

FY2025

# Investors Presentation ***YUSHIN***

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Standard Market of the Tokyo Stock Exchange  
Security Code 6482

May 16, 2025

Yushin Company

## F2025 results

- Net sales: **increased (to a record high)** due to increased sales of custom-ordered equipment, including medical-related equipment, and increased sales of robots in Japan
- Operating profit: **increased** due to higher Net sales, despite proactive investment in human resources

## FY2026 forecasts

- Net sales: in the medium to long term, demand for automation is expected to continue due to factors such as labor shortage, but Net sales are **expected to decrease** as capital investment demand remains uncertain, mainly in Europe and the US
- Operating profit: **expected to decrease** due to continued proactive investment in human resources, despite efforts to improve production efficiency

## Topics

- A low height, high performance palletizing robot dual-pallet model launched ----- (April 1, 2024)
- Company name (trade name) changed to Yushin Company ----- (April 1, 2025)

	FY2024	FY2025	
	Amount	Amount	Change*
Net sales	Mil. Yen 23,615	Mil. Yen 28,126	% 10.6
Gross profit <%>	9,788 41.5%	10,766 41.2%	10.0
Operating profit <%>	2,437 10.3%	2,586 9.9%	6.1
Ordinary profit <%>	2,586 11.0%	2,535 9.7%	(2.0)
Profit attributable to owners of parent <%>	1,692 7.2%	1,692 6.5%	0.0
* Percentage indicates year-on-year changes.			
<Exchange rates> USD	144.62 Yen	152.58 Yen	

## Net sales

**26,126 million yen, up 10.6% y/y**

Robot sales, up by **7.4% y/y**



Sales in **Japan** remained steady



Global demand for injection molding machines, mainly in **Europe and the US**, was sluggish

Custom-ordered equipment sales, up **16.8% y/y**



Sales of **large scale medical related projects** remained strong



Sales of other custom-ordered equipment increased due to growing global **demand for automation**



Impact of **weak yen**

## Operating profit

**2,586 million yen, up 6.1% y/y**



Increase in Net sales



Increase in personnel expenses associated with **proactive investment in human resources**



**Rising** raw material costs

	FY2025	FY2026 (forecast)	
	Amount	Amount	Change*
Net sales	Mil. Yen 26,126	Mil. Yen 25,000	% (4.3)
Gross profit <%>	10,766 41.2%	10,450 41.8%	(2.9)
Operating profit <%>	2,586 9.9%	2,200 8.8%	(14.9)
Ordinary profit <%>	2,535 9.7%	2,200 8.8%	(13.2)
Profit attributable to owners of parent <%>	1,692 6.5%	1,500 6.0%	(11.4)
* Percentage indicates year-on-year changes.			
<Exchange rates> USD	152.58 Yen	140.00 Yen	

## Net sales

25,000 million yen, down 4.3% y/y

Robot sales, up by 10.3% y/y



Demand in **Japan** remains strong



Increase market share **globally**, mainly in Europe



Sales of **palletizing robots** grows



Capital investment demand remains uncertain, mainly in **Europe and the US**

Custom-ordered equipment sales, down 41.8% y/y



Global **demand for automation** continues



Demand in **Europe and the US** weakens

## Operating profit

2,200 million yen, down 14.9% y/y



Promotion of initiatives to **improve production efficiency**



Increase in personnel expenses associated with **proactive investment in human resources** for future high growth



