YASKAWA

FY2026 1st Half Financial Results
(Six Months Ended August 31, 2026)

Notes:

- The information within this document is made as of the date of writing. Any forward-looking statement is made according to the assumptions of management and are subject to change as a result of risks and uncertainties. YASKAWA Electric Corporation undertakes no obligation to update or revise these forward-looking statements, whether as a result of new information, future events, or otherwise.
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YASKAWA ELECTRIC CORPORATION

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Thank you for attending Yaskawa's financial results briefing.

This is a summary of our financial results for the first half of FY2026.

Please go on to page 1.

Summary

FY2026 1H Results

Revenue ···YoY:+9.8%

・Revenue increased supported by expanding demand driven by data center and semiconductor-related investments.

Operating profit ···YoY:-5.5%

・Operating profit decreased due to the impact of the new ERP system implemented to strengthen our management foundation, increased indirect expenses, and the temporary expenses related to business structural reforms in Europe.

Profit before tax ···YoY:+3.0%

Profit attributable to owners of parent ···YoY:+4.1%

・Profit before tax and profit attributable to owners of parent increased due to the recognition of equity-method investment income.

2Q Order ···YoY:+38%, QoQ:+13%

・Order increased YoY and QoQ, driven by expanding demand, particularly from data center and semiconductor -related investments (Record-high quarterly order intake).

FY2026 Full-Year Forecasts

Revenue ¥600.0bn., Operating profit ¥57.5bn.

・Full-year revenue forecast revised upward on continued yen depreciation, while operating profit forecast revised downward mainly due to the decrease in operating profit caused by the impact of the new ERP system implementation in the first half.

・The dividend forecast for FY2026 remains unchanged from those announced on April 10, 2026 (Annual dividend per share: 72 yen).

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This is the summary of the financial announcement made on October 9.

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Business Overview

Motion Control

【Core products】
- AC servo drives and controllers
- Linear motors
- AC drives
- PV inverters
- PM motors



AC servo drives
Σ-X series



New machine controller
"MPX1310 series"



YRM Controller "YRM1030"



Yaskawa AC drive
GA700 series



PV inverter
Enewell-SOL P3H

Robotics

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



AI Robot
"MOTOMAN
NEXT series"



Collaborative robot
MOTOMAN-HC35



7-axis arc-welding robot
MOTOMAN-AR1440E

System Engineering

【Core products】
- 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

- Logistics, etc.

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1. FY2026 1H Financial Results
(Six Months Ended August 31, 2026)

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FY2026 1H Financial Results (Highlights)

- **Revenue increased, as demand expanded mainly in the data center- and semiconductor-related markets and sales grew, particularly in the Motion Control segment.**
- **Operating profit decreased due to the impact of the new ERP system implementation on production and shipments, increased indirect expenses, and the temporary expenses related to business structural reforms in Europe.**

	FY2026 1H Results	FY2025 1H Results	**Changes**	
			Amounts	**%**
Revenue	**¥ 285.6bn.**	¥ 260.2bn.	**+¥ 25.4bn.**	**+9.8%**
Operating profit	**¥ 22.1bn.**	¥ 23.3bn.	**-¥ 1.3bn.**	**-5.5%**
Profit before tax	**¥ 26.0bn.**	¥ 25.2bn.	**+¥ 0.8bn.**	**+3.0%**
Profit attributable to owners of parent	**¥ 19.0bn.**	¥ 18.2bn.	**+¥ 0.7bn.**	**+4.1%**

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This is the performance of our business in the first half of FY2026.

During the financial period under review, although geopolitical risks, including the situation in the Middle East, continued, capital investment demand remained strong, particularly in data center- and semiconductor-related markets driven by AI-related investments. In addition, demand for automation in the general industry remained steady.

In this environment, despite the impact resulting from the new ERP system implemented to strengthen our management foundation, revenue increased year on year, as demand expanded mainly in the data center- and semiconductor-related markets and sales grew, particularly in the Motion Control segment.

Operating profit decreased year on year due to the impact of the new ERP system implementation on production and shipments, increased indirect expenses, and the temporary expenses related to business structural reforms in Europe.

Revenue increased 9.8% year on year to 285.6 billion yen,
operating profit decreased 5.5% to 22.1 billion yen,
profit before tax increased 3.0% to 26.0 billion yen, and
profit attributable to owners of parent increased 4.1% to 19.0 billion yen.

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FY2026 1H Financial Results by Business Segment

- **Revenue increased, mainly driven by Motion Control.**
- **Operating profit decreased despite increased profit in Motion Control, due to a decline in profit in Robotics.**

(Billions of yen)	FY2026 1H Results	FY2026 1H Profit ratio	FY2025 1H Results	FY2025 1H Profit ratio	Changes Amounts	Changes %
Revenue	**285.6**		260.2		**+25.4**	**+9.8%**
Motion Control	**137.3**		112.8		**+24.4**	**+21.7%**
Robotics	**118.4**		119.2		**-0.8**	**-0.7%**
System Engineering	**20.8**		18.7		**+2.1**	**+11.2%**
Other	**9.1**		9.5		**-0.3**	**-3.5%**
Operating profit	**22.1**	**7.7%**	23.3	9.0%	**-1.3**	**-5.5%**
Motion Control	**16.0**	**11.6%**	12.0	10.7%	**+3.9**	**+32.8%**
Robotics	**6.0**	**5.0%**	10.5	8.8%	**-4.6**	**-43.3%**
System Engineering	**3.5**	**16.8%**	1.9	10.4%	**+1.5**	**+79.5%**
Other	**0.6**	**6.3%**	0.9	9.9%	**-0.4**	**-38.5%**
Elimination or Corporate	**-3.9**	**-**	-2.1	-	**-1.8**	**-**

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This is revenue and operating profit of each business segment.

Revenue as a whole increased, mainly driven by Motion Control compared to the corresponding period of previous fiscal year.

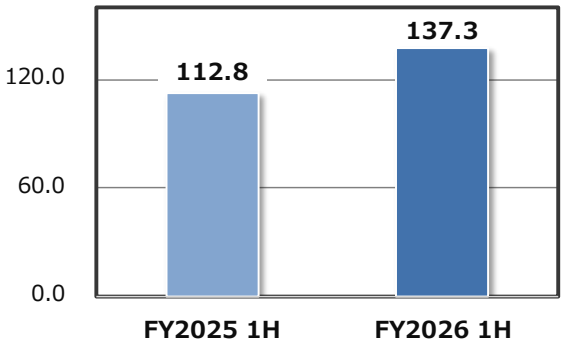
Operating profit decreased despite increased profit in Motion Control, due to a decline in profit in Robotics compared to the corresponding period of previous fiscal year.

Next page will be the details of each segment.

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Business Segment Overview: Motion Control

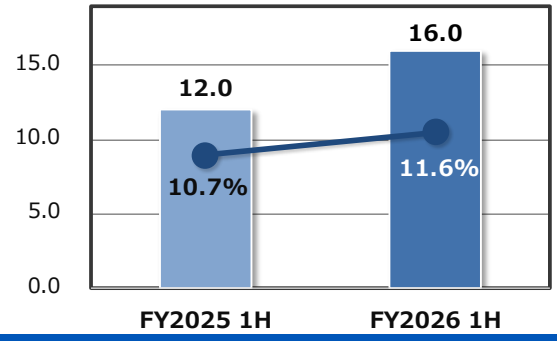
Revenue (Billions of yen)



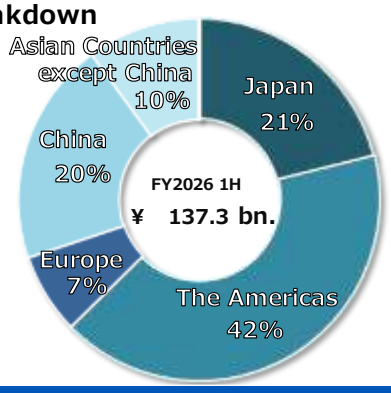
[Revenue]
- In AC servo & controller business, revenue increased in all regions, driven primarily by higher sales to the semiconductor and electronic components-related markets and the machine tool market.
- In Drives business, revenue increased due to expanded sales for data center applications, semiconductor manufacturing equipment, and the oil and gas market.

[Operating Profit]
- Operating profit increased higher revenue, despite the impact on production and shipments resulting from the implementation of the new ERP system.

Operating profit (Billions of yen)
Operating profit ratio (%)



Revenue breakdown by region



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This is the business performance of Motion Control segment.

