FY2027 2Q

Investors Presentation

Standard Market of the Tokyo Stock Exchange

Security Code 6482

November 13, 2026

Yushin Company

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Summary

FY2027 1st half results

- Net sales: increased due to increased sales of robots primarily for the electronics field in Asia and that of custom-ordered equipment including for the medical field.
- Operating profit: increased due to increased sales and improved gross profit margin.

FY2027 forecasts (revised)

- Net sales: expected to increase, because in addition to shipments and inspections of products for the medical field are proceeding, demand for custom-ordered equipment is continuous due to labor shortages. Sales of robots are expected to increase especially in the electronics field.
- Operating profit: expected to increase due to the increase of sales.

Return to Shareholders / Topics

- The interim dividend for FY2027 is set at 10 yen, with an annual dividend forecast of 20 yen (same as FY2026).
- To improve capital efficiency and return on shareholders, we decided to repurchase our own shares with a maximum limit of 1 billion yen.
- IPF Japan 2026 (International Plastic Fair) at Makuhari Messe (December 1-5, 2026)

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FY2027 1st Half Results and Full Year Forecasts

	FY2026		FY2027			
	1st Half	Full Year	1st Half		Full Year (Forecasts)	
	Amount	Amount	Amount	Y/Y	Amount	Y/Y
Net Sales	Mil. Yen 10,629	Mil. Yen 23,101	Mil. Yen 11,681	% 9.9	Mil. Yen 26,000	% 12.5
Gross Profit <%>	4,148 39.0%	9,051 39.2%	4,958 42.5%	19.5	10,700 41.2%	18.2
Operating Profit <%>	147 1.4%	826 3.6%	961 8.2%	552.7	2,200 8.5%	166.1
Ordinary Profit <%>	163 1.5%	908 3.9%	999 8.6%	512.3	2,200 8.5%	142.2
Profit attributable to owners of parent <%>	115 1.1%	286 1.2%	722 6.2%	525.9	1,500 5.8%	423.1

<Exchange Rates> USD	146.04 yen	150.77 yen	159.37 yen	155.00 yen

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Factors: FY2027 1st Half Results / Assumptions: FY2027 Full Year Forecasts

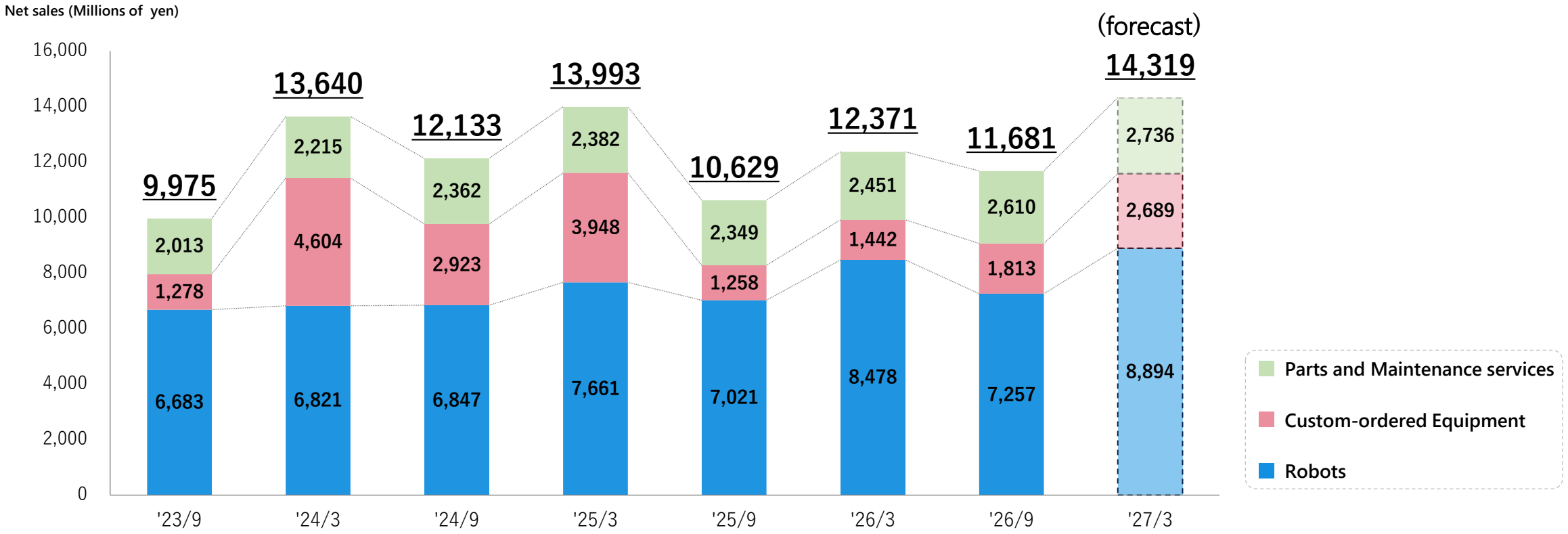
YUSHIN

	FY2027 1st Half (results)	FY2027 Full Year (forecasts)
Net Sales	**9.9% increased Y/Y to 11,681 million yen** Robots sales increased by 3.4% Y/Y + Sales are steady in Asia, especially in China − The prolonged economic downturn in Europe Custom-ordered equipment sales increased by 44.0% Y/Y + Demand for automation due to labor shortages + Sales of products for the medical field are increased compared to the previous fiscal year	**12.5% increased Y/Y to 26,000 million yen** Robots sales increased by 8.1% Y/Y + Demand in the electronics field is steady. − Capital investment trends remain uncertain, particularly in Europe Custom-ordered equipment sales increased by 42.4% Y/Y + Shipments and inspections of products for the medical field are proceeding + Demand for automation due to labor shortages is steady in Japan, North America, and Europe
Operating Profit	**552.7% increased Y/Y to 961 million yen** + Increased Net sales − Energy and Material costs escalated − Labor cost increased due to proactive investment in human resources	**166.1% increased Y/Y to 2,200 million yen** + Increased Net sales − Energy and Material costs escalated − Labor cost increased due to proactive investment in human resources

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Sales Breakdown (by Half-Year)

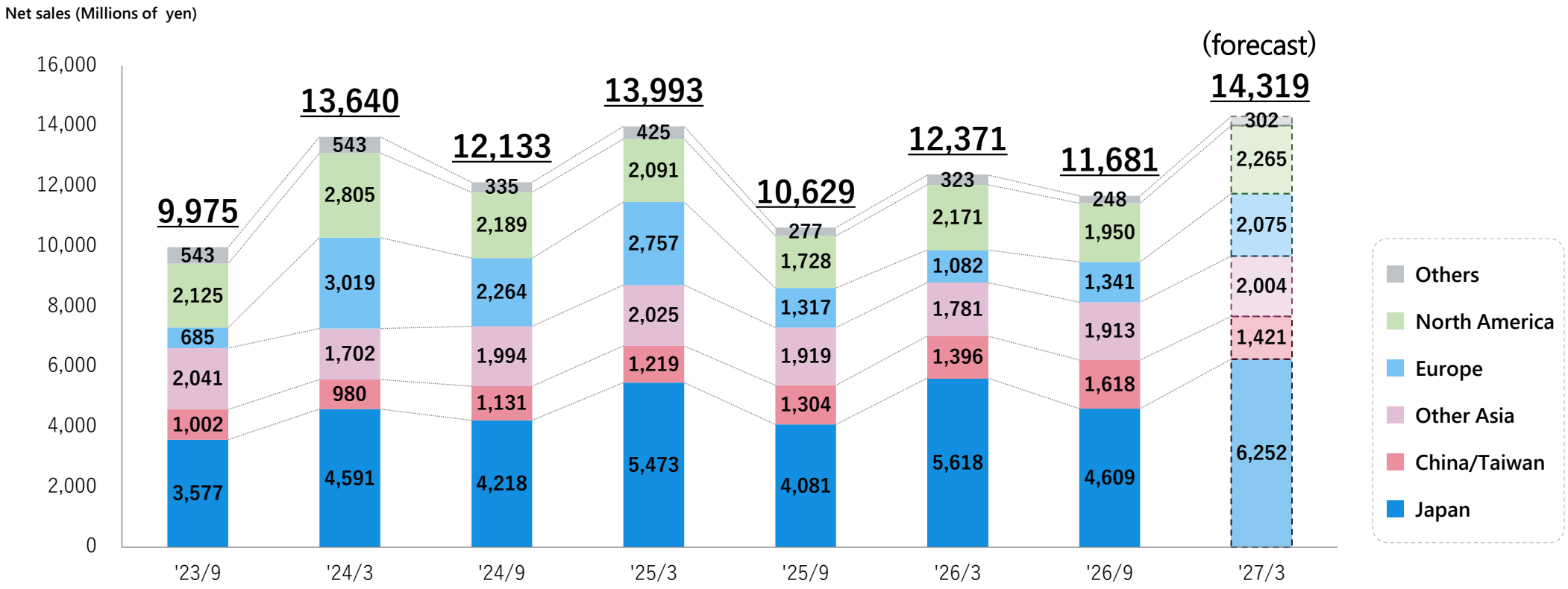
- For the first half of FY2027, sales of custom-ordered equipment including that for medical field was steady.
- For the second half of FY 2027, shipments and inspections of custom-ordered equipment for the medical field are proceeding and sales of robots is expected to increase.