Decrease in Net sales

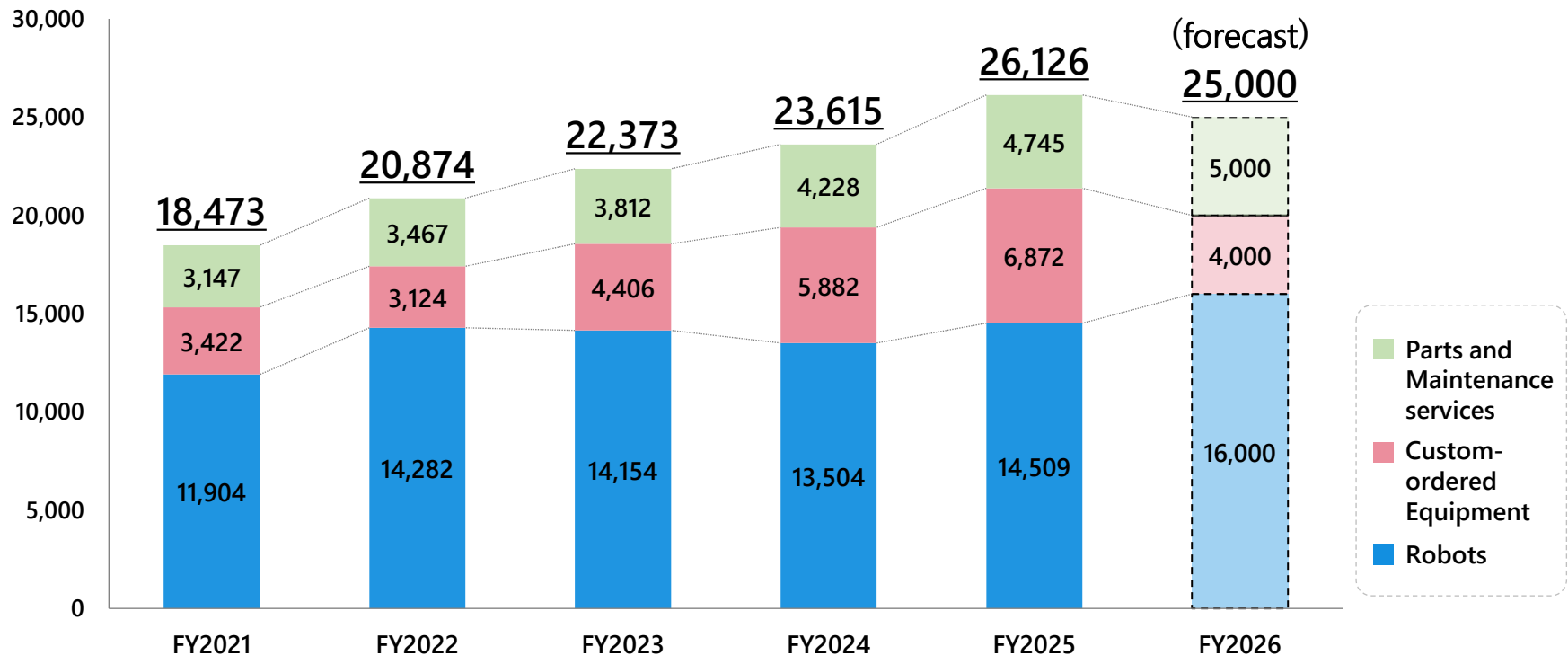


Raw material costs **rises**

# Sales Breakdown

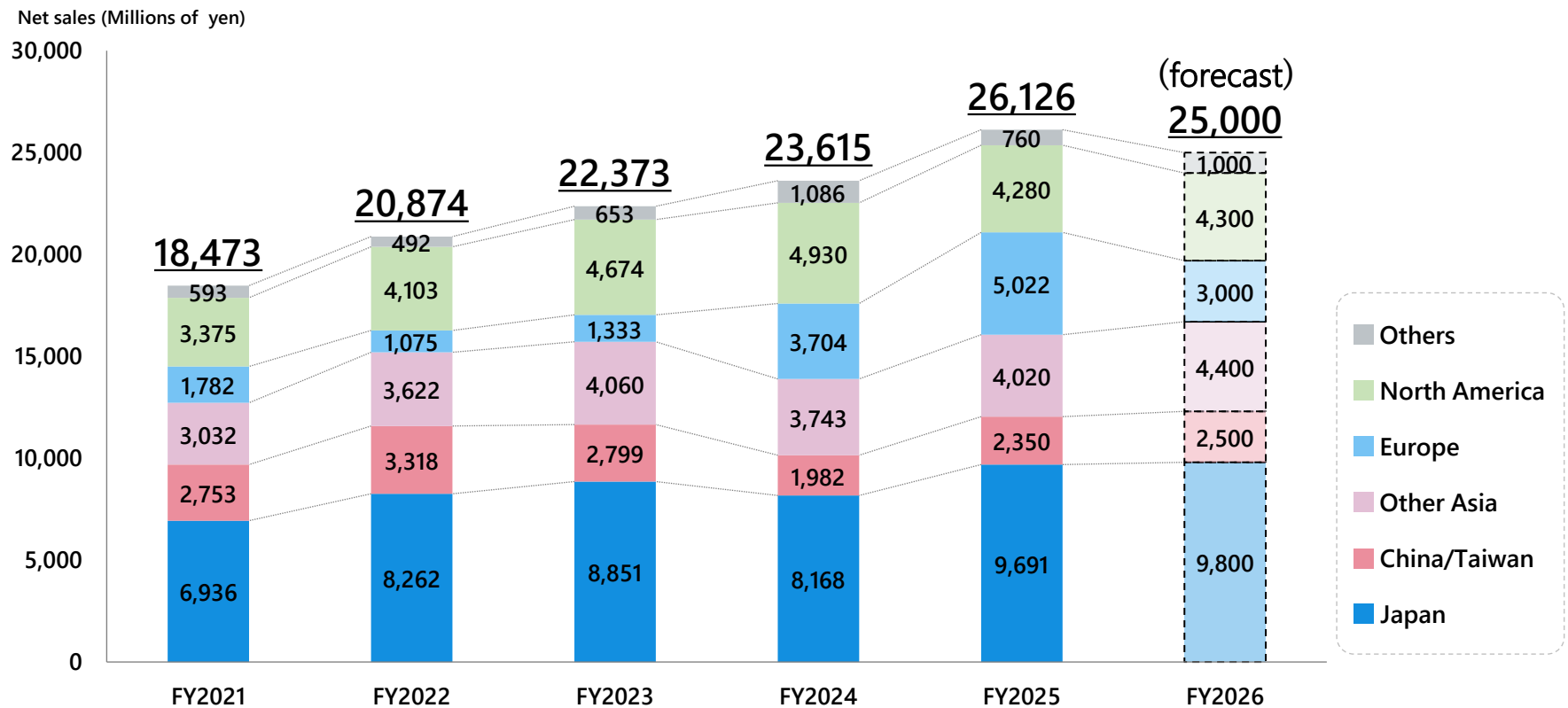
- Sales increased for **medical-related and general custom-ordered equipment** in FY2025
- Sales of large custom-ordered equipment projects decrease, but sales of **robots** including palletizing robots and sales of **custom-ordered equipment** to meet **demand for automation** due to labor shortages are expected in FY2026

Net sales (Millions of yen)



# Sales by Region

- Sales increased due to demand for automation mainly in **Japan and Europe** in FY2025
- Capital investment demand remains uncertain, mainly in **Europe and the US** in FY2026

