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.
- The copyright to all materials in this document is held by YASKAWA Electric Corporation. No part of this document may be reproduced or distributed without the prior permission of the copyright holder.

YASKAWA ELECTRIC CORPORATION
(TSE6506)

© YASKAWA Electric Corporation

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

© YASKAWA Electric Corporation

Contents

1. Corporate Profile and Business Overview

2. Long-term Business Plan “Vision 2035“, Mid-term Business Plan “Dash 35”

3. Sustainability

4. Solution Concept “i³-Mechatronics”

© YASKAWA Electric Corporation

YASKAWA

1. Corporate Profile and Business Overview

© YASKAWA Electric Corporation

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

© YASKAWA Electric Corporation

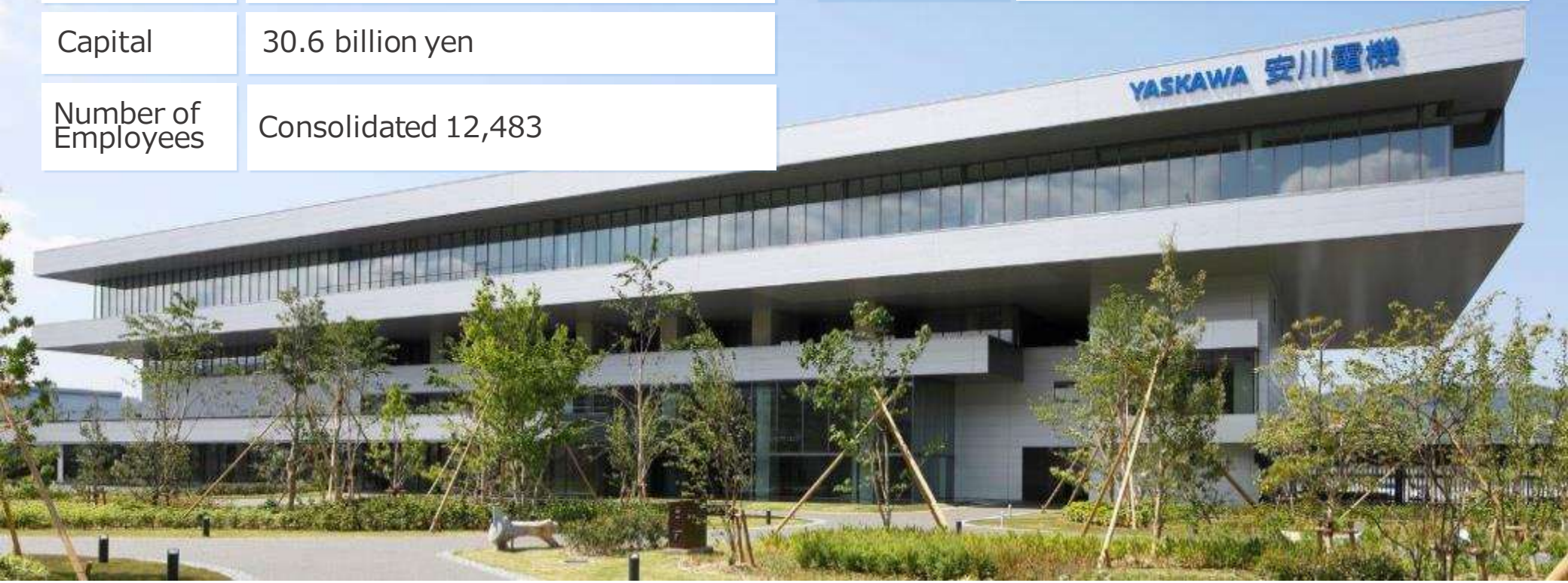
Profile

(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



© YASKAWA Electric Corporation

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".



1958 – Invention of "Minertia Motor"



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

AC Drives



DC Servomotors

AC Servomotors





Industrial Robots

Shifted the focus on Mechatronics field



Glass sheet transfer robot

Semiconductor wafer transfer robot



Environmental and energy equipment

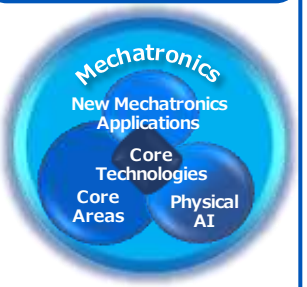
Medical and welfare robots

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 2035



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

© YASKAWA Electric Corporation

Revenue Breakdown by Business Segment

System Engineering

Revenue 38.7 (B JPY)

Core products:
Electrical systems for steel plants
Electrical systems for port material handling
Electrical systems for water supply and sewage

