

**Securities Code: 6841
Yokogawa Electric Corporation**

Financial Results for Fiscal Year 2025

May 7, 2026

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Director, Vice President & Executive Officer,
Head of Accounting & Treasury Headquarters

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Director, President & CEO, Representative Executive Officer

Financial Results for Fiscal Year 2025 (April 1, 2025 – March 31, 2026)

Michiko Nakajima

Director, Vice President & Executive Officer,
Head of Accounting & Treasury Headquarters

May 7, 2026

Key Points

■ FY25 results: Sales increased while operating income declined

- Summary:

- Orders increased, driven in particular by strong growth in the Measuring Instruments business.
- Sales increased, reflecting revenue contributions from large-scale projects received in prior fiscal years.
- Operating income decreased due to a deterioration in gross profit margin, including one-time factors.

- Segments:

Control: Sales increased while operating income declined

Measuring Instruments: Sales and operating income increased year on year.

New Businesses and Others: Steady year-on-year performance

■ FY26 earnings forecasts

Despite uncertainty in the business environment, both sales and operating income are expected to increase.

■ Shareholder returns (Planned)

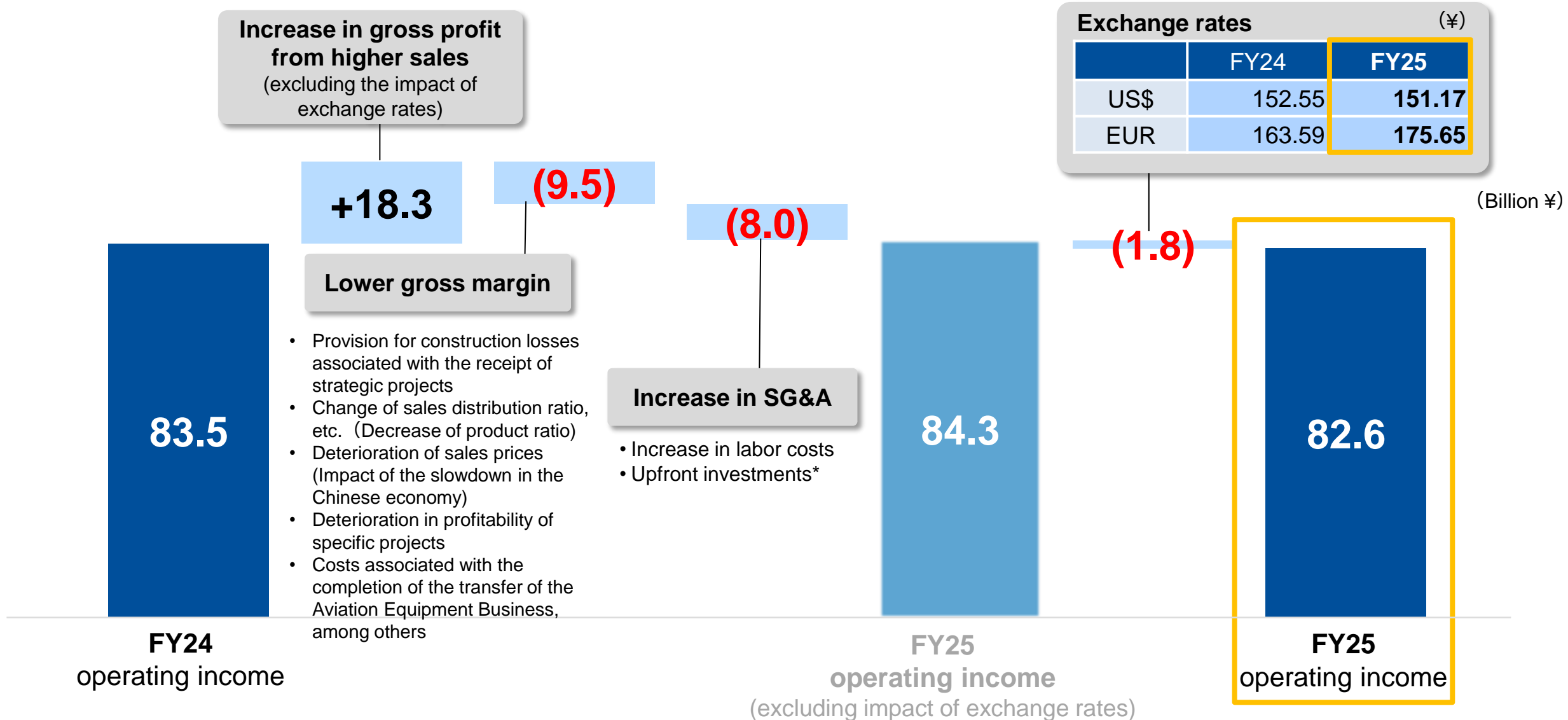
Fourth consecutive dividend increase and share repurchases

Summary of FY25 Results (year on year comparison)

- ◆ Orders increased, driven by the acquisition of multiple large-scale projects in the Control business, as well as rising demand related to AI data centers in the Measuring Instruments business (excluding the impact of exchange rates: +¥15.3 billion, +2.5%).
- ◆ Sales increased, supported by a solid order backlog (excluding the impact of exchange rates: +¥38.5 billion, +6.8%).
- ◆ Operating income decreased mainly due to a deterioration in gross profit margin in the Control business, including one-time factors (excluding the impact of exchange rates: +¥0.8 billion, +1.0%).

		FY24	FY25	Difference	Growth rate	Impact of exchange rate	(Billion ¥)
Orders		598.6	617.8	+19.2	+3.2%	+4.0	
Sales		562.4	604.8	+42.4	+7.5%	+3.9	
Operating income		83.5	82.6	(1.0)	(1.2%)	(1.8)	
ROS(%)		14.9	13.6	(1.2pt)	—	—	
Ordinary income		85.4	84.3	(1.1)	(1.3%)	(1.5)	
Profit attributable to owners of parent		52.1	58.1	+6.0	+11.5%	(1.5)	
Exchange rate	US\$1=	¥152.55	¥151.17	(1.38)	—	—	

Analysis of Operating Income (year on year comparison)



Comparison for Orders, Sales, and Operating Income by Segment

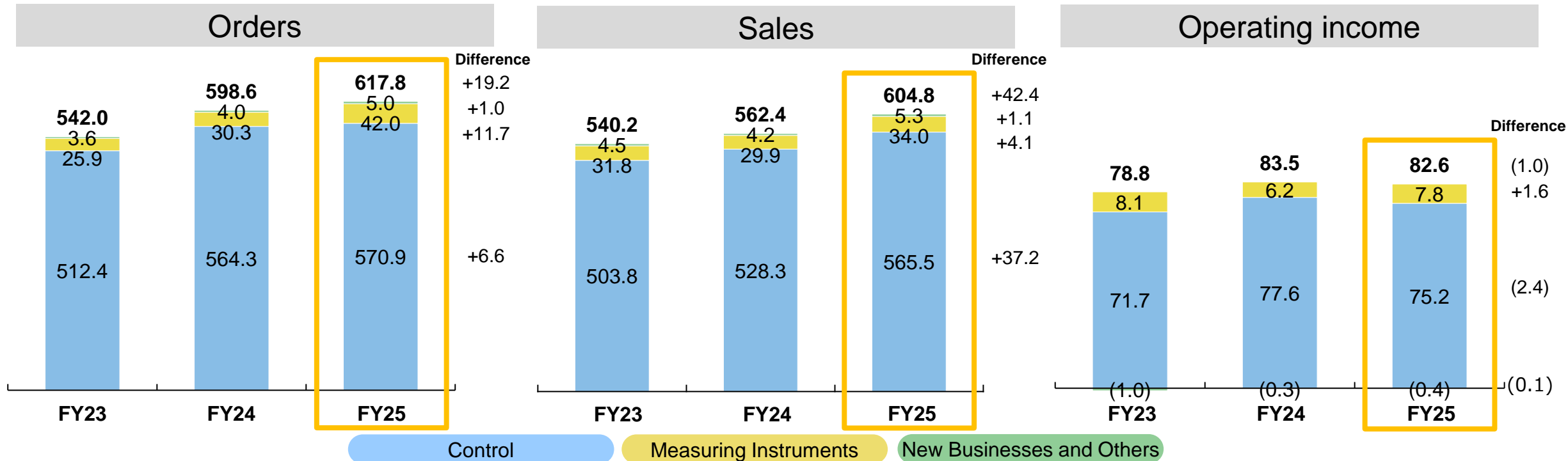
◆ Control:

- Orders increased (excluding the impact of exchange rates: +¥3.1 billion, +0.5%).
- Sales increased (excluding the impact of exchange rates: +¥33.6 billion, +6.4%).
- Operating income decreased mainly due to a deterioration in gross profit margin, including one-time factors (excluding the impact of exchange rates: -¥0.8 billion, -1.1%).

◆ Measuring Instruments:

- Orders increased significantly, and sales increased (excluding the impact of exchange rates, orders increased +¥11.3 billion, +37.4%, and sales increased +¥3.8 billion, +12.7%).
- Operating income increased (excluding the impact of exchange rates: +¥1.8 billion, +28.2%).

(Billion ¥)



Orders and Sales by Region in Control Segment

- ◆ Despite a reactionary decline following large-scale orders in the Middle East in the previous fiscal year, orders increased, mainly due to the acquisition of large-scale projects in Japan.
- ◆ Orders: +¥3.1 billion, +0.5% (excluding the impact of exchange rates)
Sales: +¥33.6 billion, +6.4% (excluding the impact of exchange rates)

(Billion ¥)

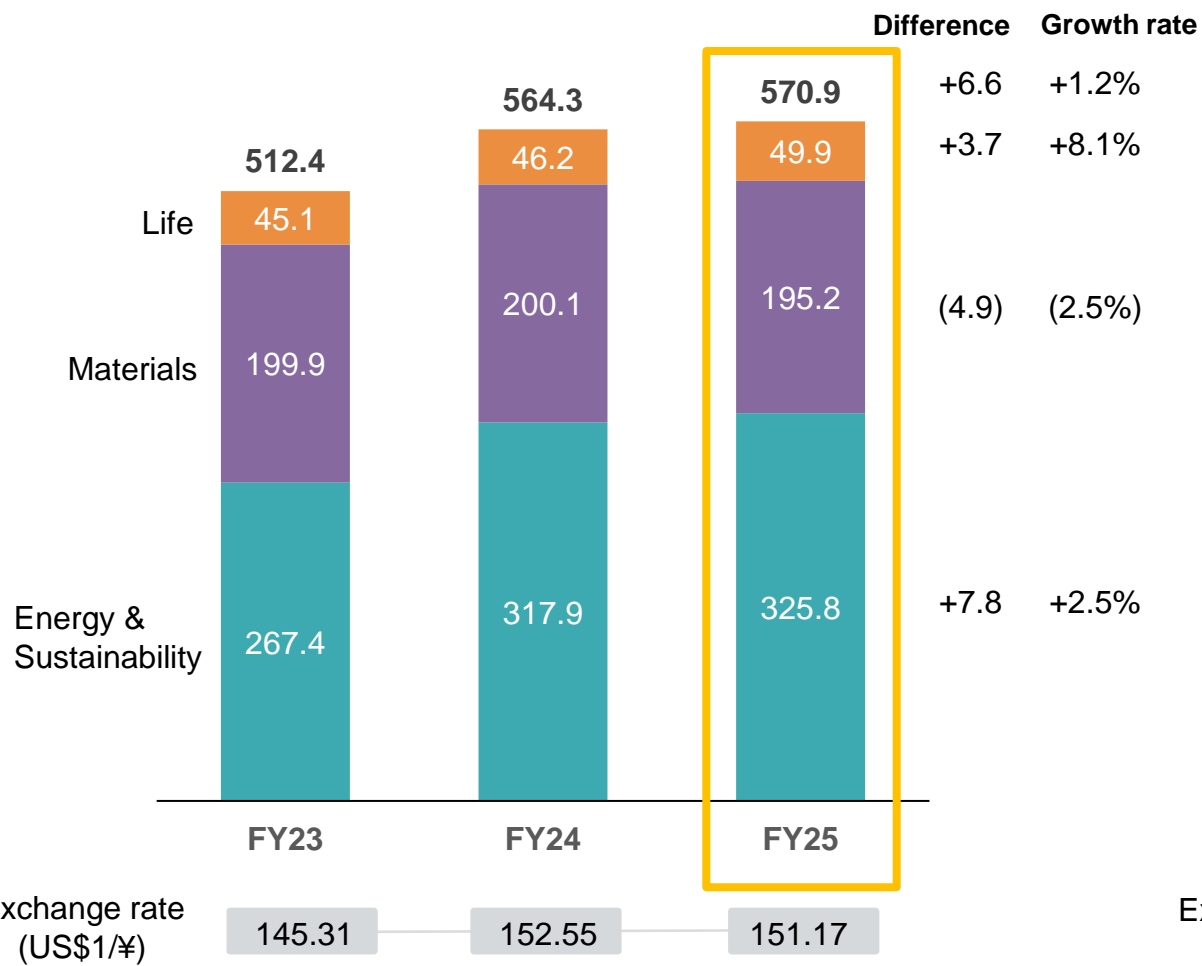
Orders	FY24 (A)	FY25 (B)	Difference (B-A)
Japan	138.8	154.0	+15.2
Asia	165.7	166.1	+0.4
(Southeast Asia, Far East)	79.2	81.0	+1.8
(China)	57.1	55.5	(1.6)
(India)	29.4	29.7	+0.3
Europe and CIS	60.6	60.8	+0.3
Middle East and Africa	131.3	117.7	(13.6)
North America	49.7	51.7	+2.0
Central and South America	18.2	20.5	+2.3
Outside Japan	425.5	416.9	(8.6)
Consolidated	564.3	570.9	+6.6
Exchange rate USD1\$ =	¥152.55	¥151.17	(1.38)

Sales	FY24 (A)	FY25 (B)	Difference (B-A)
Japan	135.5	151.5	+16.0
Asia	173.5	164.2	(9.2)
(Southeast Asia, Far East)	81.0	79.8	(1.2)
(China)	64.0	56.7	(7.3)
(India)	28.4	27.7	(0.7)
Europe and CIS	52.6	63.6	+11.0
Middle East and Africa	96.8	115.3	+18.5
North America	50.4	51.6	+1.1
Central and South America	19.4	19.3	(0.1)
Outside Japan	392.8	414.0	+21.2
Consolidated	528.3	565.5	+37.2
Exchange rate USD1\$ =	¥152.55	¥151.17	(1.38)