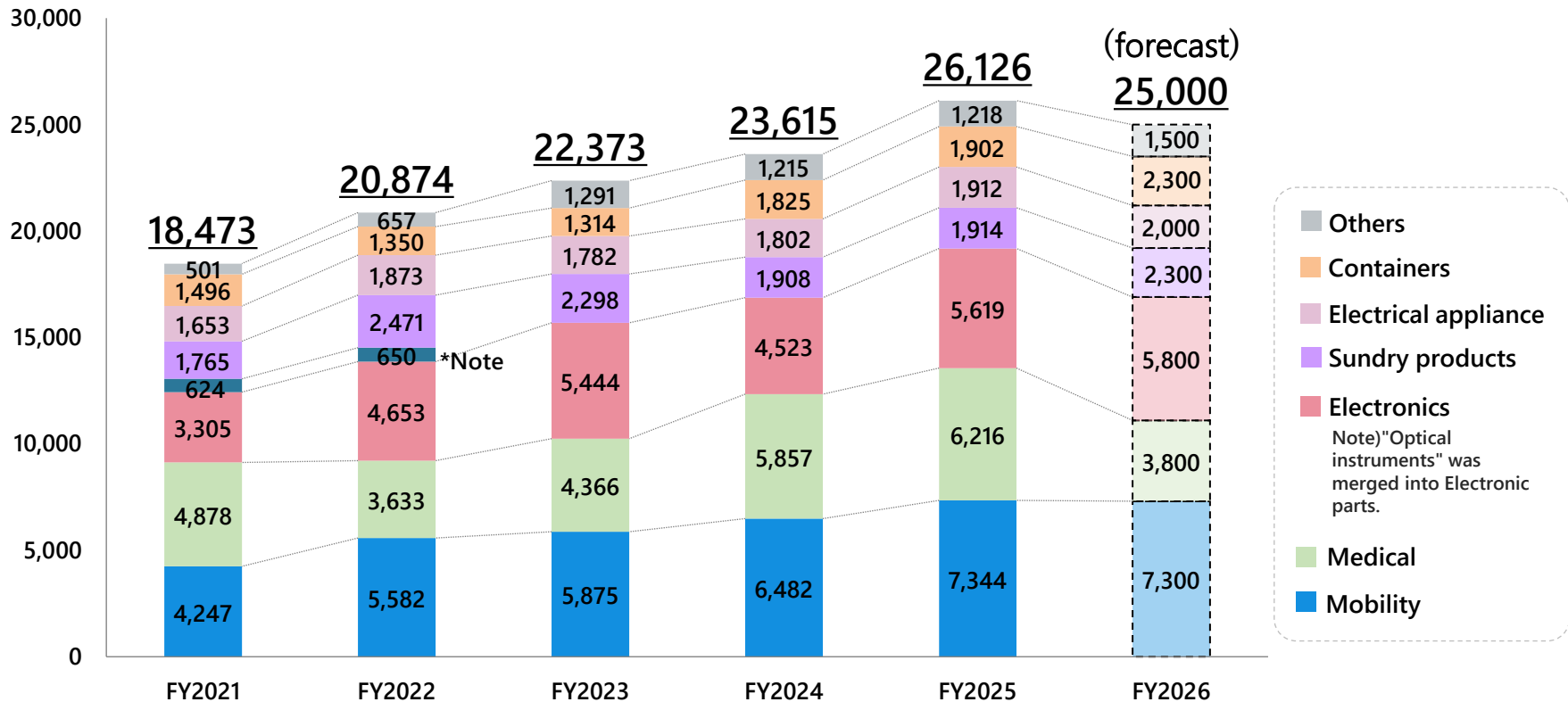




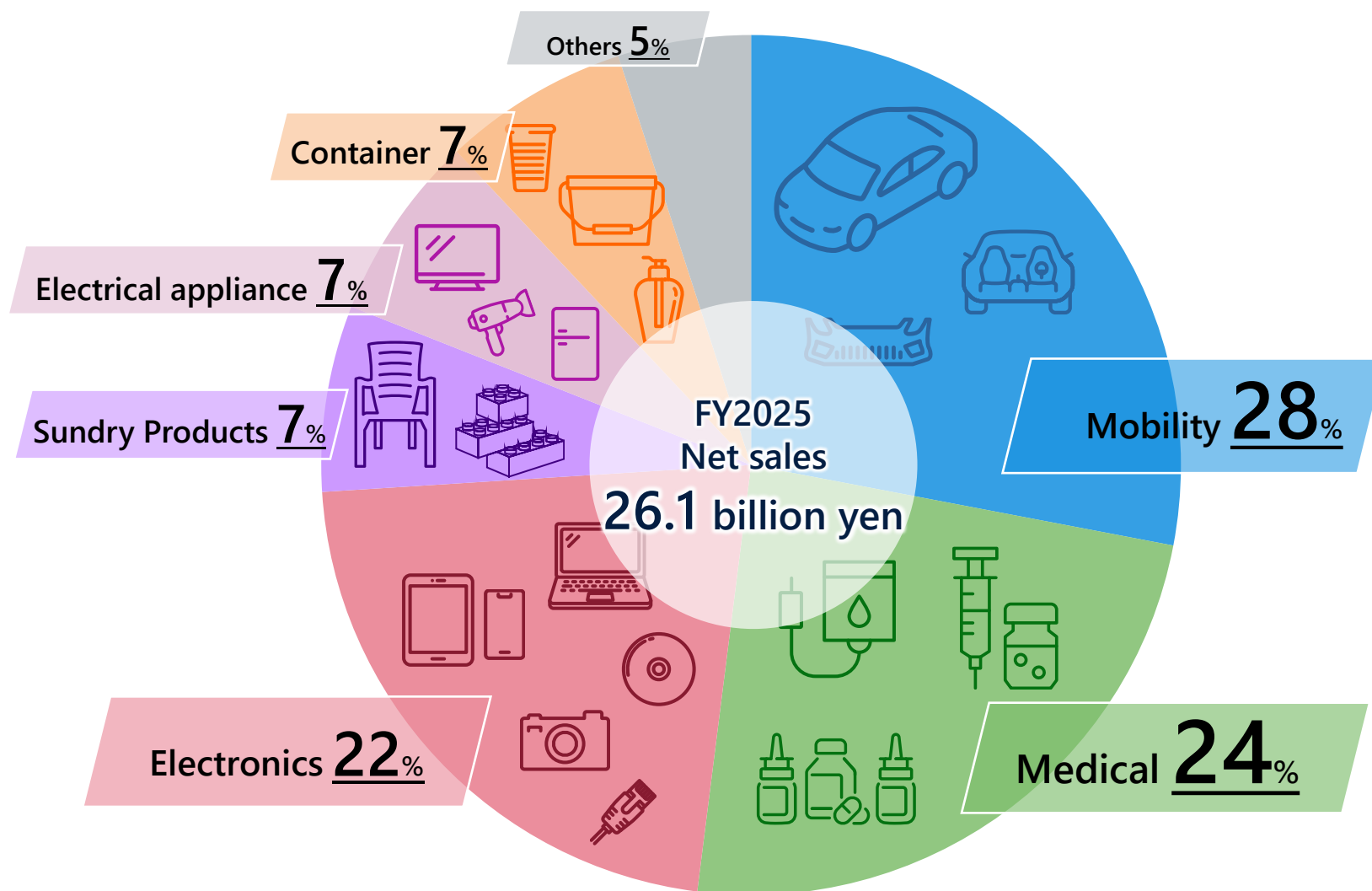
# Sales by Product Category

- **Mobility and Electronics** increased mainly in **Japan**, and **Medical** was strong in **Europe** in FY2025
- **Medical-related custom-ordered equipment** demand will be in a trough, but **other industries** will be strong in FY2026

Net sales (Millions of yen)

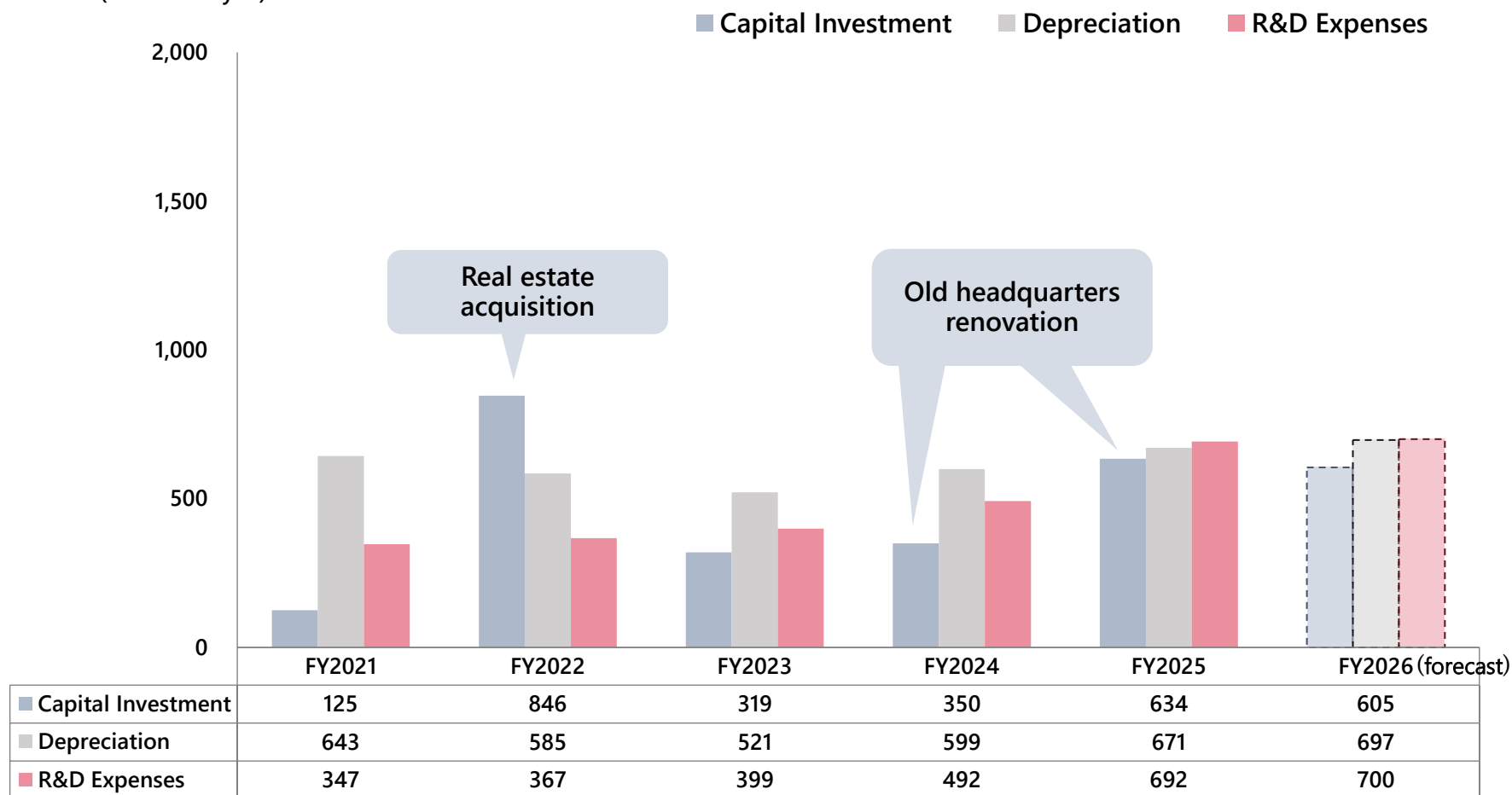


# Sales by Product Category



# Capital Investment, Depreciation and R&D

(Millions of yen)



# 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

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.