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Sales by Region (by Half-Year)

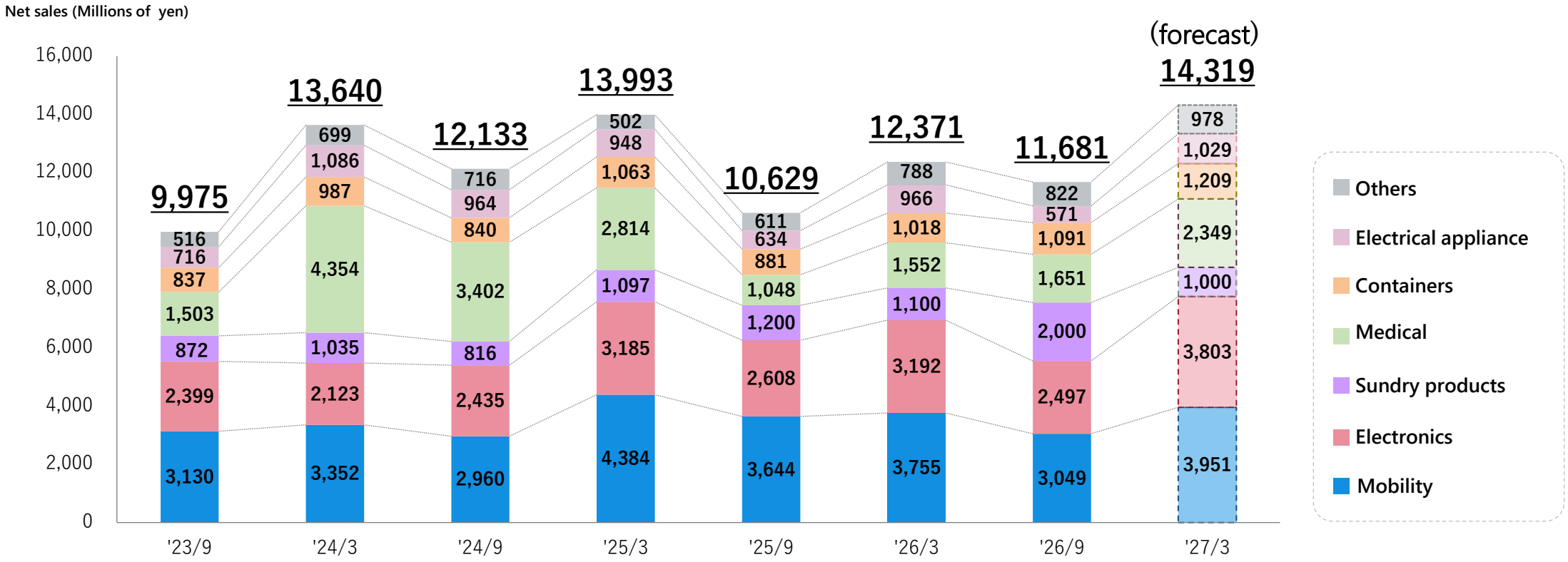
- For the first half of FY2027, sales of robots in Asia, particularly China, remained relatively robust. Demand for custom-ordered equipment in Europe and North America was also steady.
- For the second half of FY 2027, we expect that sales of custom-ordered equipment in Japan, North America, and Europe is steady and that of robots in Japan and Asia increases.



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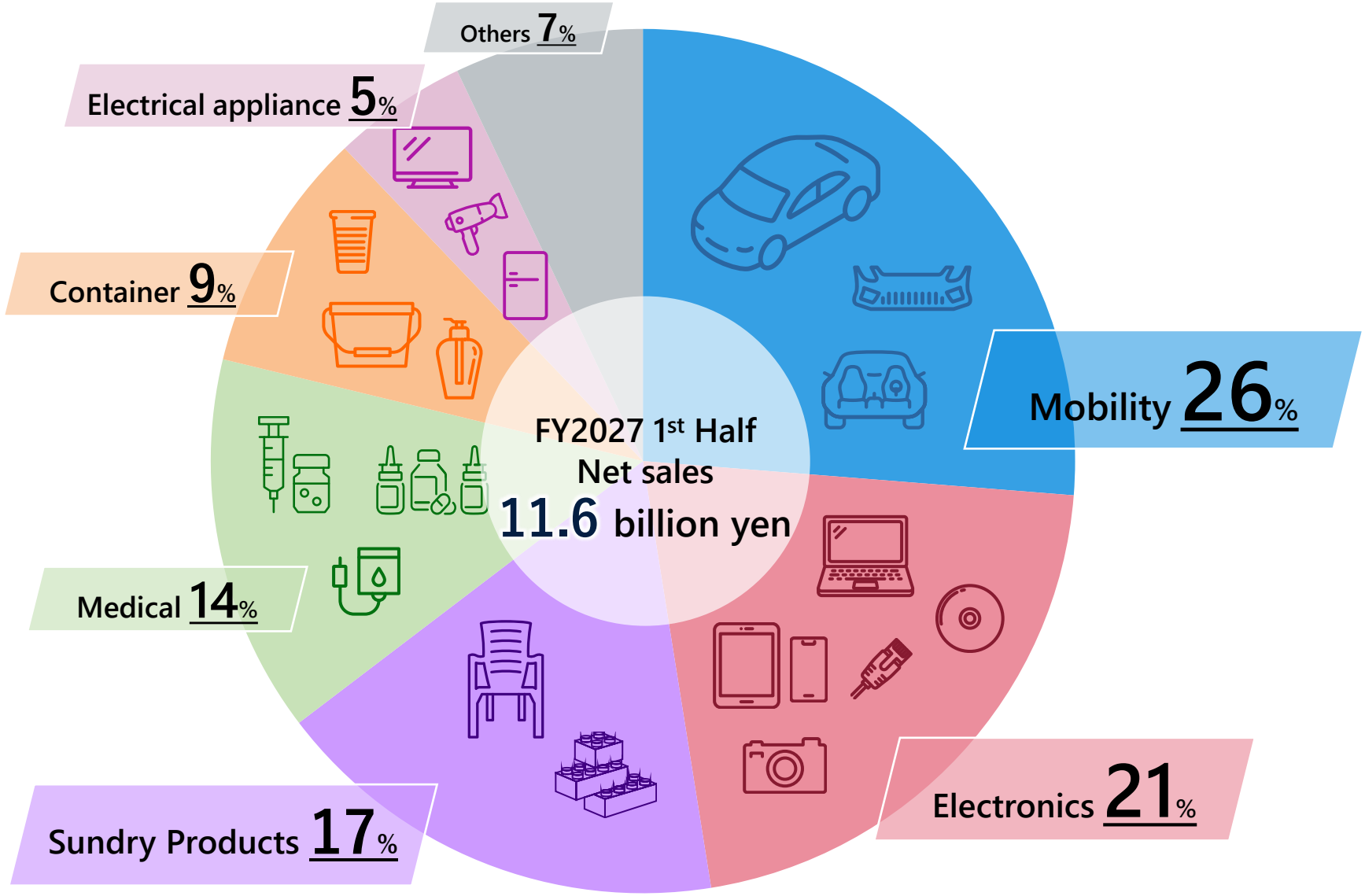
Sales by Product Category (by Half-Year)

- For the first half of FY 2027, in addition to sales of products for the medical field was recovered, demand in sundry products field increased.
- For the second half of FY 2027, sales of products not only for the medical field and electronics field, but also other fields is expected to be steady.



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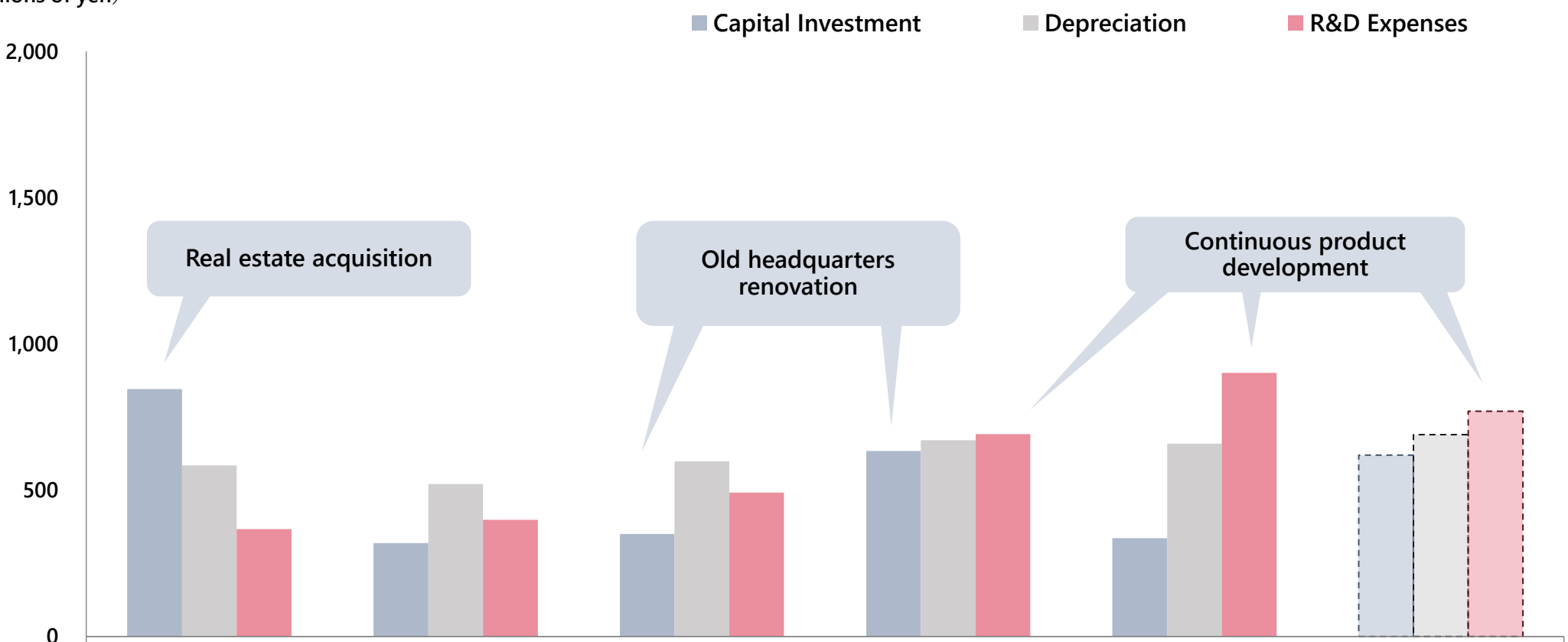
Sales by Product Category