Revenue increased 21.7% year on year to 137.3 billion yen, and operating profit increased 32.8% to 16.0 billion yen.

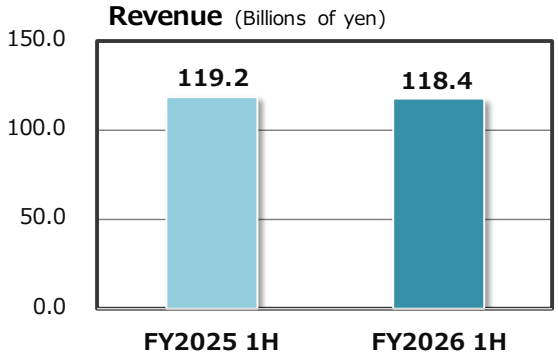
In AC servo & controller business, revenue increased in all regions, driven primarily by higher sales to the semiconductor and electronic components-related markets and the machine tool market.

In Drives business, revenue increased due to expanded sales for data center applications, semiconductor manufacturing equipment, and the oil and gas market.

In terms of profits, operating profit increased due to higher revenue, despite the impact on production and shipments resulting from the implementation of the new ERP system and operating profit ratio was 11.6%.

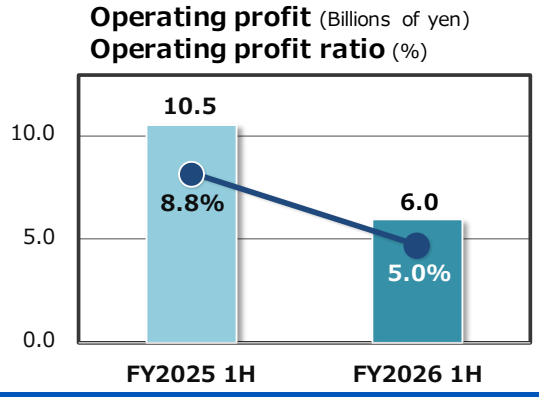
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Business Segment Overview: Robotics

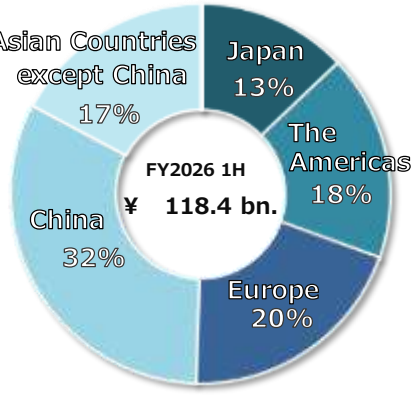


[Revenue]
- Sales expanded overseas, particularly in the Americas, where sales to the automotive market remained firm, and in China, where sales of semiconductor robots remained strong.
- On the other hand, sales in Japan declined due to the impact of the implementation of the new ERP system.

[Operating Profit]
- Operating profit decreased due to lower revenue and the temporary recording of expenses related to business structural reforms in Europe.



Revenue breakdown by region



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This is the business performance of Robotics segment.

Revenue decreased 0.7% year on year to 118.4 billion yen and operating profit decreased 43.3% to 6.0 billion yen.

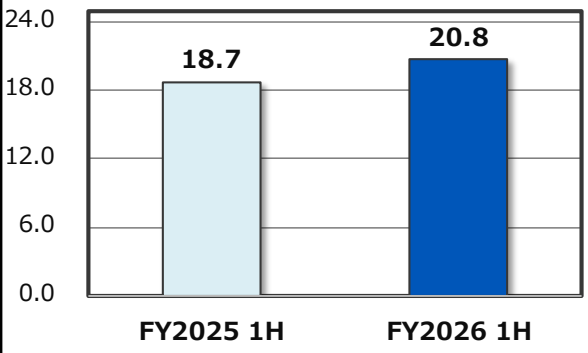
Although sales expanded overseas, particularly in the Americas, where sales to the automotive market remained firm, and in China, where sales of semiconductor robots remained strong, revenue decreased slightly year on year as sales in Japan declined due to the impact of the implementation of the new ERP system.

Operating profit decreased year on year due to lower revenue and the temporary recording of expenses related to business structural reforms in Europe and operating profit ratio was 5.0%.

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Business Segment Overview: System Engineering

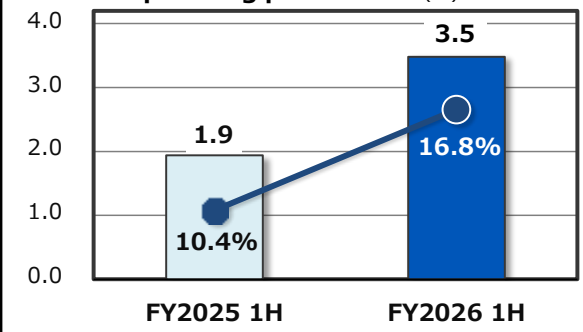
Revenue (Billions of yen)



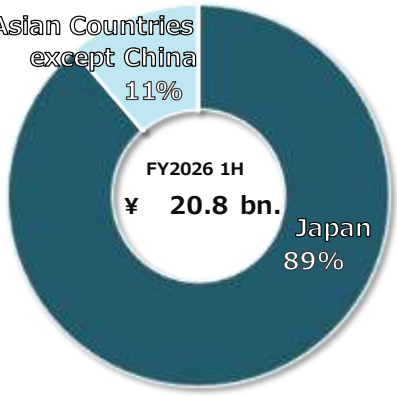
[Revenue]
- Revenue increased due to expanded sales related to port cranes and other applications.

[Operating Profit]
- Operating profit increased significantly due to higher revenue and improved profitability of projects.

Operating profit (Billions of yen)
Operating profit ratio (%)



Revenue breakdown by region



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This is the business performance of System Engineering segment.

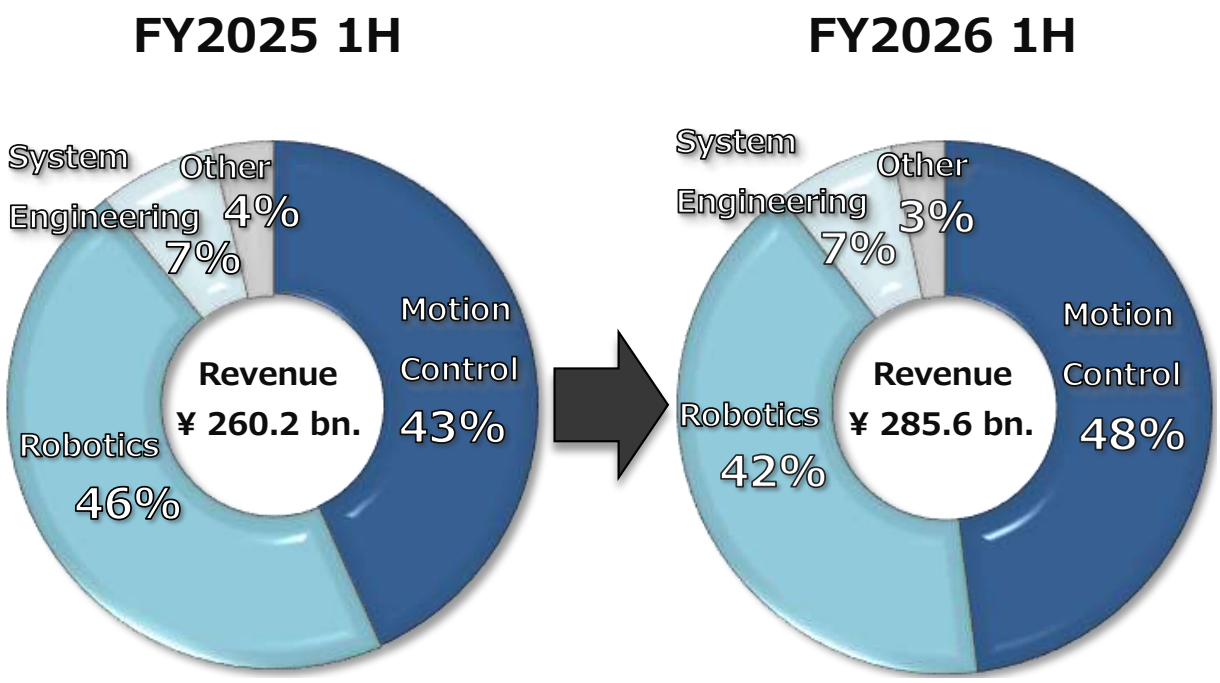
Revenue increased 11.2% year on year to 20.8 billion yen.
Operating profit increased 79.5% to 3.5 billion yen.