Creating economic value for stakeholders

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.

Strengthening the management base

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 Next Generation of Human Resources

- CI Penetration
- "Above all, reach people's hearts"
- Enhancement of education system
- Improvement of value creation

### ③ Strengthen Global Sales Capabilities

- Increase global market share, mainly in Europe
- Focus on growth markets

### ③ Strengthening Product Capabilities

- Responding to labor shortages, environment and safety
- Continue developing products that offer higher added value

### ④ Develop New Businesses

- Expansion beyond the injection molding industry (food industry and others)

## Management Targets

Medium-term management targets

**Consolidated Net sales 30 billion yen (FY2027)**  
(FY2025: 26.1 billion yen)

Long-term management indicators

- Operating profit margin: 15% or more  
(FY2025: 9.9%)
- ROE: 8 % or more  
(FY2025: 4.9%)

# Cash Allocation (FY2025~FY2027)

01.

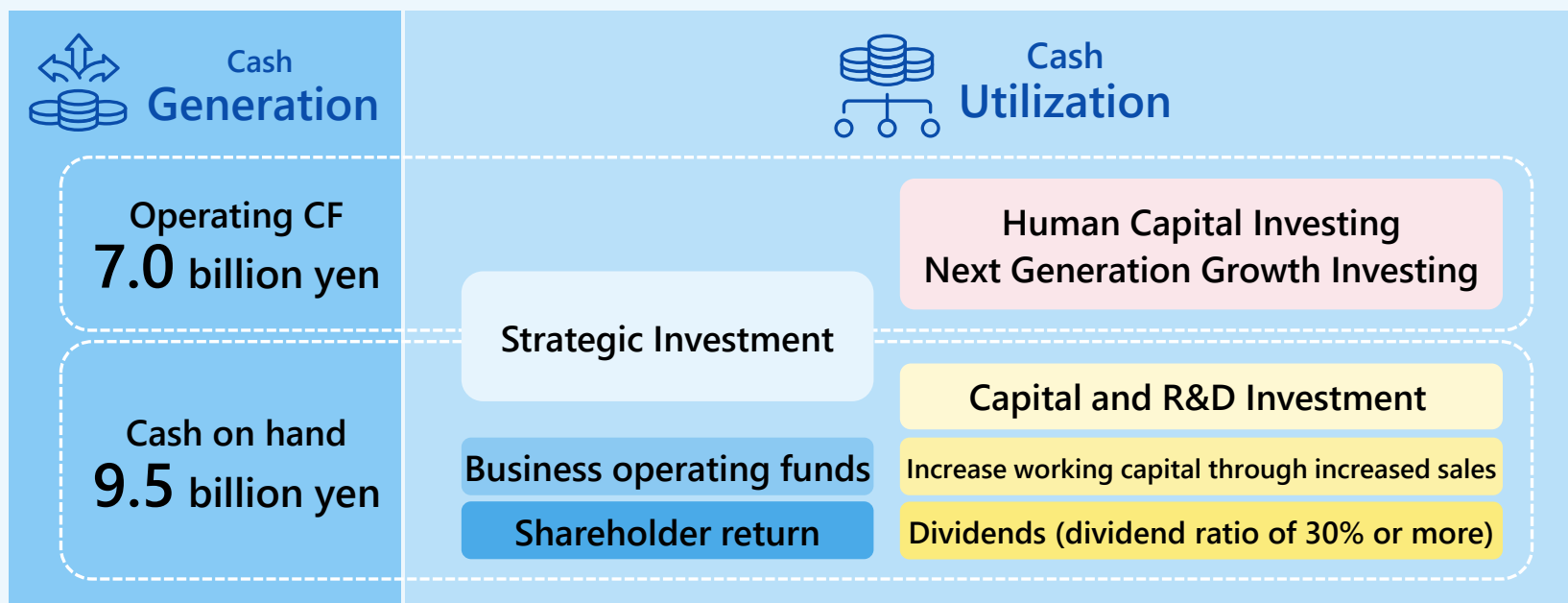
Strategic investment to create products and services that contribute to solving social issues

02.

Investments to achieve sustainable growth from a long-term perspective

03.

Promote initiatives that meet the expectations of stakeholders while maintaining a strong financial base to prepare for agile and sustainable investment



# Strategy 1: Investing in the Next Generation of Human Resources

Promote initiatives to strengthen human capital centered on the penetration of our corporate philosophy

Build CI and human resource development policy on the concept of "Above all, reach people's hearts"  
Create an organization that leverages the values and perspectives of diverse human resources

Enhance education system to support employees throughout their careers

Technical training program(including e-learning), leadership training program, and training program for managers

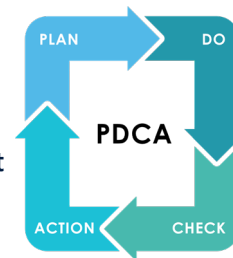
Create an environment that makes work more rewarding and conformable

Set up "Innovation Project Activity Proposal System" to develop creative and independent human resources