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Capital Investment, Depreciation and R&D

（Millions of yen）



	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027(forecast)
Capital Investment	846	319	350	634	336	620
Depreciation	585	521	599	671	659	690
R&D Expenses	367	399	492	692	901	770

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Business Philosophy, Business Strategy, and Management Targets

Business Philosophy

Act fairly and judiciously with all our "strength, wisdom and courage" to remain always a trusted partner for our stakeholders.
Look outward far and wide, constantly seek technological innovation and give back to society for all it has given us.
Work cooperatively with our group members so that we grow as a company, contribute to a better world, and seek well-being in our lives.

Vision

A company that provides products and services that delight customers and earn their trust.

A company that contributes to society through its business activities.

A company that provides rewarding and safe work.

Basic Policy

Solving social issues and environmental changes surrounding customers	Creating economic value for stakeholders	Strengthening the management base
We have set "Promotion of occupational safety," "Productivity improvement of the customers' factory," and "Tackling climate change" as materiality issues for sustainability management, and we will continue our efforts to solve social issues and environmental changes.	We will work to increase the economic value of our stakeholders by creating profits for client companies through the provision of automation equipment, coexistence and co-prosperity through two-way communication with suppliers, and increasing shareholder value.	We have set "Strengthening human capital" and "Strengthening corporate governance" as materiality issues for sustainability management, and will strongly promote the establishment of a foundation for medium- to long-term growth.

Business Strategy

① Investing in the talent who will shape the future

② Strengthening Global Sales Capabilities

③ Increase Product Attractiveness

④ Develop New Business

Management Targets

Medium-term management targets

Consolidated Net sales 30 billion yen

* We will reassess the timeline in light of the current business environment.

(FY2026: 23.1 billion yen)

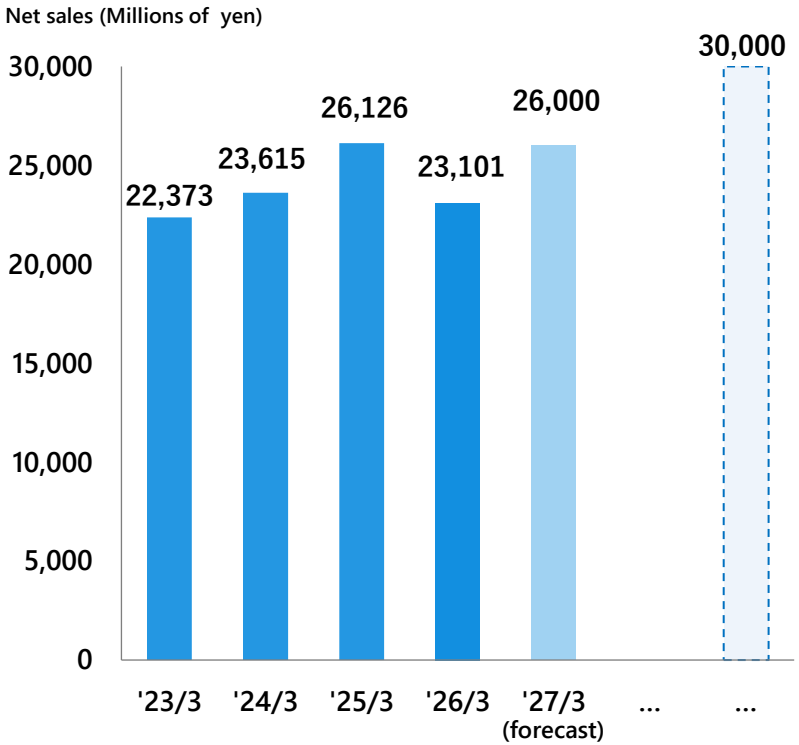
Long-term management indicators

- Operating profit margin: 15% or more
  (FY2026: 3.6%)
- ROE: 8 % or more
  (FY2026: 0.8%)

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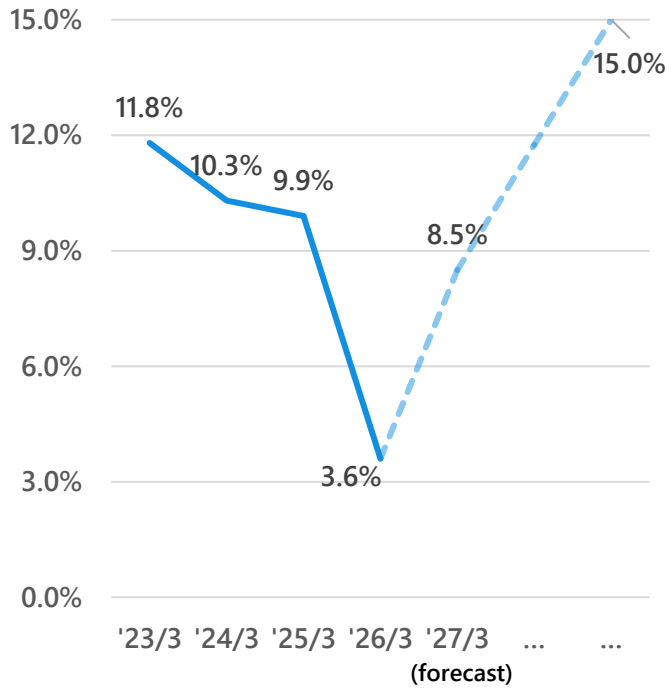
Progress of Management Targets

Net sales



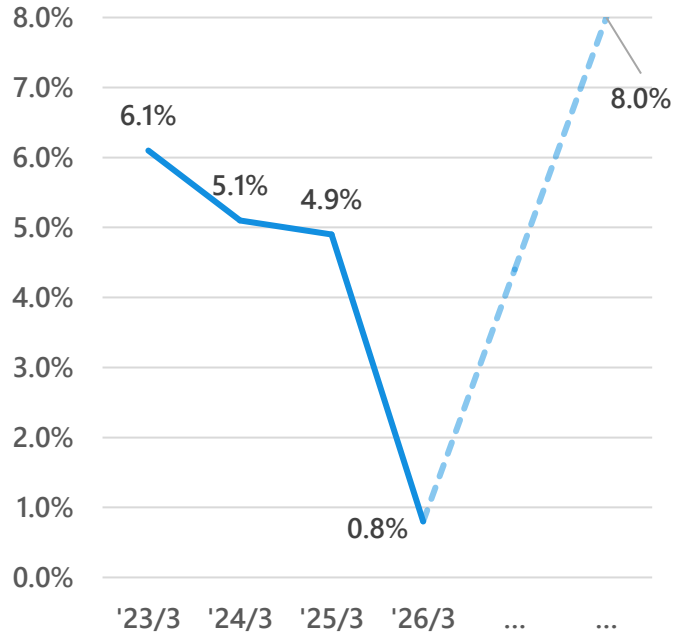
- ✓ We will reassess the timeline for achieving our medium-term management targets (consolidated Net sales of 30 billion yen) in light of the current business environment.
- ✓ Aim to achieve our target early by promoting initiatives to expand market share in each region and increasing sales of custom-ordered equipment.

Operating Profit Ratio



- ✓ Recently, profit margins have declined mainly due to upfront investments aimed at medium-to-long-term growth and rising raw material prices.
- ✓ Turn upfront investments into improving profit margins at an early stage.

ROE



- ✓ We maintain a solid financial foundation to ensure customers can use equipment over the long term.
- ✓ We will enhance shareholder value through forward-looking investments focused on medium- to long-term growth.
- ✓ Decision to repurchase own shares.