Revenue increased year on year due to expanded sales related to port cranes and other applications.

Operating profit increased significantly due to higher revenue and improved profitability of projects and operating profit ratio was 16.8%.

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Revenue Breakdown by Business Segment



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This is revenue breakdown by business segment.

Motion Control increased by 5 points, while Robotics decreased by 4 points year on year.

As a result, revenue ratio of Motion Control was 48%, and the ratio of Robotics was 42%.

The ratio of System Engineering was 7%.

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Revenue Breakdown by Location (1)

- **Revenue increased, driven by the Americas.**

(Billions of yen)	FY2026 1H Results	FY2025 1H Results	Changes Amounts	Changes %
Revenue	**285.6**	260.2	**+25.4**	**+9.8%**
Japan	**70.7**	73.0	**-2.3**	**-3.2%**
Overseas	**214.9**	187.2	**+27.7**	**+14.8%**
The Americas	**78.1**	61.9	**+16.2**	**+26.2%**
Europe	**33.5**	33.2	**+0.3**	**+0.8%**
China	**66.7**	57.9	**+8.8**	**+15.1%**
Asian Countries except China	**36.6**	34.1	**+2.5**	**+7.3%**

Note: Europe includes Middle East and Africa.

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Revenue increased in the first half, driven by the Americas.

In terms of demand environment, in Japan, capital investment demand remained strong, particularly in the semiconductor and electronic components-related markets, and demand for automation also recovered in the general industry. In addition, a recovery trend was observed in the automotive market, where capital investment had remained sluggish.

In the Americas, strong demand related to data centers and semiconductors continued, and capital investment in the automotive market and general industry also remained steady. Demand remained at a high level, also supported by an increase in oil and gas-related large-scale projects.

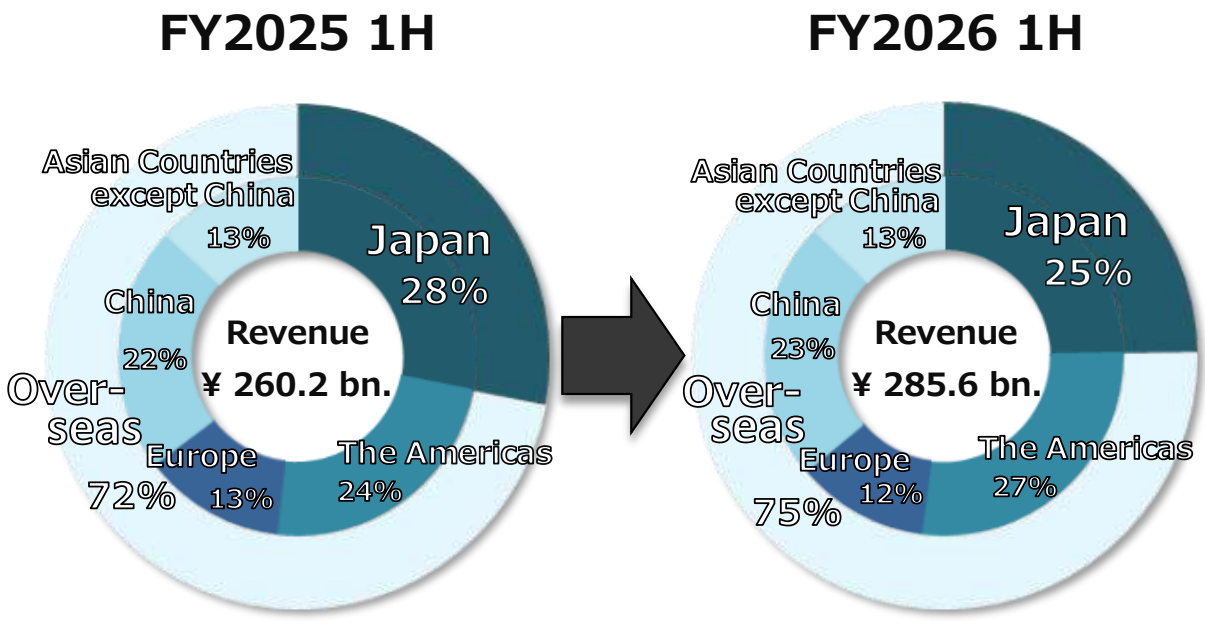
In Europe, although capital investment in the automotive market remained sluggish, semiconductor-related demand expanded. In addition, demand across the manufacturing industry remained steady, and a recovery trend was observed in demand for automation.

In China, demand remained strong, supported by expanding investment related to semiconductors, while demand for automation in the general industry also remained steady. Although the demand in the automotive market declined compared to the first half of the previous fiscal year, when large-scale projects contributed, capital investment demand remained steady.

In Asian countries except China, semiconductor-related demand, particularly in South Korea and Taiwan, remained at a high level, while demand for automation in the general industry also remained steady.

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Revenue Breakdown by Location (2)



Note : Europe includes Middle East and Africa.

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This is revenue breakdown by location.

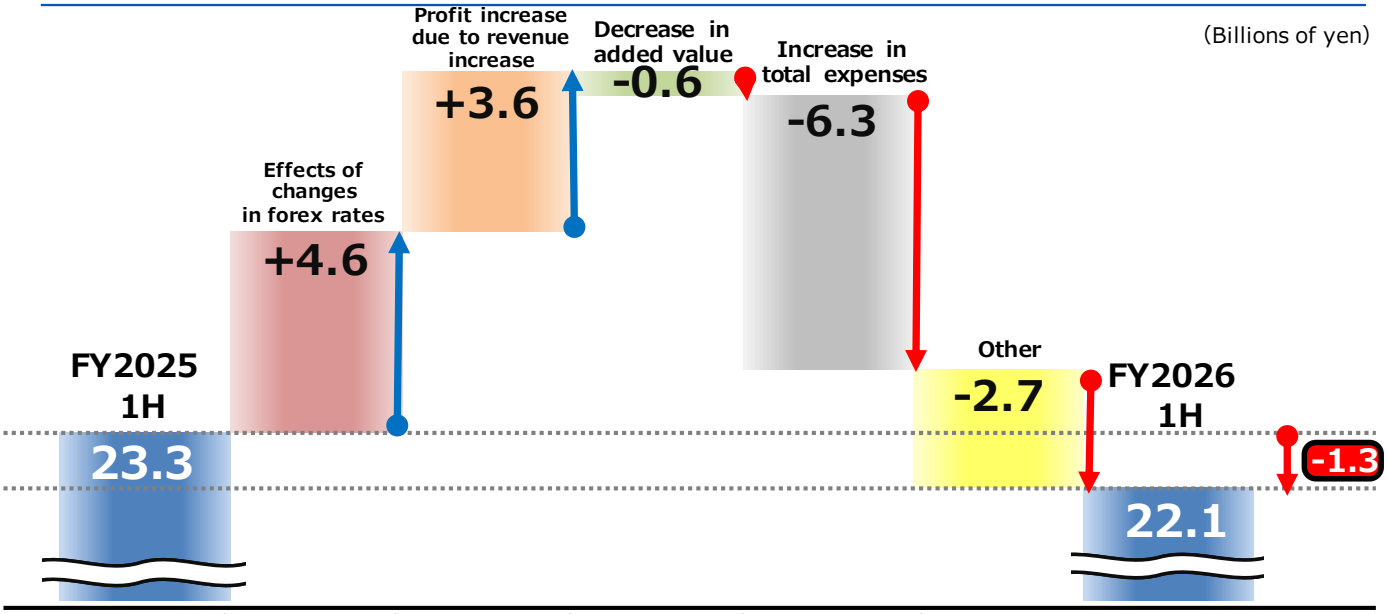
The ratio of Japan decreased by 3 points from the previous year to 25%, while overseas increased by 3 points to 75%.

In terms of the breakdown of regional revenue ratio, Europe decreased by 1 point, while the Americas increased by 3 points and China by 1 point.

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Breakdown of Changes in Operating Profit (FY2025 1H → FY2026 1H)

(Billions of yen)



Breakdown	Effects of changes in forex rates	Change in profit due to change in revenue	Change in added value	Change in total expenses	Other
Motion Control	+ 2.6	+ 8.0	- 2.7	- 3.7	- 0.3
Robotics	+ 2.0	- 5.2	+ 0.9	- 0.7	- 1.6
System Engineering	- 0.0	+ 0.9	+ 1.5	- 0.9	+ 0.0
Other	+ 0.0	- 0.1	- 0.3	- 1.1	- 0.8

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This is the breakdown of changes in operating profit.