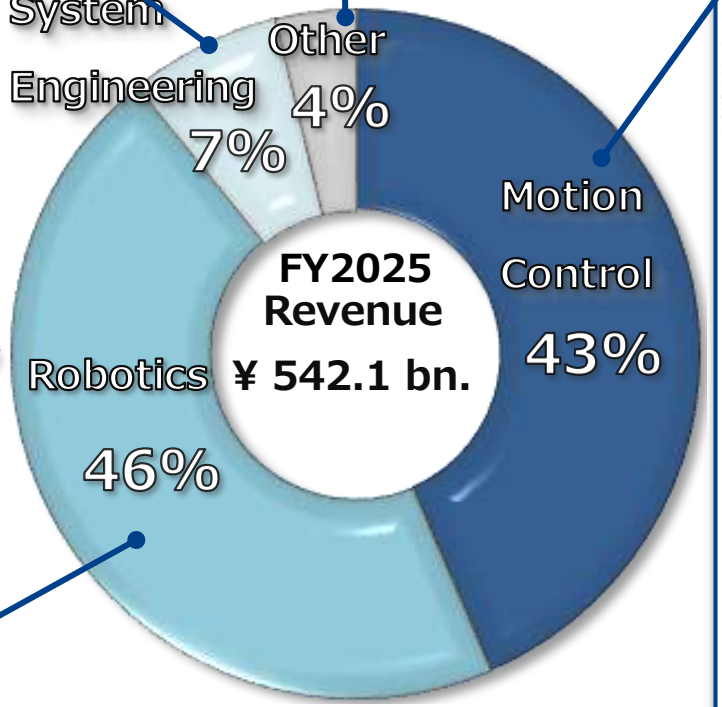

Electrical systems for steel plants


Port cranes

Other

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



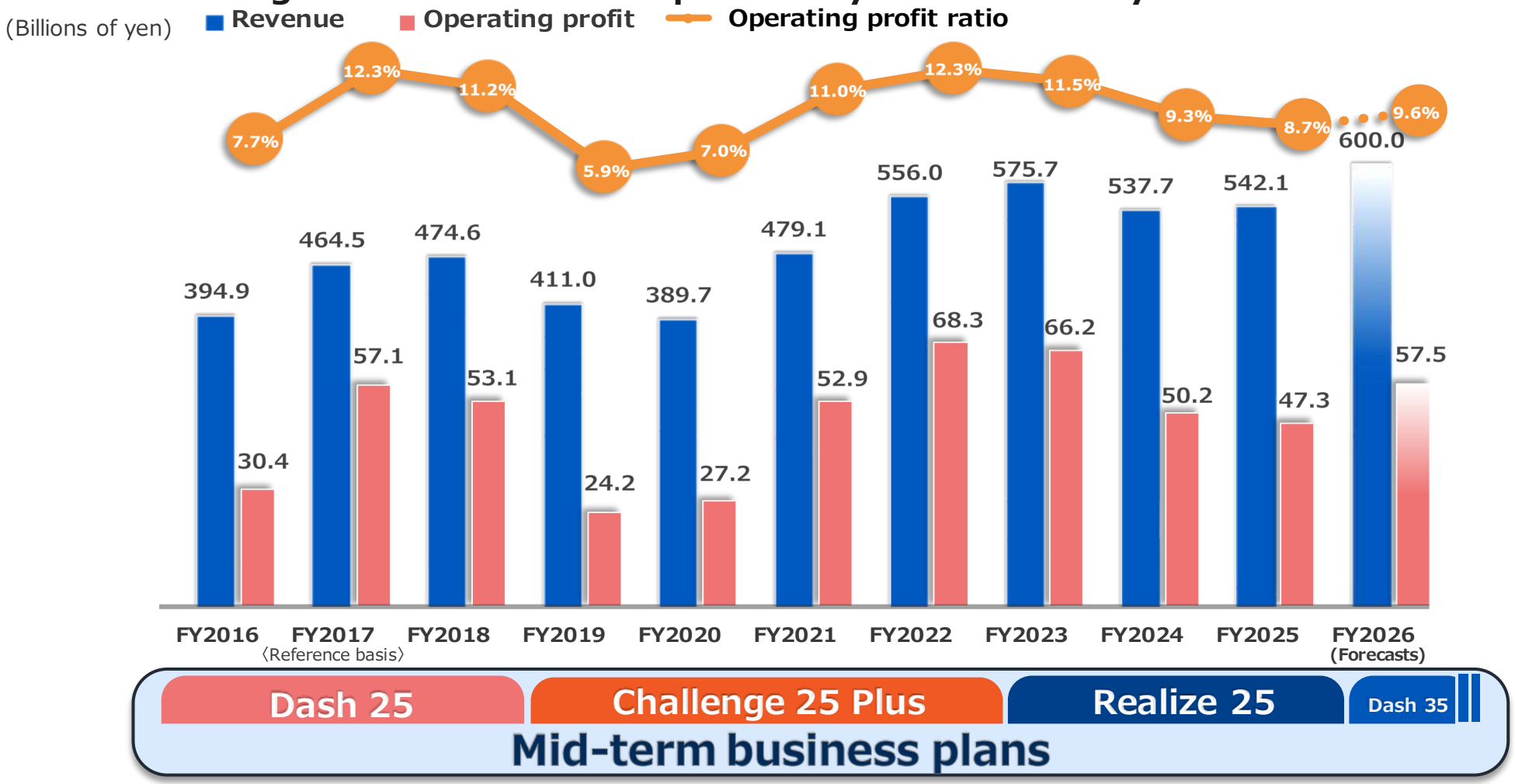

PV inverter
Enewell-SOL P3H

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

© YASKAWA Electric Corporation

Revenue / Operating Profit (FY2016 – FY2026 Forecasts)