## 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



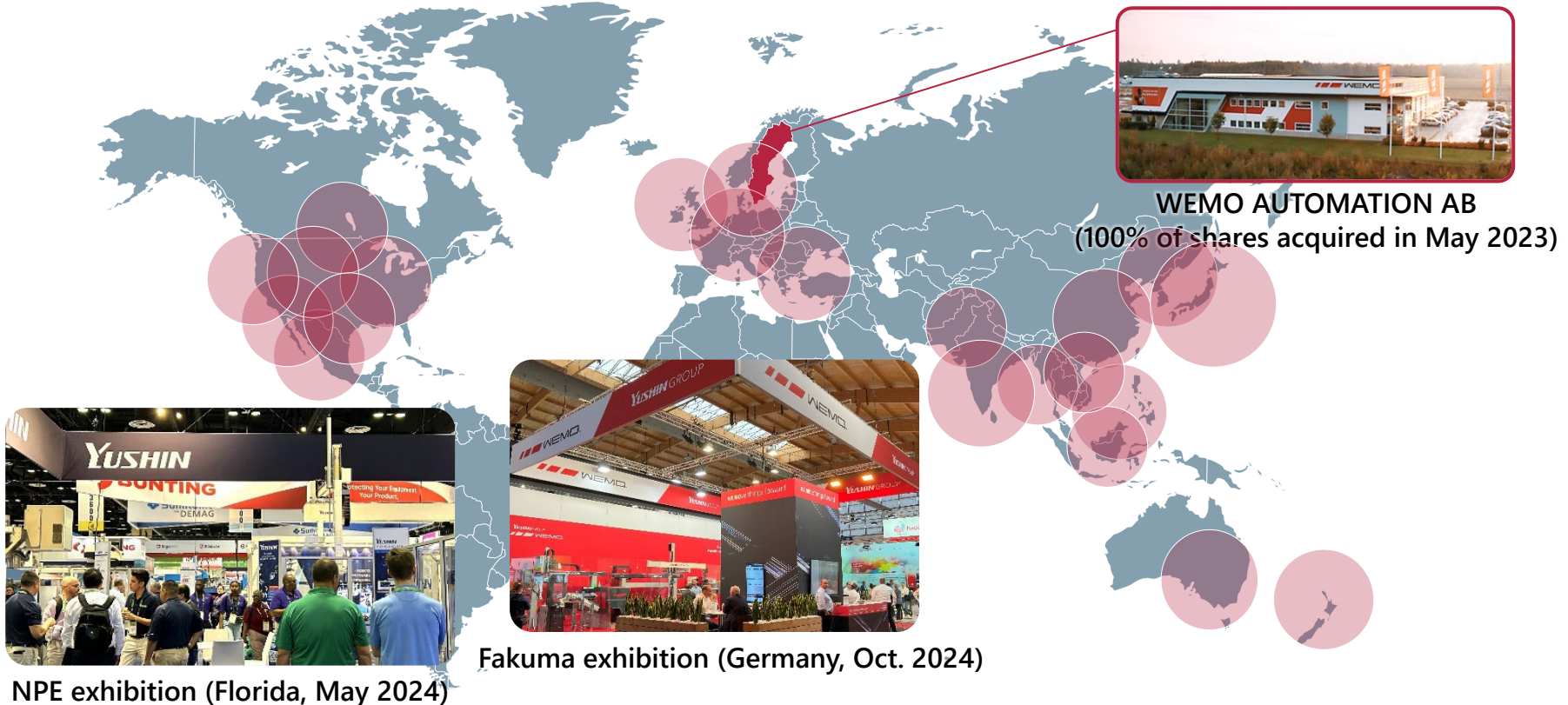
Strengthen measures

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

# Strategy 2: Strengthen Global Sales Capabilities

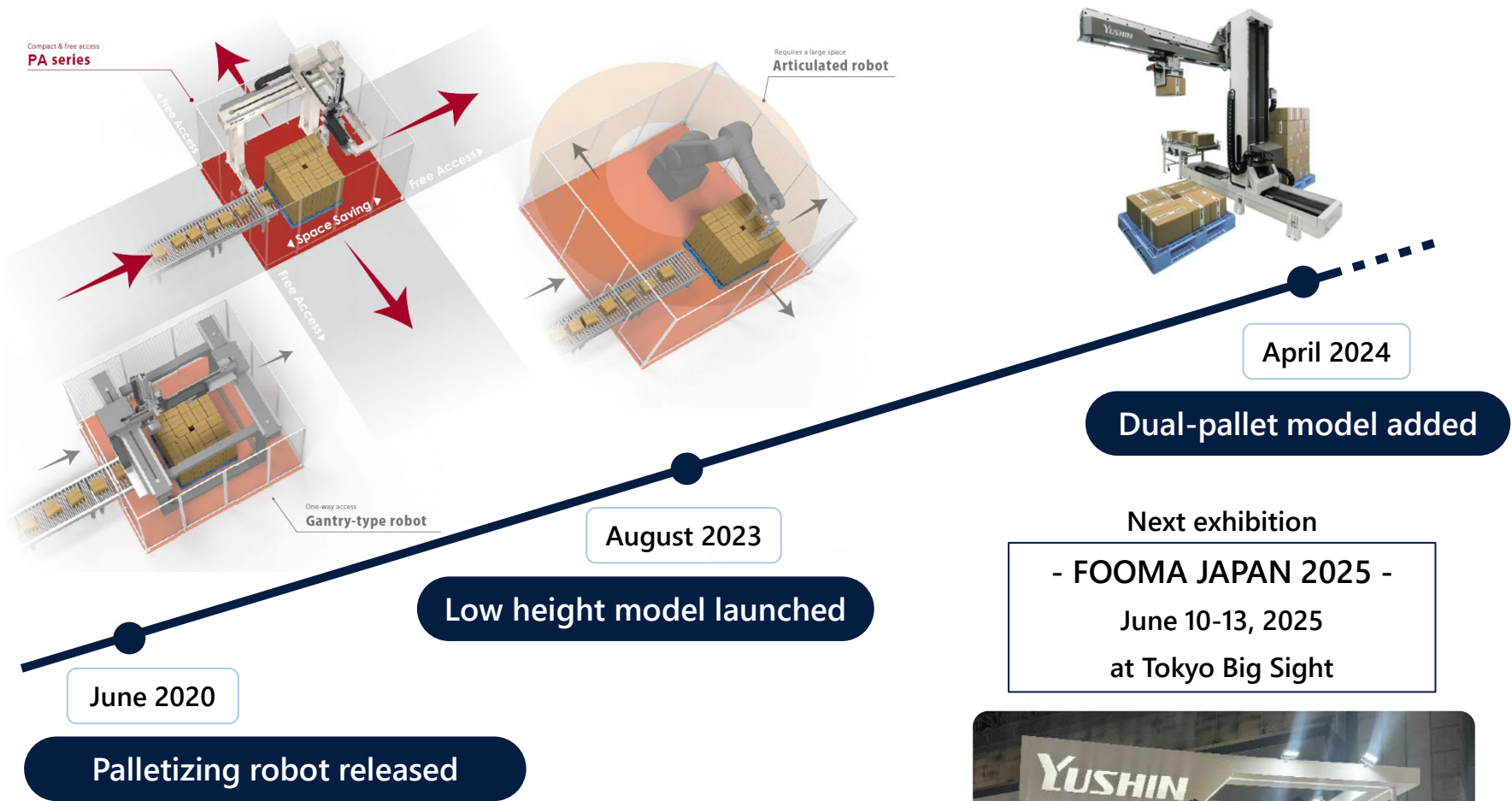
Increase global market share, mainly in Europe, by collecting accurate market information

Target leading companies in the world





# Strategy 3, 4: Strengthening Product Capabilities / Develop New Businesses



- Acquiring **new users** mainly in the food industry
- Contributing to **labor shortages** in manufacturing and logistics
- Maximizing the advantages of cartesian robots to achieve space savings and free access





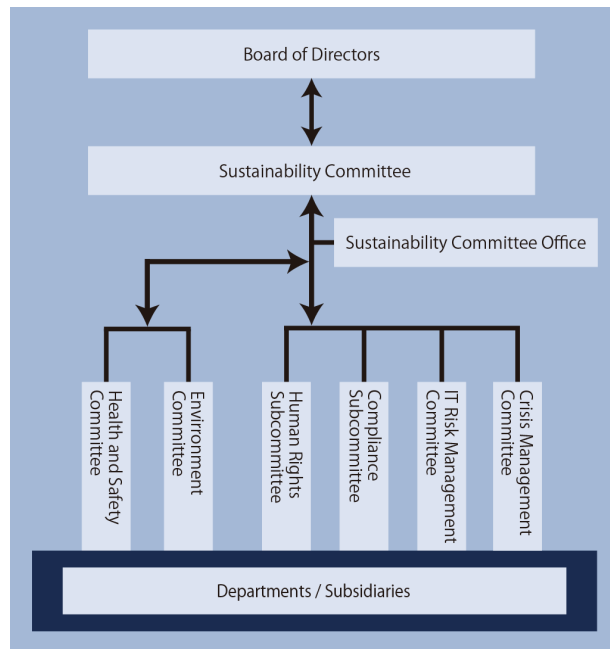
## Strengthening the sustainability promotion system