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Strategy 1: Investing in the talent who will shape the future

Promote initiatives to strengthen human capital centered on embedding corporate philosophy

- Establish corporate identity and human resources development policies under the concept "Above all, reach people's hearts"
- Build an organization that leverages the values and perspectives of diverse talent

Revamp and enhance tiered educational systems tailored to different career stages

- Technical training (including e-learning)
- Next-generation leadership development
- Manager training

Provide challenging jobs and a good working environment

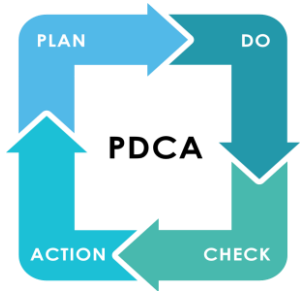
- "Innovation Project Suggestion System" to develop creative and independent human capital

Progress

In light of the progress made in strengthening the organizational structure of each department within the company, we are currently promoting initiatives with a focus on talent development.

Human Capital Enhancement

① Promote corporate identity (CI) activities
② Establish a personnel system and a human resources development policy that instill YUSHIN ideals.
③ Ensure diversity in human resources, Diversity Management
④ Develop an education system that meets each career step
⑤ Create an environment that makes work more rewarding and comfortable



Strengthen measures

We Provide Products and Services That Reach People's Hearts and Contribute to Society

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Strategy 2: Strengthening Global Sales Capabilities

Increase market share in global markets, particularly Europe

Comply with global standards

(Expand products that fully comply with European safety standards)

Target the world's leading companies

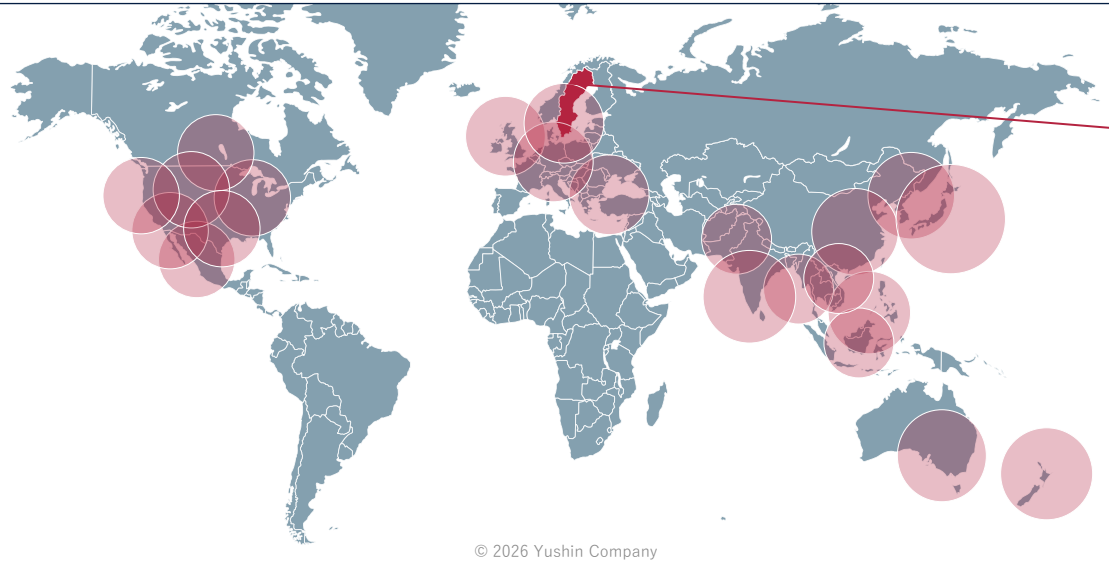
Support customers in Building their envisioned smart factories

Progress

The acquisition of WEMO as a subsidiary has strengthened our sales capabilities in Europe.
Going forward, we will further promote collaboration within the group.



FAKUMA exhibition in Germany in October, 2026

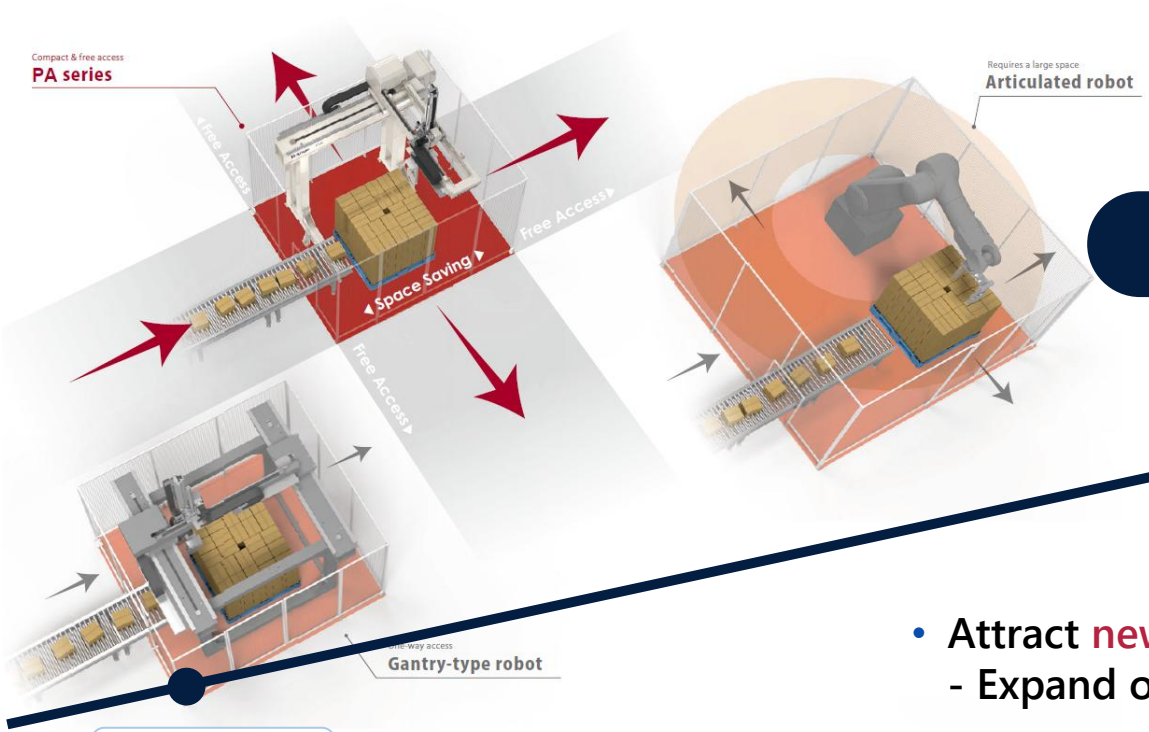




WEMO AUTOMATION AB

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Strategy 3,4: Increase Product Attractiveness / Develop New Business



June 2020

Palletizing robot released

Low height model launched

August 2023



April 2024

Dual-pallet model added

- Attract new customers, especially in the food industry
  - Expand our user base to other industries such as mobility and electronics
- Contributing to labor shortages in manufacturing and logistics
- Maximize the benefits of Cartesian robots to meet a wide range of customer needs
- Continuously enhance functionality to increase product value

Progress	Since the launch of our palletizing robots, sales has been steady.

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Cash Allocation

01.

We will continue to make strategic investments from a long-term perspective to create products and services that contribute to solving social issues

02.

We will maintain a solid financial foundation to provide stable maintenance services

03.