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

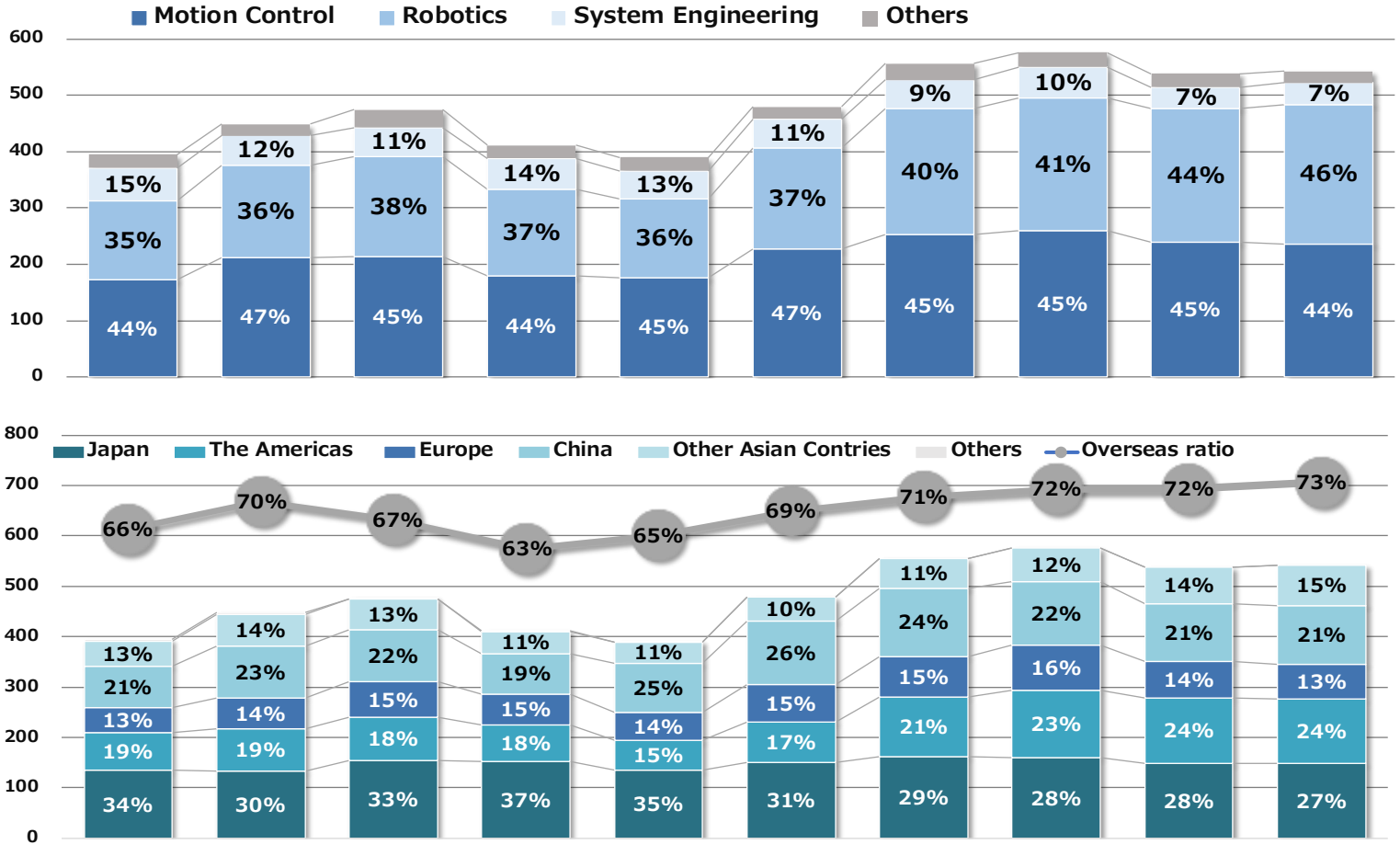


Note1: Data up to FY2017 are based on Japanese GAAP.
Note2: The data for FY2017 are made on a reference basis. (March 21, 2017 – March 20, 2018)

© YASKAWA Electric Corporation

Revenue by business segment and location (FY2016-FY2025)

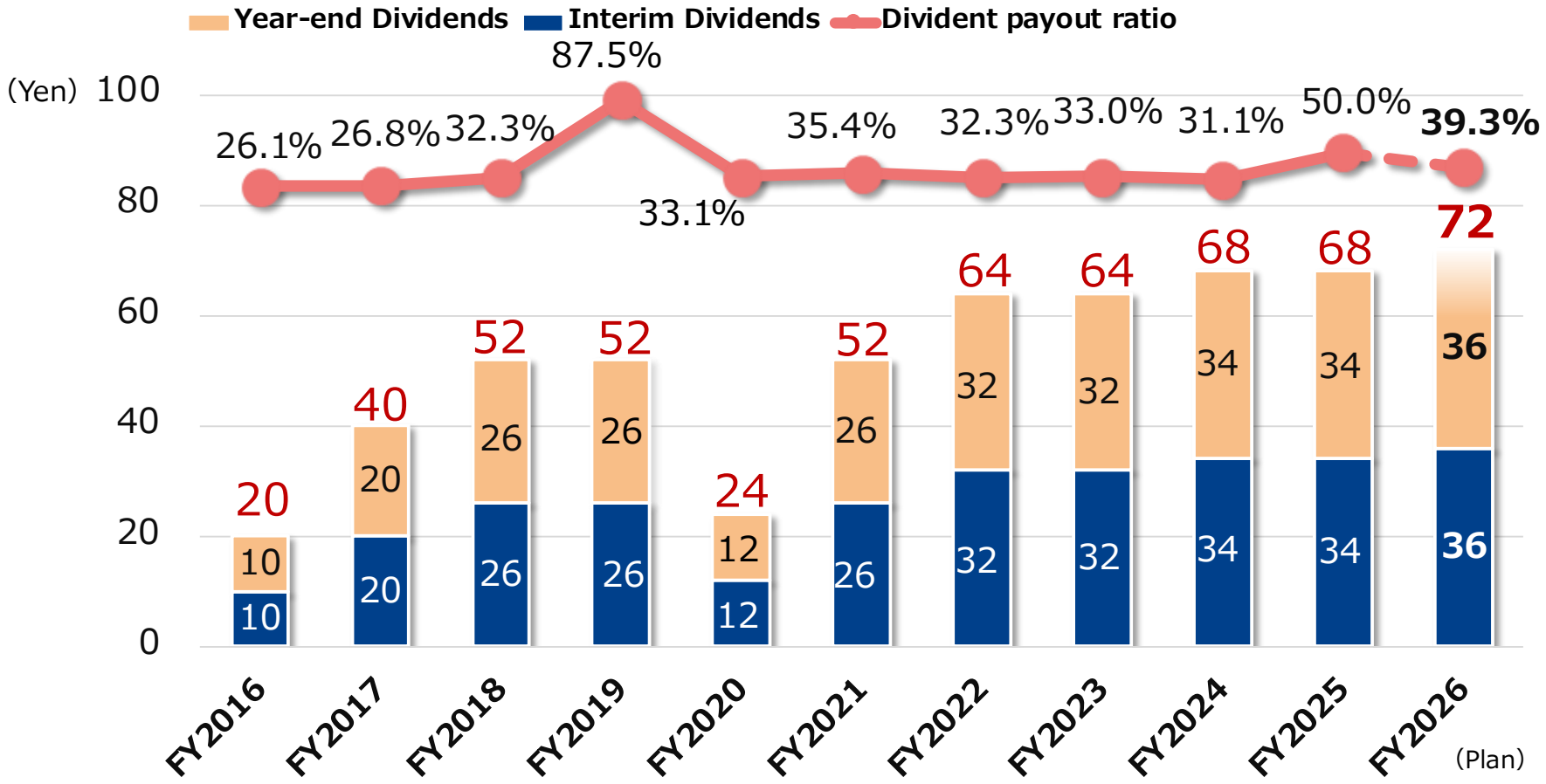
- **Robotics is expanding due to the trend of automation, labor-saving, and EVs.**
- **Overseas sales ratio is increasing by accurately capturing demand expansion in growth markets out of Japan**



※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.**



© YASKAWA Electric Corporation

Network in Japan

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



■ **Iruma plant**
(Yaskawa Solution Factory / Solution Center)



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



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

© YASKAWA Electric Corporation

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 AMERICA, INC. Drives & Motion Division
Americas

YASKAWA Canada INC.
Canada

SOLECTRIA RENEWABLES, LLC
Americas

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 EUROPE GmbH Drives & Motion Division
Germany

