

SMT Systems



Semiconductor
Manufacturing Systems

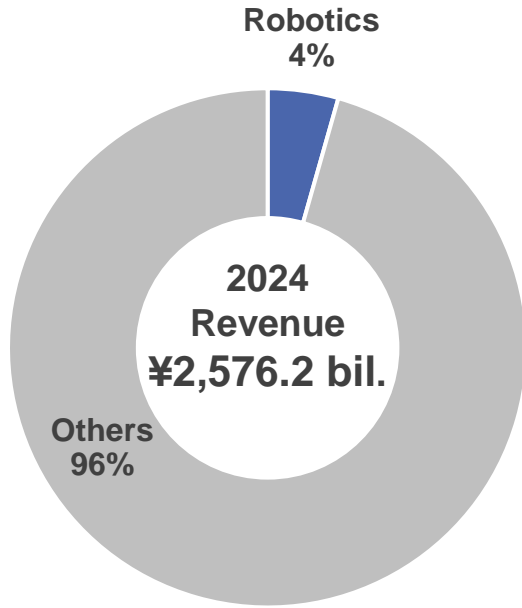


Industrial Robots

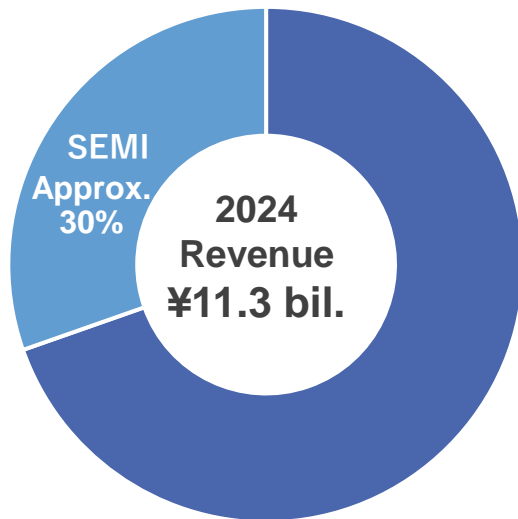


Robotics Business Overview

Consolidated Revenue



Robotics Business



Main Products

SMT Systems



Surface Mounters
Solder-Paste Printers
Dispensers
Inspection Systems
Management Software

FA Industrial Robots



Linear Conveyor Modules
SCARA robots
Cartesian / Single axis robots

Unmanned Systems (UMS)