- Organized **a system for cooperation** between the Sustainability Committee, the Health and Safety Committee, and the Environment Committee
- Established **subcommittees** for cross-organizational sustainability-related themes

## Human Rights Initiatives

- Sent procurement guidelines and human rights questionnaires to **all target suppliers**
- Conducted **human rights training** for departments
- Established **the Human Rights Subcommittee**

### Sustainability promotion structure

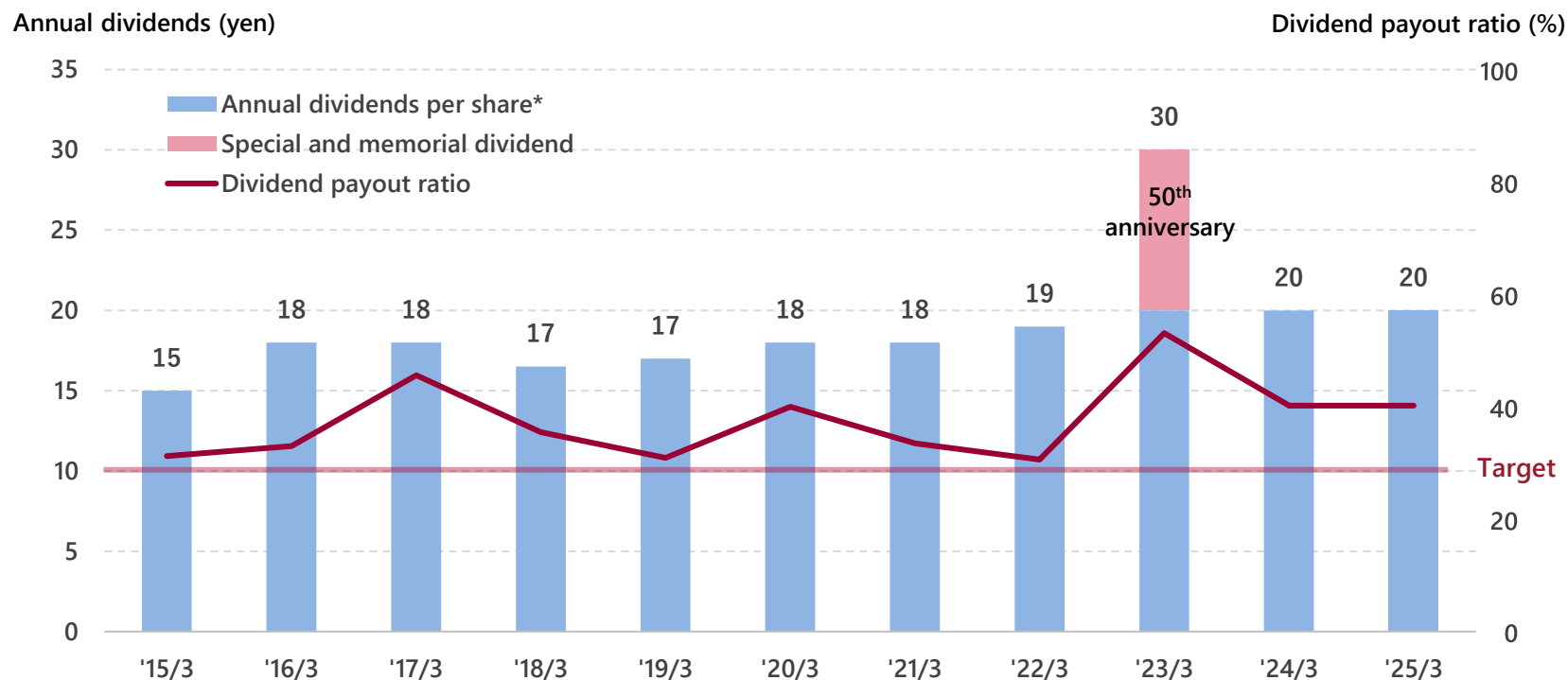


### Human rights training for departments



## Dividend Policy

- In order to provide **stable** and **continuous** returns to shareholders, we aim for a **dividend payout ratio of 30% or more**.
- 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.