YASKAWA EUROPE GmbH Robotics Division
Germany

YASKAWA EUROPE TECHNOLOGY, LTD.
Israel

YASKAWA TSUSHO (SHANGHAI) CO., LTD.
China

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



Yaskawa (China) Equipment Co., Ltd.
China



YASKAWA AMERICA, INC. Motoman Robotics Division
Americas

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

YASKAWA INDIA PRIVATE LIMITED Robotics Division
India

YASKAWA ELECTRIC TAIWAN CORPORATION
Taiwan

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

VARIADORES S.A.S.
Colombia

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

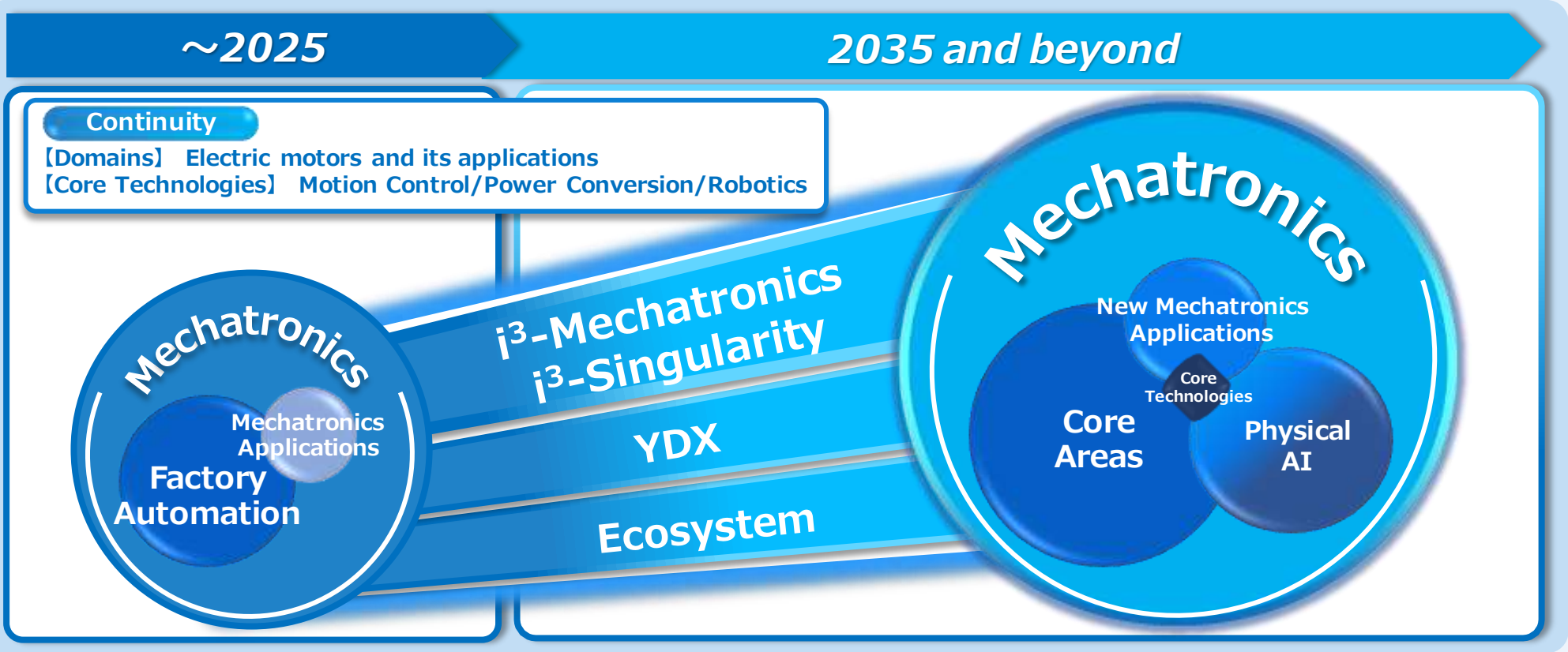
© YASKAWA Electric Corporation

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

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

© YASKAWA Electric Corporation

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

© YASKAWA Electric Corporation

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

© YASKAWA Electric Corporation

Aim and Policies of “Dash 35”

Thoroughly Maximizing Profitability and Creating New Markets for Physical AI

Policy 1 Development of the Physical AI Market

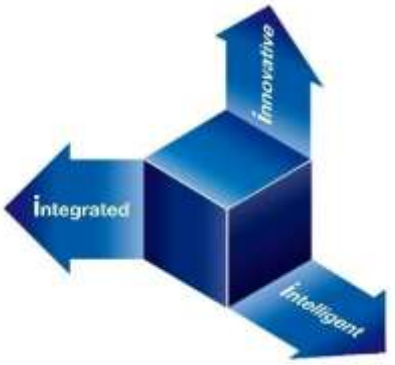
Policy 2 Expansion of i³-Mechatronics Implementation