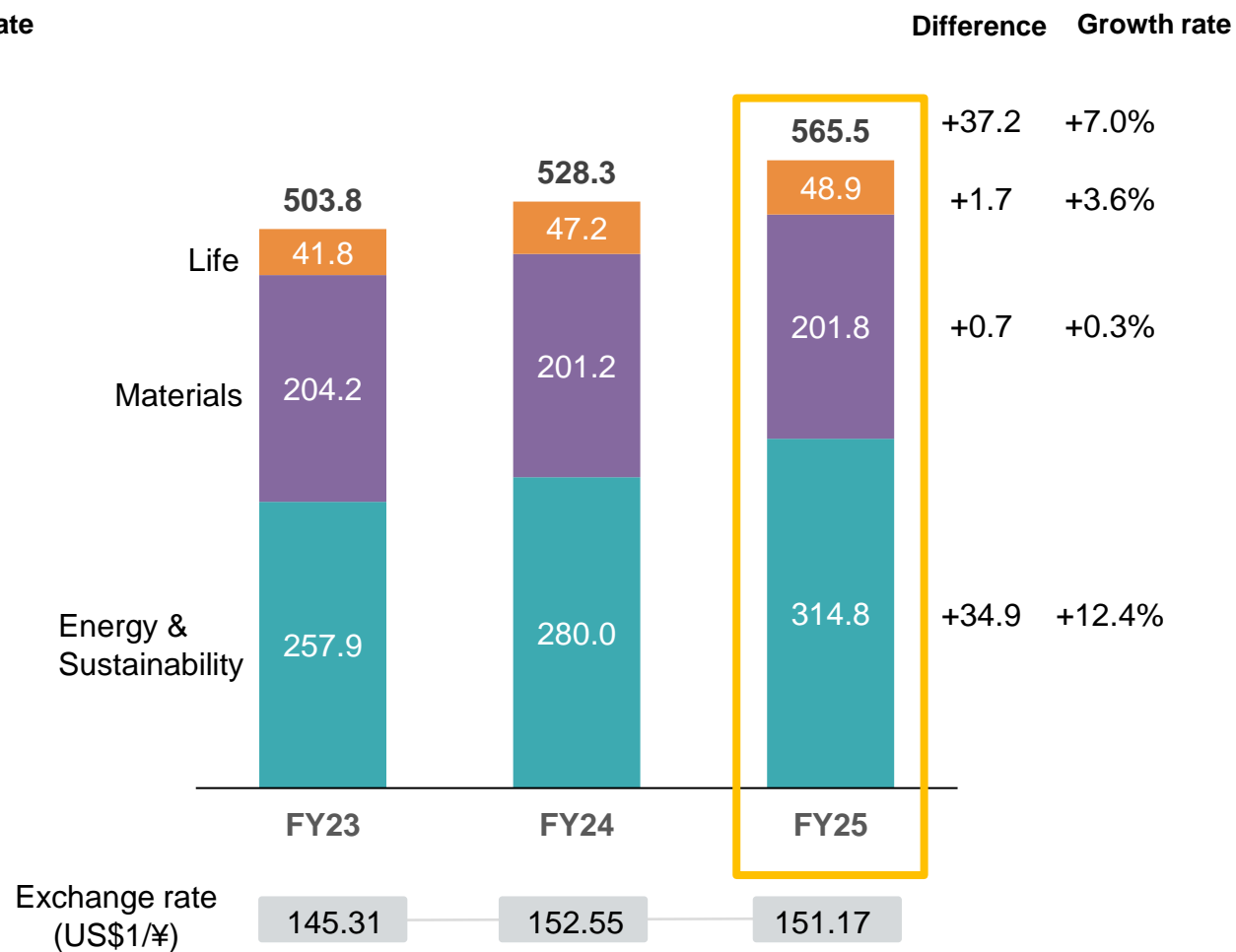
Orders and Sales by Control Subsegment

(Billion ¥)

Orders



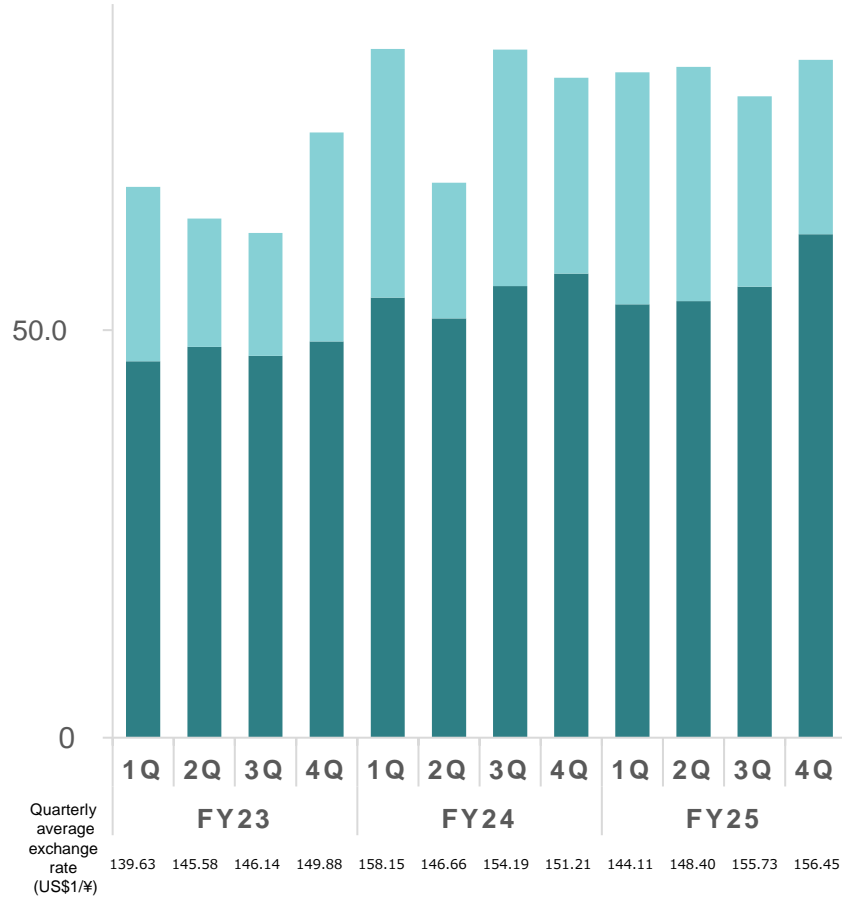
Sales



Control Subsegment Order Trend by Project Size

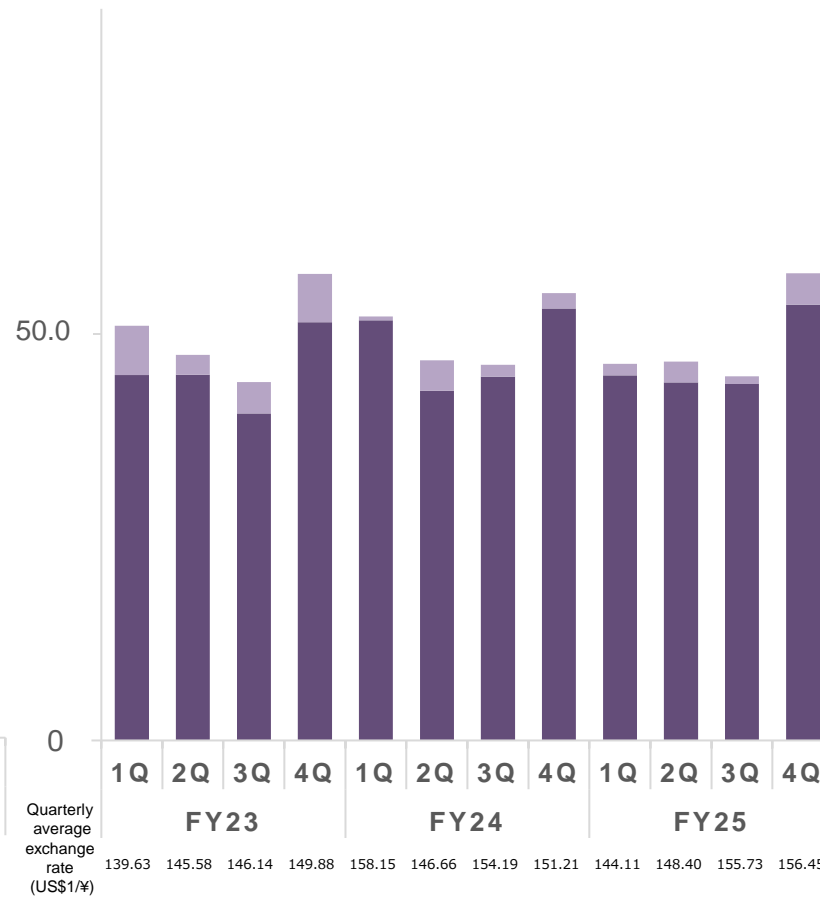
Energy & Sustainability

■ Base orders*¹ ■ Large orders*²



Materials

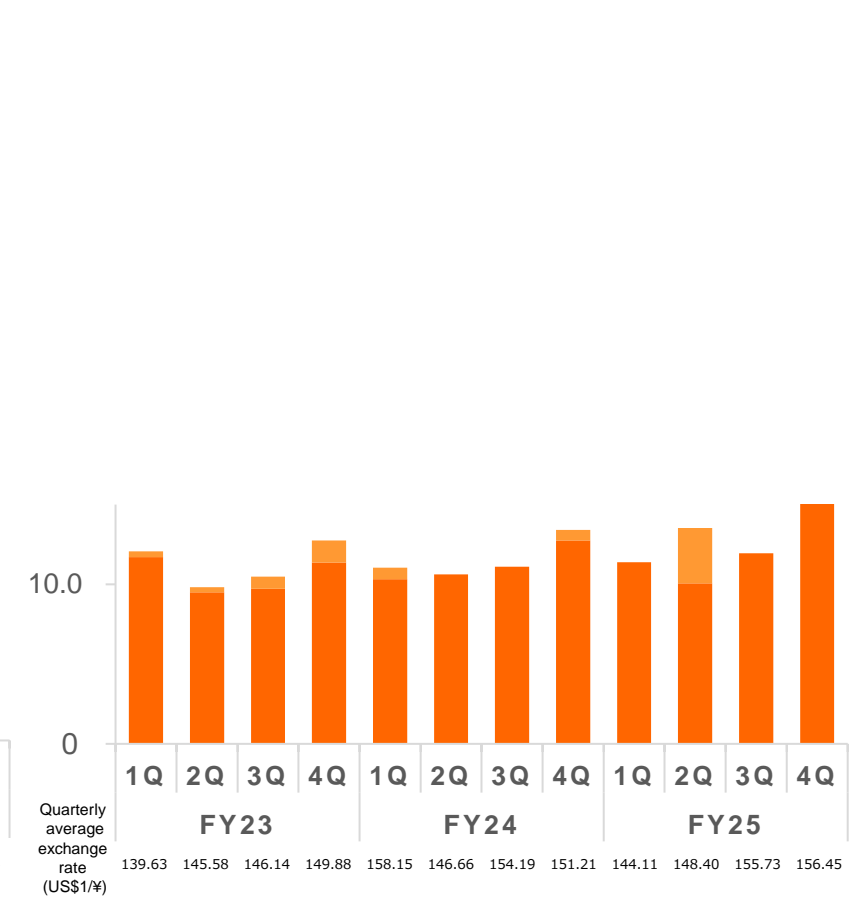
■ Base orders ■ Large orders



Life

(Billion ¥)

■ Base orders ■ Large orders

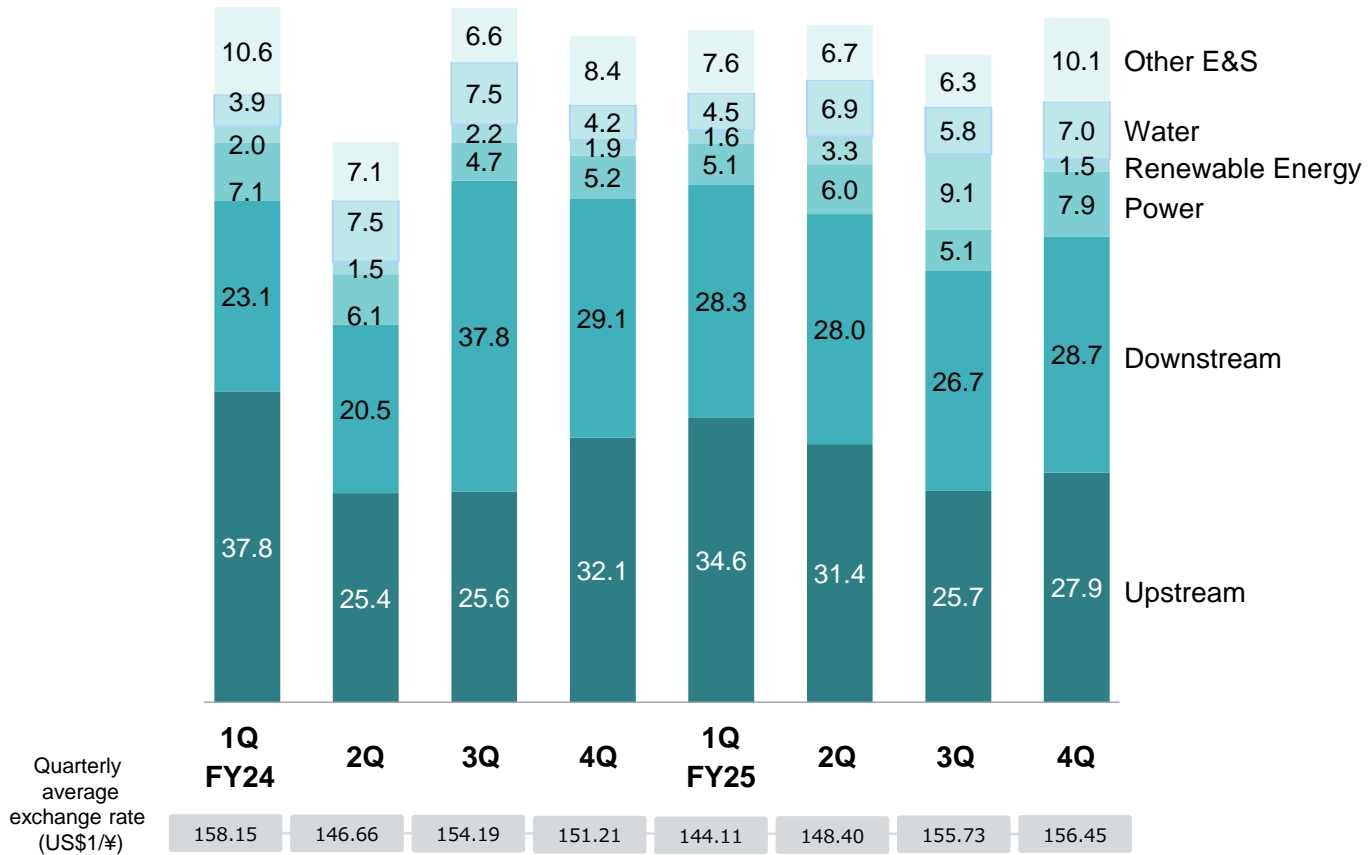


*¹ Base orders: Less than ¥300M/US\$3M. Mainly OPEX business such as MRO and system upgrades