Operating profit in the first half of FY2026 decreased 1.3 billion yen to 22.1 billion yen from 23.3 billion yen in the same period of the previous fiscal year.

The effects of changes in forex rates were +4.6 billion yen as yen depreciated against major currencies.

The profit increase due to revenue increase was +3.6 billion yen, due to an increase in motion control sales.

The decrease in added value was -0.6 billion yen.
While the decrease in inventory valuation losses had a positive impact, this was more than offset by negative factors, including the impact of the new ERP system implementation on production.

The impact of the increase in total expenses had a negative impact of -6.3 billion yen, mainly reflecting an increase of wages and an increase in depreciation expense.

Lastly, the impact of “Other" was -2.7 billion yen.
The main factors were the expenses related to business structural reforms in Europe, as well as the absence of other income that had been recorded in the same period of the previous fiscal year.

Please go on to page 14.

Measures for FY2026 1H

Initiatives by Segment

Motion Control

AC servo & controller Business

- Established a structure for production increase amid the new ERP system implementation

Drives Business

- Leveraged the strengths of matrix converter "U1000" (harmonic suppression) to secure orders in the U.S. for data center HVAC systems and server cooling applications



Matrix Converter "U1000"

Robotics

- Commenced full-scale operation of Robot Factory No. 5 (Kitakyushu, Fukuoka Prefecture), which integrates the production of AC servos and robots, and implemented physical AI through the utilization of AI robot "MOTOMAN NEXT"



Robot production at the Factory No.5 utilizing a decentralized cell manufacturing system

System Engineering

- Secured orders for automated crane systems for the steel industry
- Commenced full-scale operation of the System Engineering Factory at the Minamiyukuhashi Plant (Yukuhashi, Fukuoka Prefecture)

Other Topics

- Completed the implementation of the new ERP system as part of efforts to strengthen the management foundation, and focused on establishing and stabilizing the operation with the new ERP system
- Through co-creation with partner companies, promoted the development and validation of physical AI solutions centered on AI robot "MOTOMAN NEXT"

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This is measures taken in FY2026 1H.

First, Motion Control. In AC servo & controller business, we established a structure for production increase amid the new ERP system implementation.

In Drives business, we leveraged U1000's strength in harmonic suppression to secure orders in the U.S. for data center HVAC systems and server cooling applications.

Next, Robotics. We commenced full-scale operation of Robot Factory No. 5, which integrates the production of AC servos and robots, and implemented physical AI through the utilization of AI robot "MOTOMAN NEXT."

In System Engineering, we secured orders for automated crane systems for the steel industry. We also commenced full-scale operation of the System Engineering Factory at the Minamiyukuhashi Plant.

As for other topics, we completed the implementation of the new ERP system as part of efforts to strengthen the management foundation, and focused on establishing and stabilizing the operation with the new ERP system. In addition, through co-creation with partner companies, we promoted the development and validation of physical AI solutions centered on AI robot "MOTOMAN NEXT."

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Initiatives for Expanding the AI Robotics Field

Actual implementation examples

Mixed-case palletizing system development

Seibu Electric & Machinery Co.,Ltd.



Developing a mixed-case palletizing system to automate loading operations onto delivery containers, **helping reduce labor requirements at distribution centers amid labor shortages in the logistics industry.** Aiming to achieve highly efficient and stable palletizing by utilizing AI to **optimize mixed-case palletizing patterns, including irregularly shaped corrugated boxes**.

Automation of food topping processes

NIPPN CORPORATION



AI compares product samples with actual products, autonomously determining and executing optimal sauce dispensing. **This enables high-mix production, reducing changeover time and improving quality consistency, while helping address labor shortages and quality variations in food manufacturing.**

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As part of our efforts to expand the AI robotics field, this slide presents a customer deployment case of AI robot “MOTOMAN NEXT.”

We are accelerating automation in applications that have traditionally been difficult to automate using conventional robots.

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2. FY2026 Full-Year Forecasts

(Year Ending February 28, 2027)

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FY2026 Full-Year Financial Forecasts (Highlights)

- **The full-year financial forecasts announced on April 10, 2026, are revised. The revision reflects the positive impact of a weaker yen on revenue, while also incorporating the effects of the new ERP system implementation on production and shipments during the first half of the fiscal year.**

	FY2026 Forecasts	FY2025 Results	Changes Amounts	Changes %	FY2026 Previous forecasts*
Revenue	**¥ 600.0bn.**	¥ 542.1bn.	**+¥ 57.9bn.**	**+10.7%**	¥ 580.0bn.
Operating profit	**¥ 57.5bn.**	¥ 47.3bn.	**+¥ 10.2bn.**	**+21.5%**	¥ 60.0bn.
Profit before tax	**¥ 65.5bn.**	¥ 49.6bn.	**+¥ 15.9bn.**	**+32.2%**	¥ 65.0bn.
Profit attributable to owners of parent	**¥ 47.5bn.**	¥ 35.2bn.	**+¥ 12.3bn.**	**+34.8%**	¥ 47.0bn.

*Announced on April 10, 2026

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This is the full-year financial forecast for FY2026.

As foreign exchange rates have remained at a weaker yen level and revenue is expected to increase, we have revised upward the revenue forecast announced on April 10, 2026. On the other hand, reflecting the effects of the new ERP system implementation on production and shipments in the first half and other factors, we have revised downward the operating profit forecast.

Revenue is revised from 580.0 billion yen to 600.0 billion yen,
Operating profit is revised from 60.0 billion yen to 57.5 billion yen,
Profit before tax is revised from 65.0 billion yen to 65.5 billion yen,
Profit attributable to owners of parent is revised from 47.0 billion yen to 47.5 billion yen.

In addition, we have revised our assumed average forex rates for the second half of FY2026 from those announced on April 10, 2026.
The revised assumptions are as follows.

1USD = 145 JPY to 1USD = 155 JPY,
1EUR = 170 JPY to 1EUR = 180 JPY,
1CNY = 20.5 JPY to 1CNY = 22.0 JPY,
1KRW = 0.105 JPY to 1KRW = 0.107 JPY.

The dividend forecast remains unchanged from the announcement on April 10, 2026. The interim dividend is 36 yen per share. The year-end dividend will be 36 yen per share.

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FY2026 Full-Year Financial Forecasts by Business Segment

(Billions of yen)	FY2026 Forecasts	FY2026 Profit ratio	FY2025 Results	FY2025 Profit ratio	Changes Amounts	Changes %	FY2026 Previous forecasts*	FY2026 Profit ratio
Revenue	**600.0**		542.1		**+57.9**	**+10.7%**	580.0	
Motion Control	**290.3**		236.1		**+54.2**	**+23.0%**	280.0	
Robotics	**251.0**		247.0		**+4.0**	**+1.6%**	240.0	
System Engineering	**41.2**		38.7		**+2.5**	**+6.4%**	40.0	
Other	**17.5**		20.3		**-2.8**	**-13.7%**	20.0	
Operating profit	**57.5**	**9.6%**	47.3	8.7%	**+10.2**	**+21.5%**	60.0	10.3%
Motion Control	**39.4**	**13.6%**	24.4	10.3%	**+15.0**	**+61.5%**	42.0	15.0%
Robotics	**17.8**	**7.1%**	20.4	8.3%	**-2.6**	**-12.8%**	21.0	8.7%
System Engineering	**5.6**	**13.5%**	5.0	12.9%	**+0.6**	**+11.3%**	3.2	8.0%
Other	**1.5**	**8.4%**	2.0	9.8%	**-0.5**	**-25.7%**	1.3	6.5%
Elimination or Corporate	**-6.7**	**-**	-4.5	-	**-2.3**	**-**	-7.5	-

*Announced on April 10, 2026

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This is the full-year financial forecast of each business segment.