We will promote shareholder return initiatives that meet their expectations

Cash Generation

- Operating CF
- Cash on hand

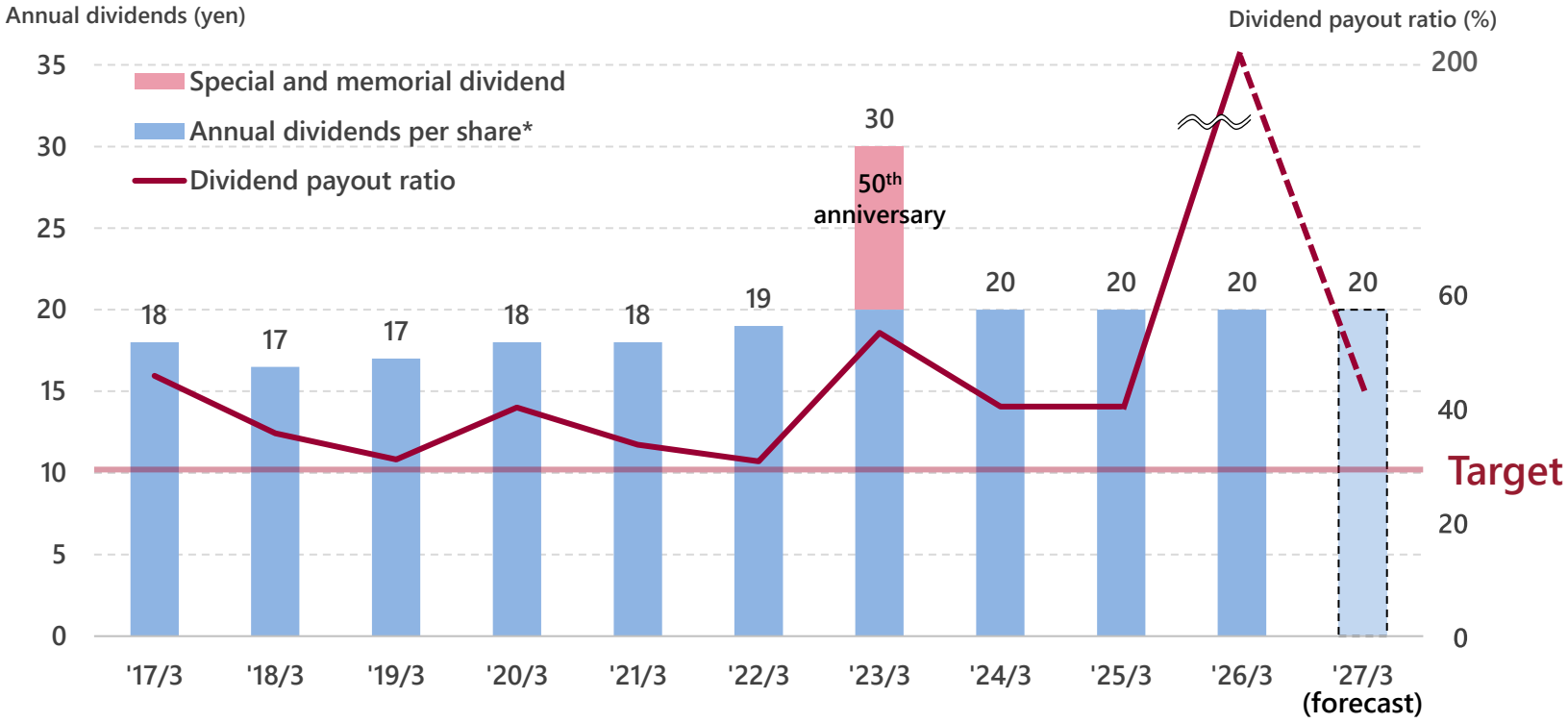
Cash Utilization

Strategic Investment	Human Capital Investing R&D Investment
	Next Generation Growth Investing Capital Investment
Business operating funds	Increase working capital through increased sales Preparation for unforeseen circumstances
Shareholder return	Dividends (dividend ratio of 30% or more) Repurchase of treasury shares

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Return to Shareholders

- Despite uncertainty in global economy, after comprehensive consideration of growth strategies and shareholder returns, the annual dividend forecast has been set at 20 yen per share, unchanged from the previous period.
- As a measure to improve capital efficiency and return on shareholder, we decided to repurchase our own shares with a maximum limit of 1 billion yen.



Dividend Policy

1. In order to provide stable and continuous returns to shareholders, we aim for a dividend payout ratio of 30% or more.
2. Raise the level of the common dividend by improving consolidated performance.

*Annual dividends per share are calculated based on a two-for-one stock split effective April 1st, 2018.

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Appendix

<Appendix> Company Profile

Company Name	Yushin Company
Representative Director and President	Takayo Kotani
Established	October, 1973
Capital	1,985 million yen
Number of Employees	806 (Consolidated, as of September 30, 2026)
Consolidated Net Sales	23.1 billion yen (FY2026)
Line of Business	Development, manufacture and sale of Cartesian robots, other industrial equipment and systems for factory automation
Listing	Standard Market of the Tokyo Stock Exchange
Securities Code	6482
Trading Unit	100



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<Appendix> YUSHIN's Strengths

Technology

- High-speed take-out
- Energy saving
- Power to propose solutions

Broad Customer Base

- Customers in wide range of industries
- Globalization
- Branch out into new businesses

Human Capital Management

We are focusing on strengthening human capital, which is the source of these strengths

Reliability

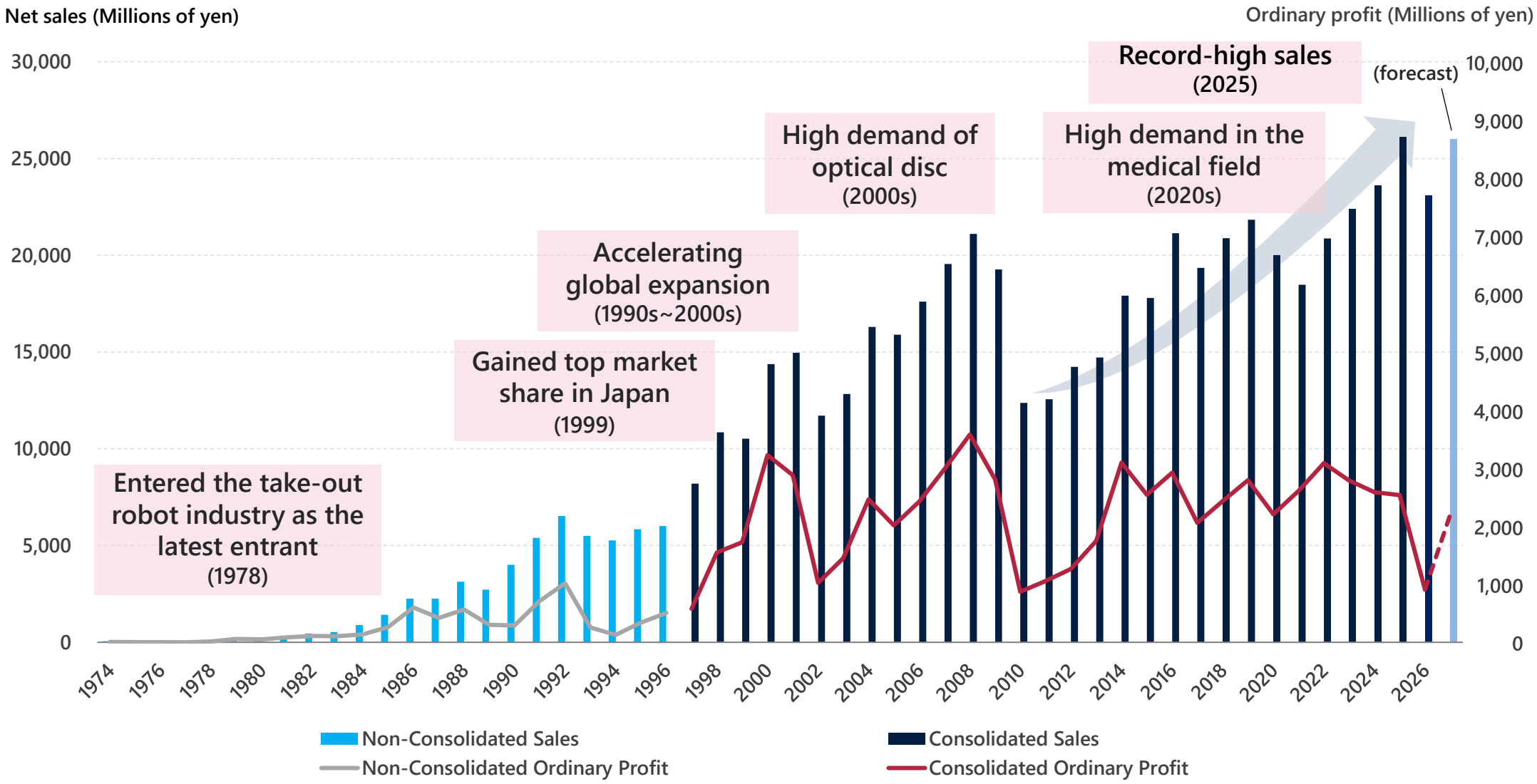
- Top market share
- Occupational safety
- Support capability

