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Securities Code: 6482
June 8, 2026

Dear Shareholders,

Notice of Convocation for the 53rd Ordinary General Meeting of Shareholders

We would like to express our deepest appreciation for your continued support and patronage.

Notice is hereby given that the 53rd Ordinary General Meeting of Shareholders of Yushin Company will be held as set out below:

This General Meeting of Shareholders has adopted electronic provision measures. Therefore, we have posted the electronic provision measure matters on our website on the Internet.

Our website

<https://ir.yushincompany.jp/en/stock/meeting.html>



In addition to our website, we have also posted the matters on the Tokyo Stock Exchange, Inc. (TSE) website

TSE website (TSE-listed Company Information Service)

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>



Please visit the above Tokyo Stock Exchange website, enter either “YUSHIN” in the “Issue Name (Company Name)” field or our securities code “6482” in the “Code” field and conduct a search. Then, select “Basic Information” followed by “Public Documents / PR Information,” and review the “Notice of Convocation of the General Meeting of Shareholders / Materials for the General Meeting of Shareholders” under “Public Documents.”

If you do not intend to attend the meeting in person, you may exercise your voting rights in writing or by electromagnetic means (the Internet and others). Please refer to the enclosed Reference Documents for the General Meeting of Shareholders and exercise your voting rights no later than 5:30 p.m. on Thursday, June 25, 2026 (JST).

Details

1. **Date and Time:** Friday, June 26, 2026 at 3 p.m.
2. **Venue:** Conference Room on the 6th Floor,
Head Office of Yushin Company
555 Kuzetonoshiro-cho, Minami-ku, Kyoto
3. **Objectives of the Meeting:**
Matters to be reported:
 - a) Business Report and Consolidated Financial Statements for the 53rd Fiscal Year (from April 1, 2025 to March 31, 2026) as well as the audit reports from the Accounting Auditor and the Board of Corporate Auditors on the Consolidated Financial Statements
 - b) Report on the Non-Consolidated Financial Statements for the 53rd Fiscal Year (from April 1, 2025 to March 31, 2026)

Matters to be resolved:

Proposal: Election of Seven (7) Directors

Sincerely Yours,

Takayo Kotani
Representative Director and President
Yushin Company

If any revisions are made to the matters subject to electronic provision measures, notice of such revisions, along with the details before and after the revision, will be posted on the aforementioned websites.

Among the matters subject to electronic provision measures, the following items are not included in the documents delivered to shareholders who have requested paper copies, in accordance with applicable laws and regulations and the provisions of our Articles of Incorporation. The Corporate Auditors and the Accounting Auditors have audited the documents subject to audit, including the following items:

- Matters concerning the establishment of systems to ensure the proper conduct of operations
- Overview of the operation status of systems to ensure the proper conduct of operations
- Consolidated statement of changes in shareholders' equity
- Significant matters forming the basis for the preparation of consolidated financial statements and other notes
- Statement of changes in shareholders' equity
- Significant accounting policies and other notes

In addition, for this General Meeting of Shareholders, regardless of whether a request for paper delivery has been made, we will send all shareholders a document that excludes the above items from the matters subject to electronic provision measures.

Reference Documents for the General Meeting of Shareholders


Proposal: Election of Seven (7) Directors

The terms of office of all seven (7) Directors will expire at the conclusion of this General Meeting of Shareholders.


Therefore, the Company is asking shareholders to vote for these seven (7) Director nominees.


The nominees are as follows.

No.	Name	Current position in the Company	Responsibilities and major concurrent positions
1	Takayo Kotani Reappointment	Representative Director and President	
2	Kota Oda Reappointment	Director and Executive Vice President	General Manager of Administration Division
3	Yasushi Kitagawa Reappointment	Executive Managing Director	General Manager of Manufacturing Division and General Manager of Purchasing Division
4	Tomohiro Inano Reappointment	Managing Director	General Manager of Sales Division
5	Hiroshi Matsuhisa Reappointment External Independent	Director	Professor emeritus at Kyoto University
6	Reiko Nakayama Reappointment External Independent	Director	
7	Eiji Kakiuchi New Appointment External Independent	—	Senior Advisor, SCREEN Holdings Co., Ltd. Outside Director, KYOCERA Corporation Outside Director, MIC Co., Ltd. (scheduled to assume office in June 2026)

No.	Name (Date of birth)	Brief biography, positions, responsibilities, and major concurrent positions	
1	 Takayo Kotani (August 26, 1977)	April 2008 October 2008 April 2009 April 2019 June 2019 June 2020 October 2020 June 2021	Joined the Company Manager of R&D Section General Manager of R&D Department Executive Officer and General Manager of R&D Department Executive Officer and General Manager of R&D Division Managing Director and General Manager of R&D Division Director and Executive Vice President and General Manager of R&D Division Representative Director and President (to present)
Reappointment			
Number of shares held: 1,968,532 shares Reasons for appointment: Takayo Kotani has been involved in R&D, promotion of development strategies and management, and has a wealth of experience and accomplishments. Her achievements have been socially recognized, such as receiving the Japan Society of Mechanical Engineers Prize for the development of robot technology. Since June 2021, she has served as Representative Director and President, taking the lead in formulating management strategies for sustainable growth and strengthening the Company's organizational structure. The Company has nominated her as a Director because she is expected to strengthen the decision-making and supervisory functions of the Board of Directors.			
2	 Kota Oda (June 10, 1978)	October 2015 April 2019 June 2020 June 2021 June 2022	Joined the Company as General Manager of General Affairs Department Executive Officer and General Manager of General Affairs Department Director and General Manager of General Affairs Department Managing Director and General Manager of General Affairs Department Director and Executive Vice President and General Manager of Administration Division (to present)
Reappointment			
Number of shares held: 15,000 shares Reasons for appointment: Kota Oda has extensive experience and success in overseeing and managing corporate divisions. As Executive Vice President since June 2022, he has taken the lead in formulating strategies for the Company's sustainable growth and strengthening the organizational structure. The Company has nominated him as a Director candidate as he is expected to further strengthen the decision-making and supervisory functions of the Board of Directors.			

No.	Name (Date of birth)	Brief biography, positions, responsibilities, and major concurrent positions
3	 <p>Yasushi Kitagawa (August 12, 1958)</p>	<p style="text-align: right;">Reappointment</p> <p>September 2007 Joined the Company November 2007 Deputy General Manager of Manufacturing Division April 2008 Deputy General Manager of Manufacturing Division and Quality Assurance Department April 2009 Executive Officer, Deputy General Manager of Manufacturing Division and Quality Assurance Department August 2009 Executive Officer, General Manager of Manufacturing Division and Quality Assurance Department June 2010 Director and General Manager of Manufacturing Division and Quality Assurance Department June 2013 Managing Director and General Manager of Manufacturing Division and Quality Assurance Department June 2017 Executive Managing Director and General Manager of Manufacturing Division and Quality Assurance Department July 2020 Executive Managing Director and General Manager of Manufacturing Division June 2021 Executive Managing Director and General Manager of Manufacturing Division and General Manager of Purchasing Division (to present)</p> <p>Number of shares held: 11,000 shares</p> <p>Reasons for appointment: Yasushi Kitagawa has been involved in the management and operation of production and purchasing, and thus has extensive experience and achievements in the business. The Company has nominated him as a Director as he is expected to strengthen the decision-making and supervisory functions of the Board of Directors.</p>
4	 <p>Tomohiro Inano (December 13, 1962)</p>	<p style="text-align: right;">Reappointment</p> <p>June 1989 Joined the Company August 2005 General Manager of YUSHIN PRECISION EQUIPMENT TRADING (SHENZHEN) CO., LTD. April 2008 General Manager of Chinese Area and YUSHIN PRECISION EQUIPMENT TRADING (SHENZHEN) CO., LTD. July 2009 Assistant to General Manager of Sales Division February 2010 Deputy General Manager of Sales Division March 2011 General Manager of Sales Division March 2014 Executive Officer and General Manager of Sales Division June 2017 Director and General Manager of Sales Division June 2022 Managing Director and General Manager of Sales Division (to present)</p> <p>Number of shares held: 14,300 shares</p> <p>Reasons for appointment: Tomohiro Inano has been involved in management and operations, including sales, and has extensive experience and success. The Company has nominated him as a Director because he is expected to strengthen the decision-making and supervisory functions of the Board of Directors.</p>