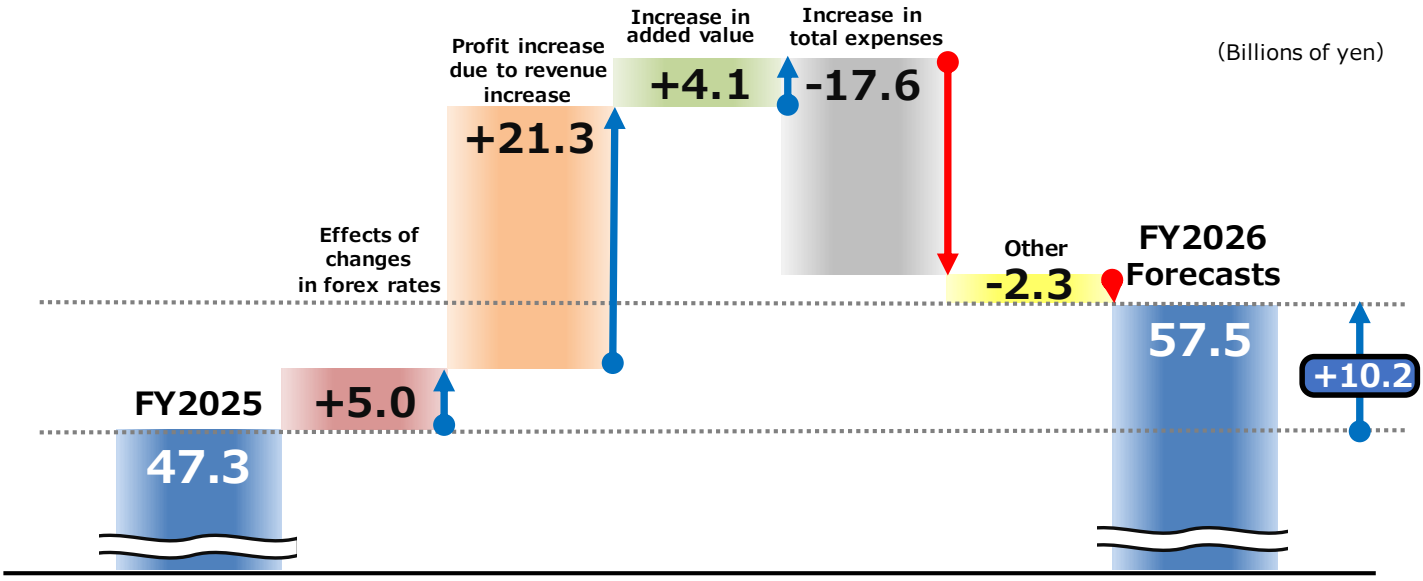
In Motion Control, the forecast for revenue is revised from 280.0 billion yen to 290.3 billion yen and operating profit is revised from 42.0 billion yen to 39.4 billion yen.

In Robotics, the forecast for revenue is revised from 240.0 billion yen to 251.0 billion yen and operating profit is revised from 21.0 billion yen to 17.8 billion yen.

In System Engineering, the forecast for revenue is revised from 40.0 billion yen to 41.2 billion yen and operating profit is revised from 3.2 billion yen to 5.6 billion yen.

Please go on to page 19.

Breakdown of Changes in Operating Profit (FY2025 → FY2026 Forecasts)



Breakdown	Effects of changes in forex rates	Change in profit due to change in revenue	Change in added value	Change in total expenses	Other
Motion Control	+ 2.5	+ 23.5	- 0.4	- 10.6	- 0.1
Robotics	+ 2.5	- 3.2	+ 2.6	- 3.3	- 1.3
System Engineering	+ 0.0	+ 1.1	+ 1.6	- 2.1	- 0.1
Other	+ 0.0	- 0.2	+ 0.3	- 1.7	- 0.9

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This is the breakdown of changes in operating profit for the full-year financial forecast.

Operating profit in FY2026 is planned to increase 10.2 billion yen to 57.5 billion yen from 47.3 billion yen in the previous fiscal year.

The effects of changes in forex rates will be +5.0 billion yen due to the effect of weak yen.

Operating profit increasing due to revenue increase will be +21.3 billion yen, driven by increased sales volume in Motion Control.

The increase in added value will be +4.1 billion yen. We expect the absence of the negative impact on added value from the large robot projects recorded in the previous fiscal year, as well as an increase in highly profitable system engineering projects.

The impact of increase in total expenses will be -17.6 billion yen.
We have factored in increases in depreciation and wage levels.

The impact of "Other" will be -2.3 billion yen.

In addition to the business structure reform expenses in Europe, the absence of other income recorded in the previous fiscal year was a major factor.

Please go on to page 20.

Measures for FY2026 2H

Initiatives by Segment

Motion Control

AC servo & controller Business
- Normalize product supply and strengthen production capacity
- Expand orders with the strategic product (Σ-Mx) in the Chinese market

Drives Business
- Expand production and sales of U1000 for the data center market, where demand remains strong
- Strengthen SCM and local production by establishing a PCB supply system through the Vietnam plant to meet rising demand



PCB plant in Vietnam

Robotics
- Strengthen production capacity for growing semiconductor robot orders
- Accelerate AI robotics adoption through deployment of packages leveraging MOTOMAN NEXT validation results and partner collaboration

System Engineering
- Accelerate initiatives to ensure the stable operation of Minamiyukuhashi Plant

Other Topics
- Accelerate data accumulation through field validation and robot design development toward the commercialization of humanoid robots
- Field deployment of an automated solution for a strawberry sorting and packaging utilizing “MOTOMAN NEXT”



Actuator for humanoid robots (under development)

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This is measures taken in FY2026 2H.

First, Motion Control. In AC servo & controller business, we will normalize product supply and strengthen production capacity. We will also expand orders for the strategic product Sigma-Mx in the Chinese market.

In Drives business, we will expand production and sales of U1000 for the data center market, where demand remains strong. In addition, we will strengthen SCM and local production by establishing a PCB supply system through the Vietnam plant to meet rising demand.

Next, Robotics. We will strengthen production capacity for growing semiconductor robot orders. We will also accelerate AI robotics adoption through deployment of packages leveraging MOTOMAN NEXT validation results and partner collaboration.

In System Engineering, we will accelerate initiatives to ensure the stable operation of Minamiyukuhashi Plant.

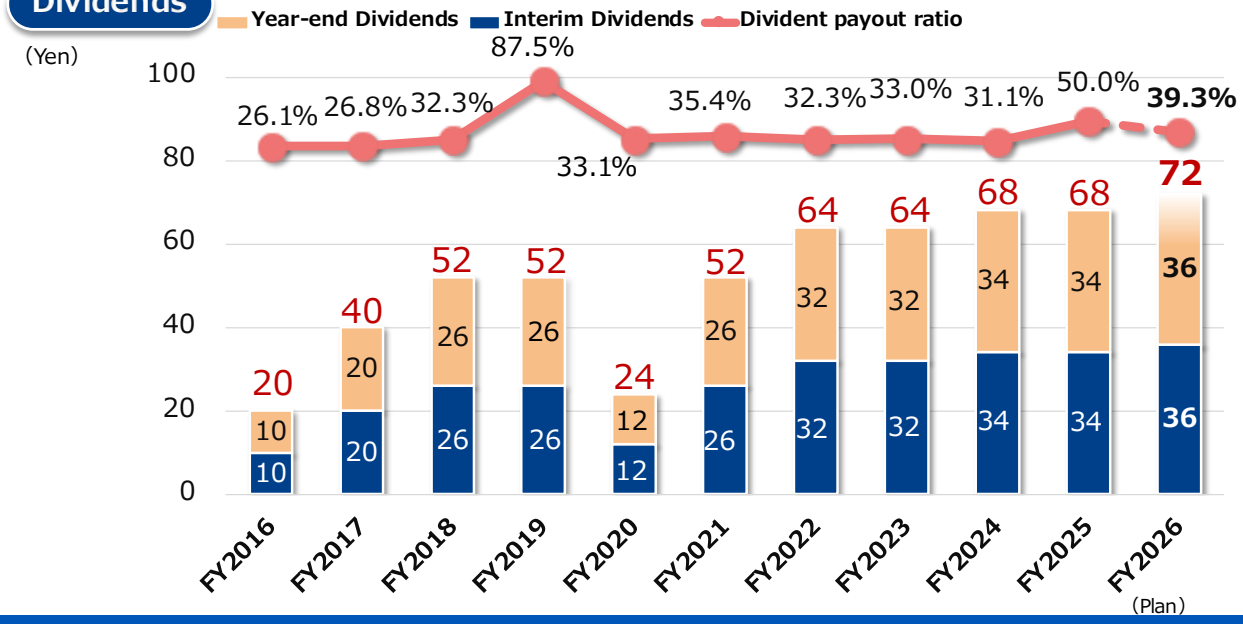
As for other topics, we will accelerate data accumulation through field validation and robot design development toward the commercialization of humanoid robots. We will also advance the field deployment of an automated solution for a strawberry sorting and packaging utilizing “MOTOMAN NEXT.”