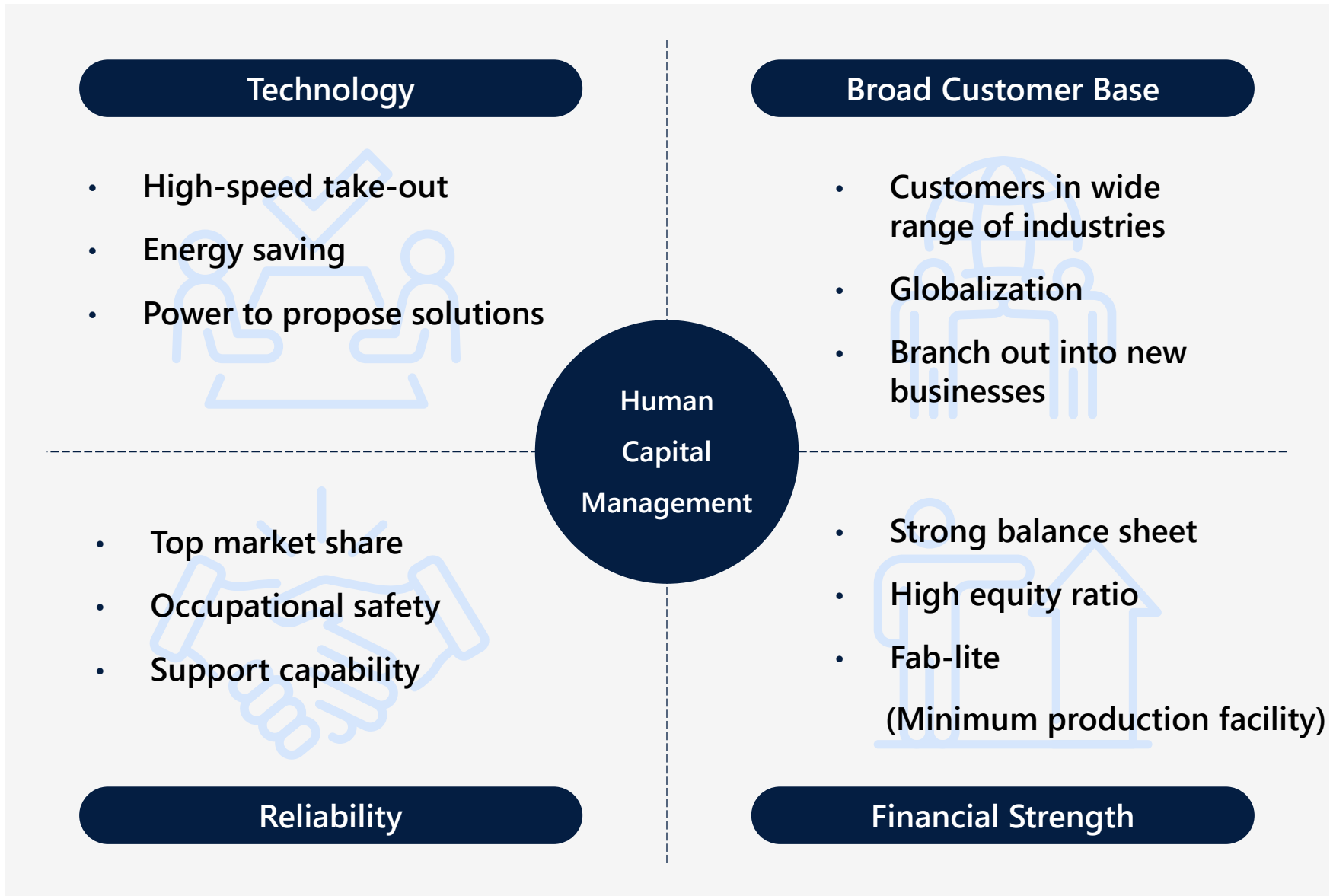
# Appendix

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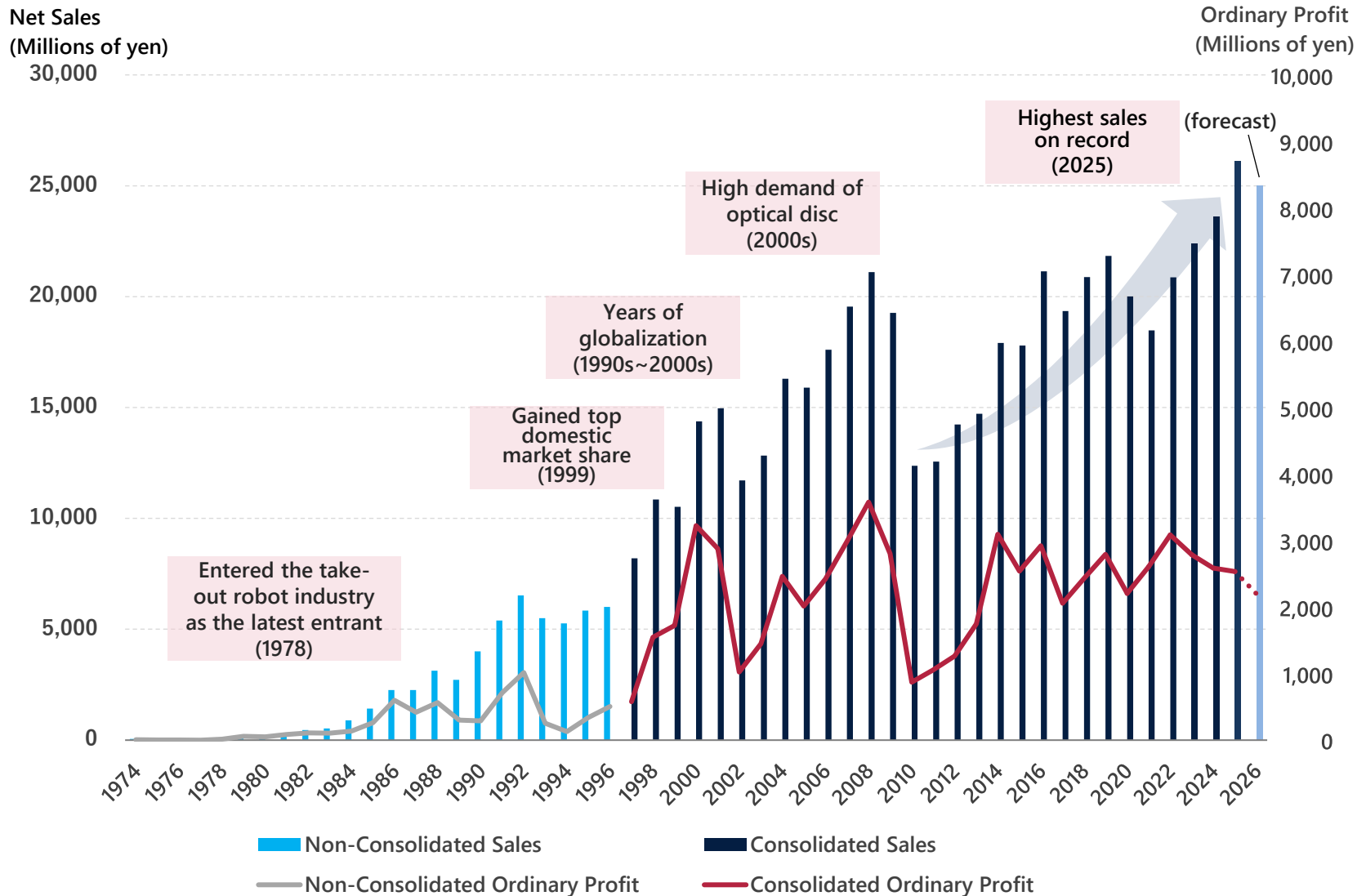
# <Appendix> Company Profile

Company Name	Yushin Company
Representative Director and President	Takayo Kotani
Established	October, 1973
Capital	1,985 million yen
Number of Employees	800 (Consolidated, as of March 31, 2025)
Consolidated Net Sales	26.1 billion yen (FY2025)
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