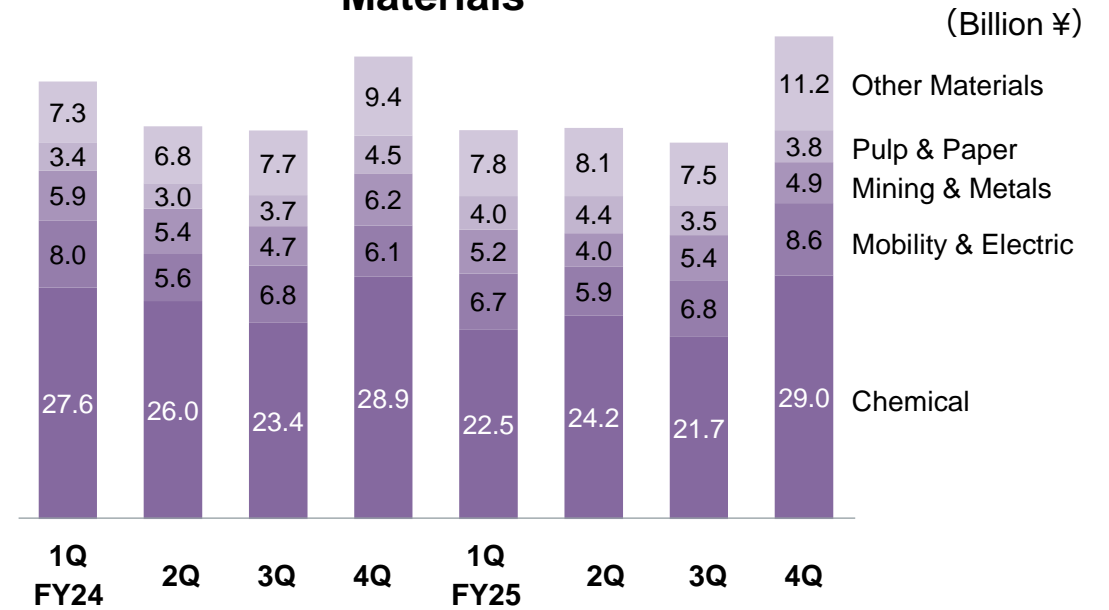
*² Large orders: More than ¥300M/US\$3M. Mainly CAPEX business such as installation of a system

Orders by Industry in Control Segment

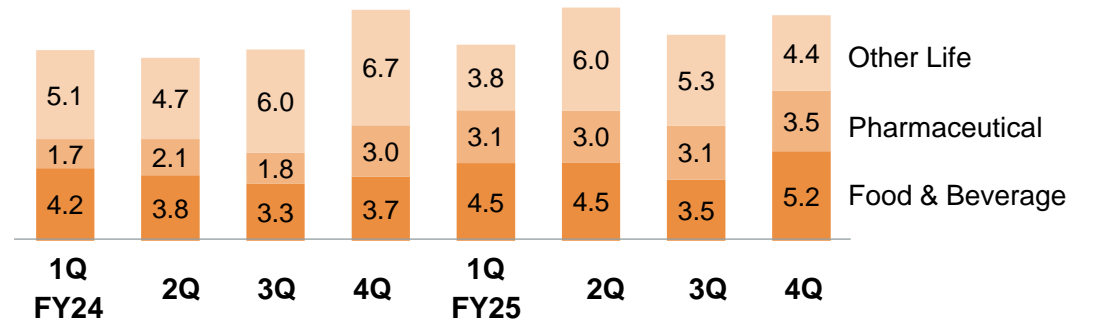
Energy & Sustainability



Materials



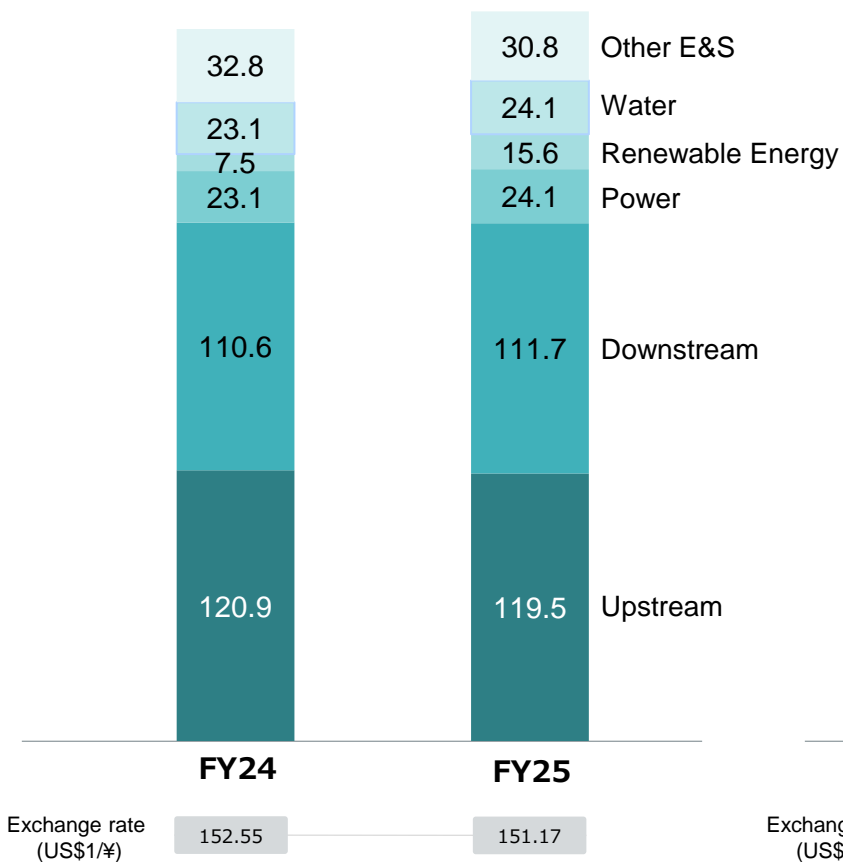
Life



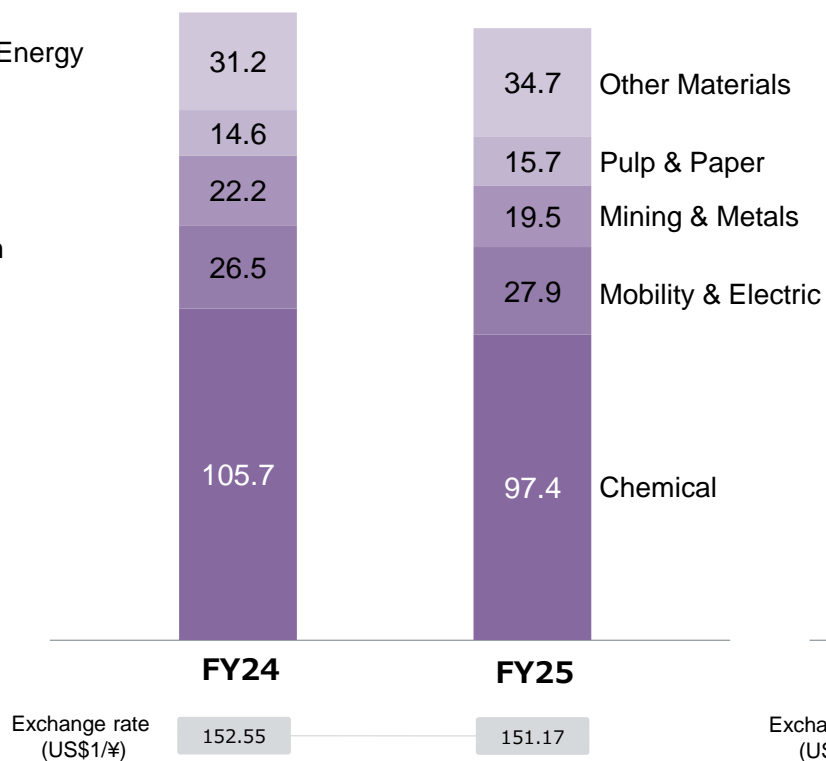
Orders by Industry in Control Segment (annual)

(Billion ¥)

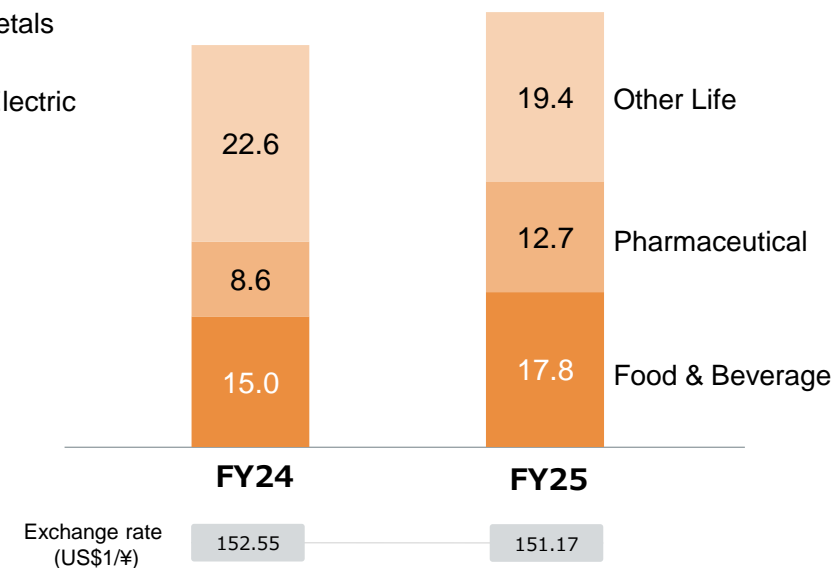
Energy & Sustainability



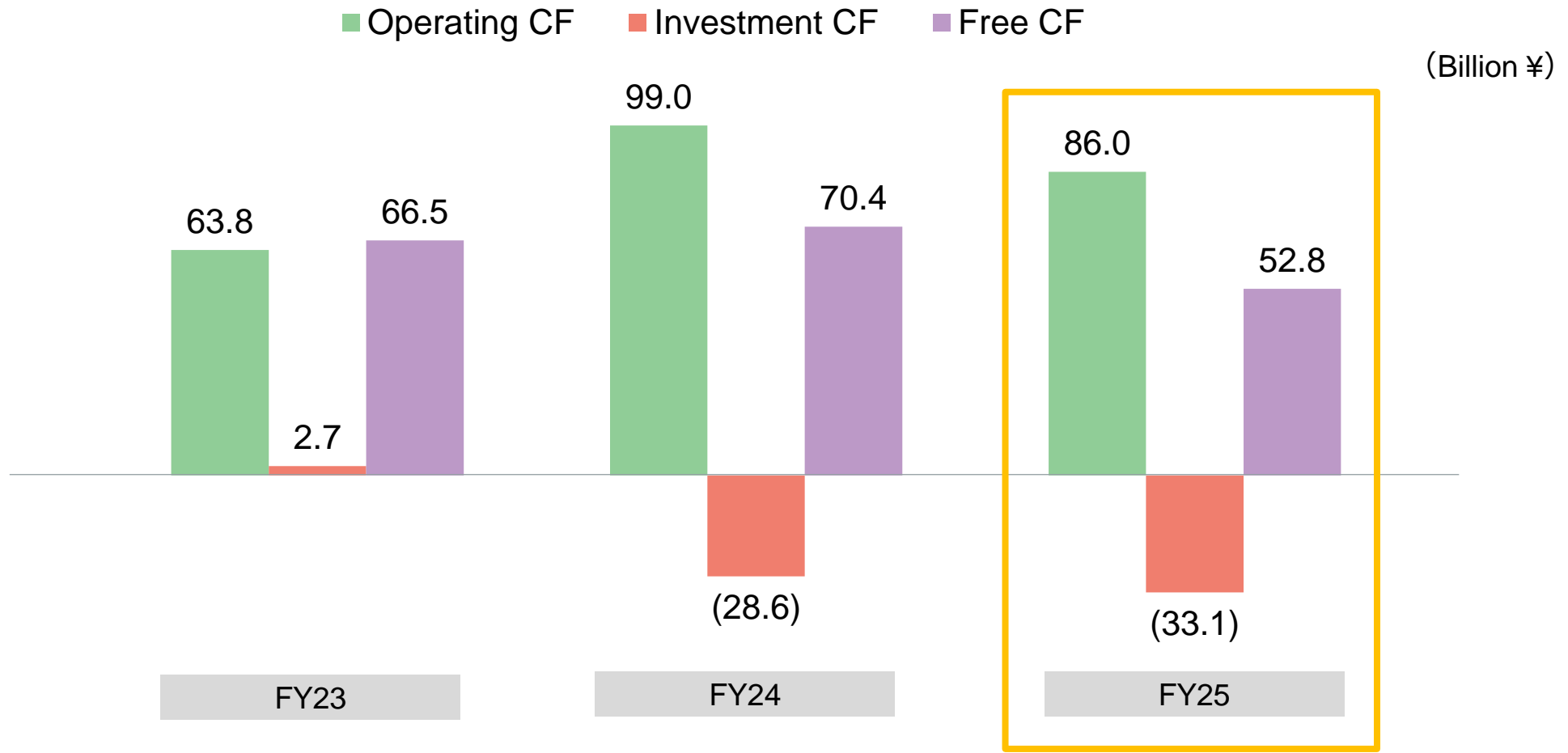
Materials



Life



Trend of Cash Flow

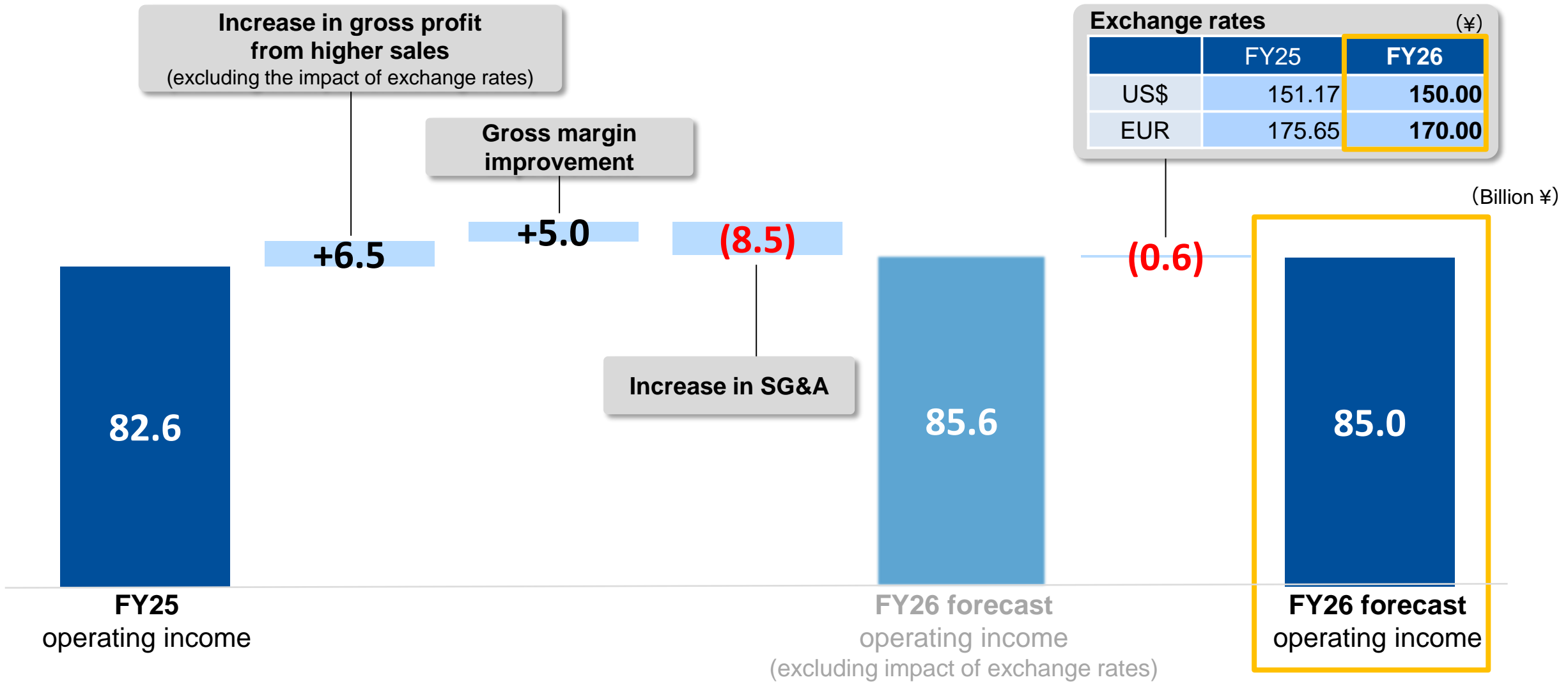


FY26 Forecast

- While there are short-term concerns about the impact of the Middle East geopolitical situation, orders are expected to increase, supported by robust energy demand and a continued strong customer appetite for investment (excluding the impact of exchange rates: +¥31.3 billion, +5.1%).
- Sales are expected to increase, but growth will be limited after factoring in the impact of the Middle East situation.(excluding the impact of exchange rates: +¥14.2 billion, +2.4%).
- Operating income is expected to increase, mainly due to higher sales.