Financial Strength

- Strong balance sheet
- High equity ratio

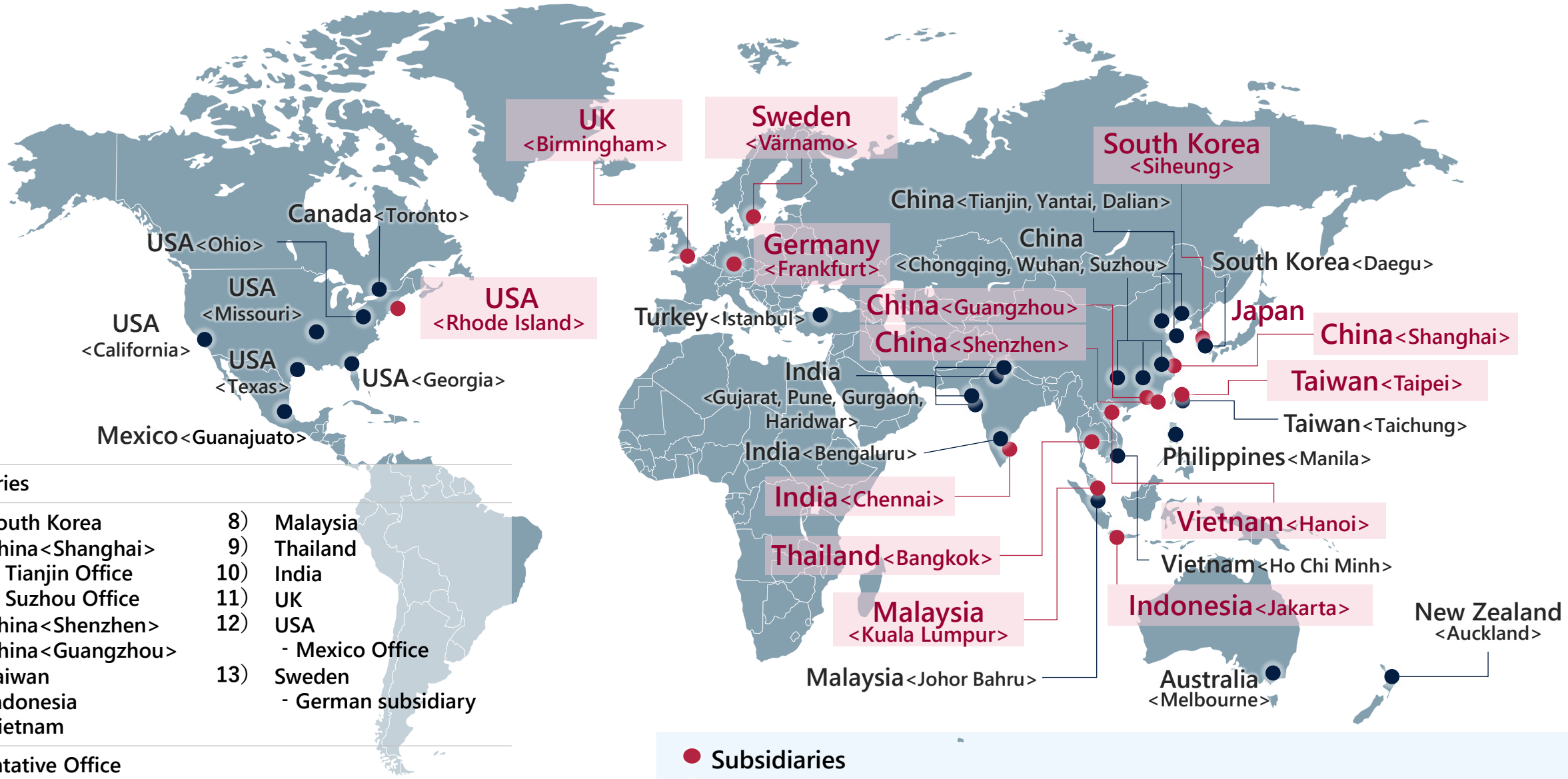
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<Appendix> Change in Performance



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<Appendix> Global Network



Subsidiaries

1) South Korea
2) China<Shanghai>
   - Tianjin Office
   - Suzhou Office
3) China<Shenzhen>
4) China<Guangzhou>
5) Taiwan
6) Indonesia
7) Vietnam
8) Malaysia
9) Thailand
10) India
11) UK
12) USA
   - Mexico Office
13) Sweden
   - German subsidiary

Representative Office

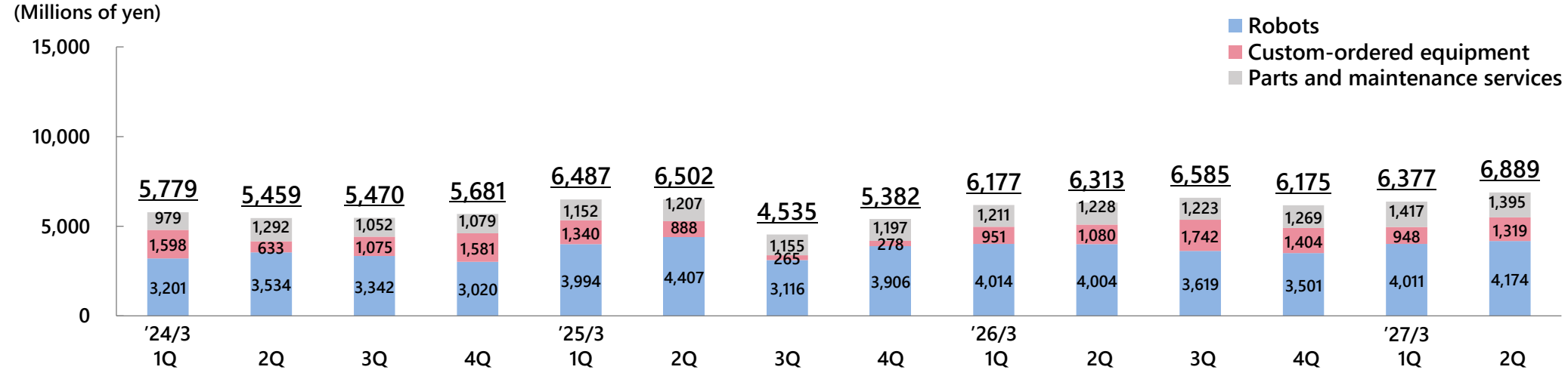
1) Philippines

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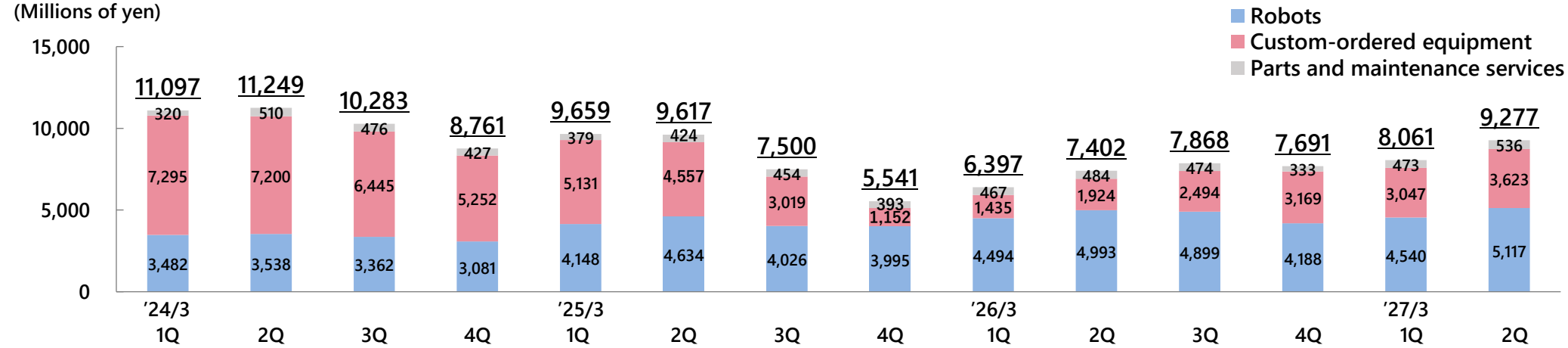
<Appendix> Quarterly Trend of Orders Received and Order Backlog

- Orders received remained steady and those of robots tend to increase after the 1st quarter of FY2027.
- The order backlog bottomed out at the end of FY2025 and began to recover; driven by a growing backlog of custom-ordered equipment, it exceeded the previous year's level by the end of the 2nd quarter of FY2027.

Orders received



Order backlog



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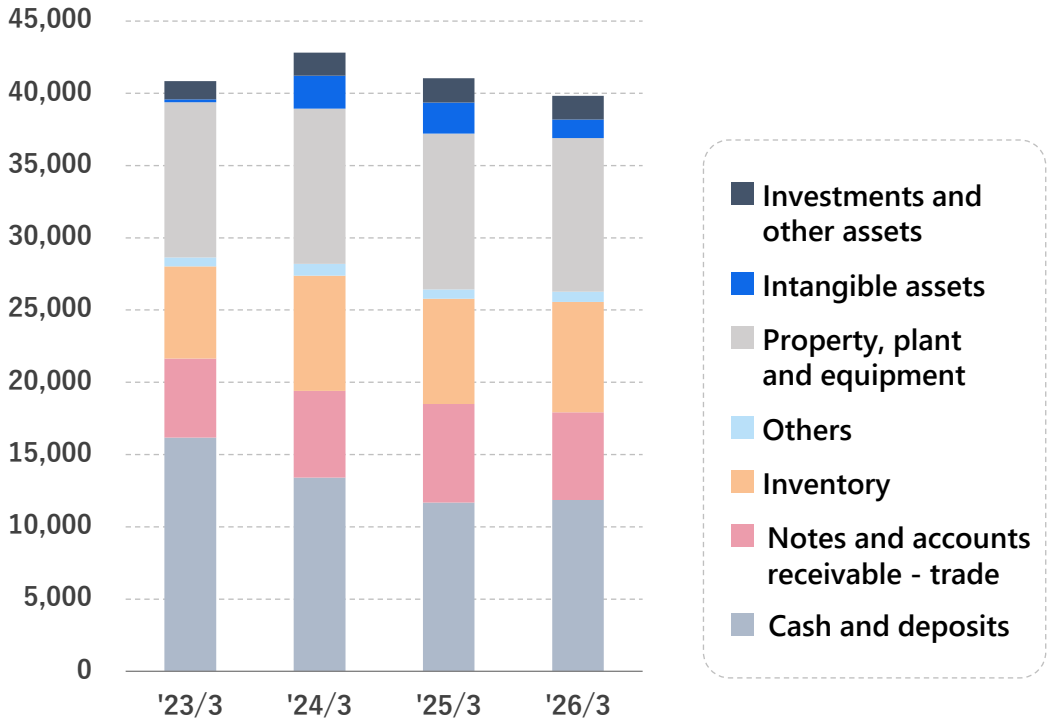
<Appendix> Balance Sheets

Cash and bank deposit remained at a level comparable to the previous fiscal year, reflecting proactive investments aimed at medium- to long-term growth as well as shareholder returns.