No.	Name (Date of birth)	Brief biography, positions, responsibilities, and major concurrent positions
5	 <p>Hiroshi Matsuhisa (August 5, 1947)</p>	<div style="text-align: right;"> Reappointment External Independent </div> <p>June 1976 Research Assistant of school of precision engineering in Faculty of Engineering at Kyoto University</p> <p>October 1987 Assistant professor</p> <p>April 1994 Professor (transferred to graduate school of department of Mechanical Engineering and Science by a reorganization in 1995)</p> <p>April 2012 Professor emeritus at Kyoto University (to present)</p> <p>June 2014 External Director of the Company (to present)</p> <p>June 2016 Outside Corporate Auditor of Technology Seed Incubation Co., Ltd.</p> <p>June 2018 Retired from Outside Corporate Auditor of Technology Seed Incubation Co., Ltd.</p>
<p>Number of shares held: 25,000 shares</p> <p>Reasons for selection as a candidate for External Director and expected role: The Company has renominated Hiroshi Matsuhisa as a candidate for an External Director in order to continue to utilize his expertise as an academic expert in engineering in the management of the Company. He is expected to strengthen the functions of the Company's Board of Directors by advising and supervising management from an independent standpoint. Although he has no direct business management experience, the Company believes that he has the ability to properly perform the duties as an External Director of the Company as described above.</p>		
6	 <p>Reiko Nakayama (April 2, 1959)</p>	<div style="text-align: right;"> Reappointment External Independent </div> <p>April 1983 Joined Japan Associated Finance Co., Ltd. (currently JAFCO Group Co., Ltd.)</p> <p>January 1997 Joined Marusan Securities Co., Ltd.</p> <p>March 2000 General Manager of Investment information</p> <p>October 2004 General Manager of Underwriting</p> <p>October 2008 Part-time Director of LivTech, Inc.</p> <p>February 2009 Director and Head of Administrative H.Q. of LivTech, Inc.</p> <p>March 2013 Retired from the office of Director of LivTech, Inc.</p> <p>March 2015 Outside Director of LUCKLAND CO., LTD.</p> <p>March 2016 Outside Director (Audit and Supervisory Committee member) of LUCKLAND CO., LTD.</p> <p>June 2018 External Director of the Company (to present)</p> <p>June 2019 Outside Director of Mandom Corporation</p> <p>June 2023 Retired from Outside Director of Mandom Corporation</p> <p>August 2024 Retired from Outside Director (Audit and Supervisory Committee member) of LUCKLAND CO., LTD.</p>
<p>Number of shares held: 20,062 shares</p> <p>Reasons for selection as a candidate for External Director and expected role: The Company has renominated Reiko Nakayama as a candidate for External Director to continue to apply her rich insight based on her experience as a general manager of an underwriting department of a securities company, an officer in charge of administration of an operating company, and an External Director to the management of the Company. She is expected to strengthen the functions of the Company's Board of Directors by advising and supervising management from an independent standpoint.</p>		

No.	Name (Date of birth)	Brief biography, positions, responsibilities, and major concurrent positions
7	 Eiji Kakiuchi (April 3, 1954)	<div style="text-align: right;"> New Appointment External Independent </div> <p>April 1981 Joined Dainippon Screen Manufacturing Co., Ltd. (currently SCREEN Holdings Co., Ltd.)</p> <p>April 2005 Executive Officer</p> <p>April 2007 Managing Executive Officer</p> <p>June 2011 Director</p> <p>April 2014 Representative Director and President</p> <p>June 2019 Representative Director and Chairman</p> <p>June 2021 Outside Director of KYOCERA Corporation (to present)</p> <p>June 2023 Chairman of the Board of SCREEN Holdings Co., Ltd.</p> <p>June 2025 Senior Advisor of SCREEN Holdings Co., Ltd. (to present)</p> <p>June 2026 Outside Director of MIC Co., Ltd. (scheduled to assume office)</p>
<p>Number of shares held: 2,000 shares</p> <p>Reasons for selection as a candidate for External Director and expected role:</p> <p>The Company has newly nominated Eiji Kakiuchi as a candidate for External Director in order to utilize his knowledge and experience in all aspects of management, which he has cultivated through his key positions as Representative Director and President and Chairman of SCREEN Holdings Co., Ltd. in the management of the Company. He is expected to strengthen the functions of the Company's Board of Directors by advising and supervising management from an independent standpoint, utilizing his expertise as a person with management experience.</p>		

Notes:

1. Eiji Kakiuchi is a newly nominated candidate for Director.
2. The candidates for Directors have no special interests in the Company.
3. Takayo Kotani's registered name is Takayo Oda.
4. Hiroshi Matsuhisa, Reiko Nakayama and Eiji Kakiuchi are candidates of External Directors.
5. Hiroshi Matsuhisa and Reiko Nakayama are currently External Directors of the Company. Their respective terms of office as External Directors of the Company will have reached twelve (12) years for Matsuhisa and eight (8) years for Nakayama upon the conclusion of this General Meeting of Shareholders.
6. The Company has registered Hiroshi Matsuhisa and Reiko Nakayama as Independent Officers provided in the rules of the Tokyo Stock Exchange, Inc. If Hiroshi Matsuhisa and Reiko Nakayama are reappointed, the Company plans to continue to make them Independent Officers. In addition, Eiji Kakiuchi meets the requirements for an Independent Officer as stipulated by the Tokyo Stock Exchange, Inc., and if his election is approved, the Company intends to register him as an Independent Officer.
7. During Reiko Nakayama's tenure as an Outside Director (Audit and Supervisory Committee member) of LUCKLAND CO., LTD. in July 2024, the company was required to disclose that the content of the information disclosed contained false statements and violated listing rules, and as a result, it received a request for an improvement report and disclosure measures from the Tokyo Stock Exchange, Inc. She was unaware of the facts surrounding the violation until they came to light. However, she had consistently emphasized the importance of compliance with laws and regulations at board meetings and other forums. Following the discovery of the violation, she fulfilled her duties by making appropriate recommendations regarding measures to ensure strict compliance with laws and regulations and prevent recurrence.
8. The Company has concluded an agreement with Hiroshi Matsuhisa, and Reiko Nakayama to limit their liabilities for damages under Article 423, Paragraph 1 of the Companies Act in accordance with the provisions of Article 427, Paragraph 1 of the Companies Act. The maximum amount of liability for damages under such agreement shall be the minimum amount of liability under Article 425, Paragraph 1 of the Companies Act. If Hiroshi Matsuhisa and Reiko Nakayama are reappointed, the agreement will be continued. In addition, if the election of Eiji Kakiuchi is approved, the Company intends to enter into a similar agreement with him to limit his liability.
9. The Company has concluded an indemnification agreement with Takayo Kotani, Kota Oda, Yasushi Kitagawa, Tomohiro Inano, Hiroshi Matsuhisa and Reiko Nakayama to guarantee the expenses set forth in Article 430-2, Paragraph 1 of the Companies Act and the loss set forth in Item 2 of that paragraph to the extent stipulated by laws and ordinances. If the reappointment of each candidate is approved, the Company plans to continue the agreement with each person. In addition, if the election of Eiji Kakiuchi is approved, the Company intends to enter into same indemnification agreement with him.
10. The Company has concluded Directors and Officers Liability Insurance (hereinafter referred to as "D&O Insurance") as stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company. The insurance will cover any damages, etc. (However, damages that fall under the reasons for exemption specified in the insurance contract are excluded.) that Directors are liable for damages due to their work. The Company bears the entire premium for D&O insurance. If Takayo Kotani, Kota Oda, Yasushi Kitagawa, Tomohiro Inano, Hiroshi Matsuhisa, and Reiko Nakayama are reappointed, they will continue to be insured by D&O insurance. In addition, if the election of Eiji Kakiuchi is approved, he will be insured by D&O insurance. The contract period for D&O insurance is one year, and it will be renewed after a resolution by the Board of Directors before the expiration of the period.

Reference information
Skills Matrix of Directors and Corporate Auditors

The following table sets forth the list of Directors and Corporate Auditors, if Proposal is approved, and their skills.

Name	Position	Gender	Management	Development, Engineering, and Quality	Human resource Development and Sustainability	Sales and Marketing	Global	Finance and Accounting	IT and DX	Governance, Risk management and Compliance
Takayo Kotani	Representative Director and President	Female	✓	✓	✓		✓			✓
Kota Oda	Director and Executive Vice President	Male	✓		✓			✓	✓	✓
Yasushi Kitagawa	Executive Managing Director	Male	✓	✓			✓		✓	
Tomohiro Inano	Managing Director	Male	✓			✓	✓			
Hiroshi Matsuhisa	External Director	Male		✓	✓				✓	
Reiko Nakayama	External Director	Female	✓					✓		✓
Eiji Kakiuchi	External Director	Male	✓			✓	✓			✓
Masahito Fukui	Full-time Corporate Auditor	Male	✓				✓	✓	✓	✓
Tetsuya Nonaka	External Corporate Auditor	Male	✓							✓
Yoshiki Yamada	External Corporate Auditor	Male	✓					✓		✓

This table shows the maximum four primary skills of each personnel except “Management.”
This table does not reflect all of the knowledge or experience of each Director and Auditor.

Business Report

(from April 1, 2025 to March 31, 2026)

1. Current Business Conditions

<p style="background-color: #e1f5fe; padding: 5px;">Net sales</p> <p style="font-size: 1.5em; font-weight: bold;">23,101 million yen</p> <p>(11.6)% Y/Y</p>	<p style="background-color: #e1f5fe; padding: 5px;">Operating profit</p> <p style="font-size: 1.5em; font-weight: bold;">826 million yen</p> <p>(68.0)% Y/Y</p>
<p style="background-color: #e1f5fe; padding: 5px;">Ordinary profit</p> <p style="font-size: 1.5em; font-weight: bold;">908 million yen</p> <p>(64.2)% Y/Y</p>	<p style="background-color: #e1f5fe; padding: 5px;">Profit attributable to owners of parent</p> <p style="font-size: 1.5em; font-weight: bold;">286 million yen</p> <p>(83.1)% Y/Y</p>

(1) Progress and achievements

During the interim period under review, the global economy remained uncertain, affected by factors such as U.S. tariff policies and soaring energy and raw material prices.