This concludes the summary of our financial results for the first half of FY2026.
Thank you for your attention.

Shareholder Return (Dividends)

- **The interim dividend for FY2026 will be 36 yen per share, in line with the initial forecast.**
- **The full-year dividend forecast for FY2026 remains unchanged at 72 yen per share. (Forecast dividend payout ratio: 39.3%)**

Dividends



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3. Reference

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Capital Expenditure, R&D Investment, Forex Rates and Sensitivity

Capital expenditure, R&D investment

(Billions of yen)

	FY2024 (Results)	FY2025 (Results)	FY2026 (Plan)
Capital expenditure	40.67	57.04	58.00
Depreciation and Amortization	20.80	21.08	26.00
R&D investment	23.77	24.01	24.00

Forex rates

(yen)

	FY2024 (Results)			FY2025 (Results)			FY2026 (Forcasts)		
	1H	2H	Full-Year	1H	2H	Full-Year	1H	2H	Full-Year
USD	153.7	151.6	152.7	146.2	153.7	149.9	159.8	155.0	157.4
EUR	166.6	161.3	164.0	166.0	179.8	172.8	184.9	180.0	182.5
CNY	21.23	21.01	21.12	20.26	21.80	21.01	23.48	22.00	22.74
KRW	0.113	0.108	0.111	0.104	0.107	0.105	0.108	0.107	0.107

Forex sensitivity

(Billions of yen)

	Impact of 1% fluctuation (FY2026 Full-Year)	
	Revenue	Operating profit
USD	1.63	0.40
EUR	0.71	0.09
CNY	1.35	0.37
KRW	0.40	0.18

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Financial Indices

As of February 28, 2026

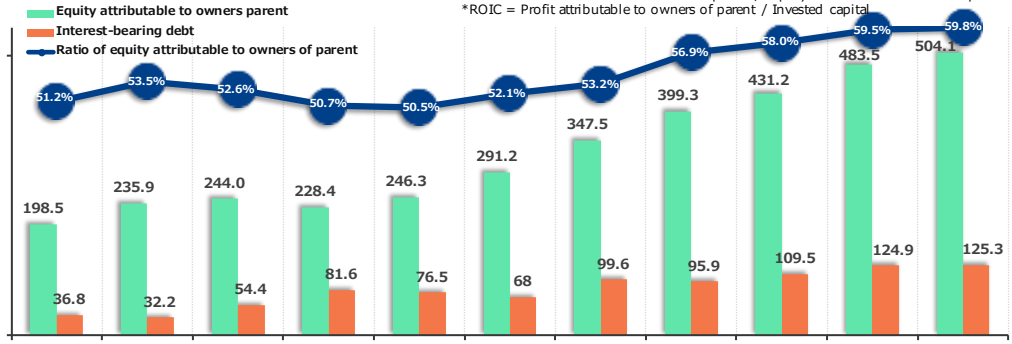
- Ratio of equity attributable to owners of parent 59.5%
- Equity attributable to owners of parent 483.5 billion yen
- Interest-bearing debt 124.9 billion yen
  (Cash and cash equivalents) 61.2 billion yen
- D/E ratio 0.26
  (Net D/E ratio) 0.13
- Inventory 210.8 billion yen
  (Turnover) (4.5 months)
- ROE 7.7%
- ROIC 6.9%

As of August 31, 2026

- Ratio of equity attributable to owners of parent 59.8%
- Equity attributable to owners of parent 504.1 billion yen
- Interest-bearing debt 125.3 billion yen
  (Cash and cash equivalents) 66.1 billion yen
- D/E ratio 0.25
  (Net D/E ratio) 0.12
- Inventory 218.1 billion yen
  (Turnover) (4.6 months)

*Interest-bearing debt includes lease obligations.
*Inventory turnover=Value of inventory at end of period divided by the monthly revenue average for the last 6 months.
*ROE = Profit attributable to owners of parent / Equity attributable to owners of parent (average of beginning and end of fiscal year)
*ROIC = Profit attributable to owners of parent / Invested capital

(Billions of yen)



(Billions of yen)

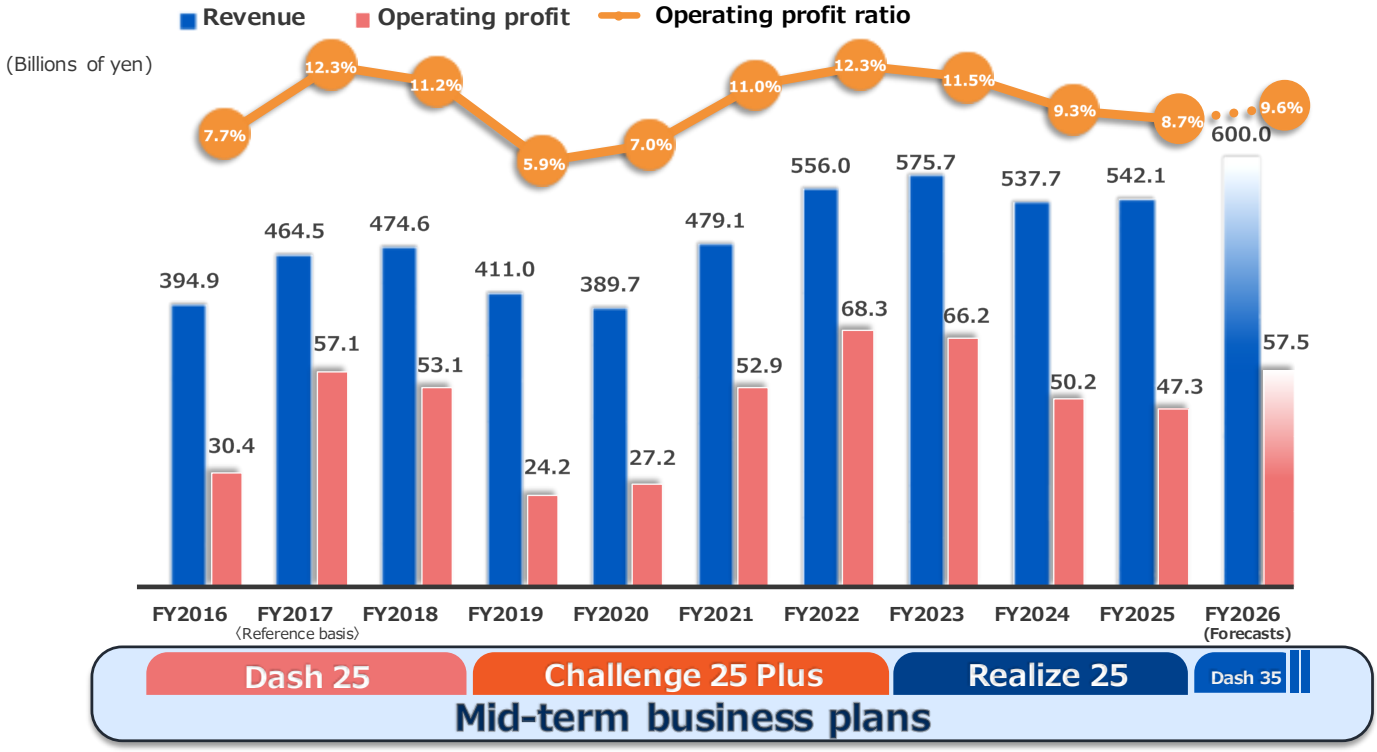
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026 1H
Operating CF	33.8	46.1	34.3	21.5	39.6	49.2	-2.2	54.6	56.5	52.2	45.6
Investment CF	-18.9	-18.9	-27.1	-20.6	-9.6	-24.2	-19.7	-29.3	-21.3	-44.2	-29.6
Free CF	**14.8**	**27.2**	**7.2**	**0.8**	**30**	**25.1**	**-21.9**	**25.3**	**35.2**	**8.0**	**16.0**

Note: Data up to FY2017 are based on Japanese GAAP.