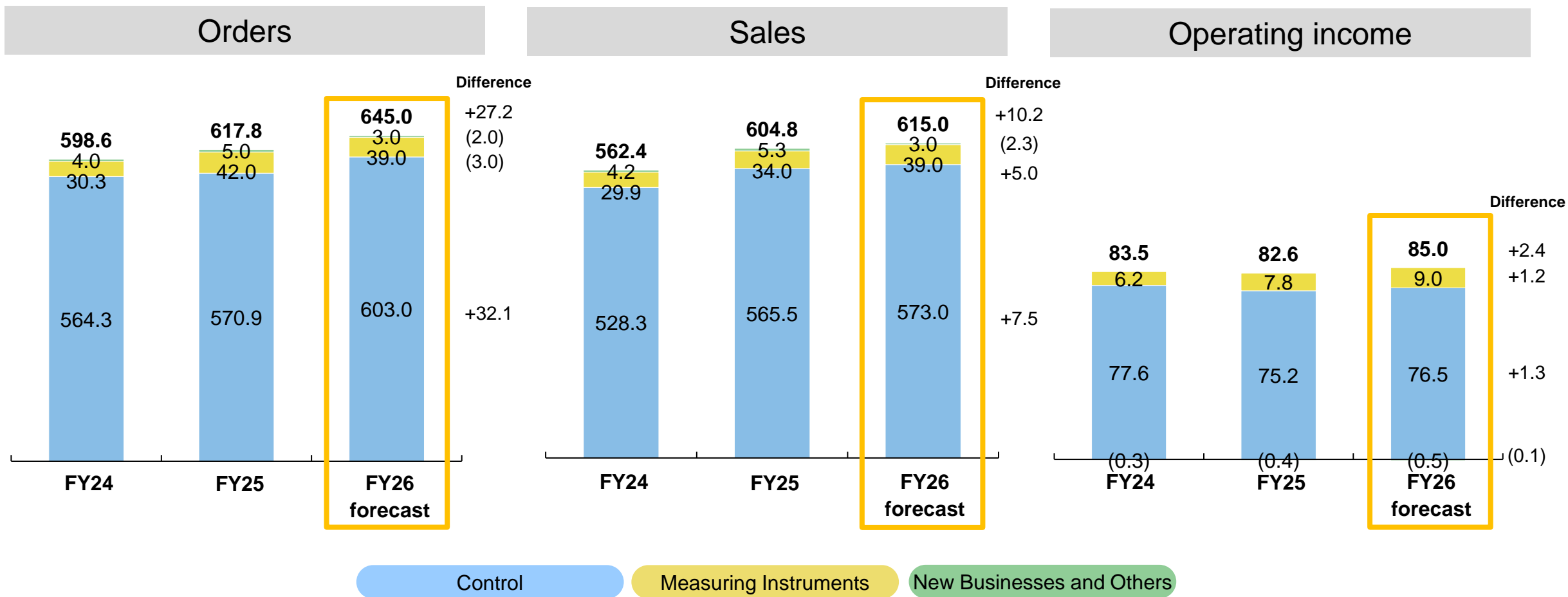
	FY25 (A)	FY26 forecast (B)	Difference (B-A)	Growth rate (B/A-1)	Difference (excl.forex)	Growth rate (excl.forex)
Orders	617.8	645.0	+27.2	+4.4%	+31.3	+5.1%
Sales	604.8	615.0	+10.2	+1.7%	+14.2	+2.4%
Operating income	82.6	85.0	+2.4	+3.0%	+3.0	+3.7%
ROS(%)	13.6	13.8	+0.2pt	—		
Ordinary income	84.3	85.0	+0.7	+0.9%		
Profit before income taxes	78.9	85.0	+6.1	+7.7%		
Tax, etc.	20.9	26.5	+5.6	+26.8%		
Profit attributable to owners of parent	58.1	58.5	+0.4	+0.7%		
EPS(¥)	227.72	229.75	+2.03	—		
Exchange rate	US\$1=	¥150.00	(1.17)	—		

Factors Accounting for Increase/Decrease in FY26 Operating Income



FY26 Forecast for Orders, Sales and Operating Income by Segment

(Billion ¥)



FY26 Forecast for Control Orders and Sales by Region

(Billion ¥)

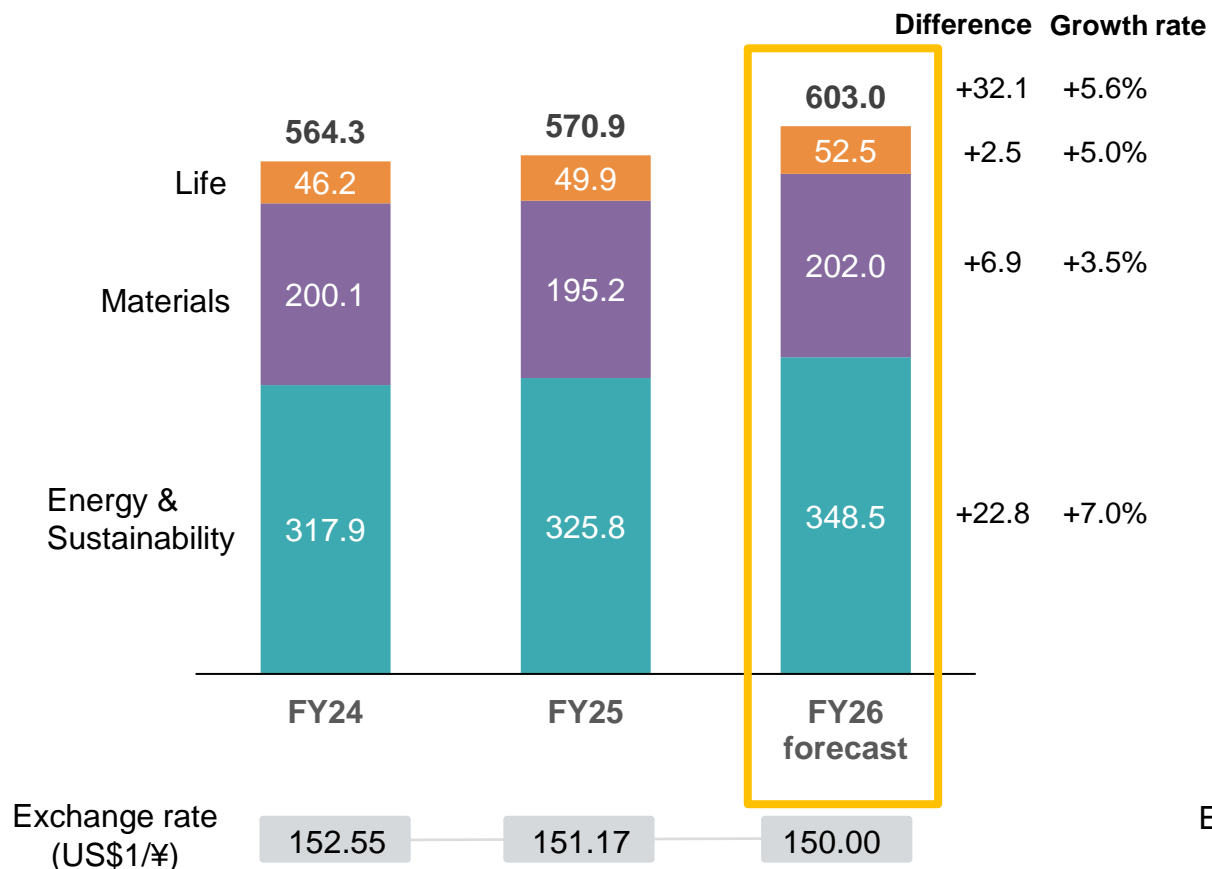
Orders	FY25 (A)	FY26 (B)	Difference (B-A)
Japan	154.0	151.0	(3.0)
Asia	166.1	182.0	+15.9
(Southeast Asia, Far East)	81.0	87.0	+6.1
(China)	55.5	59.0	+3.5
(India)	29.7	36.0	+6.3
Europe and CIS	60.8	61.5	+0.7
Middle East and Africa	117.7	120.0	+2.3
North America	51.7	62.0	+10.3
Central and South America	20.5	26.5	+6.0
Outside Japan	416.9	452.0	+35.1
Consolidated	570.9	603.0	+32.1
Exchange rate US\$1 =	¥151.17	¥150.00	(1.17)

Sales	FY25 (A)	FY26 (B)	Difference (B-A)
Japan	151.5	145.5	(6.0)
Asia	164.2	172.5	+8.3
(Southeast Asia, Far East)	79.8	81.0	+1.1
(China)	56.7	58.0	+1.3
(India)	27.7	33.5	+5.8
Europe and CIS	63.6	62.0	(1.6)
Middle East and Africa	115.3	112.0	(3.3)
North America	51.6	59.0	+7.4
Central and South America	19.3	22.0	+2.7
Outside Japan	414.0	427.5	+13.5
Consolidated	565.5	573.0	+7.5
Exchange rate US\$1 =	¥151.17	¥150.00	(1.17)

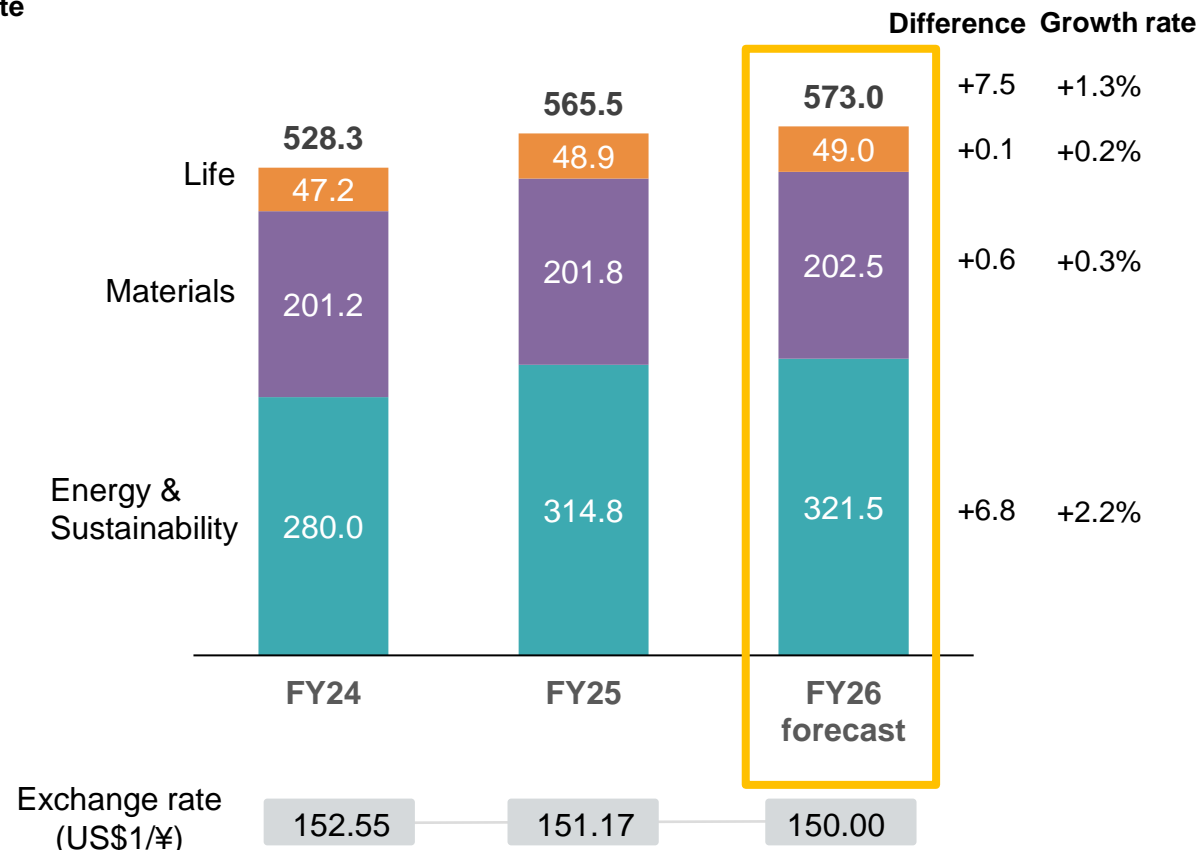
FY26 Forecast for Orders and Sales by Control Subsegment

(Billion ¥)