In this environment, our Group continued its efforts to develop new customers worldwide. However, Net sales have remained sluggish, while orders have increased mainly in custom-ordered equipment and sales of robots have increased in certain regions of Asia. As a result, consolidated Net sales decreased by 11.6% year-on-year to 23,101 million yen. In terms of profits, Operating profit decreased 60.8% year-on-year to 826 million yen and Ordinary profit decreased by 64.2% year-on-year to 908 million yen, due to the impact of the decrease in consolidated Net sales and the increase in personnel expenses due to proactive investment in human resources and in research and development expenses associated with development investments, both aimed at medium- to long-term growth. In addition, the Group recorded Gain on sale of investment securities as Extraordinary income, due to partial sale of investment securities aimed at reducing our strategic shareholdings and Impairment losses as Extraordinary loss, due to re-evaluated the future recoverability in light of changes in the business environment related to the consolidated subsidiary, WEMO Automation AB. As a result, Profit attributable to owners of parent decreased by 83.1% year-on-year to 286 million yen.

Consolidated net sales by product category

(Thousands of yen)

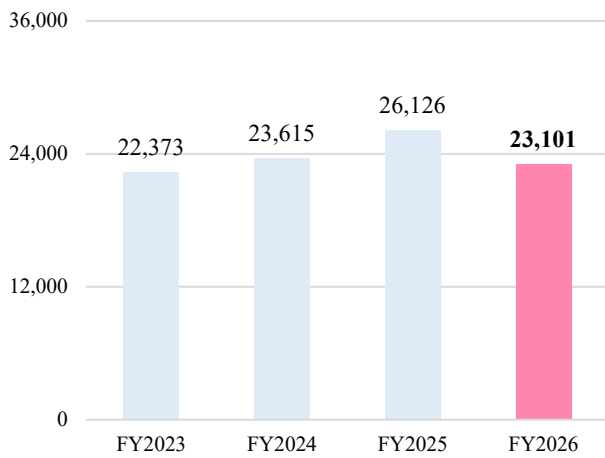
Years ended March 31	2025		2026		Y/Y
Product	Amount	%	Amount	%	%
Robots	14,509,306	55.5	14,947,321	64.7	3.0
Custom-ordered equipment	6,872,156	26.3	3,161,936	13.7	(54.0)
Parts and maintenance services	4,745,250	18.2	4,992,115	21.6	5.2
Total	26,126,713	100.0	23,101,373	100.0	(11.6)

Reference information

Current Trend of Business Performances

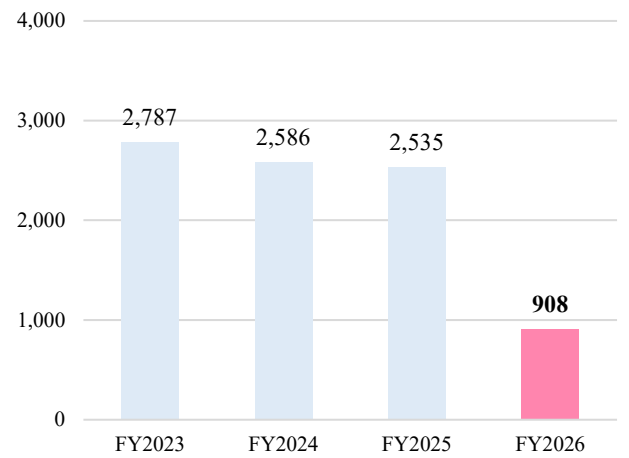
Net sales

(Millions of yen)



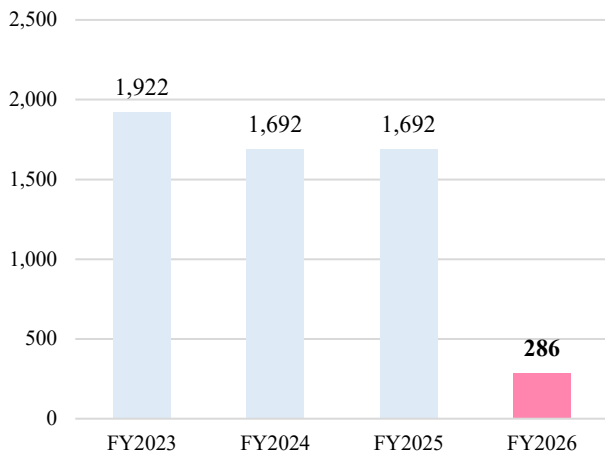
Ordinary profit

(Millions of yen)



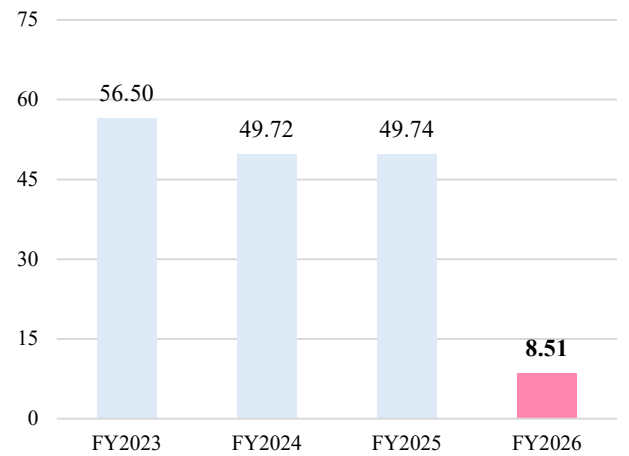
Profit attributable to owners of parent

(Millions of yen)



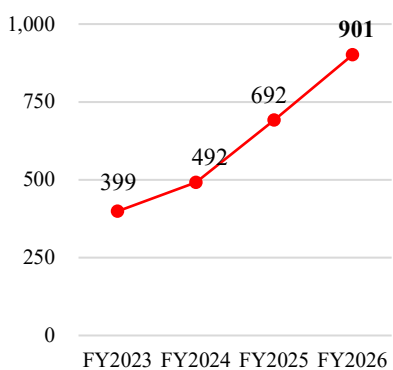
Earnings per share

(Yen)



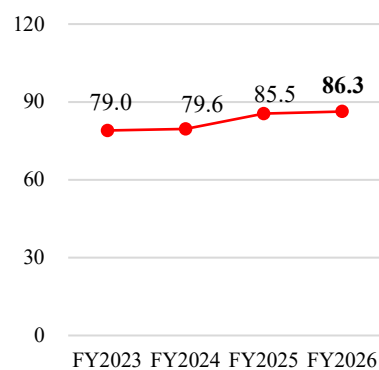
R&D expenses

(Millions of yen)



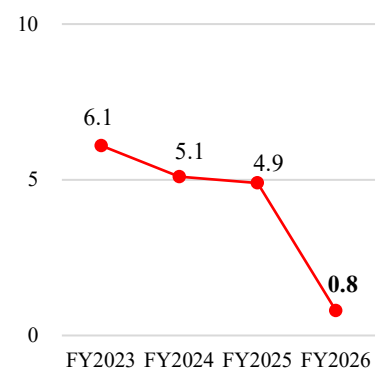
Equity ratio

(%)



ROE

(%)



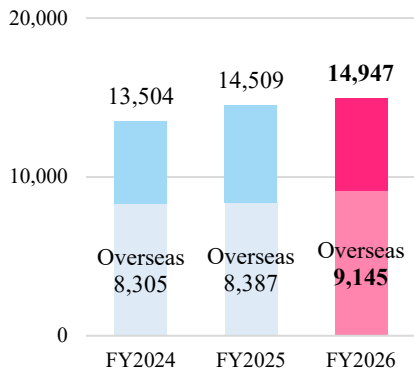
Reference information

Sales Information

Sales by product category

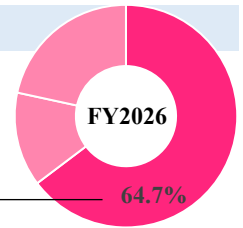
Robots

(Millions of yen)



Sales Ratio

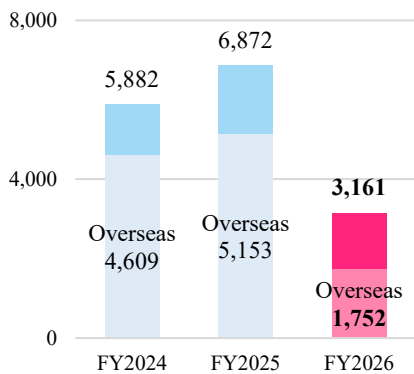
Robots



- increased by 438 million yen (+3.0%) from the previous FY to 14,947 million yen.
- Sales remained strong in Asia, particularly in China.