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Revenue / Operating Profit (FY2016 – FY2026 Forecasts)

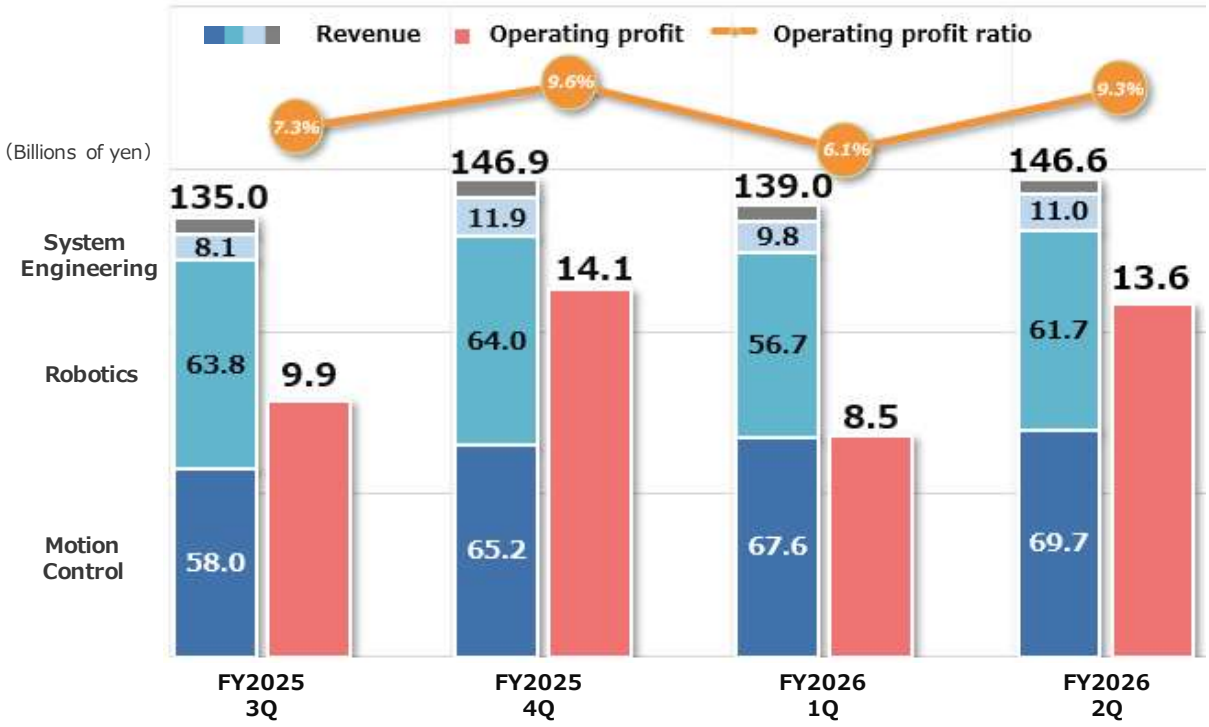


Note1: Data up to FY2017 are based on Japanese GAAP.
Note2: The data for FY2017 are made on a reference basis. (March 21, 2017 – March 20, 2018)

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Quarterly Trends of Revenue and Operating Profit

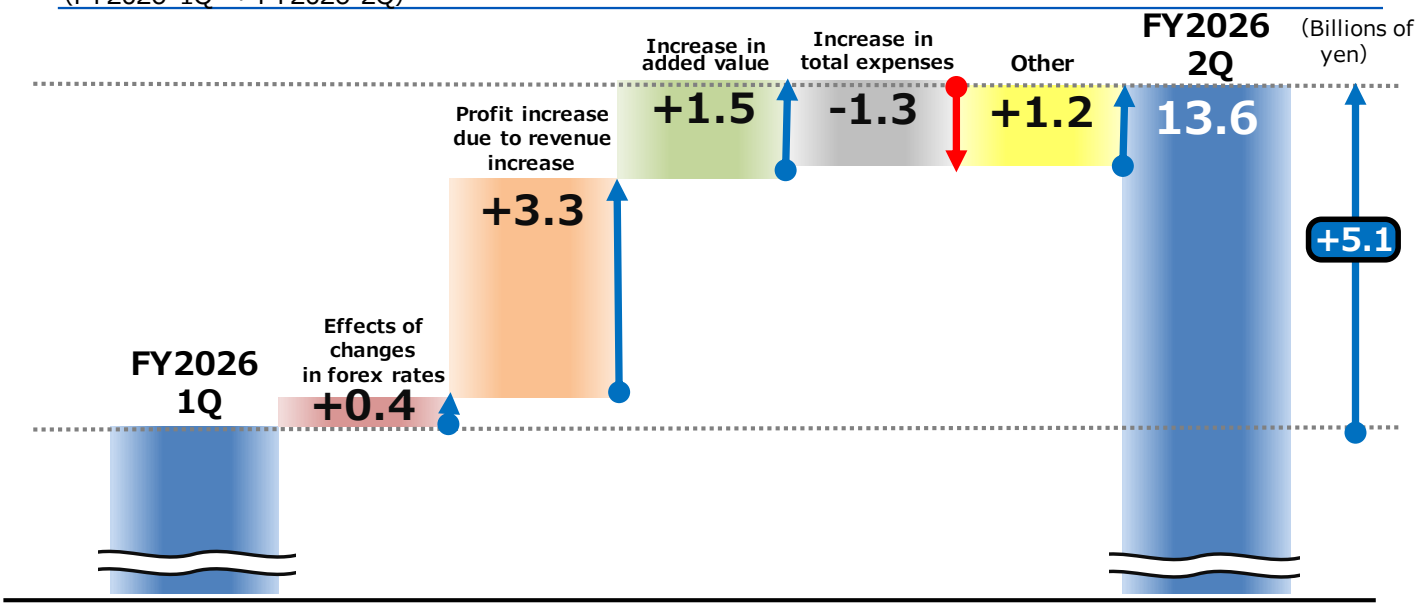


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Breakdown of Changes in Operating Profit in the Most Recent Quarter

(FY2026 1Q → FY2026 2Q)



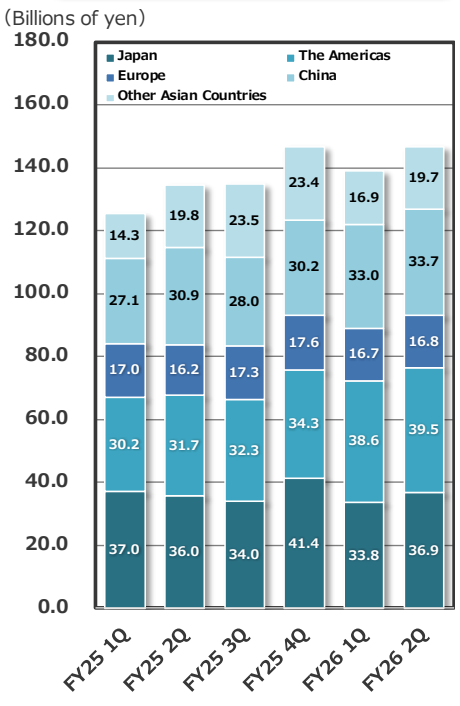
Breakdown	Effects of changes in forex rates	Change in profit due to change in revenue	Change in added value	Change in total expenses	Other
Motion Control	+ 0.2	+ 0.7	- 0.0	- 0.4	+ 0.3
Robotics	+ 0.2	+ 2.0	+ 2.0	- 0.8	+ 0.7
System Engineering	- 0.0	+ 0.7	- 0.6	- 0.4	- 0.0
Other	+ 0.0	- 0.1	+ 0.0	+ 0.2	+ 0.1

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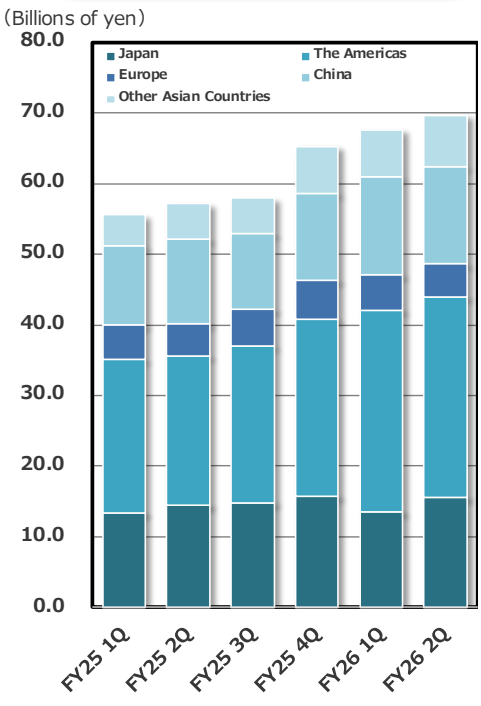
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Quarterly Revenue Trends