Orders

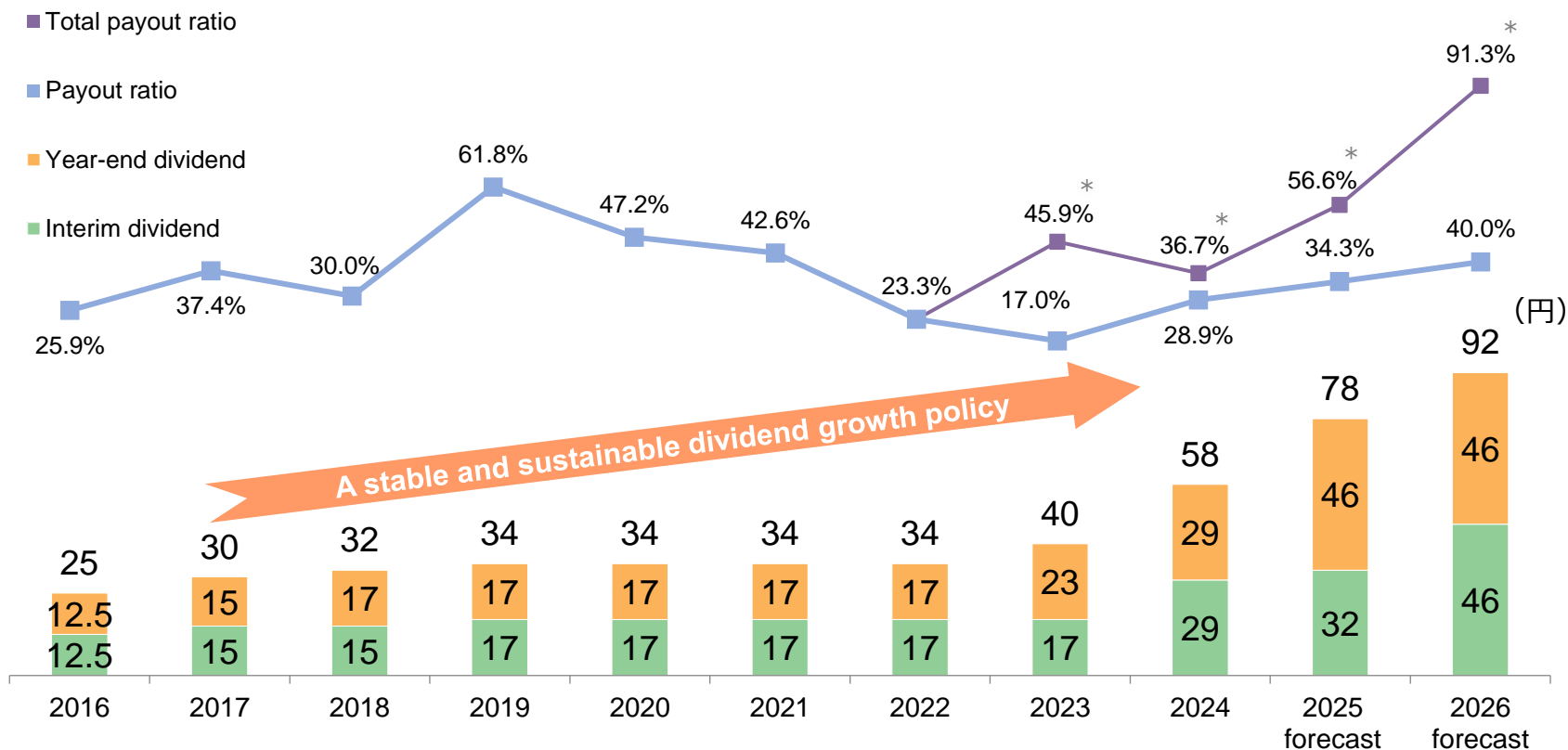


Sales



Dividend

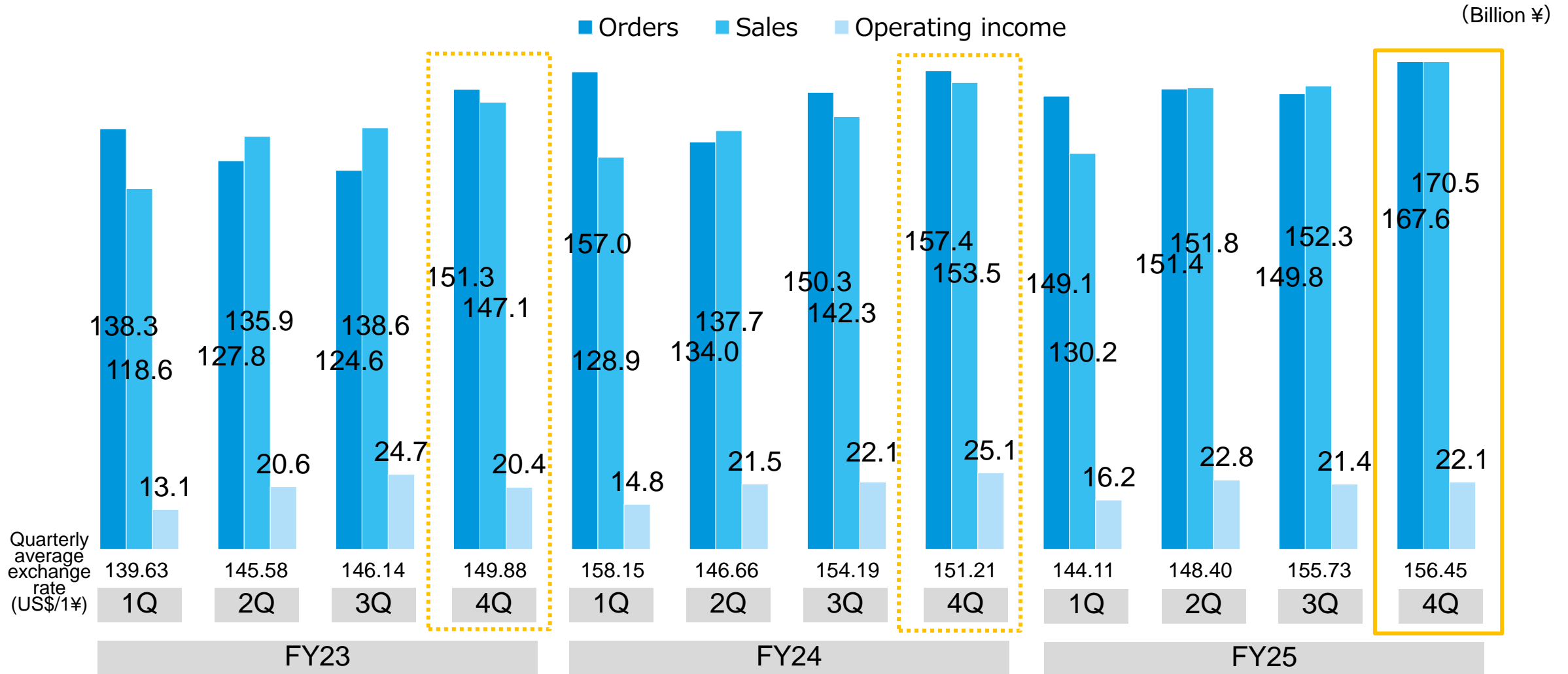
- ◆ Dividend: FY25 annual dividend forecast: ¥78 (increase of ¥20 from the previous year)
FY26 annual dividend forecast: ¥92 (increase of ¥14 from the previous year)
- ◆ Resolution to acquire own shares (up to ¥30.0 billion) through open-market purchases (acquisition period: May 8, 2026 to September 30, 2026)



Financial Appendix:

- Quarterly Financial Results
- Non-operating / Extraordinary Income and Expenses
- Order Backlog Trend by Segment
- Order Backlog Trend by Control Subsegment
- Control Segment Orders Trend by Project Size
- Control Segment Orders Trend by Business Model
- Trend of R&D Expenses, Depreciation, and CAPEX
- Trend of Balance Sheet
- Trend of Stock Price

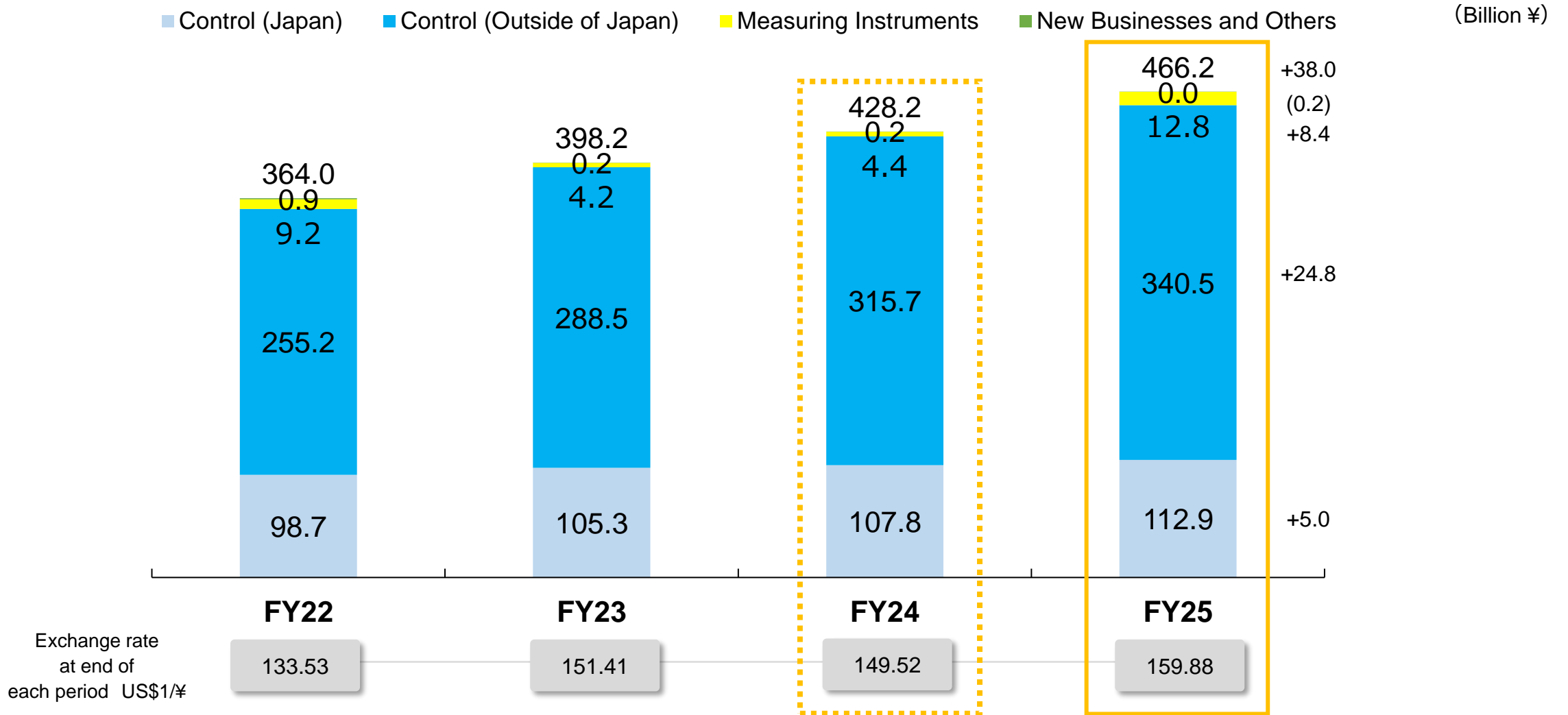
Appendix: Quarterly Financial Results



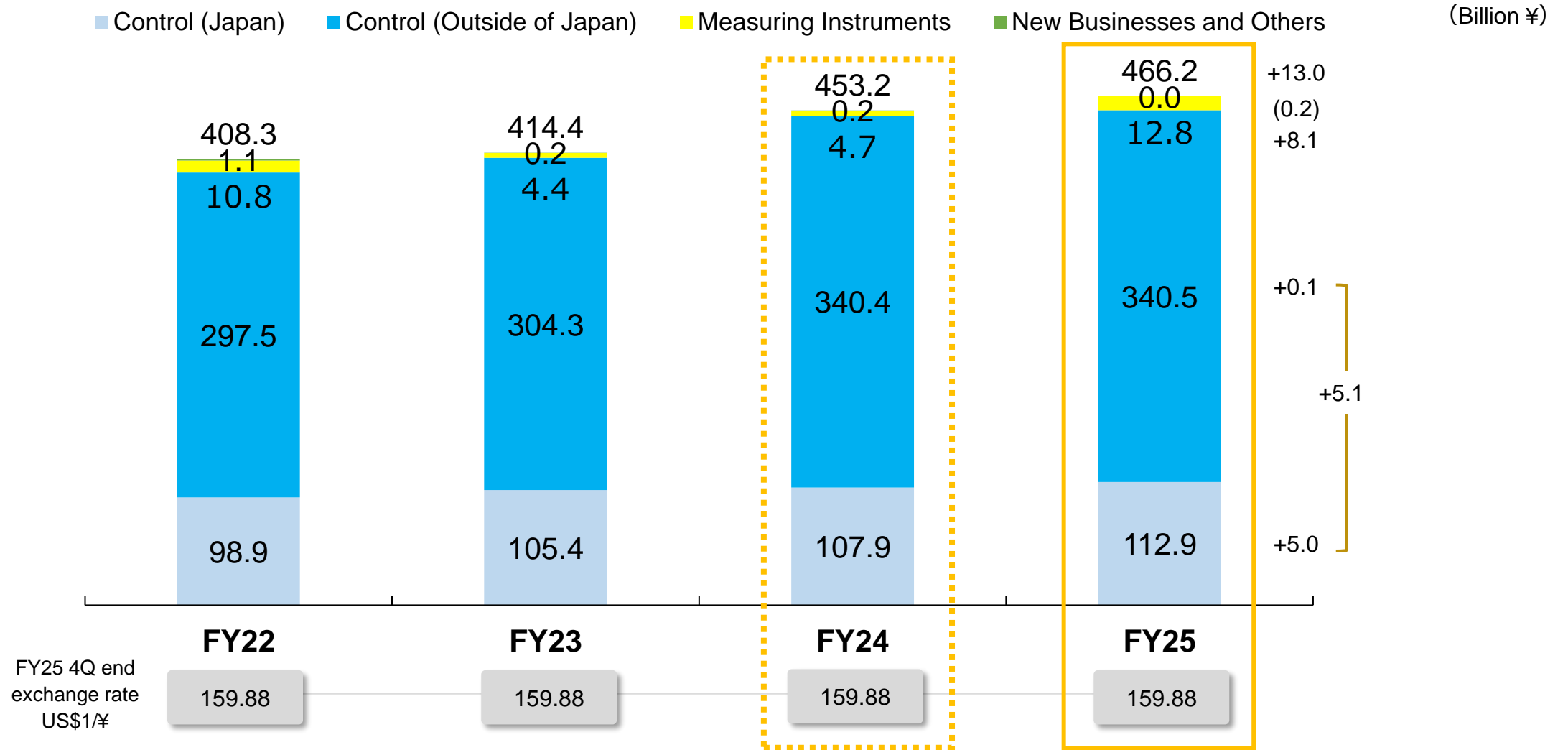
Appendix: Non-operating / Extraordinary Income and Expenses

	FY24	FY25	(Billion ¥)
Operating income	83.5	82.6	
Non-operating income	7.0	5.6	
Non-operating expenses	5.2	3.9	
Ordinary income	85.4	84.3	
Extraordinary income	3.6	1.1	[Extraordinary income] FY24: Gain on sales of fixed asset 2.9
Extraordinary expenses	10.4	6.4	[Extraordinary expenses] FY24: Impairment losses 4.0
Income before tax	78.5	78.9	
Tax, etc.	23.3	18.0	
Profit attributable to non-controlling interests	3.1	2.9	
Profit attributable to owners of parent	52.1	58.1	
(Effective tax rate)	29.7%	22.8%	

Appendix: Order Backlog Trend by Segment



Appendix: Order Backlog Trend by Segment (using FY25 4Q end exchange rate)