Industrial unmanned aircraft

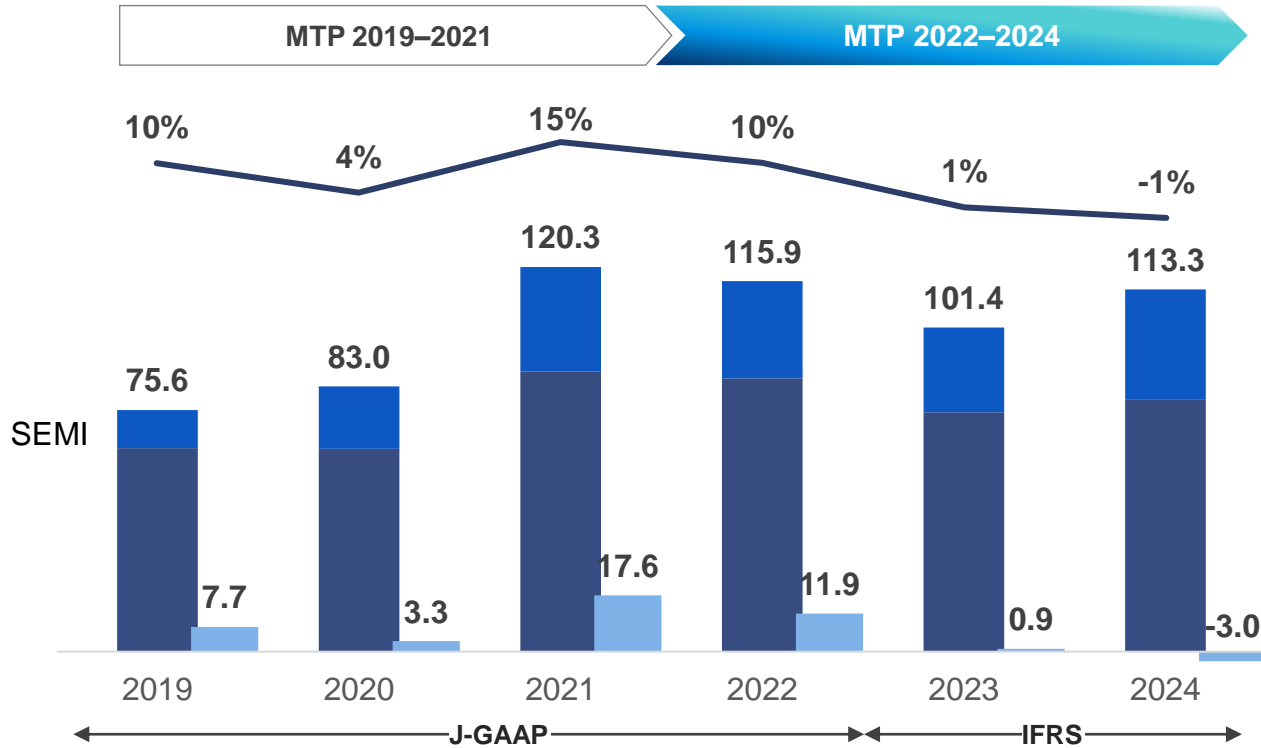
SEMI Semiconductor Manufacturing Systems



Bonding equipment
Molding equipment
Other automation equipment

Review of the Previous Medium-Term Management Plan

Robotics Business Performance and KPIs



■ Revenue ■ Operating Income – Operating Income Rate

MTP (2022–2024) KPI

2024 result

Net Sales CAGR 2021–2024 **16%**

-2%

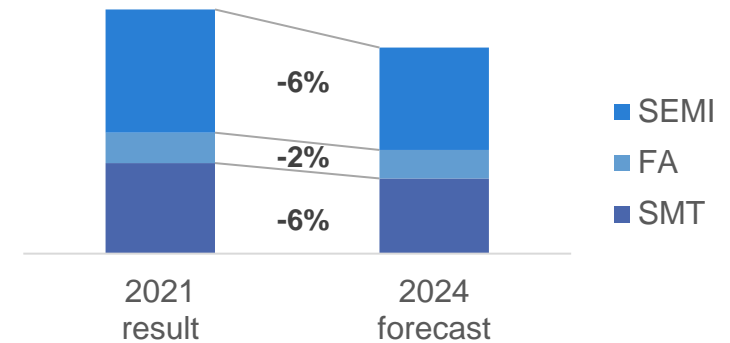
YRH profit contribution (2021 10%) **25%**

Achieved

Summary

- Although long-term growth was expected, a slump in capital investment brought demand to a halt. It bottomed out in 2023 and is now gradually recovering.
- Profitability declined due to losses from stagnant parts inventory, soaring costs, continued investment of resources in a difficult market environment, and other factors.

Total demand 2021→2024 CAGR (Yamaha Motor estimates)



Achievements

- Expanded factory production capacity
- Brought platform models to market
- Established new company in Singapore
- Captured generative AI-related demand

Challenges

- Improving profitability
- Expanding sales by securing major clients
- Eliminating bias in area mix
- Developing advanced technologies in the SEMI segment