Policy 3 World-Leading New Product Development

Policy 4 Expansion of Business in New Mechatronics Applications

Policy 5 Evolution of YDX and i³-Singularity



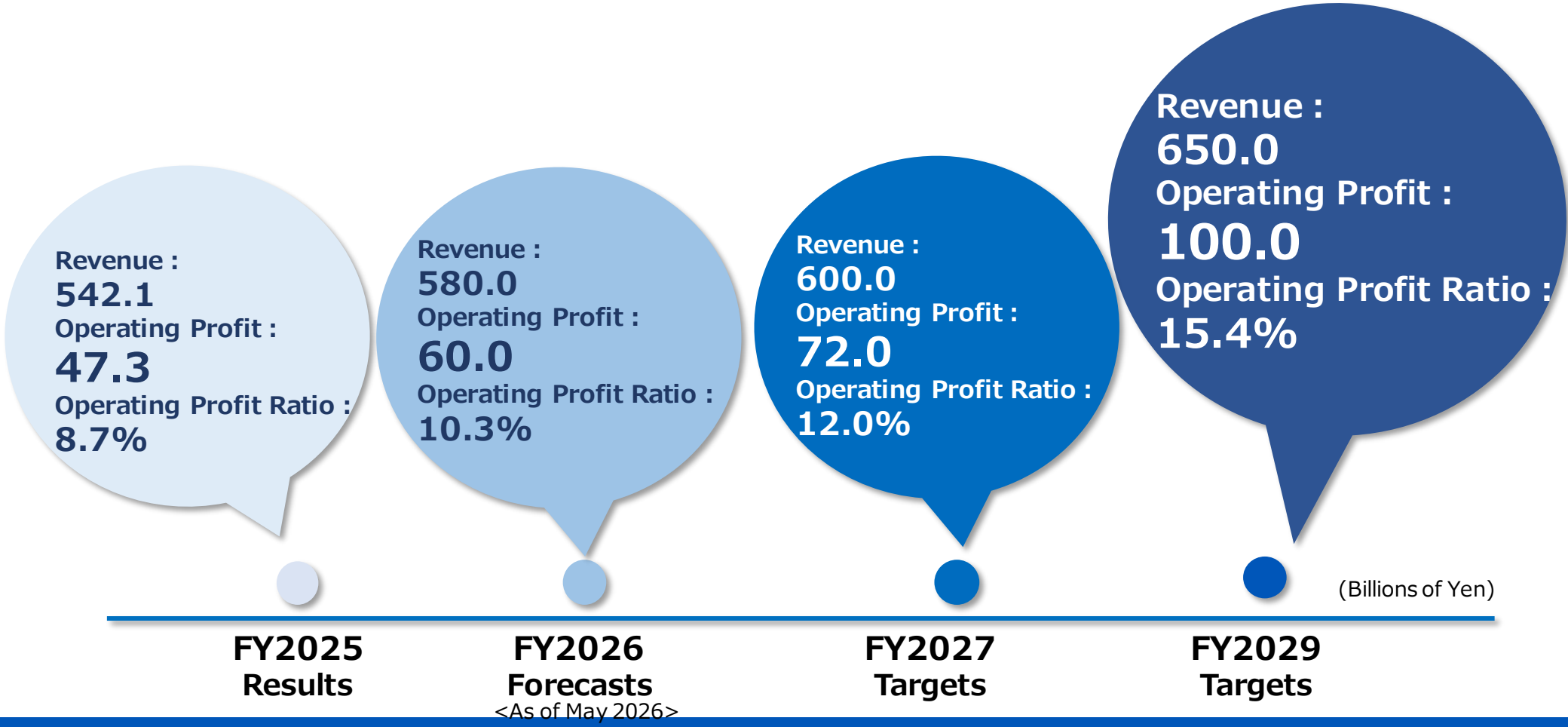


i³-Mechatronics
i³-Singularity

© YASKAWA Electric Corporation

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



© 2026 YASKAWA Electric Corporation

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 <As of May 2026>	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

© 2026 YASKAWA Electric Corporation

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

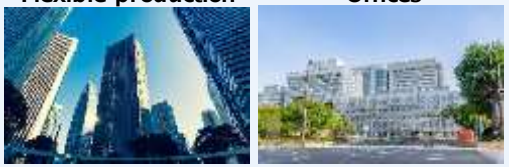
Situation Assessment and Task Planning



Humanoid Robot (non-manufacturing)



Flexible production | Offices



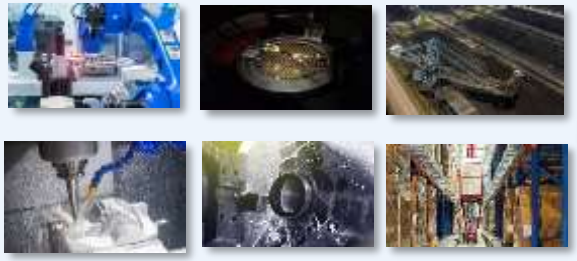
Office buildings | Hospitals

※ 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.