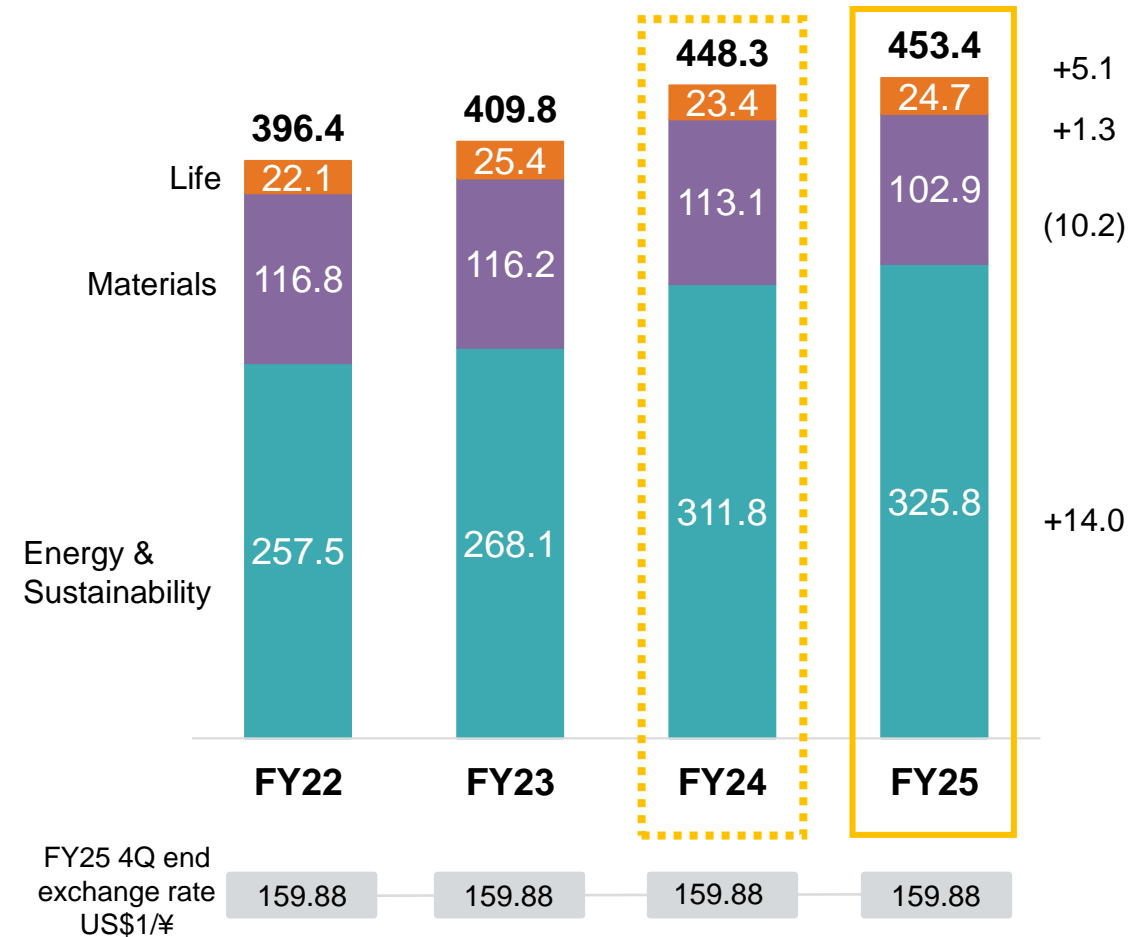
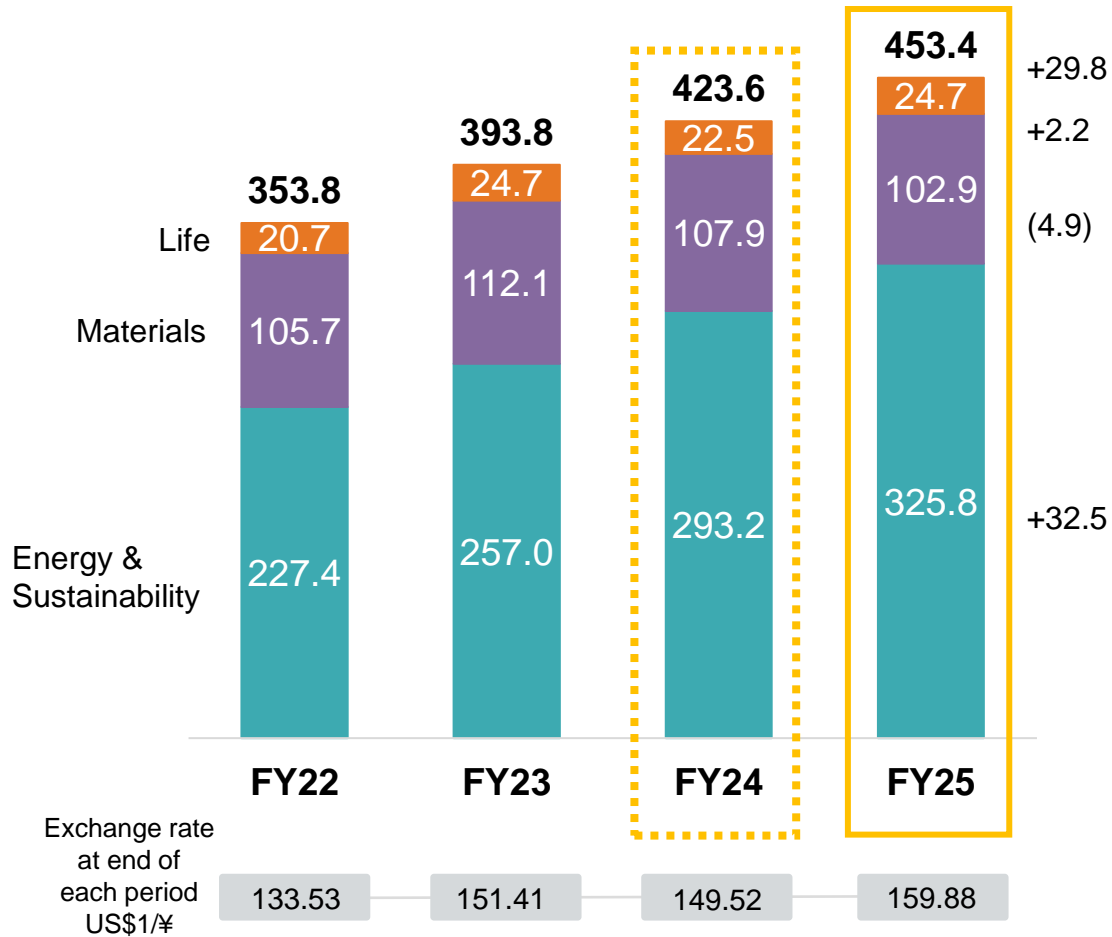


Appendix: Order Backlog Trend by Control Subsegment

(Billion ¥)

@Exchange rate at end of each period

@FY25 4Q end exchange rate



Appendix: Control Segment Order Trend by Project Size

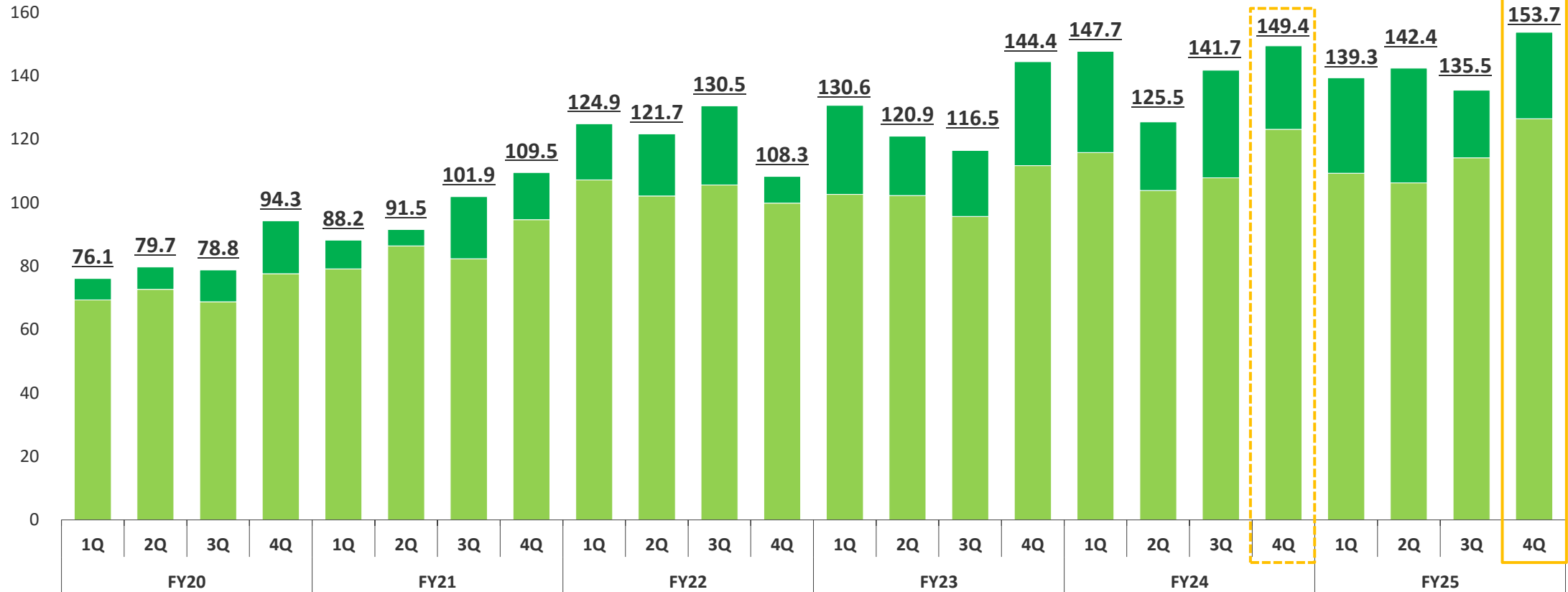
Large orders (¥300 million or larger) make up 15-20% of the Control segment's revenue.

* 3MUS\$

■ Base orders*¹

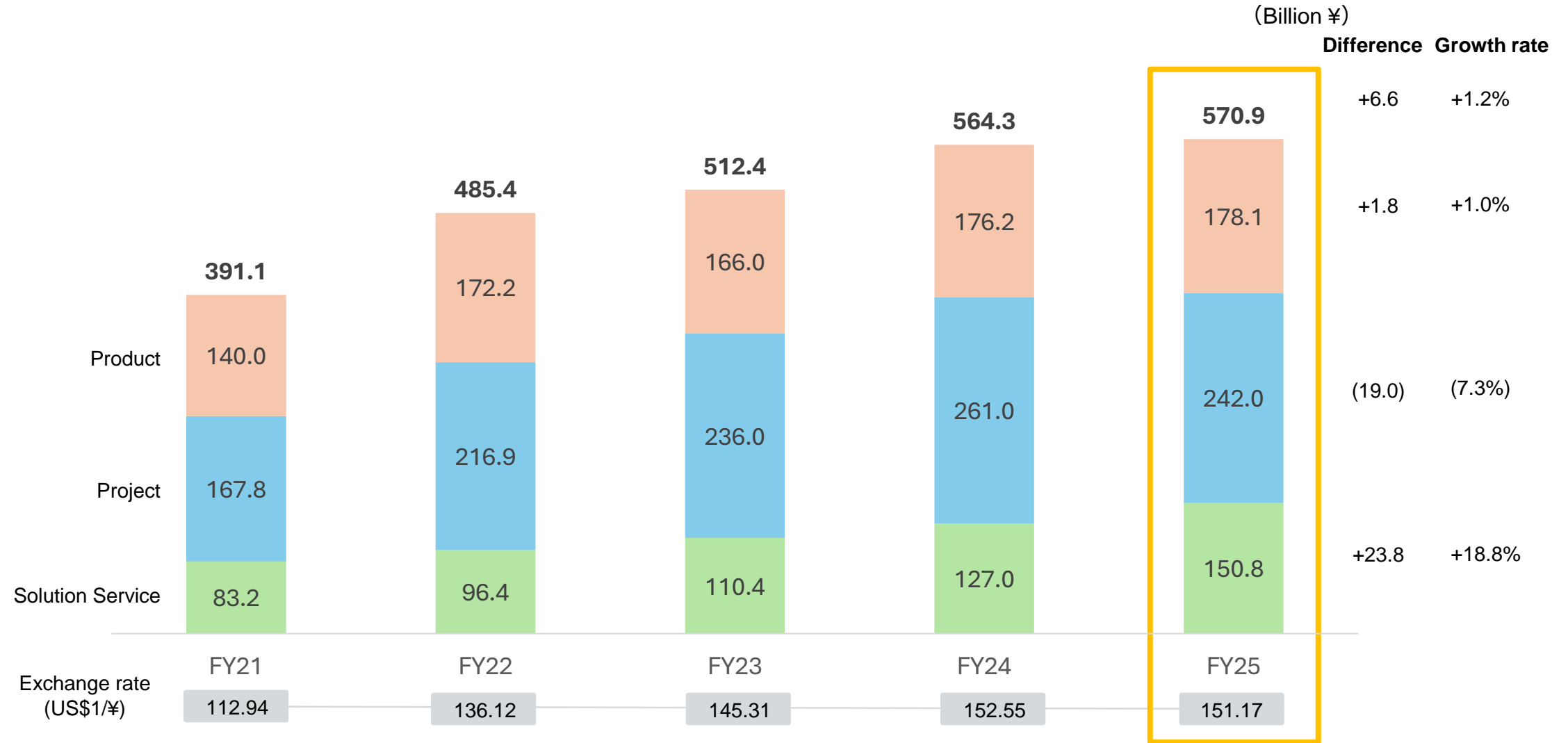
■ Large orders*²

(Billion ¥)

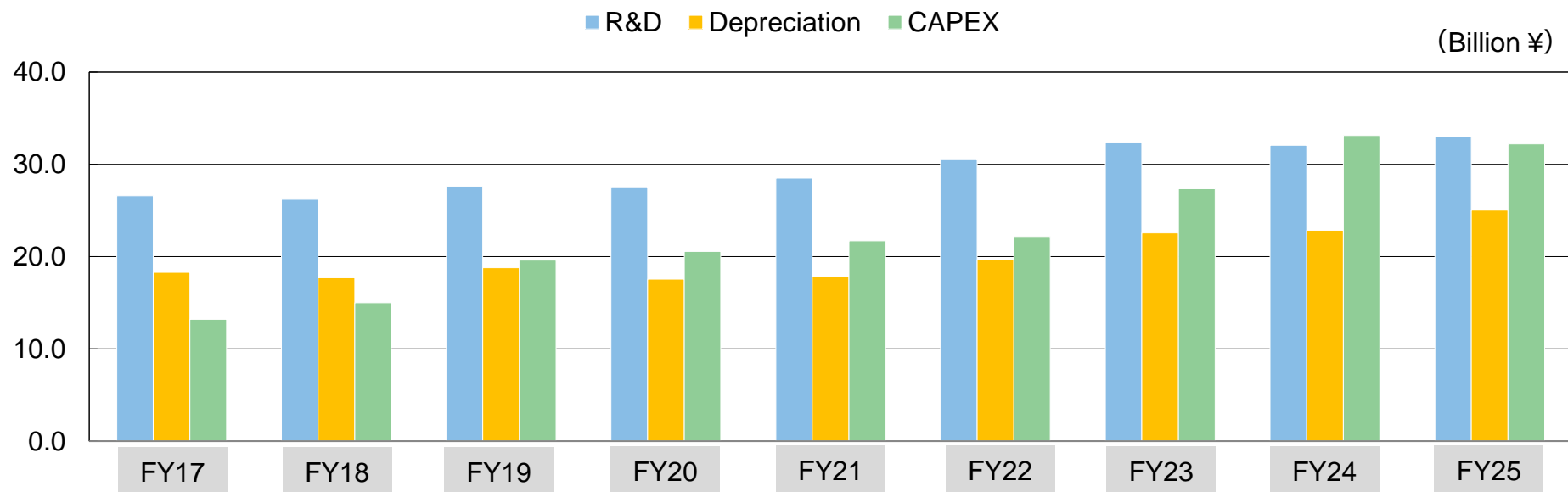


US\$	FY20				FY21				FY22				FY23				FY24				FY25			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	107.52	105.25	104.10	107.15	109.43	110.44	114.11	117.79	131.25	139.35	140.43	133.44	139.63	145.58	146.14	149.88	158.15	146.66	154.19	151.21	144.11	148.4	155.73	156.45