Medium-Term Strategy Framework

■ Opportunities and Risks

Opportunities

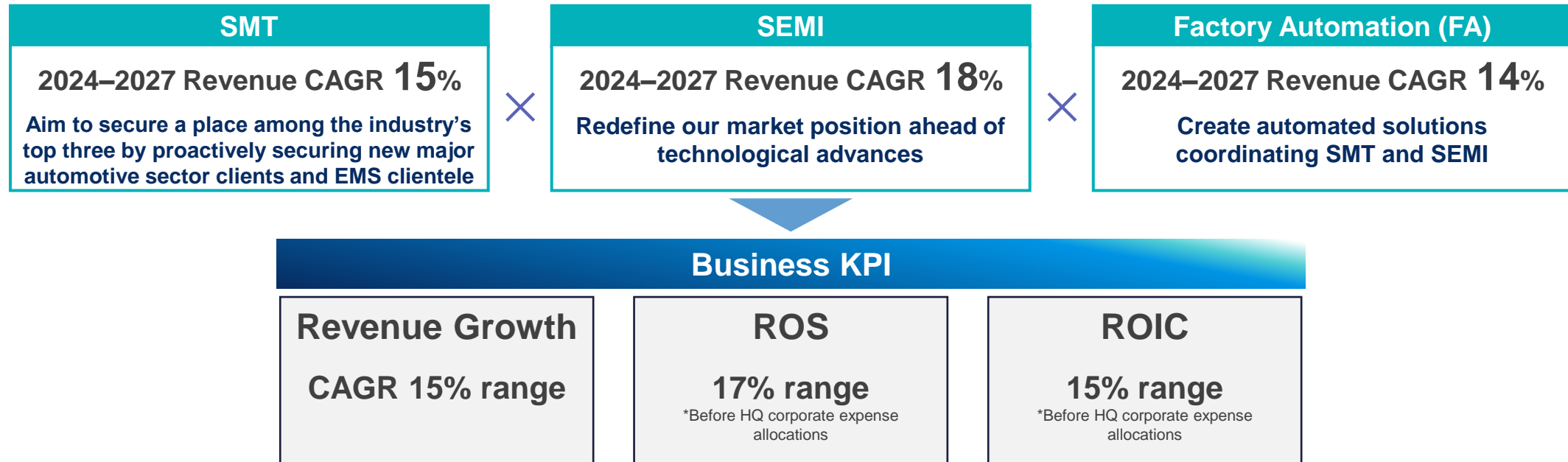
- Market expected to grow due to technological innovation and increased demand
- Demand for semiconductor components recovering due to expansion of generative AI applications
- Growing semiconductor-related markets and regional changes
- Expansion of market share through acquisition of new customers and development of cutting-edge technology

Risks

- Economic security and geopolitical risks
- Intensifying price war in the SMT/SEMI/FA fields
- Competition to develop new technologies in the SEMI field

■ Strategy Framework

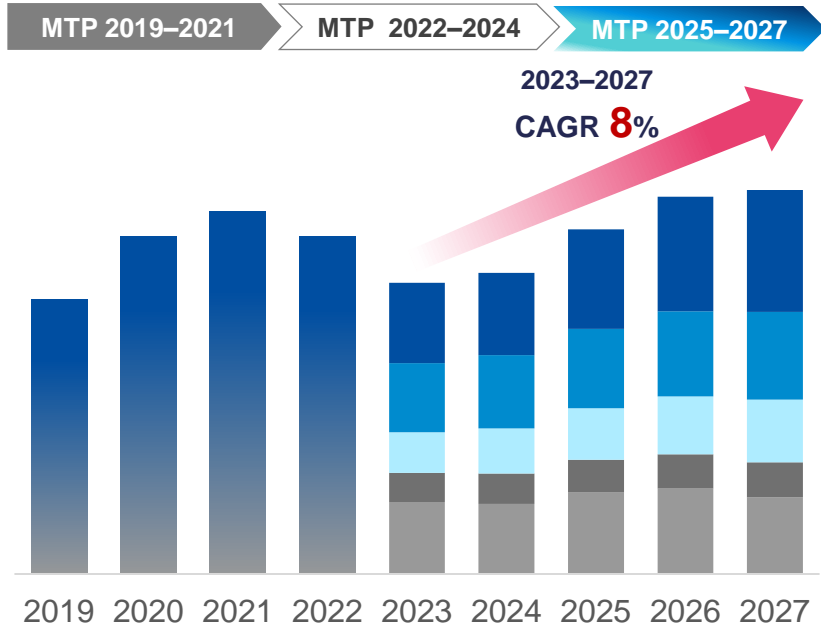
Combine a diverse range of products and support the automation of our global clients' production processes to achieve **both growth and profitability**