Maintained high equity ratio and zero interest-bearing debt

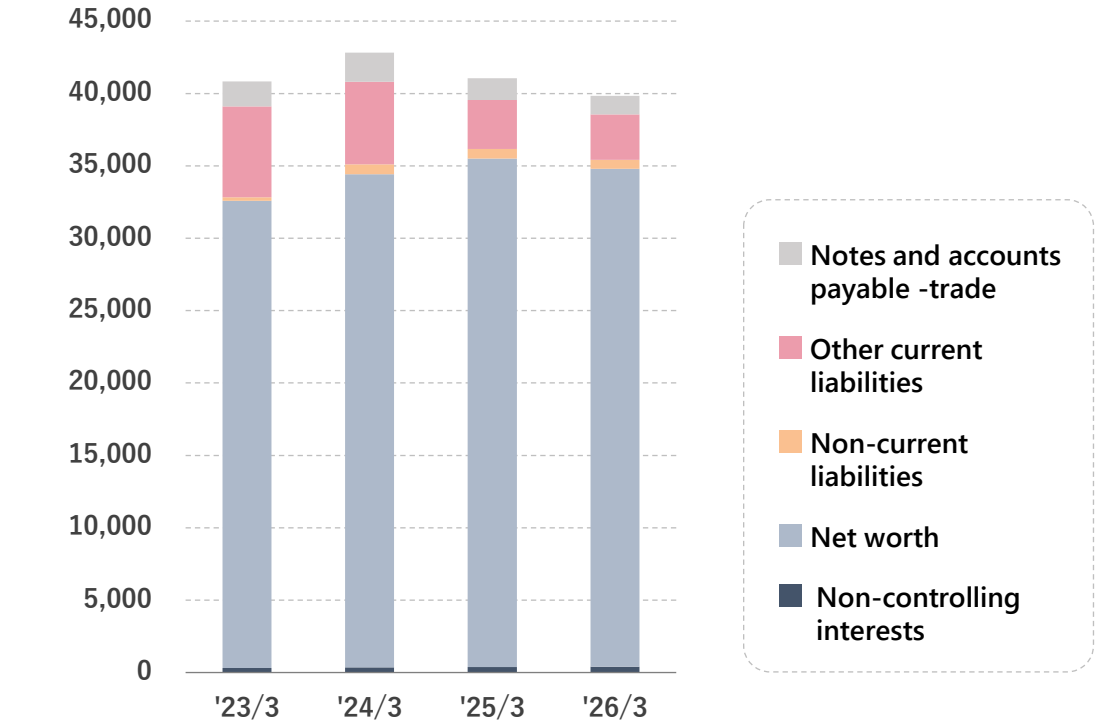
Assets

(Millions of yen)



Liabilities, Net Assets

(Millions of yen)

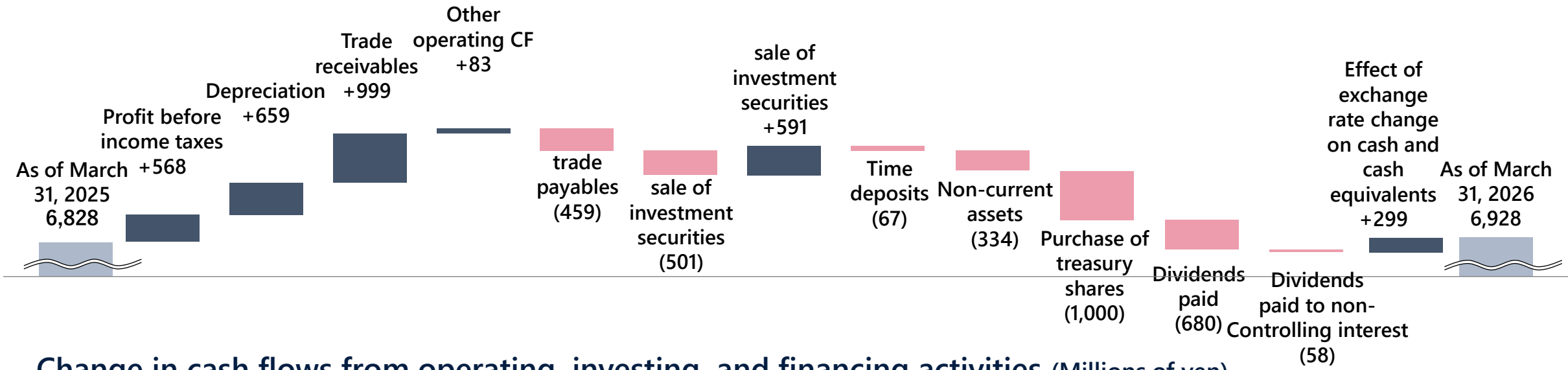


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<Appendix> Change in Cash Flow

Major cash flow analysis (millions of yen)

Operating CF	Investing CF	Financing CF
1,350	189	(1,739)



Change in cash flows from operating, investing, and financing activities (Millions of yen)

	'21/3	'22/3	'23/3	'24/3	'25/3	'26/3
Operating CF	3,487	2,083	4,605	119	(377)	1,350
Investing CF	(1,987)	(1,341)	(299)	(2,519)	(129)	189
Financing CF	(561)	(763)	(695)	(1,070)	(720)	(1,739)

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<Appendix> Product Lineup (1)

Robots

Traverse type

FRA series



HSA series



HST series



RC-SE series



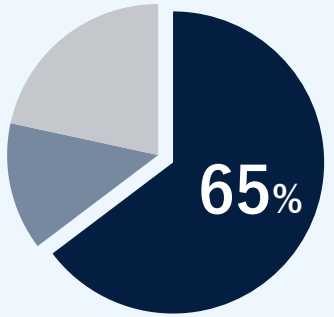
YD series



SD series



Sales ratio



14,947 million yen
(FY2026)

Swing type

HOP series



Side-Entry type

TSXA series



Palletizing series



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<Appendix> Product Lineup (2)

Custom-ordered Equipment

Flexible module stocker



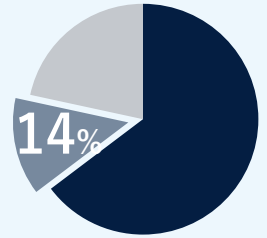
Gate cut stock system



Insert Workpiece Feeder



Sales ratio



3,161 million yen
(FY2026)

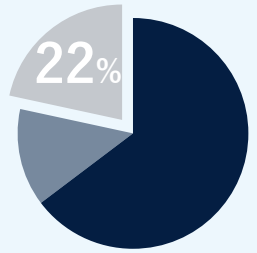
Parts and Maintenance services







Sales ratio



4,992 million yen
(FY2026)

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<Appendix> Performance and Functionality of Take-out Robots

Performance



HOP

Swing type
<Air driven>



SD

For Asian
market
Energy saving



YD

Multi purpose
Energy saving



RC-SE

High speed
High stiffness



HST



HSA
TSXA

High-cycle
series



FRA

High-end

Traverse type
<All axes servo driven>

Functionality

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<Appendix> Materiality

In order to realize a sustainable society and increase our corporate value over the medium- to long-term, we have identified five materialities (important issues)

Solving social issues through business



1. Promoting occupational safety
2. Improving customer factory productivity
3. Tackling climate change

<Main measures>
- Develop products with enhanced safety performance
- Provide customers with trainings for occupational safety
- Sell high-speed and high-precision robots
- Develop products with improved environmental performance

Goals to achieve with customers



Strengthening the management base for the sustainable growth of YUSHIN Group



4. Strengthening human capital
5. Strengthening corporate Governance

- Create a culture and environment conducive to innovation
- Create a system that allows people to work continuously throughout their life stages
- Instill the corporate identity (CI)
- Strengthen the functions of the Board of Directors
- Maintain the effectiveness of the Nomination and Remuneration Committee
- Evaluate the effectiveness of the Board of Directors

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Updating Disclosure Based on the TCFD Recommendations

- The Organization's Governance Structure and Roles Regarding Climate-related Risks and Opportunities
- The Impact Based on the Analysis and Review of the Two Scenarios (Detail 1, 2)
- The Climate-related Risk Management Processes and Integration into Company-wide Risk Management

Detail 1. The Two Scenarios the Company Has Developed

1. The "1.5/2 ℃ Scenario," in which society as a whole undergoes a major transition toward decarbonization and succeeds in limiting temperature rise
2. The "4 ℃ Scenario," in which economic development is prioritized, and global warming and its impacts continue to worsen

Detail 2. Added "Impact" to "Identification of Key Risks and Opportunities, and Countermeasures" (red boxes in the figure below)