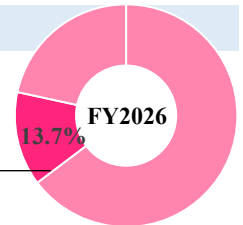
Custom-ordered equipment

(Millions of yen)



Sales Ratio

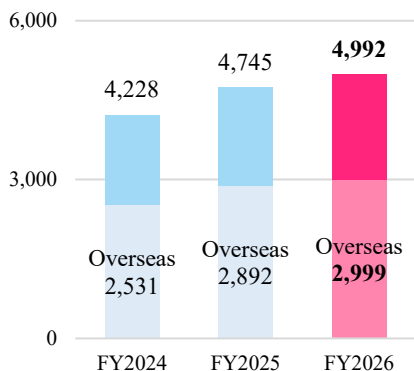
Custom-ordered Equipment



- decreased by 3,710 million yen (-54.0%) from the previous FY to 3,161 million yen.
- Sales of large-scale medical-related projects decreased significantly.

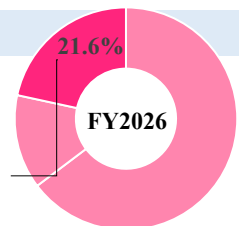
Parts and maintenance services

(Millions of yen)



Sales Ratio

Parts and maintenance services



- increased by 246 million yen (+5.2%) from the previous FY to 4,992 million yen.
- Sales are increasing as the number of robots in operation increases globally.

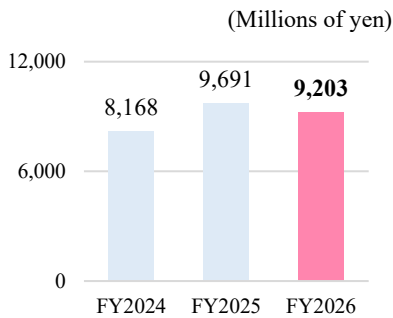
Reference information

Sales Information

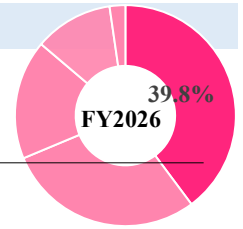
Sales by regions

● Network in Japan ● Subsidiaries, Branches and Representative office ● Sole Agents

Japan

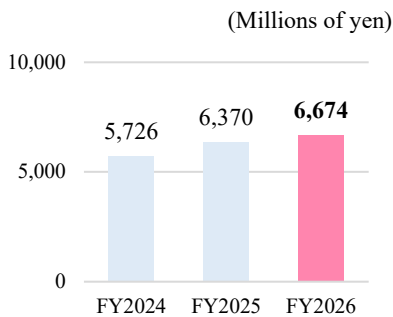


Sales Ratio
Japan

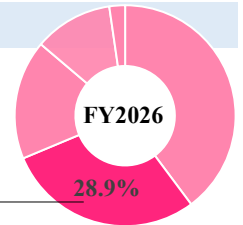


- decreased by 488 million yen (-5.0%) from the previous FY to 9,203 million yen.
- Despite weak capital investment demand, sales of palletizing robots increased.

Asia

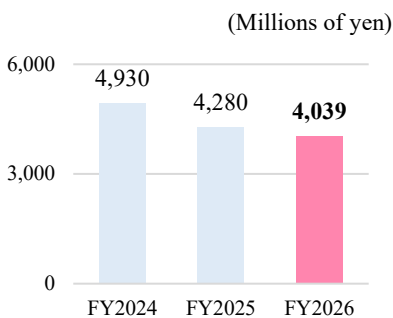


Sales Ratio
Asia

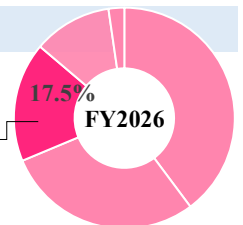


- increased by 303 million yen (+4.8%) from the previous FY to 6,674 million yen.
- Robot sales remained strong, particularly in China.

North America

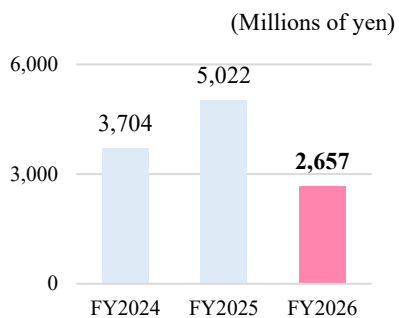


Sales Ratio
North America

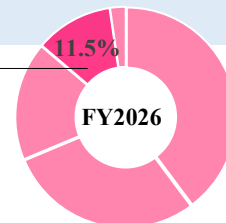


- decreased by 241 million yen (-5.6%) from the previous FY to 4,039 million yen.
- Sales growth was sluggish due to a decline in capital investment demand.

Europe

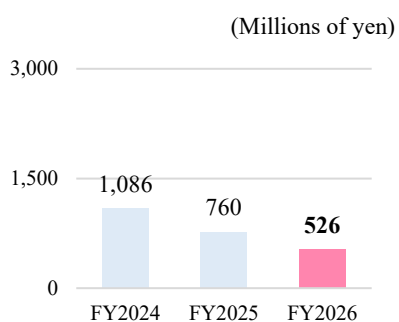


Sales Ratio Europe

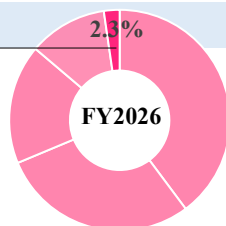


- decreased by 2,364 million yen (-47.1%) from the previous FY to 2,657 million yen.
- Sales of medical-related custom-ordered equipment decreased significantly. Sales in WEMO increased.

Others



Sales Ratio Others



- decreased by 234 million yen (-30.9%) from the previous FY to 526 million yen.
- Sales decreased mainly in Mexico.

(2) Capital investment

The total amount of capital investments made by the Group in the current consolidated fiscal year was 336 million yen, which mainly included 163 million yen for the renovation of the Fushimi Factory.

(3) Financing activities

No material items to report.

(4) Assets and profit/loss

Years ended March 31,	2023	2024	2025	2026
Net sales (Thousands of yen)	22,373,189	23,615,543	26,126,713	23,101,373
Ordinary profit (Thousands of yen)	2,787,011	2,586,759	2,535,093	908,263
Profit attributable to owners of parent (Thousands of yen)	1,922,822	1,692,366	1,692,927	286,762
Earnings per share (Yen)	56.50	49.72	49.74	8.51
Total assets (Thousands of yen)	40,843,235	42,821,381	41,045,904	39,832,970
Net assets (Thousands of yen)	32,586,298	34,418,934	35,498,910	34,787,888
Book value per share (Yen)	948.36	1,001.03	1,031.64	1,051.30

Notes:

Earnings per share are calculated based on the average number of shares outstanding during the fiscal year and Book value per share, on the number of shares outstanding at the end of the year.

(5) Issues to address

As for the external environment surrounding our Group, capital investment demand remains weak in some regions such as the United States and Europe, and the global economy remains uncertain, but the trend toward production automation aimed at improving labor safety, increasing production efficiency and solving labor shortages is expected to continue worldwide in the medium to long term.

In this environment, our Group will aim for further growth as a leading company in the take-out robot industry.

To achieve this, we need to expand sales of take-out robots by strengthening global sales development and product competitiveness. To strengthen global sales development, we will use WEMO Automation AB in Sweden as a foothold to increase our market share in Europe, and in other regions, we will also gather accurate market information to increase our global market share. To strengthen our product competitiveness, we will continue to develop products that provide higher added value in the automation of our customers' factories. For palletizing robots, we will strengthen sales activities to promote understanding of the advantages of Cartesian robots among a wide range of users. In the area of custom-ordered equipment, we will continue to expand sales in response to growing automation needs in Japan and overseas due to labor shortages and rising labor costs, by strengthening our internal structure. In maintenance services, we will further strengthen our global network, which is one of our strengths.

Furthermore, as human capital is important for promoting these initiatives, we will promote human resource development with a focus on hiring and instilling our corporate philosophy. Also, in the aspect of promoting sustainability, we will actively make efforts to reduce various kinds of risks, mainly through activities of four subcommittees under the Sustainability Committee established in March 2025: Compliance, Human Rights, Crisis Management, and IT Security.