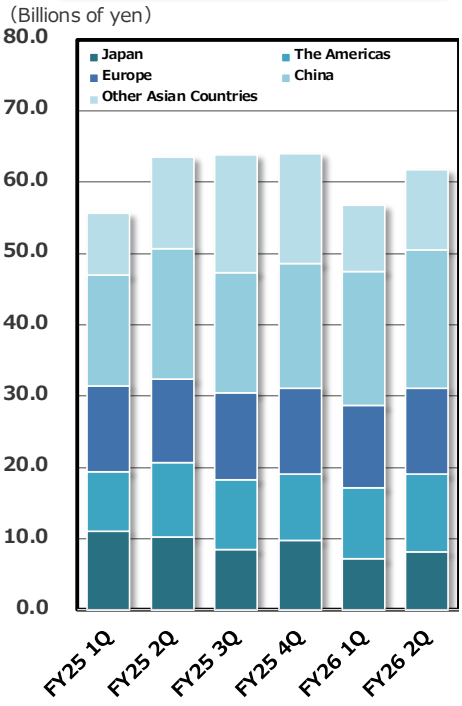
Consolidated



Motion Control



Robotics

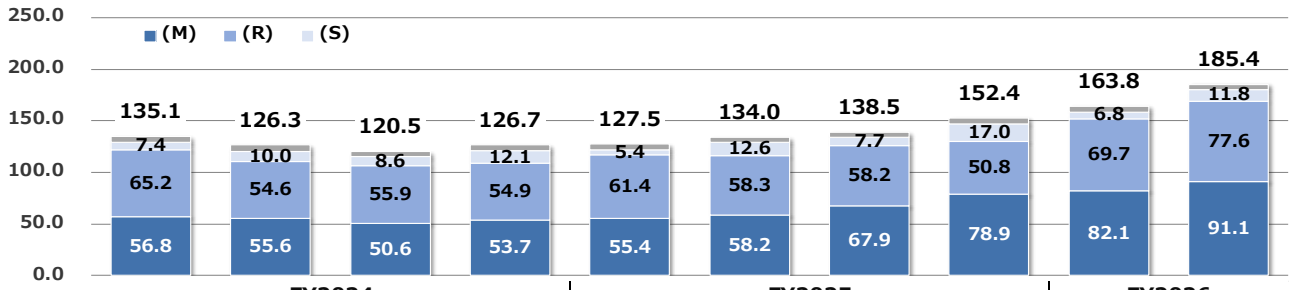


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Quarterly Order Trends by Business Segment *Average forex rates during period used

(Billions of yen)



		FY2024				FY2025				FY2026	
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
Total	YoY	-1%	+1%	-6%	+15%	-6%	+6%	+15%	+20%	+29%	+38%
	QoQ	+23%	-7%	-5%	+5%	+1%	+5%	+3%	+10%	+8%	+13%
YoY	(M)	-3%	+15%	+5%	+20%	-2%	+5%	+34%	+47%	+48%	+56%
	(R)	+12%	+3%	-11%	+10%	-6%	+7%	+4%	-7%	+14%	+33%
	(S)	-48%	-40%	-18%	+26%	-27%	+25%	-11%	+40%	+26%	-6%
QoQ	(M)	+27%	-2%	-9%	+6%	+3%	+5%	+17%	+16%	+4%	+11%
	(R)	+30%	-16%	+2%	-2%	+12%	-5%	-0%	-13%	+37%	+11%
	(S)	-23%	+36%	-14%	+41%	-55%	+132%	-39%	+122%	-60%	+73%
Forex rates	U.S. dollar	153.2	154.1	149.1	154.1	146.2	146.3	151.4	156.0	158.8	160.8
	Euro	165.5	167.6	162.1	160.6	162.0	169.9	176.3	183.3	184.9	185.0

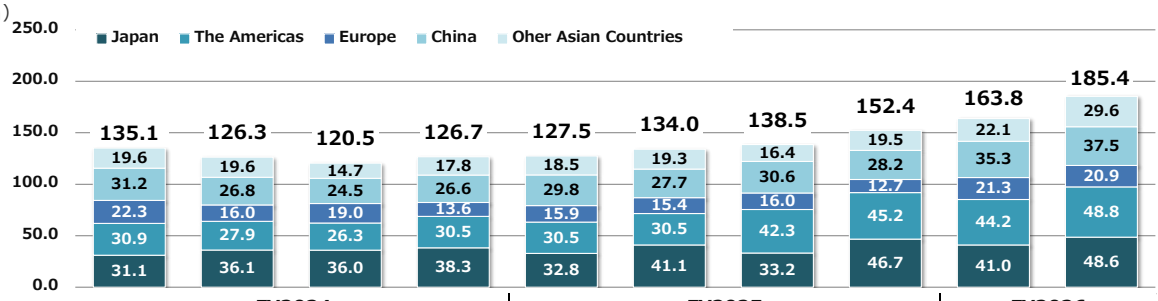
Note: (M) = Motion Control (R) = Robotics (S) = System Engineering

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Quarterly Order Trends by Location *Average forex rates during period used

(Billions of yen)



		FY2024				FY2025				FY2026	
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
Total	YoY	-1%	+1%	-6%	+15%	-6%	+6%	+15%	+20%	+29%	+38%
	QoQ	+23%	-7%	-5%	+5%	+1%	+5%	+3%	+10%	+8%	+13%
YoY	Japan	-13%	+2%	+13%	+18%	+6%	+14%	-8%	+22%	+25%	+18%
	The Americas	+10%	+7%	-8%	+32%	-1%	+9%	+61%	+48%	+45%	+60%
	Europe	+5%	-13%	-9%	-15%	-29%	-4%	-16%	-7%	+34%	+36%
	China	-1%	-3%	+1%	+11%	-5%	+3%	+25%	+6%	+19%	+35%
	Other Asian Countries	-4%	+14%	-34%	+22%	-6%	-1%	+11%	+10%	+19%	+53%
QoQ	Japan	-5%	+16%	-0%	+6%	-14%	+25%	-19%	+41%	-12%	+18%
	The Americas	+34%	-10%	-6%	+16%	+0%	-0%	+39%	+7%	-2%	+10%
	Europe	+40%	-28%	+19%	-28%	+17%	-3%	+4%	-21%	+68%	-2%
	China	+30%	-14%	-9%	+9%	+12%	-7%	+10%	-8%	+25%	+6%
	Other Asian Countries	+34%	-0%	-25%	+21%	+4%	+5%	-15%	+19%	+13%	+34%

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Quantitative Information (Forex rates impact, Order, Revenue ratio)

Forex rates impact on revenue

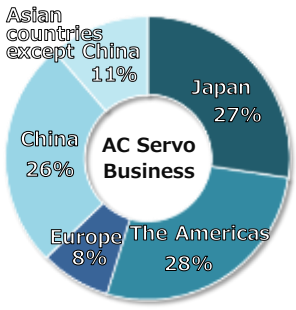
(Unit: billion JPY)		YoY FY2026 1H Results	YoY FY2026 Forecasts
Total		+20.6	+22.2
	Motion Control	+10.1	+11.0
	Robotics	+10.1	+10.8
	System Engineering	+0.2	+0.1
	Other	+0.1	+0.2

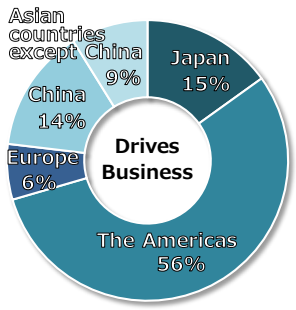
Consolidated order: rates of change by business and location

FY2026 2Q order		Motion Control		Robotics
		AC servo	Drives	
Total	YoY	+76%	+38%	+33%
	QoQ	+9%	+14%	+11%
YoY	Japan	+41%	+32%	+30%
	The Americas	+170%	+48%	+12%
	Europe	+11%	+57%	+39%
	China	+33%	+14%	+41%
	Other Asian Countries	+195%	+12%	+35%
QoQ	Japan	+4%	+14%	+39%
	The Americas	+2%	+23%	-1%
	Europe	+5%	+25%	-7%
	China	+2%	-4%	+9%
	Other Asian Countries	+54%	-17%	+28%

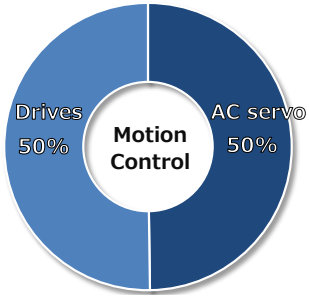
Motion Control segment FY2026 1H revenue breakdown

Revenue breakdown by location





Revenue breakdown by business



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