© 2026 YASKAWA Electric Corporation

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

© 2026 YASKAWA Electric Corporation

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

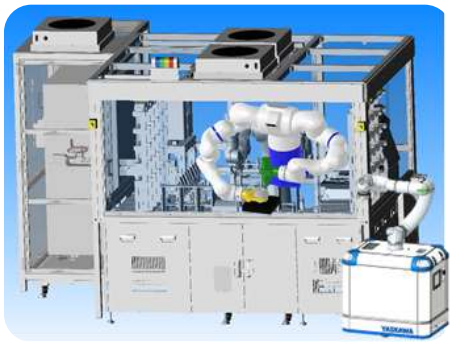
© 2026 YASKAWA Electric Corporation

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

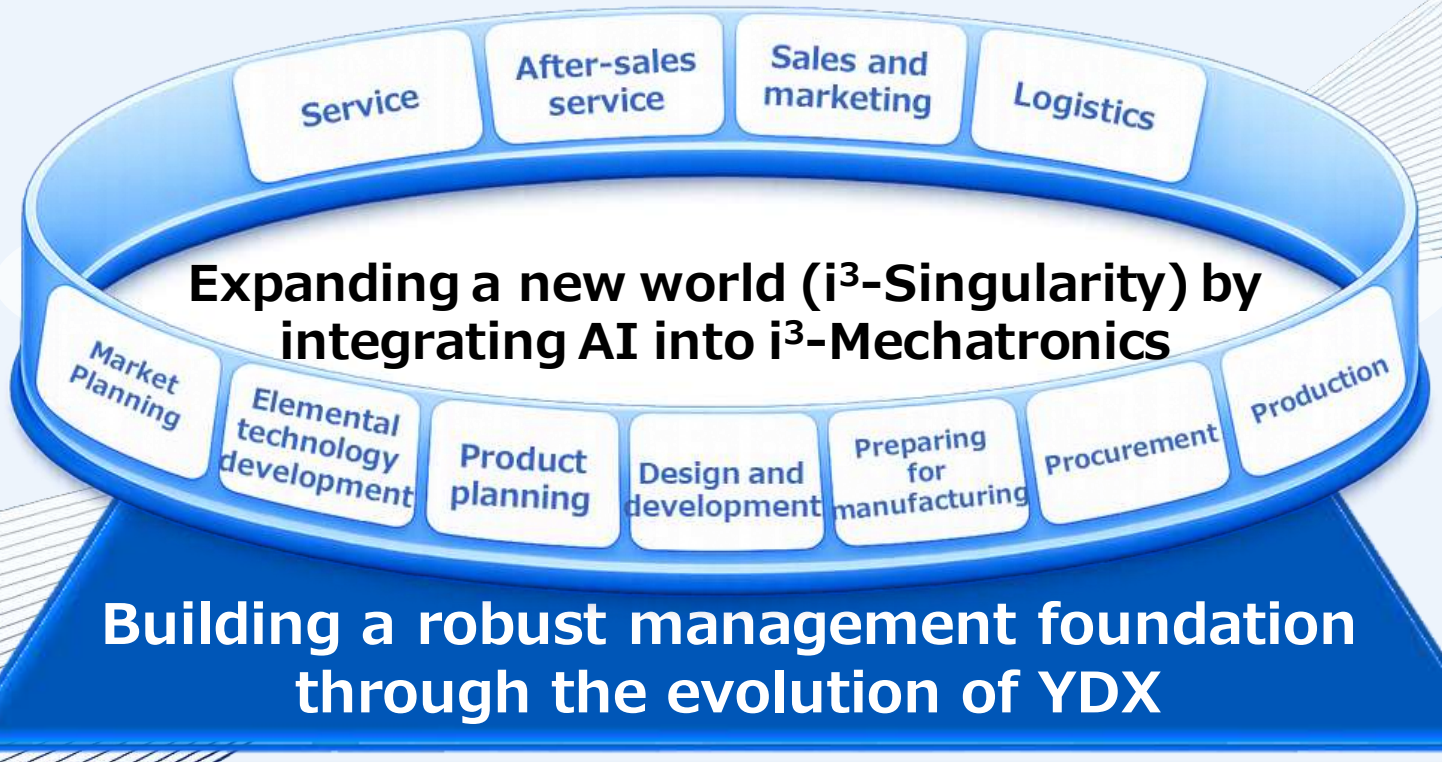
Food

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

© 2026 YASKAWA Electric Corporation

Policy 5. Evolution of YDX and i³-Singularity

Enhancing corporate value by being continuously trusted and chosen by stakeholders



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

© 2026 YASKAWA Electric Corporation

3. Sustainability

© YASKAWA Electric Corporation

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 Electric Corporation

Yaskawa Group's Sustainability Challenges and Targets (Materiality)

- **We reassessed and updated materiality in conjunction with the formulation of "Vision 2035" and "Dash 35"**
- **By addressing these material issues, we aim to strengthen medium- to long-term growth and enhance business resilience**

Yaskawa Group's Materiality

Create Social Value and Solve Social Issues through Business Activities	
1. Contributing to sustainable social development through i³-Mechatronics	
2. Creating better living through expansion of new mechatronics applications	
3. Advancing mechatronics technologies in step with digital innovation	
4. Contributing to a decarbonized society through reduced environmental impact from operations and products	
Strengthen Management Foundation that Contributes to Sustainable Society/Businesses	
5. Sustainable and highly productive manufacturing	
6. Maximizing human capital value and productivity through job satisfaction	
7. Establishing effective governance and risk management systems	

© YASKAWA Electric Corporation

The Risks and Opportunities Identified in the TCFD Scenario Analysis

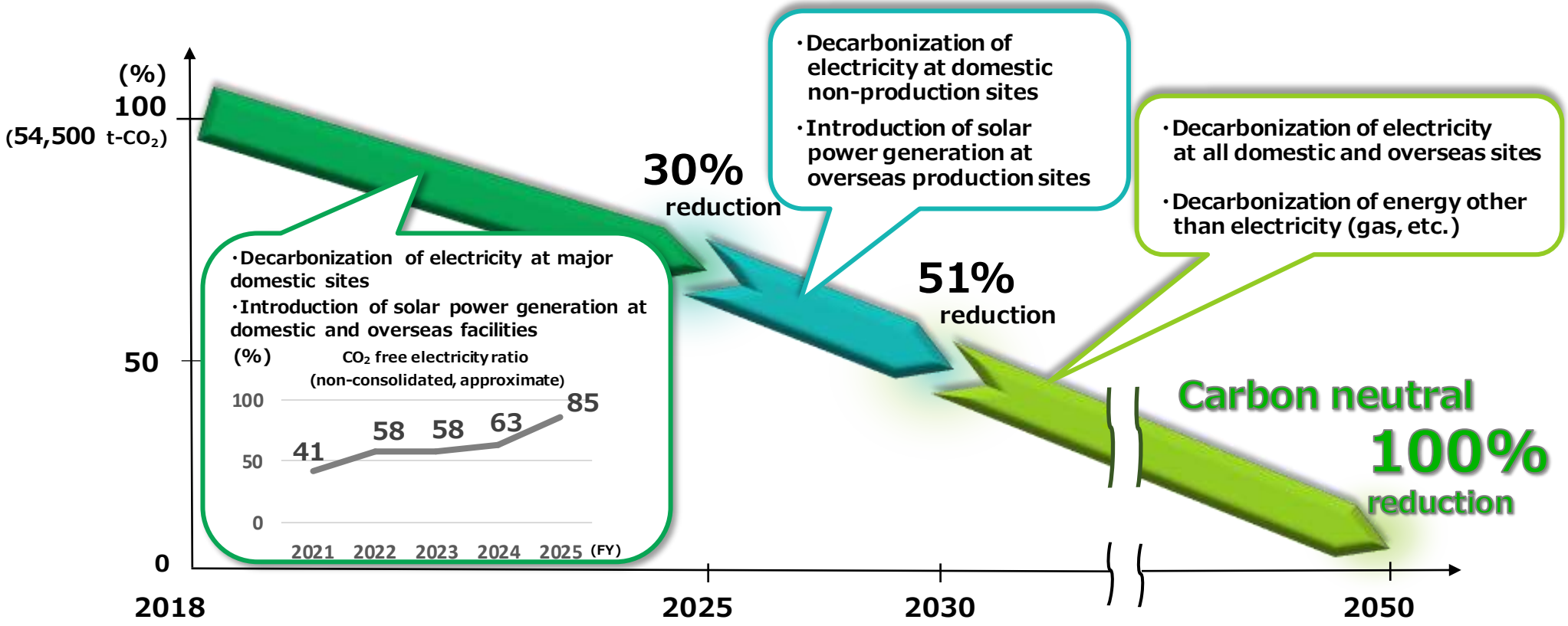
Risks/Opportunities	Transition/Physical	Driver	Impact	Time Horizon	Financial Impact			
					FY2035		FY2050	
					1.5℃	4℃	1.5℃	4℃
Risks	Transition	Carbon Pricing	Increased fuel and material procurement costs due to the introduction of carbon taxes by national governments.	Medium to Long Term	Moderate	Minor	Minor	Minor
		Government Policies on Carbon Emissions	Increased costs associated with the purchase of green electricity and other measures resulting from the introduction of emissions trading schemes and stricter emissions regulations.	Medium to Long Term	Moderate	Minor	Moderate	Minor
		Energy Efficiency and Decarbonization	Production impacts caused by rising prices and supply shortages of materials associated with electrification and the wider adoption of electric vehicles.	Medium to Long Term	Serious	Minor	Severe	Minor
		Recycling Regulations	Increased costs associated with the adoption of alternative materials due to plastic regulations and other recycling-related requirements.	Medium to Long Term	Minor	Minor	Minor	Minor
		Adoption of Low-carbon Technologies	Increased R&D and other investment costs driven by intensified competition in product energy efficiency amid growing demand for energy conservation.	Medium to Long Term	Serious	Minor	Serious	Minor
		Changes in Investor and Customer Behavior	Increased costs associated with responding to a growing preference for environmentally responsible companies. / Decline in corporate reputation and loss of business opportunities resulting from delays in environmental disclosure and environmentally conscious procurement initiatives.	Medium to Long Term	Minor	Minor	Minor	Minor
	Physical	Rising Average Temperatures	Increased energy costs resulting from higher air-conditioning demand at our manufacturing facilities.	Medium to Long Term	Minor	Moderate	Minor	Moderate
		Increasing Severity of Extreme Weather Events	Business interruptions, reduced production, and additional investments required for facility recovery due to typhoons, tornadoes, and flooding.	Short Term	Severe	Severe	Severe	Severe
Opportunities	Transition	Energy Efficiency and Decarbonization	Increased demand for factory automation (FA) equipment and industrial AC drives driven by growing demand for energy efficiency. / Expansion of business opportunities for solutions that enhance productivity and energy efficiency in factories and production equipment. / Growing demand for renewable energy driven by incentives such as feed-in tariff (FIT) programs. / Increased demand for EV-related electrical equipment resulting from the wider adoption of electric vehicles.	Short to Long Term	Severe	Minor	Severe	Minor
		Changes in Investor and Customer Behavior	Improved investor evaluations through the expansion of environmentally beneficial businesses, leading to increased ESG investment and enhanced corporate value.	Short to Long Term	Minor	Minor	Minor	Minor