Business Strategy for SMT Segment

■ Total demand forecast

Market expected to be worth approx. ¥500 billion in 2027



- Automotive
- Electric devices
- Communication infrastructure
- Home applications
- Others

*Yamaha Motor estimates based on data/materials from Fuji Keizai

■ Business Strategy

- **Acquire new major automotive sector clients and EMS clientele**
 - ▶ **Sales composition ratio +10% or more (2024→2027)**
 - Strengthen coordination between cross-selling and area sales
 - Capture investment earnings for automotive components and server-related products by expanding range of parts covered
- **Improve profitability**
 - Cost reforms centered on mainstay models
 - Shorten procurement and assembly lead times by revamping, automating, and streamlining business systems
- **Stronger proposals and support for clients with global operations**
 - Strengthen sales and service systems in the U.S., Southeast Asia, and Indian markets

■ Target Areas

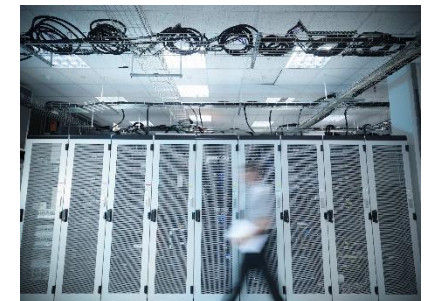
● Automotive



● Communication devices

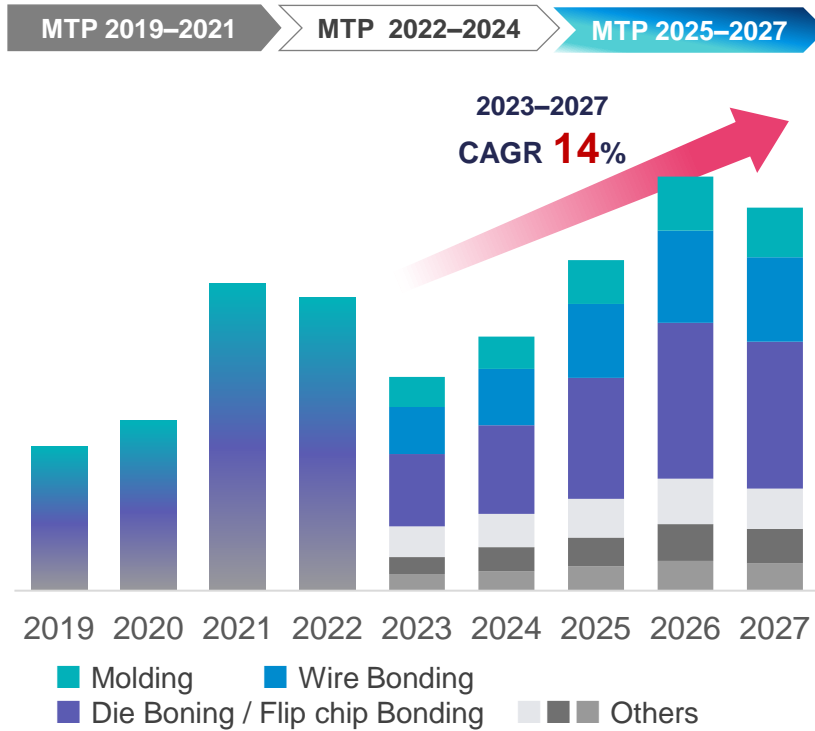


● Network infrastructure



Business Strategy for SEMI Segment

■ Total demand forecast



*Yamaha Motor estimates based on data/materials from TechInsights

■ Business Strategy

- Take in earnings in our core areas and grow sales in the cutting-edge semiconductor field
 - ▶ **¥20 billion increase sales in 2027**
 - Introduce new platform models in core areas
 - Introduce new processing technologies in the cutting-edge semiconductor field
 - Increase production capacity
 - Change to an organizational structure that promotes structural reforms