Appendix: Control Segment Orders Trend by Business Model



Appendix: Trend of R&D Expenses, Depreciation, and CAPEX

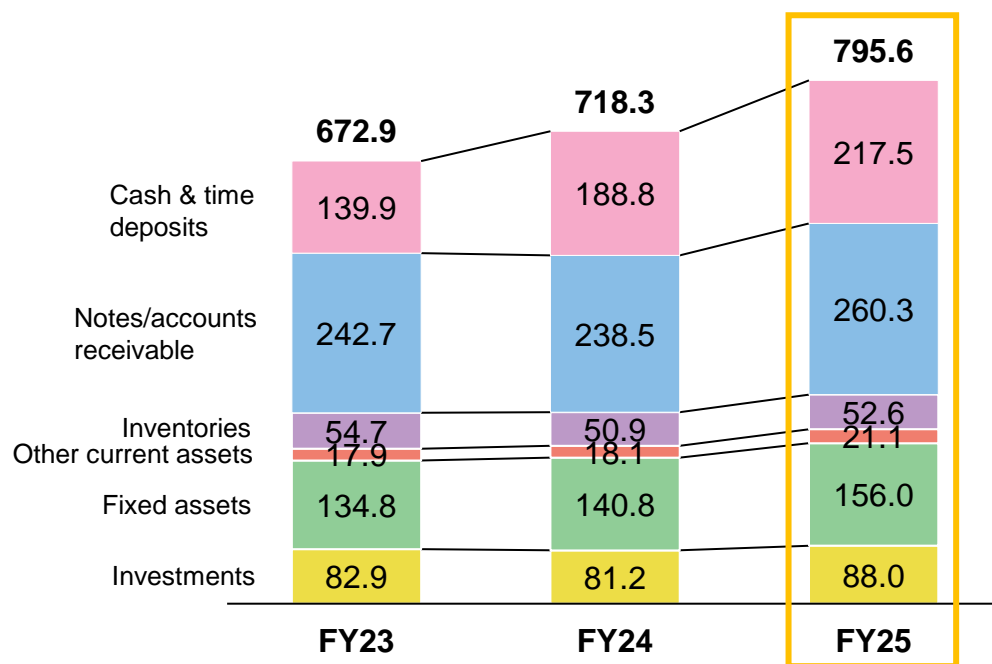


	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
R&D expenses (% of sales)	26.6 6.5%	26.2 6.5%	27.6 6.8%	27.5 7.3%	28.5 7.3%	30.5 6.7%	32.4 6.0%	32.1 5.7%	33.0 5.5%
Depreciation (% of sales)	18.3 4.5%	17.7 4.4%	18.8 4.6%	17.6 4.7%	17.9 4.6%	19.7 4.3%	22.6 4.2%	22.9 4.1%	25.0 4.1%
CAPEX (% of sales)	13.2 3.2%	15.0 3.7%	* 19.6 4.9%	20.6 5.5%	21.7 5.6%	22.2 4.9%	27.4 5.1%	33.1 5.9%	32.2 5.3%

*The Group's consolidated subsidiaries outside Japan have adopted IFRS 16 (Leases) from FY19.

Appendix: Trend of Balance Sheet

Assets



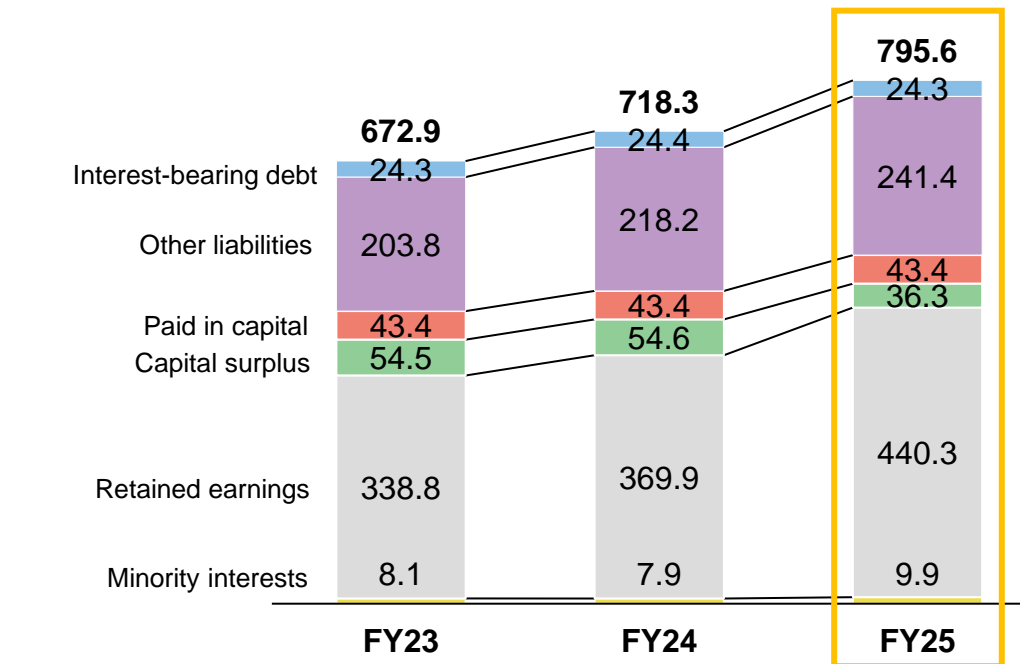
Exchange rate at end of each period \$/¥

Year	Exchange rate (\$/¥)
FY23	¥151.41
FY24	¥149.52
FY25	¥159.88

	FY23	FY24	FY25
Total asset turnover (ROA)	9.6%	7.5%	7.7%
Return on equity (ROE)	15.1%	11.5%	11.8%
Total asset turnover	0.84	0.81	0.80

Liabilities and equity

(Billion ¥)

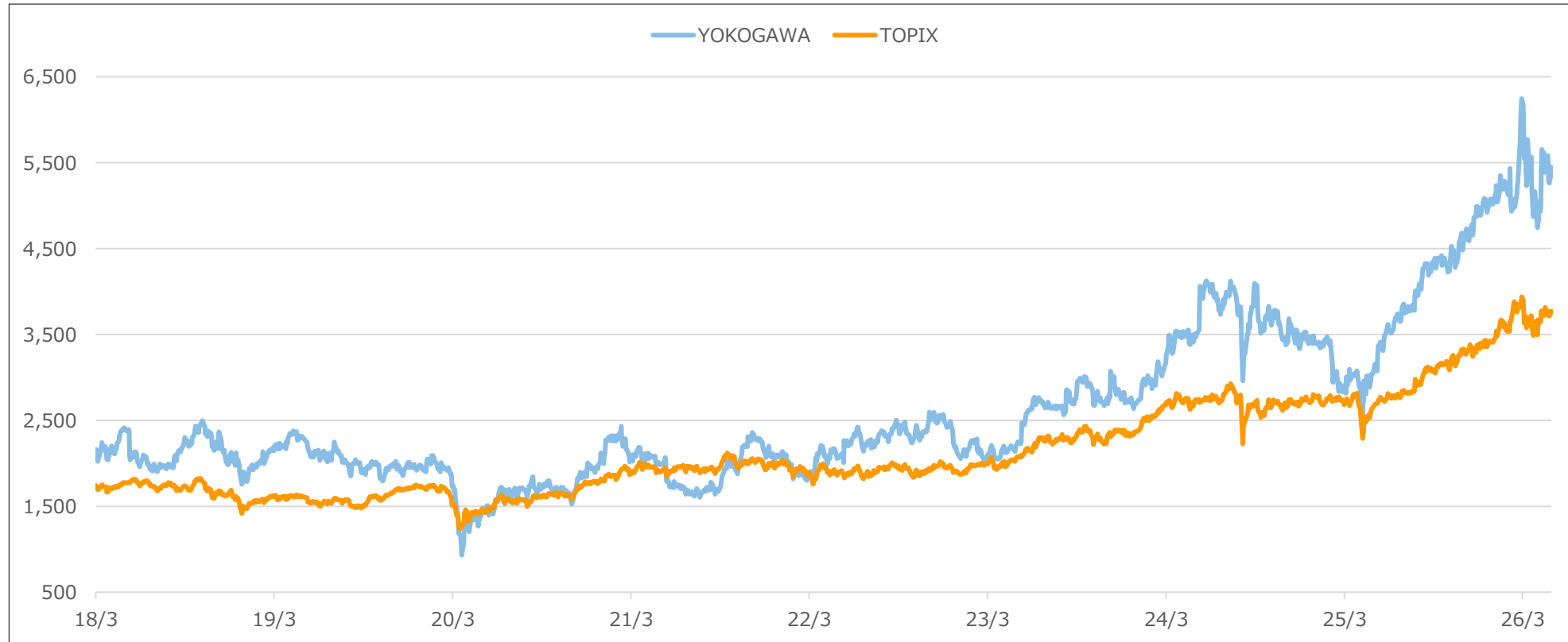


Exchange rate at end of each period \$/¥

Year	Exchange rate (\$/¥)
FY23	¥151.41
FY24	¥149.52
FY25	¥159.88

	FY23	FY24	FY25
Debt/equity ratio	5.6%	5.2%	4.7%
Shareholders' equity ratio	64.9%	65.1%	65.4%
Net assets per share (yen)	¥1,678	¥1,807	¥2,042

Appendix: Trend of Stock Price



(¥)

	18/3	19/3	20/3	21/3	22/3	23/3	24/3	24/6	24/9	24/12	25/3	25/6	25/9	25/12	26/3	26/4/28
YOKOGAWA	2,198	2,291	1,303	2,038	2,099	2,150	3,494	3,890	3,655	3,398	2,893	3,855	4,255	5,016	4,744	5,450
TOPIX	1,716	1,592	1,403	1,954	1,946	2,004	2,769	2,810	2,646	2,785	2,659	2,853	3,138	3,409	3,498	3,772

Financial Results for Fiscal Year 2025

**Initiatives Toward Achieving
GS2028**

Kunimasa Shigeno

Director, President & CEO, Representative Executive Officer

May 7, 2026

Business Environment

Despite lingering concerns over short-term delays and cost increases due to Middle East tensions, customer investment appetite remains supported by strong energy demand.

Region

Middle East: While the impact of heightened geopolitical tensions requires continued monitoring, demand for DX solutions remains resilient.

India: Competition remains intense; however, infrastructure investment continues to be robust.

North America: Although concerns persist over an economic slowdown due to inflation, increased investment is expected in LNG- and shale oil-related projects.

China: Economic stagnation continues, and the business environment remains unstable.

Europe & Southeast Asia: Demand for energy diversification is increasing, with growing expectations for investment in CCS/CCUS.

Japan: Investments focused on safety, security, and productivity enhancement remain steady.

Upstream/downstream: Gas demand remains solid; DX investment active despite potential short-term delays.

Renewable: Accelerating growth in Europe; renewed focus on nuclear alongside continued conventional power investment.

Water: Long-term demand supported by population growth; rising investment in desalination and water recycling.

Industry

Chemical: Continued investment growth in AI data centers amid expansion of the high-performance chemicals market; concerns over operating rates due to naphtha supply conditions.

Mining: Solid demand for copper and rare metals; EV demand softens amid rising logistics and energy costs.

Pharma, food & beverages: Biopharma expansion and increasing demand for data-integrity solutions; food demand continues to rise.

Risk

- Geopolitical instability, centered on the Middle East
- Inflation- and tariff-driven margin pressure
- Volatile foreign exchange movements

Overseas sales %

FY24	74.4%
FY25	73.3%



Impact of Middle East Situation on Yokogawa

2026

Impact within the Middle East

- The safety of our employees and their families has been fully confirmed.
- FY25 performance remains strong, and the overall impact of the conflict has been limited.
- Some ongoing projects experienced temporary delays, but have now begun to restart.
- At this stage, no material impact has been observed on the project pipeline for FY26 onward, although the situation remains under close watch.

Impact outside the Middle East

- Concerns remain regarding cost increases and delays in investment decisions due to supply chain uncertainty and procurement challenges.
- At the same time, alternative sourcing activities are accelerating, and increased LNG production is creating new investment opportunities.

2027

2028

2030

Outlook

- The fundamental strength of the Middle East market remains intact, and we expect investment to recover once the situation stabilizes.
- Demand for DX investments—including cybersecurity and AI solutions that enhance plant resilience—remains strong.
- Global investment opportunities driven by the restructuring and strengthening of energy supply chains
- Expansion and diversification of investments driven by energy security, including continued investment in renewable energy, nuclear power, and LNG
- Renewed investment appetite for fossil fuels supported by the stabilization of crude oil prices

GS2028 Targets

Business growth targets (5-year average)

		FY24	FY25	FY26 forecast	FY24~25	FY24~26
Order Growth	10% /year or more	10.4% <i>7.8</i>	3.2% <i>2.4</i>	4.4% <i>5.2</i>	6.8% <i>5.1</i>	6.0% <i>5.1</i>
Sales Growth	10% /year or more	4.1% <i>1.9</i>	7.5% <i>6.9</i>	1.7% <i>2.2</i>	5.8% <i>4.3</i>	4.4% <i>3.6</i>
ROS	15% or more	14.9% <i>13.3</i>	13.6% <i>12.4</i>	13.8% <i>12.8</i>	-	-

Order growth rate targets by segment (5-year average)

		FY24	FY25	FY26 FCST	FY24~25	FY24~26
Control	10% /year or more	10.1% <i>7.5</i>	1.2% <i>0.4</i>	5.6% <i>6.3</i>	5.6% <i>3.9</i>	5.6% <i>4.7</i>
Energy & Sustainability	10% /year or more	18.9% <i>16.2</i>	2.5% <i>1.4</i>	7.0% <i>7.9</i>	10.4% <i>8.5</i>	9.2% <i>8.3</i>
Materials	10% /year or more	0.1% <i>(2.5)</i>	(2.5%) <i>(2.7)</i>	3.5% <i>3.9</i>	(1.2%) <i>(2.6)</i>	0.3% <i>(0.5)</i>
Life	15% /year or more	2.4% <i>1.4</i>	8.1% <i>6.8</i>	5.2% <i>5.1</i>	5.2% <i>4.1</i>	5.2% <i>4.4</i>
Measuring Instruments	12% /year or more	16.9% <i>13.6</i>	38.5% <i>37.0</i>	(7.1%) <i>(6.1)</i>	27.3% <i>24.8</i>	14.6% <i>13.5</i>

FX rate (US\$1/¥) = GS2028 FY24 actual FY25 actual FY26 FCST
 130 152.55 151.17 150

Financial targets

		FY24	FY25
ROE	10% or more	11.5%	11.8%
Financial ROIC*	10% or more	12.9%	11.7%
EPS	¥300 or more (FY28)	¥200.41	¥227.72
Operating cash flow	¥300B or more (5 years cumulative)	99.0 (Single year)	86.0 (Single year)

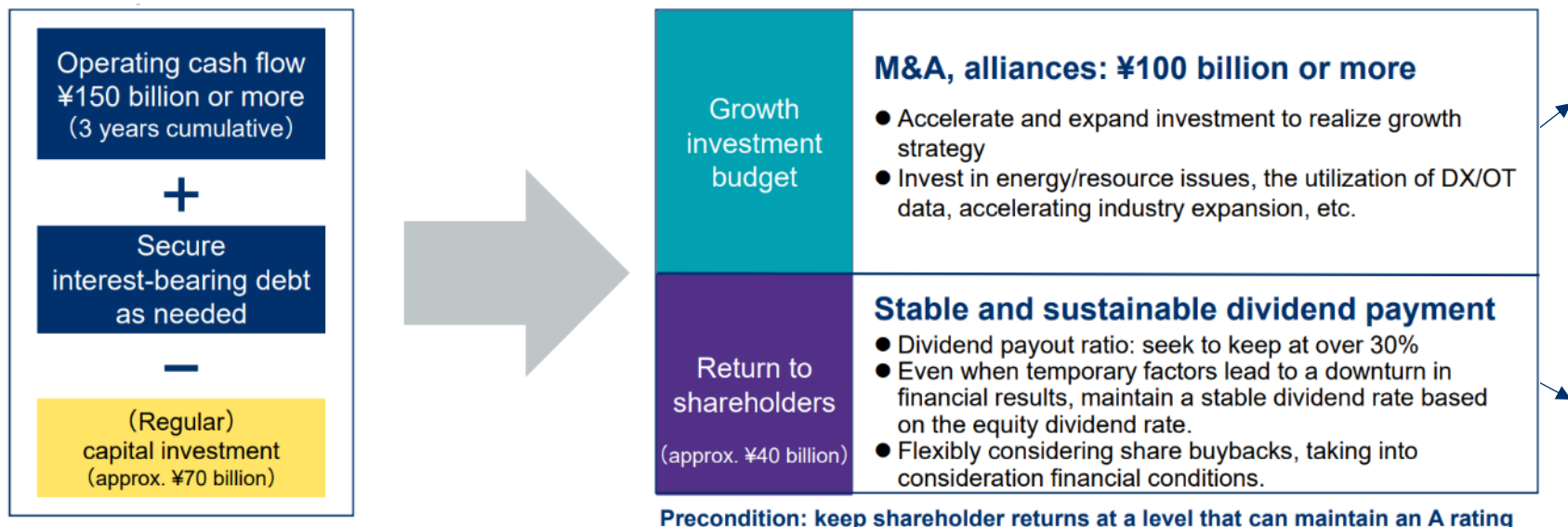
* The figures in italics/blue are calculated using the GS2028 assumed exchange rate.