*For the evaluation minor, moderate, serious, and severe are defined as follows.
Minor: Less than 100 million yen. Moderate: 100 million yen to 1 billion yen. Serious: More than 1 billion yen to 10 billion yen. Severe: More than 10 billion yen.
*Definition of Time Horizons are as follows. Short term: Up to 1 year. Medium term: 3 to 4 years. Long term: Up to 10 years.

© YASKAWA Electric Corporation

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.).

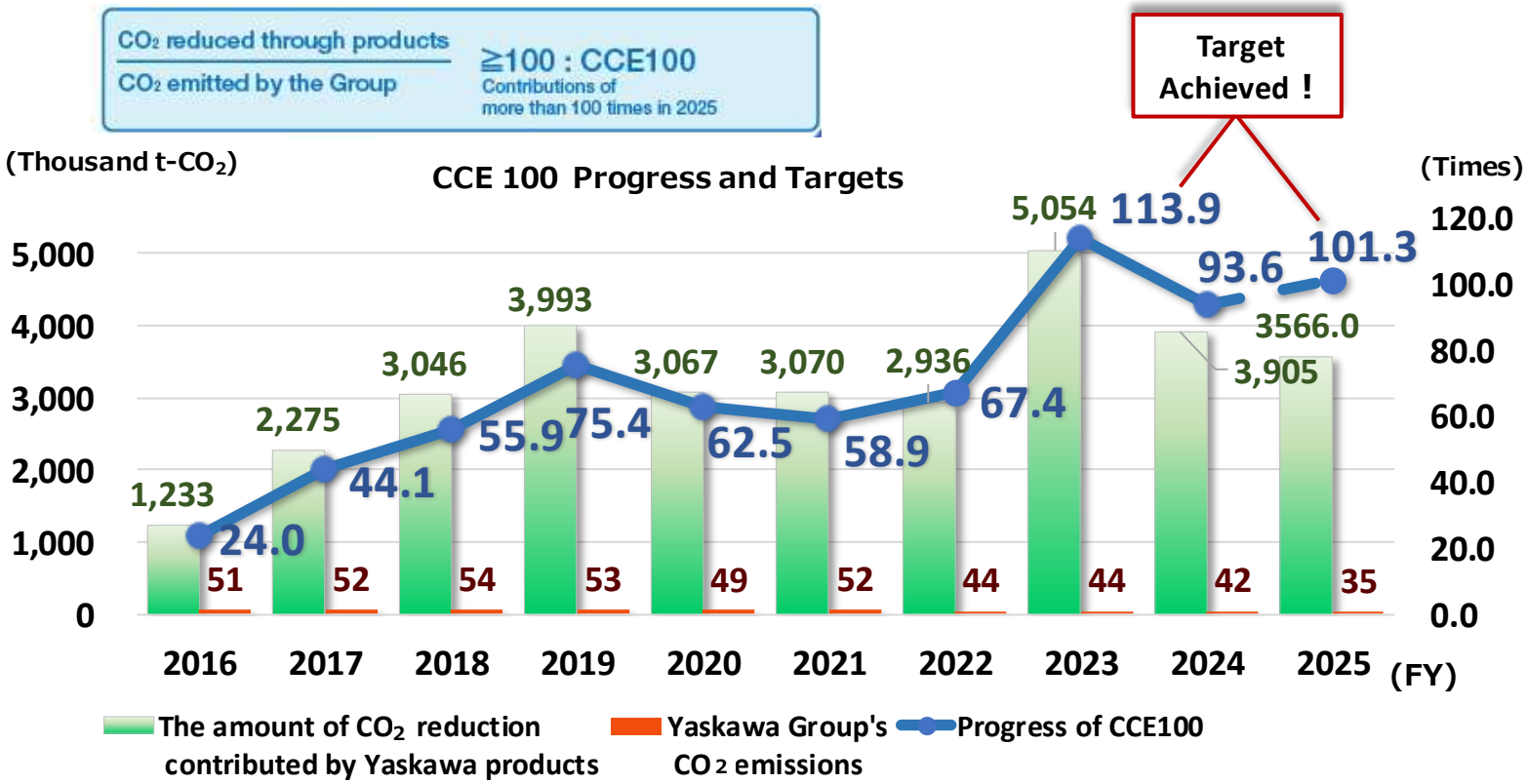
© YASKAWA Electric Corporation

“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

CO_2 reduced through products / CO_2 emitted by the Group ≧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