(6) Status of major subsidiaries

Name	Location	Capital stock	Percentage of shareholding	Major operations
YUSHIN KOREA CO., LTD.	Siheung-Shi, South Korea	KRW350 million	100%	Sales and maintenance & repair of our group's products and manufacture and sales of streamlining machinery
YUSHIN PRECISION EQUIPMENT TRADING (SHANGHAI) CO., LTD.	Shanghai, China	US\$200,000	100%	Sales and maintenance & repair of our group's products
YUSHIN PRECISION EQUIPMENT TRADING (SHENZHEN) CO., LTD.	Shenzhen, Guangdong, China	US\$400,000	100%	Sales and maintenance & repair of our group's products
GUANGZHOU YUSHIN PRECISION EQUIPMENT CO., LTD.	Guangzhou, Guangdong, China	RMB13.742 million	100%	Manufacturing of our group's products
YUSHIN PRECISION EQUIPMENT (TAIWAN) CO., LTD.	Taipei City, Taiwan (R.O.C.)	NT\$5 million	100%	Sales and maintenance & repair of our group's products
PT. YUSHIN PRECISION EQUIPMENT INDONESIA	Bekasi, Indonesia	IDR2,841 million	99%	Sales and maintenance & repair of our group's products
YUSHIN PRECISION EQUIPMENT (VIETNAM) CO., LTD.	Hanoi, Vietnam	US\$300,000	100%	Sales and maintenance & repair of our group's products
YUSHIN PRECISION EQUIPMENT SDN. BHD.	Selangor, Malaysia	MYR1 million	100%	Sales and maintenance & repair of our group's products
YUSHIN PRECISION EQUIPMENT (THAILAND) CO., LTD.	Bangkok, Thailand	THB8 million	49%	Sales and maintenance & repair of our group's products and manufacture and sales of streamlining machinery
YUSHIN PRECISION EQUIPMENT (INDIA) PVT. LTD.	Chennai, India	INR17.4 million	97.9%	Sales and maintenance & repair of our group's products
YUSHIN AUTOMATION LTD.	Worcestershire, U.K.	GBP150,000	95.6%	Sales and maintenance & repair of our group's products
YUSHIN AMERICA, INC.	Rhode Island, U.S.A.	US\$8,000	100%	Sales and maintenance & repair of our group's products and manufacture and sales of streamlining machinery
WEMO AUTOMATION AB	Värnamo, Sweden	SEK120,000	100%	Development, manufacturing, sales and maintenance & repair of our group's products

Notes: YUSHIN EUROPE GMBH was resolved to be dissolved on December 12, 2023, and, as its liquidation has been completed, it has been excluded from the list of major subsidiaries.

(7) Major operations (as of March 31, 2026)

Development, manufacture and sale of Cartesian robots and other industrial equipment and systems for factory automation.

(8) Main sales offices and factories (as of March 31, 2026)**[1] Yushin Company**

Name	Location
Head Office	Minami-ku, Kyoto-city
Fushimi Factory	Fushimi-ku, Kyoto-city
Technical Center	Minami-ku, Kyoto-city
East Japan Regional Sales Office Kita-Kanto Sales Office	Kita-ku, Saitama-city
Nishi-Kanto Sales Office	Atsugi-city, Kanagawa
Nagano Sales Office	Shiojiri-city, Nagano
Tohoku Sales Office	Fukushima-city, Fukushima
Tsukuba Sales Office	Tsukuba-city, Ibaraki
Chubu Regional Sales Office Chubu Sales Office	Toyokawa-city, Aichi
Shizuoka Sales Office	Suruga-ku, Shizuoka-city
Nagoya-Nishi Sales Office	Kuwana-city, Mie
West Japan Regional Sales Office West Japan Sales Office	Minami-ku, Kyoto-city
Toyama Sales Office	Toyama-city, Toyama
Hiroshima Sales Office	Asaminami-ku, Hiroshima-city
Fukuoka Sales Office	Onojo-city, Fukuoka
Philippines Representative Office	Makati City, The Philippines

[2] Subsidiaries

See “(6) Status of major subsidiaries”

(9) Employees (as of March 31, 2026)

Number of employees	Increase and decrease from the end of previous consolidated FY
803 (62)	3 increase

Note:

The number of employees represents full-time employees only (including those seconded to the Company). Part-time and other non-regular employees are shown separately with their average annual number indicated in brackets ().

(10) Major creditors (as of March 31, 2026)

No items to report.

(11) Other important matters relating to the status of the business group

The Company changed its trade name to Yushin Company on April 1, 2025.

2. Matters Relating to the Company's Shares (as of March 31, 2026)

(1) Number of shares authorized:	80,000,000
(2) Total number of issued shares:	35,638,066
(3) Number of shareholders:	6,060
(4) Major shareholders (top 10):	

Name	Number of shares held (Thousands of shares)	Shareholding ratio (%)
Yushin Industry Co., Ltd.	11,992	36.7
The Master Trust Bank of Japan, Ltd. (Trust Account)	2,109	6.5
Takayo Kotani	1,968	6.0
Miki Murata	1,847	5.6
Mayumi Kotani	968	3.0
JP MORGAN CHASE BANK 385781	942	2.9
RBC IST 15 PCT NON LENDING ACCOUNT CLIENT ACCOUNT	877	2.7
Custody Bank of Japan, Ltd. (Trust Accounts)	851	2.6
MUFG Bank, Ltd.	849	2.6
The Kyoto Chuo Shinkin Bank, Ltd.	800	2.4

Notes:

1. The Company holds 2,940,917 shares of treasury stock, but is not included in the above major shareholders.
2. Shareholding ratio is calculated excluding the treasury stock.

(5) Other Material Matters Concerning Shares

Based on a resolution of the Board of Directors held on November 14, 2025, the Company acquired its own shares as described below:

Type of shares acquired:	Common shares of the Company
Total number of shares acquired:	1,337,200 shares
Total acquisition cost:	999,955,688 yen
Period of acquisition:	From November 17, 2025 to February 18, 2026 (based on trade dates)

3. Matters Relating to Company Officers

(1) Directors and Corporate Auditors (as of March 31, 2026)

Position	Name	Responsibilities and representation of other organization
Representative Director and President	Takayo Kotani	
Director and Executive Vice President	Kota Oda	General Manager of Administration Division
Executive Managing Director	Yasushi Kitagawa	General Manager of Manufacturing Division and General Manager of Purchasing Division
Managing Director	Tomohiro Inano	General Manager of Sales Division
Director	Yasuo Nishiguchi	Chairman of YAMADA Consulting Group Co., Ltd.
Director	Hiroshi Matsuhisa	Professor emeritus of Kyoto University
Director	Reiko Nakayama	
Full-time Corporate Auditor	Masahito Fukui	
Corporate Auditor	Tetsuya Nonaka	Attorney Partner of Naniwabashi LPC Outside Corporate Auditor of TOYO SHUTTER CO., LTD.
Corporate Auditor	Yoshiki Yamada	Certified Public Accountant Outside Director (Audits and Supervisory Committee member) of Konishi Co., Ltd. Partner in Rutland Audit Corporation

Notes:

1. Directors, Yasuo Nishiguchi, Hiroshi Matsuhisa and Reiko Nakayama are External Directors defined in Article 2, Paragraph 15 of the Companies Act.
2. Corporate Auditors, Tetsuya Nonaka and Yoshiki Yamada are External Corporate Auditors defined in Article 2, Paragraph 16 of the Companies Act.
3. Corporate Auditor, Yoshiki Yamada is a Certified Public Accountant with expertise in finance and accounting.
4. The Company has designated Director, Yasuo Nishiguchi, Director, Hiroshi Matsuhisa, Director, Reiko Nakayama, Corporate Auditor, Tetsuya Nonaka and Corporate Auditor, Yoshiki Yamada as Independent Officers as required by the Tokyo Stock Exchange, Inc. and reported to the Exchange.
5. Change of Directors and Corporate Auditor during the period under review
None.
6. The Company has concluded an agreement with Yasuo Nishiguchi, Hiroshi Matsuhisa, Reiko Nakayama, Masahito Fukui, Tetsuya Nonaka and Yoshiki Yamada to limit their liability for damages under Article 423, Paragraph 1 of the Companies Act in accordance with the provisions of Article 427, Paragraph 1 of the Companies Act. The maximum amount of liability for damages under such agreement shall be the minimum amount of liability under Article 425, Paragraph 1 of the Companies Act.
7. The Company has concluded an indemnification agreement with Takayo Kotani, Kota Oda, Yasushi Kitagawa, Tomohiro Inano, Yasuo Nishiguchi, Hiroshi Matsuhisa, Reiko Nakayama, Masahito Fukui, Tetsuya Nonaka and Yoshiki Yamada to guarantee the expenses set forth in Article 430-2, Paragraph 1 of the Companies Act and the loss set forth in Item 2 of that paragraph to the extent stipulated by laws and ordinances.
8. The Company has concluded Directors and Officers Liability Insurance (hereinafter referred to as “D&O Insurance”) as stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company. The insured persons under the D&O Insurance include the Directors, Corporate Auditors, Executive Officers, and Managerial Employees of the Company and its subsidiaries. The insurance will cover the damages, etc. (However, damages that fall under the disclaimer stipulated in the insurance contract are excluded) when the insured persons become liable for damages due to business operations. The Company bears the entire premium for D&O insurance.

(2) Policy for determining the content of remuneration and others for Directors

At a meeting of the Board of Directors held on March 7, 2022, the Company reviewed the remuneration system for Directors and resolved a policy for determining the details of remuneration, etc. for individual Directors in accordance with the resolution of the General Meeting of Shareholders. In passing such resolutions at the meeting of the Board of Directors, the details to be resolved are deliberated by the Nomination and Remuneration Committee in advance.

The new system enhances objectivity and fairness in the remuneration decision-making process and clarifies the policy to concretize a medium- to long-term performance-linked remuneration system based on the degree of achievement of the medium-term management plan and improvement in corporate value, while promoting the formulation and implementation of the plan.

The Board of Directors has confirmed that the method of determining the content of remuneration, etc. and the content of remuneration, etc. determined are consistent with the relevant decision policy and that the report from the Nomination and Remuneration Committee has been respected, and has determined that the content of remuneration, etc. for individual Directors for the relevant fiscal year is in line with the relevant decision policy.