■ Target Areas

● Cutting-edge semiconductors (AI)



● Power semiconductors

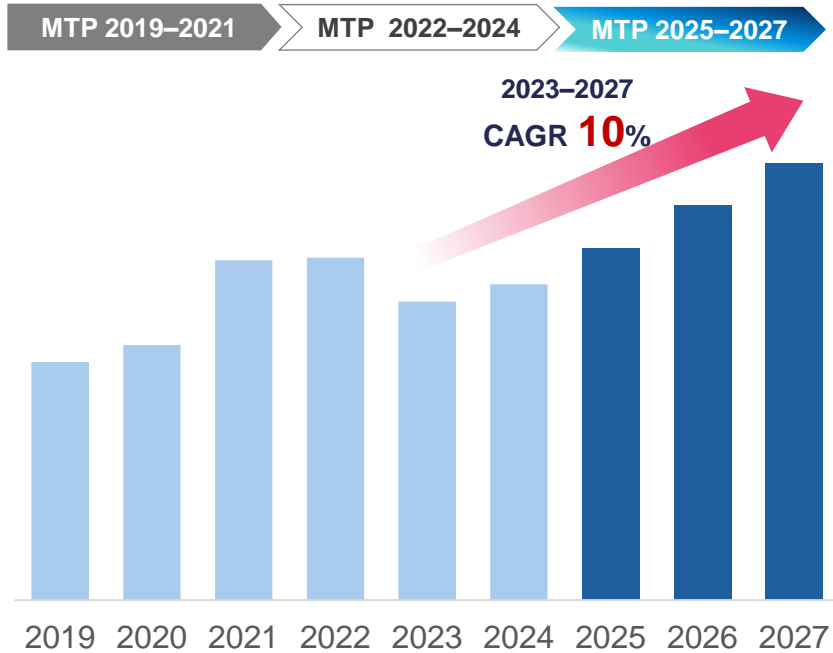


● Mainstream semiconductors



Business Strategy for FA Segment

■ Total demand forecast

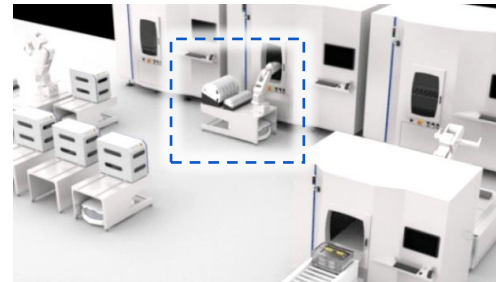


*Yamaha Motor estimates based on data/
materials from Fuji Keizai and QY Research

■ Business Strategy

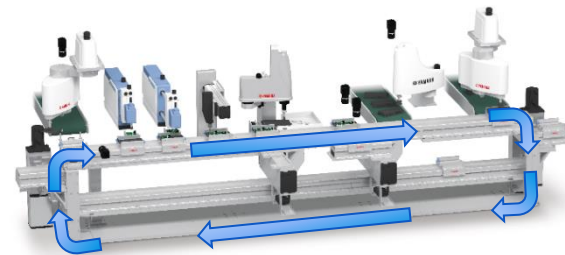
- **Rebuild the business model and get back on track for growth**
 - Establish a solutions business in collaboration with the SMT and SEMI segments
 - Offer seamless, integrated environments centered around our linear conveyors and efficient systems
 - Strengthen account sales operations

Integration example with SMT lines



Retrieval from storage

Conveyor system application example



Circulating unit proposal

Integration example with collaborative robots



Collaborative robot paired with an AGV

■ Policy: Clarify focus areas and concentrate resources