* Financial ROIC: {Operating income x (1 - 25% corporate tax rate)}
 ÷ Invested capital (average at beginning and end of period)

Capital Policy and Financial Strategy

- Growth investment: approx. ¥17.8 billion (cumulative FY24–25)
- Shareholder returns: FY25 annual dividend increased by ¥20 to ¥78, and share repurchases totaling ¥17.1 billion completed
FY26: Share repurchases planned, up to ¥30.0 billion
- Policy remains unchanged **to prioritize investments aimed at enhancing and maximizing medium- to long-term corporate value**, while improving shareholder returns through proactive dividends and other measures, and accelerating investments to execute growth strategies.

<First 3 years FY24~FY26>



Precondition: keep shareholder returns at a level that can maintain an A rating

【FY24-25 Growth investment】¥17.8 billion

<Key Transactions>

- Acquisition of BaxEnergy (June 2024, including post-acquisition capital injection)
- Acquisition of Web Synergies (May 2025)
- Acquisition of Intellisync (October 2025; integrated into BaxEnergy)
- Acquisition of WiSNAM (October 2025; integrated into BaxEnergy)

【Dividend forecast】

- FY25 annual dividend: ¥78 (up ¥20 vs the prev. year)
- FY26 annual dividend: ¥92 (up ¥14 vs the prev. year)

【Share buyback】

March 5 to December 31, 2025: ¥17.1 billion
May 8 to September 30, 2026 (planned): **Up to ¥30.0 billion**

Strengthening Initiatives for GS2028

Provide value as a trusted partner in the system of systems (SoS) domain

Strengthening front-line functions

1

Enhancing a lifecycle-oriented perspective

3

“Technology-driven Yokogawa”

Create value by utilizing and developing intangible capital

Strengthen industry responsiveness and expand cross-industry business

- Creation of customer-centric business opportunities
- Strengthening Centers of Excellence
- Expansion of local manufacturing

- Strategic expansion of the installed base
- Enhancement of customer reputation
- Value-added proposals for OPEX

- Establishment of the CTO function and development of a future portfolio (product, technology, and human capital portfolios)
- Strengthening of product competitiveness
- Acquisition of missing pieces

Strengthen the management and business foundations

2

4

Case Study ①: Growth in Adoption of Autonomous Control AI Solution



Provide value as a trusted partner in the system of systems (SoS) domain

Expanding applications of autonomous control AI solution utilizing FKDPP* at fully functioning plants

Saudi Aramco
(Saudi Arabia)



Saudi Aramco's Fadhili Gas Plant
(Photo courtesy of Saudi Aramco)

Several major oil companies
(Middle Eastern countries)



For illustrative purposes only

Braskem
(Brazil)



Braskem VCM plant
(Photo courtesy of Braskem)

Global Center of Excellence
for AI, Robotics, and Cybersecurity
(Saudi Arabia)



*Factorial Kernel Dynamic Policy Programming: a reinforcement learning AI algorithm jointly developed by Yokogawa Electric Corporation and the Nara Institute of Science and Technology

Case Study ②: Strengthening Industry Coverage

2

Strengthen industry responsiveness and expand cross-industry business

Contributing to energy security through renewable energy, nuclear power, and other energy sources



■ Cosmo Eco Power Shimamaki-Kuromatsunai Wind Farm

- An integrated solution has been adopted at Cosmo Eco Power's wind power generation facilities. This was developed by one of the two companies that were acquired in FY25 and integrated into BaxEnergy, which itself was acquired by Yokogawa in FY24.
- End-to-end support from installation to operation, including Tesla battery systems

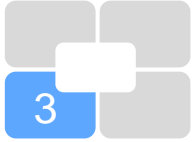
Shimamaki-Kuromatsunai Wind Farm proposed site
(Photo courtesy of Cosmo Eco Power Co., Ltd.)

■ Strategic collaboration agreement with Rolls-Royce SMR

- Provision of data processing and control systems (DPCS) for small modular reactor (SMR) program
- Participation across the full lifecycle, including control system design, engineering, validation and certification, hardware, system integration and testing, installation, and commissioning



Case Study ③: Establishment of Chief Technology Officer (CTO) Position



Create value by utilizing and developing intangible capital

Leading technology management and shaping the next growth strategy as “Technology-driven Yokogawa”

Current management

Technology management operated by business units under overall CTO oversight

Foundation completed

- CTO-led streamlining and consolidation of underperforming products
- Visualization of technology assets and establishment of technology management framework

A design that creates future growth

Advancing existing businesses and driving discontinuous growth by anticipating market changes

Group-wide mid- to long-term technology strategy

Product portfolio

Technology portfolio

Human capital portfolio

Technology platform

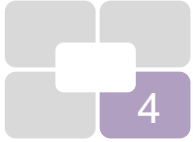
Demonstrating how Yokogawa’s technologies shape the future of industry and co-creating **customers’ roadmaps**

Management and investment decision-making tool

Enabling management and investment decisions for the next growth curve, and concentrating resources on **winning technologies**

External communication as a technology vision

Case Study ④: Strengthening Business Foundations



Strengthen the management and business foundations

Strongly promoting organizational and functional transformation to build operations that accelerate growth

A unique opportunity to fundamentally review operations and organizational structure

- An increasingly uncertain and complex global environment
- Retirement of experienced personnel and challenges in transferring expertise
- Declining labor force and a shortage of younger successors
- Rapid pace of change in society and technological innovation, exemplified by generative AI

Implement reforms with strong governance, focusing on areas where tangible results can be achieved

- **Streamlining operations, eliminating duplication, and expanding shared services**
- **Driving efficiency through AI adoption and advanced knowledge management**
- **Optimizing the global supply chain to reduce procurement and logistics costs**
- **Reinforcing governance over indirect expenditures**
- **Optimizing the optimal mix of centralized and localized production**

Realizing a “New Reality”

- Breaking away from incremental thinking and fostering an organization that can rethink from a zero base
- A mindset of continuously maximizing the use of the latest technologies
- Autonomous operations enabled by the coexistence of people and AI, with the right resources deployed in the right roles
- Taking on increasingly complex societal challenges

Priority Target Areas for FY26



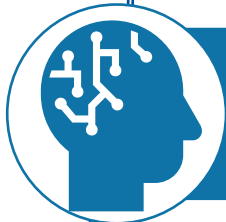
CAPEX x India

- Intense competition, yet robust infrastructure investment
- Leveraging “winning capabilities in India” across emerging markets



Measuring Instruments Business x Global

- Strong growth in FY25, demonstrating proven product competitiveness
- Accelerating global expansion



AI x OT

- Strong market response to FKDPP
- Strength in total solutions encompassing safety and security



OPEX x Europe & Southeast Asia

- Strong installed base relationships
- Value-added solutions and services

Yokogawa's Purpose

**Utilizing our ability to measure and connect,
we fulfill our responsibilities for the future of
our planet.**

Measuring represents Yokogawa's origin as a company. We measure things, grasp and analyze their state, and add value through the information that is derived. *Connecting* refers to how Yokogawa not only combines valuable information, but also builds trusted relationships with customers in various industries and brings together businesses and industries, giving resonance to the value that we create.

Our ability to measure and connect is a core competence that Yokogawa must never lose. We wish to use this strength to find solutions to various social issues and create a future where humanity and planet Earth can co-exist in symbiotic harmony. This aspiration is expressed in our commitment to *fulfill our responsibilities for the future of our planet.*

Reference:

- FY25 Topics
- Yokogawa's Main ESG Indexes etc.

Reference: FY25 Topics (Alliances • Acquisitions / Projects / R&D)

Alliances • Acquisitions

Based on press release date
For more information, see <https://www.yokogawa.com/news/>

- Apr.** Yokogawa to Acquire Web Synergies, a Provider of IT and Integrated IT/OT Solutions
- Jun.** Jinggong Group and Yokogawa Sign Multi-Faceted Strategic Partnership on Mutual Business Development
- Oct.** Yokogawa and Sinopec Engineering Group Sign Memorandum of Cooperation on Global EPC Projects
Yokogawa Acquires Intellisync and WiSNAM, Strengthening Cybersecurity and Grid Management Solutions
- Creating a digital hub for renewable energy and decarbonization-
- Feb.** Rolls-Royce SMR and Yokogawa Join Forces to Deliver Data Processing and Control Systems for Small Modular Reactors
Yokogawa and ANYbotics to Integrate OpreX Robot Management Core Software with ANYmal Robotic Inspection Solutions

Projects

- Sep.** Yokogawa Signs Agreements with Toyota for the R&D of the Control Platform for a Manned Pressurized Rover
- Addressing the challenges of continuous lunar exploration -
- Oct.** Yokogawa to Deliver Integrated Control Systems for Urban Infrastructure in Green Riyadh Project
- Contributing to a national urban afforestation initiative that aims to transform the Saudi capital into one of the world's most livable cities -
- Mar.** Yokogawa to Provide Power Plant Controller and Batteries for Cosmo Eco Power's Wind Power Plant in Northern Japan-
Contributing to grid stability and the long-term supply of power to thousands of homes and businesses -

R&D

- Sep.** Yokogawa and Kyoto Brewer Craft Bank Successfully Test Optimization of Fermentation Process with AI-Guided Temperature Setting Schedule

Reference: FY25 Topics (Products·Solutions)

Products·Solutions

Based on press release date
For more information, see <https://www.yokogawa.com/news/>

- May** Yokogawa Test & Measurement Releases SL2000 High-Speed Data Acquisition Unit
- Jun.** Yokogawa Announces Release of Next-Generation of the CENTUM VP Integrated Production Control System
- Celebrating the 50th Anniversary of the announcement of the world's first distributed control system, CENTUM continues to shine in the areas of safety, security, and sustainable autonomous operations -
Yokogawa Collaborates with Shell on Robotics and AI Technology for Plant Maintenance
- Streamlining operations and reducing risk in asset integrity management -
- Aug.** Yokogawa AI-powered Solution Drastically Cuts Planning Time for Loading Operations
- Expert-level decision making considers constraints on loading operations and the burden on delivery personnel -
Aramco and Yokogawa Achieve a Major Milestone with Commissioning of Multiple Autonomous Control AI Agents at Major Gas Facility
- Groundbreaking deployment successfully optimizes gas treatment unit, reducing energy and chemical use -
- Jan.** Omega Simulation Launches Dynamic Digital Twin Platform OmegaLand V4
- Enhancing Collaboration with Control Systems to Support Autonomous Plant Operations -
- Feb.** Yokogawa and CMC Solutions Sign Global Sales and Service Agreement for Predictive Emission Monitoring Systems for Industry
Yokogawa Releases OpreX Pressure Transmitter EJX S Series
- Building on 30+ years of proven performance with performance and functionality enhancements to ensure stable plant operations and improve maintenance efficiency -



OpreX Pressure Transmitter EJX S Series

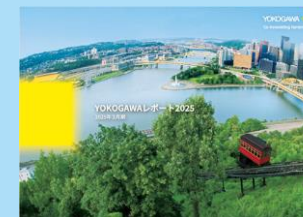
Reference: FY25 Topics (Others)

Based on press release date

For more information, see <https://www.yokogawa.com/news/>

Others

- Apr.** Yokogawa Formulates AI Policy and Group AI Governance Code
- Jun.** Yokogawa Celebrates the 50th Anniversary of the CENTUM Distributed Control Systems: A Pioneering Achievement
Published Investor's Guide 2025
- Sep.** Yokogawa Establishes Trusted Green Sustainability Guiding Principles Covering the Product Lifecycle
- Oct.** Published 2025 Yokogawa Report and 2025 Yokogawa Sustainability Report
- Jan.** Yokogawa Joins Open Invention Network 2.0 as a Community Member
- Mar.** Yokogawa Signs Memorandum of Understanding with Congo Children Trust and Kumi Foundation to Support Education and Protection for Vulnerable Children in Mining Regions of the Democratic Republic of the Congo



Yokogawa Report



Sustainability Report

Reference: Yokogawa's Main ESG Indexes, etc.

As of April 2026

- Dow Jones Best-in-Class Asia Pacific Index
- FTSE4Good Index Series
- FTSE JPX Blossom Japan Index
- FTSE JPX Blossom Japan Sector Relative Index
- MSCI ESG Ratings AAA
- MSCI Selection Indexes
- MSCI Japan ESG Select Leaders Index
- MSCI Japan Empowering Women Index
- ISS ESG - ESG Corporate Rating Prime status
- Sustainalytics Top-Rated ESG Regional Performer
- CDP Climate Change/Water Security A List
- CDP Supplier Engagement Leader
- SNAM Sustainability Index
- S&P/JPX Carbon Efficient Index
- EcoVadis Gold Rating for Sustainability
- Morningstar Japan ex-REIT Gender Diversity Tilt Index



2025 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)



FTSE4Good



**FTSE JPX Blossom
Japan Index**



**FTSE JPX Blossom
Japan Sector
Relative Index**



Please visit our website for more details about ESG indexes and evaluations from outside the company.
<https://www.yokogawa.com/about/ir/>

The information pertaining to our business plans and forecasts that has been provided in this presentation and at analyst meetings contains forward-looking statements that are based on our management's current knowledge and require the making of assumptions about future events.

As such, it cannot be guaranteed that these statements will not differ materially from actual results.

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The information has not been restated to reflect the revision of the initially allocated acquired costs that was decided upon finalization of the tentative accounting treatment and application of the "Partial Amendments to Accounting Standard for Tax Effect Accounting."

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