- [1] Policy for determining the amount of remuneration, etc. for each Director and the method of calculation thereof

Remuneration for Directors of the Company consists of monthly remuneration, short-term performance bonuses, and medium-term performance and stock price-linked bonuses.

Monthly remuneration is determined by the Representative Director and President, who is delegated by the Board of Directors, based on the evaluation of Directors determined through deliberations by the Nomination and Remuneration Committee within the monthly remuneration range (upper and lower limits) for each position.

Short-term performance bonuses and medium-term performance and stock price-linked bonuses are determined by the Representative Director and President delegated by the Board of Directors based on a formula determined by the Nomination and Remuneration Committee and the Board of Directors, and based on the evaluation of executives determined through deliberations by the Nomination and Remuneration Committee.

Remuneration, etc., for External Directors consists of fixed remuneration, and it is our policy not to pay performance-linked remuneration from the viewpoint of independence for business execution.

- [2] Details of the performance indicators pertaining to the performance-linked remuneration, etc. and the method of calculating the amount or number of such performance-linked remuneration, etc.

Short-term performance bonuses are determined by multiplying the basic amount by a performance coefficient based on the achievement of consolidated ordinary profit by position, and by reflecting the Director evaluation, who are evaluated on their overall contribution based on target management evaluation and qualitative evaluation.

The medium-term performance and stock price-linked bonuses are determined based on the basic amount by position, reflecting the medium-term performance coefficient based on the growth rate of “Earnings Per Share (EPS)” and the stock price-linked coefficient based on the growth rate of the stock price.

- [3] Policy on determining the ratio of remuneration, etc. to the amount of remuneration, etc. for each Director

The ratio of remuneration to the amount of remuneration, etc., is set by position with reference to the external standards of companies in the same industry and of the same size as the Company.

- [4] Policy on determining the timing and conditions of remuneration, etc. to be paid to Directors

As for the timing of payment of remuneration, monthly remuneration is paid monthly, and short-term performance bonus is paid once a year based on the basic amount for each position, reflecting the performance coefficient and Director evaluation. The medium-term performance and stock price-linked bonus is paid once a year, reflecting the medium-term performance coefficient and the stock price-linked coefficient, based on the basic amount for each position.

[5] Matters concerning the delegation of decision on the details of individual remuneration, etc. of Directors

The amount of remuneration, etc. for Directors is determined by the Representative Director and President, who is delegated by the Board of Directors, based on the Director evaluation determined through deliberations by the Nomination and Remuneration Committee, which serves as an advisory body to the Board of Directors. The authority of the Representative Director and President is to determine the amount of each Director's monthly remuneration and the evaluation and distribution of bonuses based on performance. The Nomination and Remuneration Committee deliberates in advance on important policies, and the Representative Director and President makes decisions on the delegated matters based on the Committee's deliberations. The Company believes that this constitutes a measure to ensure that authority is exercised appropriately.

The Nomination and Remuneration Committee is chaired by Yasuo Nishiguchi, an External Director, and its other members are Takayo Kotani, Representative Director and President; Hiroshi Matsuhisa, an External Director; and Reiko Nakayama, an External Director.

No other non-monetary remunerations are paid to the Directors.

(3) Total remuneration and others of Directors and Corporate Auditors

Classification	Total remuneration and other payments (Thousands of yen)	Total amount by type of remuneration and other payments (Thousands of yen)			Number of target Directors/ Corporate Auditors
		Fixed remuneration	Performance-linked remuneration, etc.	Non-monetary remuneration, etc.	
Directors (Excluding External Directors)	110,466	102,966	7,500	-	4
External Directors	16,800	16,800	-	-	3
Subtotal	127,266	119,766	7,500	-	7
Corporate Auditor (Excluding External Corporate Auditors)	12,000	12,000	-	-	1
External Corporate Auditors	7,200	7,200	-	-	2
Subtotal	19,200	19,200	-	-	3
Total	146,466	138,966	7,500	-	10

Notes:

- The 48th Ordinary General Meeting of Shareholders held on June 22, 2021 resolved total remuneration for all Directors within 700,000 thousand yen per year (including remuneration for External Directors within 100,000 thousand yen). At the end of the General Meeting of Shareholders, the number of Directors was eight (8) (including three (3) External Directors). There are currently no Directors who have concurrent employment positions.
- The 43rd Ordinary General Meeting of Shareholders held on June 20, 2016 resolved total remuneration for all Corporate Auditors within 100,000 thousand yen per year. At the end of the General Meeting of Shareholders, the number of Corporate Auditors was four (4).
- Short-term performance bonuses are determined by multiplying the basic amount by a performance coefficient based on the achievement of consolidated ordinary profit, based on the position-by-position basis, and by reflecting the Director evaluation, who are evaluated on their overall contribution based on target management and qualitative evaluation. In addition, medium-term performance and stock price-linked bonuses are determined based on the basic amount by position, reflecting a medium-term performance coefficient based on the growth rate of “net earnings per share (EPS)” and a stock price-linked coefficient based on the growth rate of the stock price. The performance indicators are selected because they are indicators that are important to YUSHIN Group and should be considered in both the short and medium term. (The target for the consolidated ordinary profit index, which is the main index for performance-linked remuneration in the current fiscal year, is 2,200,000 thousand yen, and the actual amount is 908,263 thousand yen.)
- As for the procedure for determining the amount of remuneration, etc., for Directors, within the monthly remuneration range (upper and lower limits) for each position, monthly remuneration is determined by Takayo Kotani, Representative Director and President, who is delegated by the Board of Directors, based on the Director evaluation determined through deliberations by the Nomination and Remuneration Committee. The short-term performance bonus and the medium-term performance and stock price-linked bonus are determined by Takayo Kotani, Representative Director and President, as delegated by the Board of Directors, based on the calculation formula determined by the Nomination and Remuneration Committee and the Board of Directors, and based on the evaluation of the executives as determined through deliberations by the Nomination and Remuneration Committee. The reason for the delegation was that the Company determined that Representative Director and President was the most appropriate person to evaluate the duties of each Director in charge, while taking into consideration the Company’s overall performance and other factors.

(4) External Directors and External Corporate Auditors

[1] Important position at other organizations and the relationship between the Company and other organizations.

- Yasuo Nishiguchi is the Chairman of YAMADA Consulting Group Co., Ltd. The Company has no special relationship with YAMADA Consulting Group Co., Ltd.
- Hiroshi Matsuhisa is a professor emeritus at Kyoto University. The Company has no special relationship with Kyoto University.
- Tetsuya Nonaka is a partner of Naniwabashi LPC and an Outside Corporate Auditor of TOYO SHUTTER CO., LTD. The Company has no special relationship with Naniwabashi LPC and TOYO SHUTTER CO., LTD.
- Yoshiki Yamada is an Outside Director (Audits and Supervisory Committee member) of Konishi Co., Ltd. and a Partner in Rutland Audit Corporation. The Company has no special relationship with Konishi Co., Ltd. and Rutland Audit Corporation.

[2] Major activities during the fiscal year

Title and Name	Attendance Records, Comments, Remarks and Outline of Duties Performed with Respect to the Roles Expected of External Directors
Director, Yasuo Nishiguchi	During the period under review, Yasuo Nishiguchi attended all 13 meetings of the Board of Directors. He supervises and advises management from a professional and independent standpoint, based on his extensive knowledge and experience in all aspects of corporate governance, which he has gained by holding prominent corporate positions such as President and Representative Director, and Chairman of the Board and Representative Director of KYOCERA Corporation. He plays an appropriate role in ensuring the appropriateness of decision making. In addition, as the chairman of the Nomination and Remuneration Committee, he attended all 2 Committee Meetings held during the current fiscal year and leads the supervisory function in the process of selecting executive candidates and determining executive remuneration, etc. from an objective and neutral standpoint.
Director, Hiroshi Matsuhisa	During the period under review, Hiroshi Matsuhisa attended all 13 meetings of the Board of Directors. He supervises and advises management from a professional and independent standpoint, based on the expertise of a person with academic standing in engineering. He plays an appropriate role in ensuring the appropriateness of decision making. In addition, as a member of the Nomination and Remuneration Committee, he attended all 2 meeting of the Committee held during the current fiscal year and performs the supervisory function in the process of selecting executive candidates and determining executive remuneration, etc., from an objective and neutral standpoint.
Director, Reiko Nakayama	During the period under review, Reiko Nakayama attended all 13 meetings of the Board of Directors. Based on her experience of as an underwriting manager at a security firm and as an executive officer and outside officers of operating companies, she supervises and advises management from a professional and independent standpoint. She plays an appropriate role in ensuring the appropriateness of decision making. In addition, as a member of the Nomination and Remuneration Committee, she attended all 2 meeting of the Committee held during the current fiscal year and performs the supervisory function in the process of selecting executive candidates and determining executive remuneration, etc., from an objective and neutral standpoint.
Corporate Auditor, Tetsuya Nonaka	During the period under review, Naohiro Tsuda attended all 13 meetings of the Board of Directors and all 14 meetings of the Board of Corporate Auditors. Based on his expertise as a lawyer, he asked questions to clarify ambiguities that arose with respect to matters reported or resolved and provided opinions. In addition, he reviewed reports on the results of internal audits, exchanged opinions on audits, and participated in joint discussions on important matters. In addition to receiving the detailed reports of the Accounting Auditor on a regular basis, he also exchanged opinions with top management on a regular basis.