Type		Risks	Impact on business	Frequency of occurrence			1.5/2°C Impact*3	4°C Impact*3	How YUSHIN responses to the risk
				Short	Medium	Long			
Transition Risks	Policies and regulations	Carbon tax Introduction and its hike by governments	•Rise in raw material procurement costs	●	●	●	Low	Low	•View the costs should be borne by the entire supply chain for the benefit of a sustainable society
		Political interventions such as GHG emission regulations and energy efficiency improvement targets	•Rise in renewable energy procurement costs •Rise in cost of switching company car from gas vehicle to environmentally-friendly vehicles	●	●	●	Medium	Low	
	Technology	The development cost of robots with low-carbon technologies cannot be recovered at an early stage.	•Rise in investment costs	●	●		Medium	Medium	•View this as future growth investments
	Market	The material shortage due to the spread of low-carbon technologies	•Cost rise due to higher procurement prices •Impact on the production due to the parts unavailability		●	●	Low	Low	•Purchase from multiple companies by cultivating suppliers
		Stricter environmental policy by customers	• Loss of sales opportunities due to delay in addressing environment issues in YUSHIN Group	●	●		Medium	Medium	•Actively develop environmentally-friendly products such as improved energy-saving functions
	Reputation	Changes in stakeholder behavior	•Decline in corporate evaluation due to delays in responding to environmental considerations and a lack of disclosure of environmental information	●	●		Low	Low	•Promote information disclosure with the support of Task Force on Climate-related Financial Disclosures (TCFD)
Physical Risks	Acute	Occurrence of extreme weather (typhoon, flood, tornado, heavy snow)	•Decrease in sales and increase in expenses due to the shutdown of the headquarters and Technical Center, which are responsible for production	●	●	●	Low	Medium	•Implement Business Continuity Plan (BCP) •Take measures against typhoons and floods
	Chronic	Average temperature rise	•Electricity consumption rise and cost increase for measures against heat stroke in order to maintain a comfortable working environment for factory workers and service workers	●	●	●	Low	Low	•Prioritize the improvement of the work environment for employees (Costs are absorbable and have a small impact)
		Sea level rise	•Need to relocate production sites where water-related disaster risk exceeds acceptable levels			●	Low	Low	•Conduct risk assessment continually

Type		Opportunities	Impact on business	Assumed time of occurrence			1.5/2°C Impact*3	4°C Impact*3
				Short	Medium	Long		
Opportunities	Resource efficiency	Utilize energy-efficient building	•Improvement of employee satisfaction through utilization of head office factories, such as promoting comfortable temperature control and CO2 concentration control, and improving workplace environments for employees •Cost reductions associated with improved safety levels	●	●	●	Low	Low
		Promote recycling	•Cost reductions through efforts to increase reuse opportunities		●	●	Low	Low
		Realize efficient transportation	•Reducing costs by pursuing efficient transportation by promoting product weight reduction and reduction of materials used for transportation	●	●	●	Low	Low
		Decrease transportation use	•Reducing sea transport costs by promoting local production		●	●	Low	Low
	Energy source	Utilize low-carbon energy sources	•Reducing the impact of possible cost increase in fossil fuel and GHG emission regulations by promoting renewable energy, and GHG emission regulations	●	●	●	Low	Low
	Products & Services	Expanse development and sales of energy-saving and low-carbon products	•Sales increase due to increased demand for environmentally-friendly robots •Sales increase by increasing product value, including ECO Vacuum®, Smart ECO Vacuum(PAT.), and Ecology mode •Increase in service revenues due to the demand for long-life robots to reduce environmental impact	●	●	●	High	High
		Cope with to average temperature rise	•Increased need for automation as work environment worsens for workers •Demand increase for the development of the products that can run in harsh environments		●	●	Low	Medium
	Markets	Sales increase due to market demand increase for heat stroke control products or medical-related products	•Demand increase for YUSHIN products as capital expenditures increase for those products	●	●	●	Medium	High
		Worldwide shift from gasoline-powered vehicles to environmentally conscious vehicles	•Demand increase for YUSHIN products due to production increase for plastic-related parts due to weight reduction and the newcomers to plastic related parts	●	●		Medium	Medium
		Relocation of customers' production sites due to climate change	•Demand increase for YUSHIN products due to expansion of capital expenditures			●	Medium	Medium
	Resilience	Establishment of multiple assembly partners and parts suppliers to observe delivery deadline strictly.	•Improve capability to meet demand increase of the products	●	●	●	Low	Low

▶Reference : YUSHIN Report 2026 P29-30

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<Appendix> YUSHIN's Target Products Are...

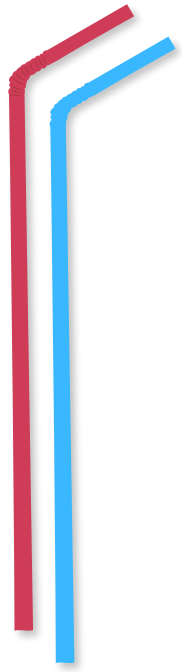
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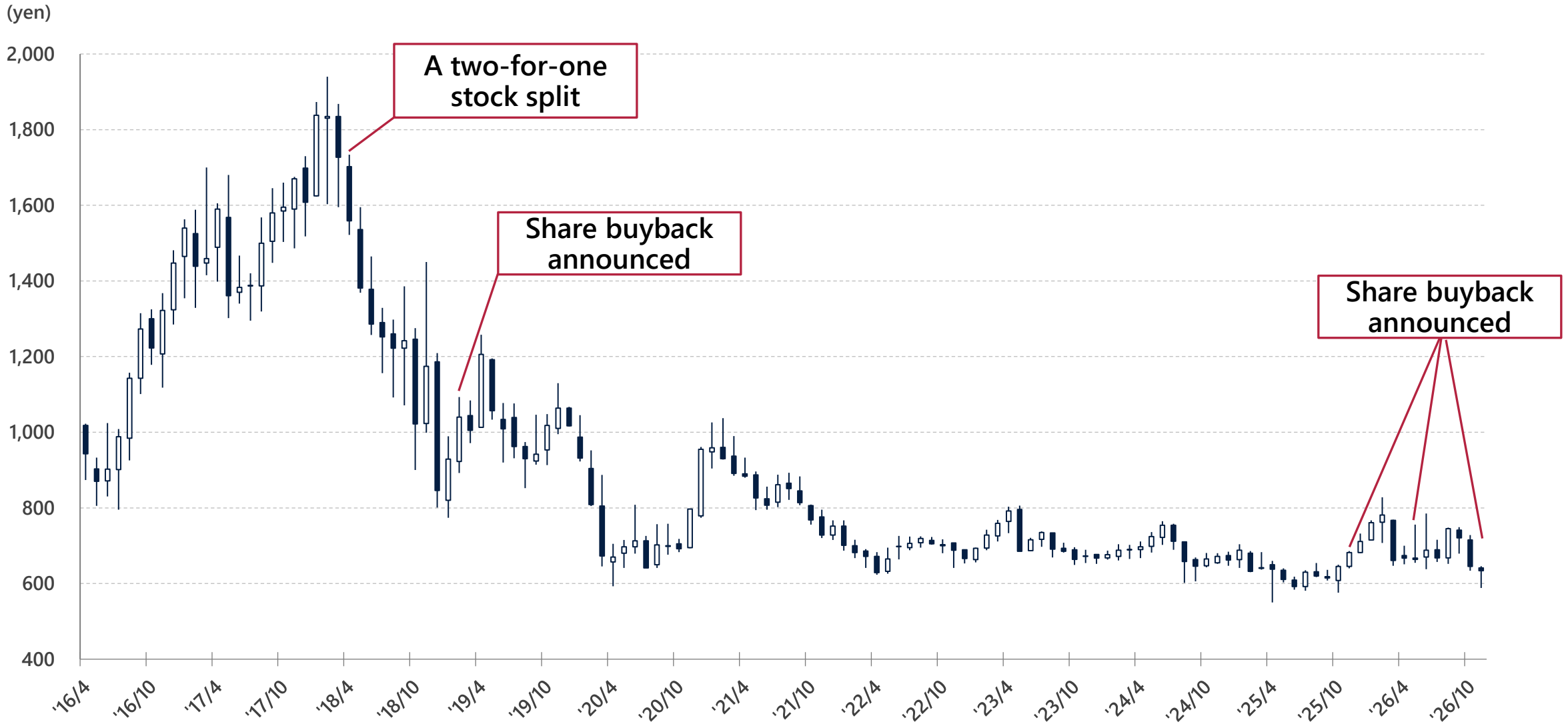



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<Appendix> Monthly Stock Price Trend over the past Decade



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<Appendix> Issuance of YUSHIN Report 2026

YUSHIN Report outlines our group's mechanisms for creating social and economic value, while systematically explaining sustainability-related information including our approach to materiality and the practice of corporate governance.

We aim to help our stakeholders understand the vision of sustainable growth we are pursuing.



Main Contents

- Top Message
- Dialogue between a Newly Appointed External Director and the Representative Director "YUSHIN's Governance Framework, the Role of External Directors, and the Pursuit of Growth"
- Vision and Medium- to Long-Term Management - Targets Strategy 4: Develop New Business Palletizing Robots
- YUSHIN Robots Contribute to Factory Automation

▶YUSHIN Report (Integrated Report) https://ir.yushincompany.jp/en/library/IRFiling.html

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YUSHIN

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https://yushincompany.jp/en/

The IR site distributes explanatory meeting information and various materials.

http://ir.yushincompany.jp/en/Top.html

You can also access from this QR code. →

Notes：

This document contains some estimates of future business performance. Such references should not be taken to be a guarantee.
Please note that future performance is subject to various risks and uncertainties, and goals and projections may vary due to changes in the business environment.