© YASKAWA Electric Corporation

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	Age*1	Position	Years served as a Director*1	Gender	Attributes	Structure				Field of capability that Yaskawa expects each Director to demonstrate*2						
						Board of Directors	Audit and Supervisory Committee	Nomination Advisory Committee	Compensation Advisory Committee	Corporate management/ Business strategy	ESG/ Sustainability	Finance Accounting	Legal Affairs	Sales Marketing	Manufacturing R&D/DX	Global
Hiroshi Ogasawara	70	Representative Director, Chairman of the Board; President	19	♂		◎		○	○	○	○			○	○	○
Ayumi Hayashida	61	Director, Managing Executive Officer	–	♂		○				○	○	○			○	○
Yumie Kubota	58	Director, Executive Officer	–	♀		○				○	○			○	○	○
Hisanori Makaya	68	Outside Director	1	♂	Outside Independent	○		○	◎	○	○			○	○	○
Harumi Mukai	60	Outside Director	–	♀	Outside Independent	○		○	○	○	○				○	○
Takeshi Ikuyama	62	Director and Member of the Audit and Supervisory Committee	3	♂	Audit and Supervisory Committee Member	○	◎			○	○	○	○			○
Keiji Nishio	67	Outside Director and Member of the Audit and Supervisory Committee	3	♂	Audit and Supervisory Committee Member Outside Independent	○	○	◎	○	○	○			○	○	○
Yaeko Hodaka	60	Outside Director and Member of the Audit and Supervisory Committee	3	♀	Audit and Supervisory Committee Member Outside Independent	○	○	○	○	○	○		○			○
Chikako Irie	54	Outside Director and Member of the Audit and Supervisory Committee	–	♀	Audit and Supervisory Committee Member Outside Independent	○	○	○	○	○	○	○				○

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

Independent Designated Independent Director as stipulated by the Tokyo Stock Exchange

*1 As of the conclusion of the 110th Annual General Meeting of Shareholders held on May 27, 2026.
*2 The table above does not cover all the expertise each Director possesses.

© YASKAWA Electric Corporation

4. The Solution Concept
i³-Mechatronics

© YASKAWA Electric Corporation

i3-Mechatronics Concept



integrated

intelligent

innovative

Advances in Mechatronics though digital data management

Realize revolution of industrial automation



© YASKAWA Electric Corporation

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

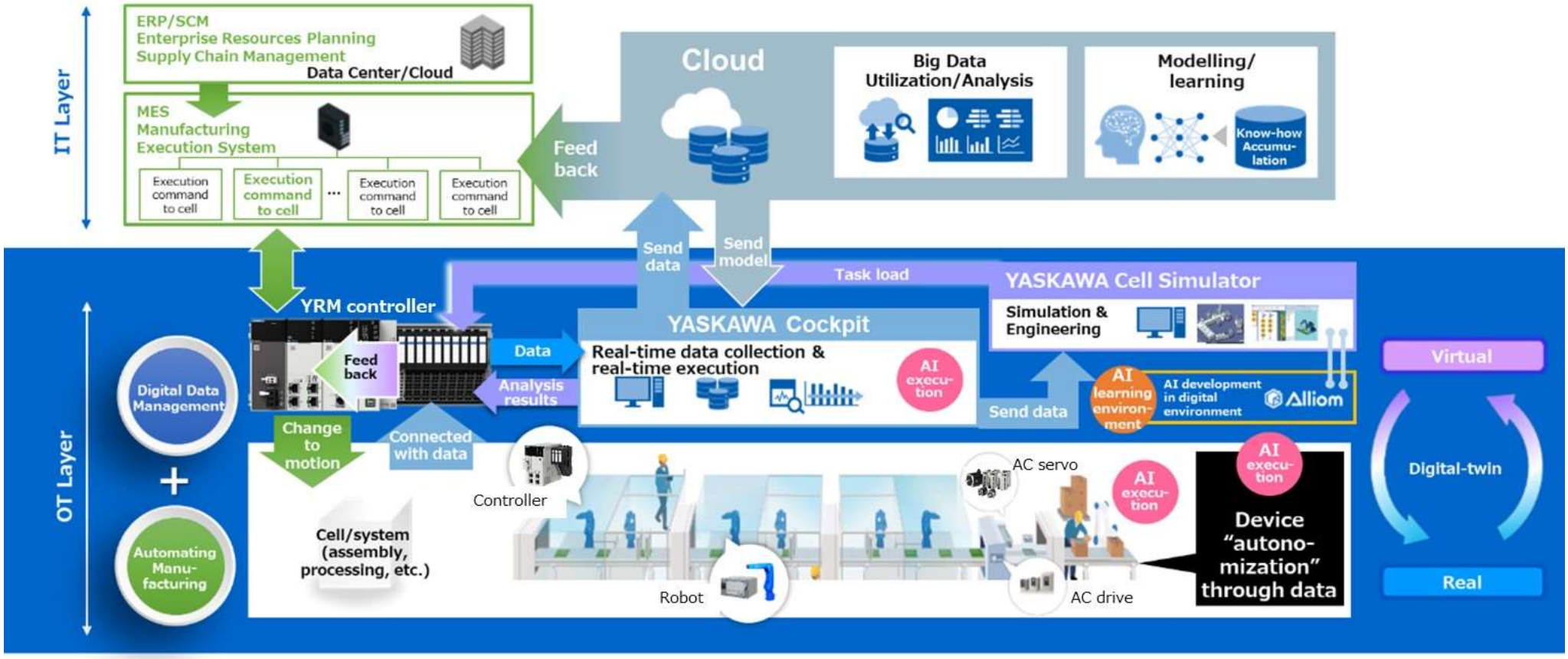
Data Solution



© YASKAWA Electric Corporation

Factory where i³-Mechatronics is realized

- **Integrate** factory cell and system equipment, visualize operational data, and connect it to the IT layer.
- **Intelligently** analyze and leverage collected data.
- Achieve **innovative** improvements in equipment performance and production quality stability, helping customers overcome challenges on their journey toward smart manufacturing.



© YASKAWA Electric Corporation



© YASKAWA Electric Corporation