Title and Name	Attendance Records, Comments, Remarks and Outline of Duties Performed with Respect to the Roles Expected of External Directors
Corporate Auditor, Yoshiaki Yamada	<p>During the fiscal year under review, Yoshiaki Yamada attended all 13 meetings of the Board of Directors and attended all 14 meetings of the Board of Corporate Auditors. Based on his expertise as a certified public accountant, he asked questions to clarify ambiguities that arose with respect to matters reported or resolved and provided opinions. In addition, he reviewed reports on the results of internal audits, exchanged opinions on audits, and participated in joint discussions on important matters. In addition to receiving the detailed reports of the Accounting Auditor on a regular basis, he also exchanged opinions with top management on a regular basis.</p>

Note:

In addition to the frequency of convening meetings of the Board of Directors described above, there were 6 times of written resolutions adopted, deeming that there have been resolutions of the Board of Directors Meetings pursuant to Article 370 of the Companies Act and Article 24 of the Articles of Incorporation.

4. Matters Relating to Accounting Auditor

(1) Name of Accounting Auditor: Grant Thornton Taiyo LLC

(2) Amount of remuneration and other payments for Accounting Auditor

The amount of remuneration and other payments payable to the Accounting Auditor for the reporting year	33,800 thousand yen
Total amount of monetary and other property benefits payable by the Company and its subsidiaries	33,800 thousand yen

Notes:

1. The Company paid P&G Grant Thornton, which belongs to the same network as the Accounting Auditor, 151 thousand yen in addition to the above as compensation for tax-related services.
2. In the audit contract between the Company and the Accounting Auditor, audit fees pursuant to the Companies Act and those pursuant to the Financial Instruments and Exchange Act are not clearly separated and this separation is practically impossible. Therefore, the amount of remuneration and other payments to the Accounting Auditor is represented as the total payment.
3. The Board of Corporate Auditors of the Company, after receiving necessary materials and reports from the Directors, relevant internal departments and the Accounting Auditor, confirmed the details of the audit plan of the Accounting Auditor and the performance of its duties in the accounting audit, and examined the basis and details of the calculation of the remuneration estimate, determined that the audit remuneration, etc. of the Accounting Auditor is appropriate and gave its consent as provided in Article 399, Paragraph 1 of the Companies Act.
4. In addition to the above, the Company paid 900 thousand yen as additional remuneration for the previous fiscal year during the current fiscal year.
5. Overseas subsidiaries of the Company's significant subsidiaries are audited by certified public accountants or auditing firms other than the Company's Accounting Auditor (including those with qualifications equivalent to such qualifications in foreign countries).

(3) Policy for making decisions regarding the dismissal or non-reappointment of Accounting Auditor

The Board of Corporate Auditors will determine the content of the proposals relating to the dismissal or non-reappointment of the Accounting Auditor, to be submitted to the General Meeting of Shareholders, should the execution of the Accounting Auditor's duties be impeded, is deemed necessary by the Board of Corporate Auditors,

The Board of Corporate Auditors will dismiss the Accounting Auditor should it determine that same corresponds to the provisions in each item of Article 340, Paragraph 1 of the Companies Act, with the agreement of all the members of the Board of Corporate Auditors. In such a case, a Corporate Auditor appointed by the Board of Corporate Auditors will report the fact of and the reason for the dismissal of the Accounting Auditor to the first General Meeting of Shareholders called after the dismissal.

(4) Outline of the contents of the contract for limitation of liability

Based on the provisions of Article 427, Paragraph 1 of the Companies Act, Grant Thornton Taiyo LLC, which is an Accounting Auditor, has entered into a contract for limitation of liability for damages under Article 423, Paragraph 1 of the Companies Act. The maximum amount of liability for damages based on the contract is the minimum amount stipulated by law.

5. Policy for Determining the Distribution of Surplus

We regard the return of profits to shareholders as one of the most important management issues in the operation of its business.

As a policy, we aim to achieve a consolidated dividend payout ratio of 30% or more in order to realize stable and continuous shareholder returns. At the same time, we aim to improve consolidated performance and raise the level of ordinary dividends by enhancing internal reserves so that we can make flexible and sustainable investments as needed, and by prioritizing a certain amount of investment each year in research and development, which will determine future corporate value. The Board of Directors is the decision-making body for both interim and year-end dividends.

In light of the business results for the current fiscal year and the above policy, we paid an interim dividend of 10 yen per share and a year-end dividend of 10 yen per share, for a total annual dividend of 20 yen per share for the current fiscal year. As a result, the consolidated dividend payout ratio for the current fiscal year is 232.71%.

Consolidated Financial Statements

Consolidated Balance Sheets (as of March 31, 2026)

(Thousands of yen)

Account	Amount	Account	Amount
ASSETS		LIABILITIES	
Current assets	26,269,212	Current liabilities	4,415,119
Cash and deposits	11,865,318	Notes and accounts payable - trade	1,282,131
Notes and accounts receivable - trade	6,065,247	Electronically recorded obligations - operating	361,452
Merchandise and finished goods	1,330,426	Accounts payable - other	443,893
Work in process	1,113,054	Accrued expenses	208,855
Raw materials and supplies	5,183,181	Income taxes payable	274,183
Prepaid expenses	301,137	Consumption taxes payable	55,437
Other	424,453	Advances received	1,122,263
Allowance for doubtful accounts	(13,607)	Provision for bonuses	329,872
Non-current assets	13,563,757	Provision for bonuses for Directors	7,500
Property, plant and equipment	10,645,264	Provision for product warranties	127,904
Buildings	3,426,392	Other	201,624
Structures	43,594	Non-current liabilities	629,961
Machinery equipment and Vehicles	140,454	Retirement benefit liability	124,668
Tools, furniture and fixtures	136,173	Deferred tax liabilities	288,625
Land	6,836,477	Other	216,667
Leased assets	4,392	Total liabilities	5,045,081
Construction in progress	57,779	NET ASSETS	
Intangible assets	1,286,473	Shareholders' equity	31,398,002
Telephone subscription right	11,430	Share capital	1,985,666
Software	51,597	Capital surplus	2,024,597
Customer-related assets	1,127,732	Retained earnings	29,743,751
Others	95,713	Treasury shares	(2,356,013)
Investments and other assets	1,632,019	Total accumulated other comprehensive income	2,976,447
Investment securities	286,844	Valuation difference on available-for-sale securities	165,141
Retirement benefit asset	380,738	Foreign currency translation adjustment	2,700,919
Deferred tax assets	757,515	Remeasurements of defined benefit plans	110,386
Others	253,664	Non-controlling interests	413,439
Allowance for doubtful accounts	(46,743)	Total net assets	34,787,888
Total assets	39,832,970	Total liabilities and net assets	39,832,970

Consolidated Statements of Income (from April 1, 2025 to March 31, 2026)

(Thousands of yen)

Account	Amount	
Net sales		23,101,373
Cost of sales		14,049,753
Gross profit		9,051,619
Selling, general and administrative expenses		8,224,993
Operating profit		826,626
Non-operating income		
Interest and dividends income	60,962	
Other	37,308	98,271
Non-operating expenses		
Foreign exchange losses	4,808	
Acquisition costs of treasury stock	9,999	
Other	1,825	16,633
Ordinary profit		908,263
Extraordinary income		
Gain on sales of non-current assets	8,149	
Gain on sale of investment securities	501,299	
Gain on liquidation of subsidiary	17,783	527,232
Extraordinary loss		
Loss on sales and retirement of non-current assets	57	
Impairment loss	867,073	867,130
Profit before income taxes		568,366
Income taxes - current	454,629	
Income taxes – deferred	(221,393)	233,235
Profit		335,130
Profit attributable to non-controlling interests		48,367
Profit attributable to owners of parent		286,762

Non-Consolidated Financial Statements

Balance Sheets (as of March 31, 2026)

(Thousands of yen)

