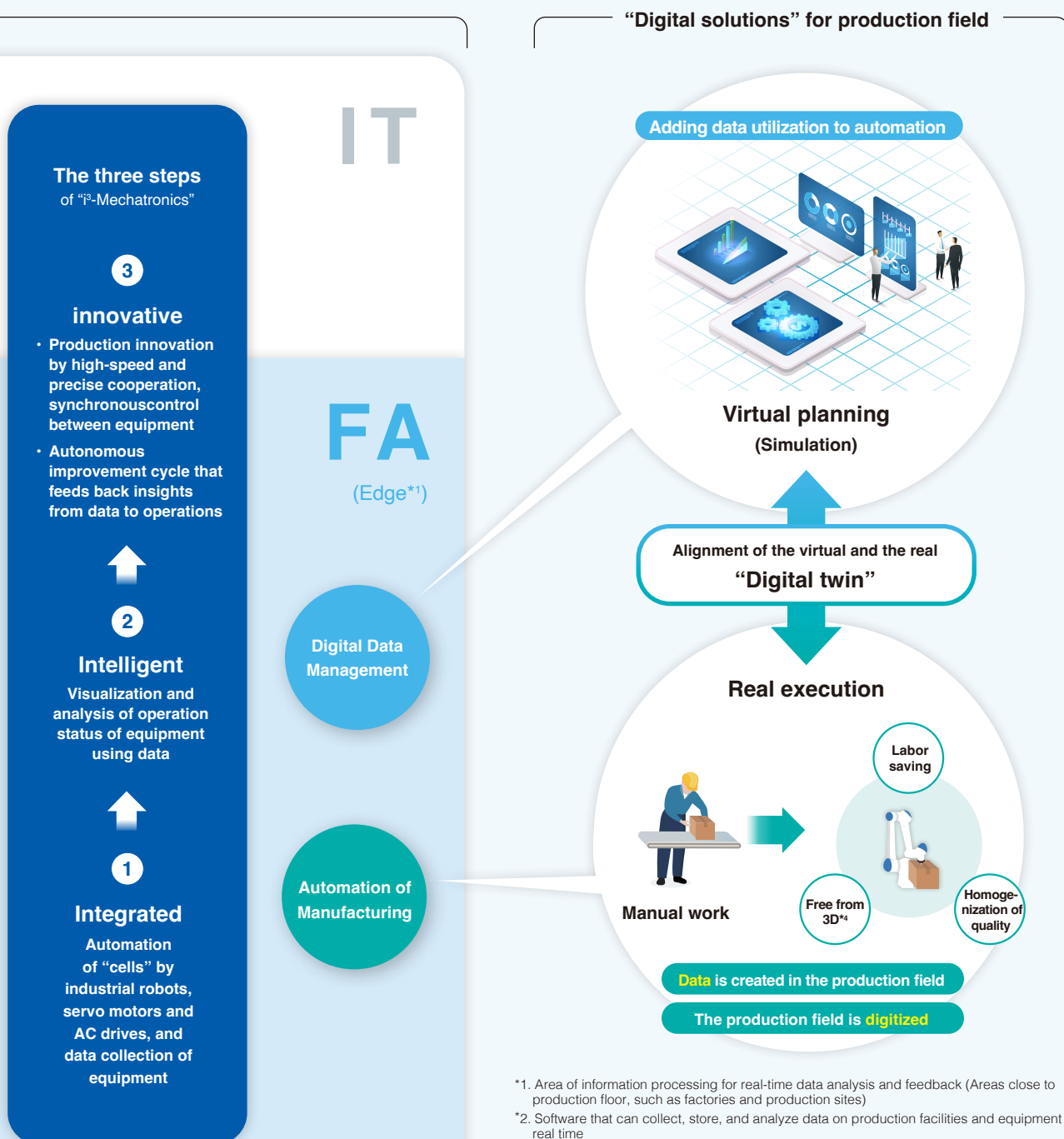
Building on this strength, we provide solutions under “i³-Mechatronics” concept that deliver the improvements and advancements sought by our customers. In addition to cell automation, we collect, visualize, and analyze data from production equipment and processes. This transforms tacit knowledge, previously dependent on the experience and intuition of skilled workers, into quantified insights and supports continuous improvement.

“i³-Mechatronics” is a concept for advancing manufacturing through the phased realization of the three “i’s”: Integrated, Intelligent, and Innovative. Through this approach, we provide solutions that directly address customer



management challenges, including high-mix variable-volume production that responds to diverse market needs, energy savings through optimized energy use, stable operations through reduced downtime enabled by predictive maintenance, consistent quality through data utilization, space- and wiring-saving designs through equipment miniaturization and innovative mechanical design, and smart factories that optimize entire production facilities.

Furthermore, by leveraging the vast amount of data accumulated through “i³-Mechatronics” and our mechatronics technologies, we are advancing toward “i³-Singularity,” which uses AI to support and enhance human decision-making and improvement activities. Through this evolution, we aim to create new value beyond production optimization, helping customers strengthen their competitiveness and increase corporate value while contributing to a sustainable society.



*1. Area of information processing for real-time data analysis and feedback (Areas close to production floor, such as factories and production sites)

*2. Software that can collect, store, and analyze data on production facilities and equipment in real time

*3. Controller for integrated control of “cell” composed of devices and industrial robots by synchronizing various data from cell at high speed, in real time and in time series

*4. An acronym for “Dirty,” “Dangerous,” and “Demeaning,” meaning harsh working conditions