Account	Amount	Account	Amount
ASSETS		LIABILITIES	
Current assets	18,831,759	Current liabilities	2,676,638
Cash and deposits	8,701,376	Notes payable – trade	636
Notes receivable - trade	1,348,913	Electronically recorded obligations - operating	361,452
Accounts receivable - trade	3,454,951	Accounts payable - trade	925,229
Merchandise and finished goods	546,368	Accounts payable - other	385,287
Work in process	890,714	Accrued expenses	24,190
Raw materials and supplies	2,972,697	Income taxes payable	214,547
Prepaid expenses	109,460	Consumption taxes payable	55,437
Other	807,376	Advances received	205,148
Allowance for doubtful accounts	(100)	Provision for bonuses	327,200
Non-current assets	14,436,197	Provision for bonuses for Directors	7,500
Property, plant and equipment	9,682,867	Provision for product warranties	115,430
Buildings	2,980,956	Other	54,578
Structures	43,594	Non-current liabilities	2,417
Machinery, equipment and vehicles	41,942	Other	2,417
Tools, furniture and fixtures	41,317	Total liabilities	2,679,055
Land	6,512,884	NET ASSETS	
Leased assets	4,392	Shareholders' equity	30,423,760
Construction in progress	57,779	Share capital	1,985,666
Intangible assets	44,122	Capital surplus	2,023,903
Telephone subscription right	11,430	Legal capital surplus	2,023,903
Software	32,691	Retained earnings	28,770,204
Investments and other assets	4,709,208	Legal retained earnings	286,314
Investment securities	286,844	Other retained earnings	28,483,889
Shares of subsidiaries and associates	3,176,648	Reserve for dividend equalization	1,000,000
Investments in capital of subsidiaries and associates	297,873	General reserve	8,700,000
Deferred tax assets	666,577	Retained earnings brought forward	18,783,889
Other	281,414	Treasury shares	(2,356,013)
Allowance for doubtful accounts	(149)	Valuation and translation adjustments	165,141
		Valuation difference on available-for-sale securities	165,141
Total assets	33,267,957	Total net assets	30,588,901
		Total liabilities and net assets	33,267,957

Statements of Income (from April 1, 2025 to March 31, 2026)

(Thousands of yen)

Account	Amount	
Net sales		14,882,941
Cost of sales		9,185,617
Gross profit		5,697,324
Selling, general and administrative expenses		4,702,800
Operating profit		994,523
Non-operating income		
Interest income	40,655	
Dividend income	355,841	
Foreign exchange gain	76,314	
Other	18,636	491,448
Non-operating expenses		
Acquisition costs of treasury stock	9,999	
Other	1,787	11,787
Ordinary profit		1,474,184
Extraordinary income		
Gain on sale of investment securities	501,299	
Gain on liquidation of subsidiary	2,085	503,384
Extraordinary losses		
Loss on sales and retirement of non-current assets	50	50
Profit before income taxes		1,977,519
Income taxes - current	488,600	
Income taxes - deferred	(19,546)	469,053
Profit		1,508,465

[Certified copy of the Accounting Auditors' Report concerning consolidated statutory report]
(There is no TRANSLATION. Please refer to INDEPENDENT AUDITORS' REPORT written in Japanese.)

[Certified copy of the Accounting Auditors' Report concerning non-consolidated statutory report]
(There is no TRANSLATION. Please refer to INDEPENDENT AUDITORS' REPORT written in Japanese.)

Audit Report

Regarding the performance of duties by the Directors for the fiscal year from April 1, 2025 to March 31, 2026, the Board of Corporate Auditors hereby submits its audit report, which has been prepared through discussions based on the audit report prepared by each Corporate Auditor.

1. Auditing Methods adopted by the Corporate Auditors and Board of Corporate Auditors and Details of Such Methods
 - (1) The Board of Corporate Auditors established auditing policies, allocation of duties, and other relevant matters, and received reports from each Corporate Auditor regarding his or her audits and results thereof, as well as received reports from the Directors, other relevant personnel, and the Accounting Auditors regarding performance of their duties, and requested explanations as necessary.
 - (2) Each Corporate Auditor complied with the auditing standards of Corporate Auditors established by the Board of Corporate Auditors, followed the auditing policies, allocation of duties, and other relevant matters, communicated with the Directors, the Internal Audit Office, other employees, and any other relevant personnel, and made efforts to optimize the environment for information collection and audit, and conducted audits as follows.
 - [1] Participated in the Board of Directors' Meetings and other important meetings, received reports from the Directors, employees, and other relevant personnel regarding performance of their duties, requested explanations as necessary, examined important authorized documents and associated information, and studied the operations and financial positions at the head office and principal offices. In addition, with respect to subsidiaries, we communicated and exchanged information with Directors, Corporate Auditors, and other relevant personnel of the subsidiaries, and received business reports from subsidiaries as necessary.
 - [2] We received periodic reports and requested explanations as necessary from the Directors, other relevant personnel and expressed our opinion about conditions of construction and application on the content of the resolution of the Board of Directors and system actually placed as "Internal Control System" in accordance to this resolution, which is stipulated in Article 100, Paragraph 1 and 3, of the Enforcement Regulation of the Companies Act as a system required to ensure the compliance of laws and regulations, and the Articles of Incorporation in the execution of businesses by the Directors and necessity to ensure a properness of operation in the business group consisting of the Company and its subsidiaries written in the business report.
 - [3] We monitored and verified whether the Accounting Auditors maintained their independence and implemented appropriate audits, and we received reports from the Accounting Auditors regarding the performance of their duties and requested explanations as necessary. In addition, we received notice from the Accounting Auditors that "the system for ensuring that duties are performed properly" (matters set forth in each Item of Article 131 of the Company Accounting Rules) is appropriately established in accordance with "Quality Control Standard on Audit" (Business Accounting Council) and requested explanations as necessary.

Based on the above methods, we have examined the business report for the relevant fiscal year and its supplementary schedules, the financial statements (balance sheet, statement of income, statement of changes in shareholders' equity, significant accounting policies and other notes) and their supplementary schedules, as well as the consolidated financial statements (consolidated balance sheet, consolidated statement of income, consolidated statement of changes in shareholders' equity, basic significant matters for the preparation of the consolidated financial statements and other notes).

2. Audit Results

(1) Results of Audit of Business Report and Other Relevant Documents

- [1] In our opinion, the business report and supporting schedules are in accordance with the related laws and regulations and Articles of Incorporation, and fairly represent the Company's condition.
- [2] No misconduct or serious violations of laws, regulations, or the Articles of Incorporation in the performance of duties by the Directors have been identified.
- [3] In our opinion, resolutions of the Board of Directors for the Internal Control System are fair. And also, the contents of the business report about the Internal Control System, and the Director's activities and implementation have no issues to be pointed out.

(2) Results of Audit of Financial Statements and Supporting Schedules

In our opinion, the methods and results employed and rendered by the Accounting Auditors, Grant Thornton Taiyo LLC, are fair and reasonable.

(3) Results of Audit of Consolidated Financial Statements

In our opinion, the methods and results employed and rendered by the Accounting Auditors, Grant Thornton Taiyo LLC, are fair and reasonable.

May 21, 2026

Board of Corporate Auditors,
Yushin Company

Full-time Corporate Auditor
External Corporate Auditor
External Corporate Auditor

Masahito Fukui
Tetsuya Nonaka
Yoshiki Yamada

Topics

Palletizing Robot Case Studies

We have published case studies of palletizing robot on our website.

Through interviews, we introduce the initiatives and outcomes achieved by customers who have adopted our palletizing robots to address labor shortages and reduce workload in logistics and shipping operations.

The content also highlights the expanding range of applications in which our products are utilized, so we encourage you to take a look.

<Case Study: Renkon 3 Kyodai Co., Ltd.>

At this company, which produces and sells “Bihada Renkon” (lotus root known for its skin-beautifying properties), the decision was made to pursue mechanization with a view to the future. This was driven by the need to address challenges such as physically demanding agricultural work, labor shortages, and the risk of operational disruption due to sudden employee turnover. As part of this initiative, our palletizing robot was introduced.



During the installation process, one challenge with articulated robots was the requirement to arrange pallets in a semicircular layout, necessitating a large installation footprint. In contrast, our Cartesian robot was highly evaluated for its space-saving design, allowing pallets to be arranged in a straight line.

With the introduction of this robot, human errors such as incorrect stacking of products during manual operations have been dramatically reduced, eliminating shipping-related issues. This has contributed to improved operational efficiency and enabled automation that supports the company’s future production expansion plans.

<Case Study: Panasonic Energy Co., Ltd.>

At a factory operated by this company, which manufactures dry batteries, our palletizing robot was adopted as part of the introduction of an automated transport and automated warehouse system associated with the launch of a new plant.



During implementation, it was necessary to achieve highly efficient automation under complex conditions within a short period. To address these challenges, we proposed a highly flexible, general-purpose robot leveraging our design capabilities. In addition, through prompt responses to inquiries and close coordination with all related parties, we successfully completed the installation within the planned short delivery timeline.

Following installation, the robot has continued stable operation without any issues for approximately two years, contributing to the establishment of an automated transport system and a reduction in labor requirements.

You can view our case study interviews and other implementation examples here. →[link to our website](#)



Exhibit at the 2025 International Robot Exhibition

We exhibited at the “2025 International Robot Exhibition” held at Tokyo Big Sight from December 3 to 6, 2025. The number of visitors reached 156,110, an increase of approximately 5.4% compared to the previous event, creating a very lively atmosphere.

Our company showcased the palletizing robot “PA-50LC (two-pallet specification),” highlighting its strengths in payload capacity and high-speed processing performance. Its quick and smooth movements attracted the attention of many visitors and received high praise. The exhibition also provided an opportunity to enhance recognition that “when it comes to palletizers, YUSHIN means Cartesian robots.”

Going forward, we will continue to expand our points of contact with customers through exhibitions and promote initiatives aimed at increasing our share in the palletizing robot market.



2025 International Robot Exhibition