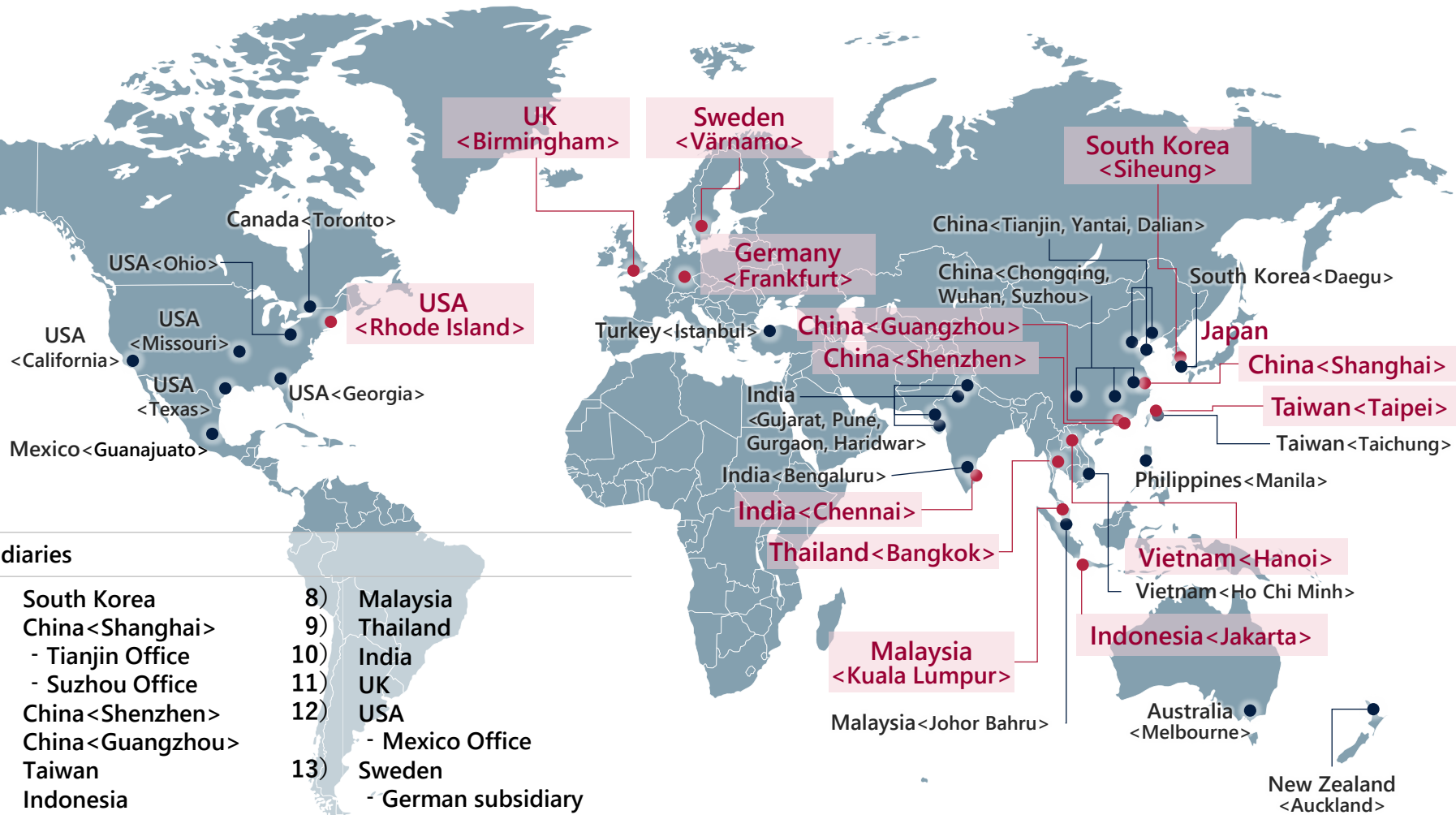




# <Appendix> Change in Performance



# <Appendix> Global Network



## Subsidiaries

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

## Representative Office

- Philippines

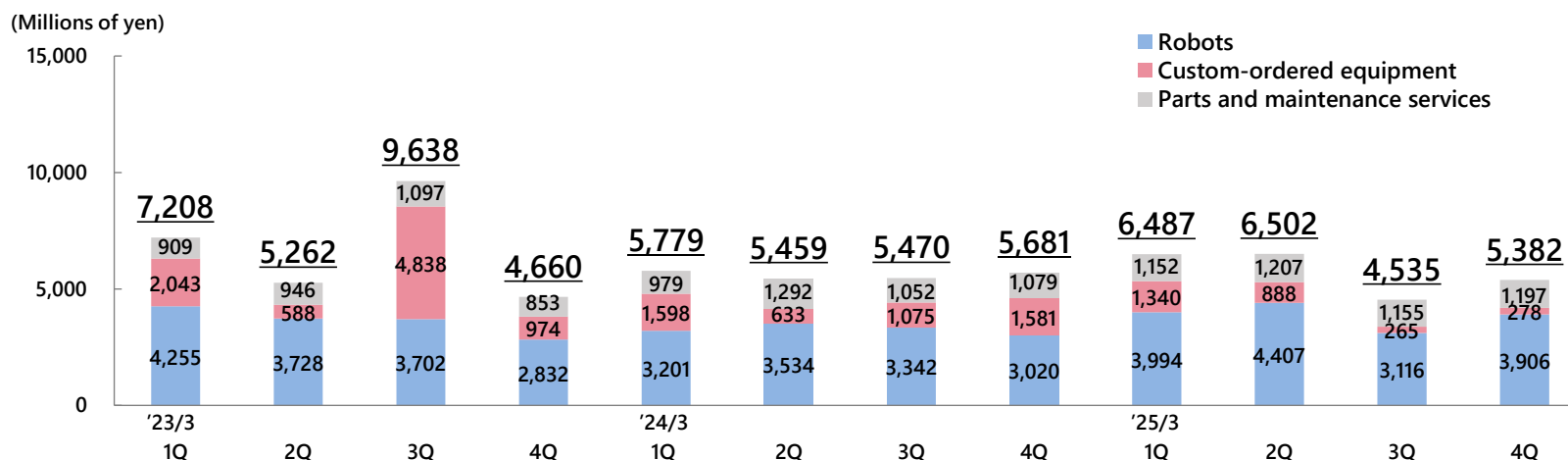
● Subsidiaries

● Branches, Representative offices, Technical service stations and Sole agents

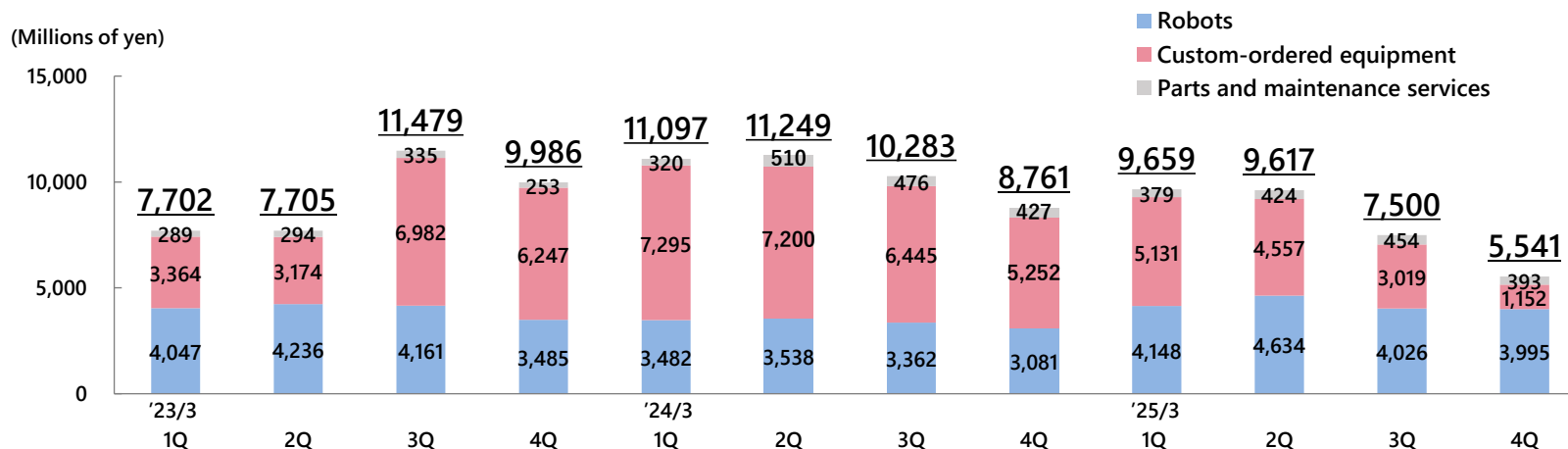
# <Appendix> Quarterly Trend of Orders Received and Order Backlog

- Orders received and order backlog for robots remained **steady**
- Order-backlog **decreased** due to the shipments and sales of **custom-ordered equipment**, including medical-related equipment

## Orders received



## Order backlog





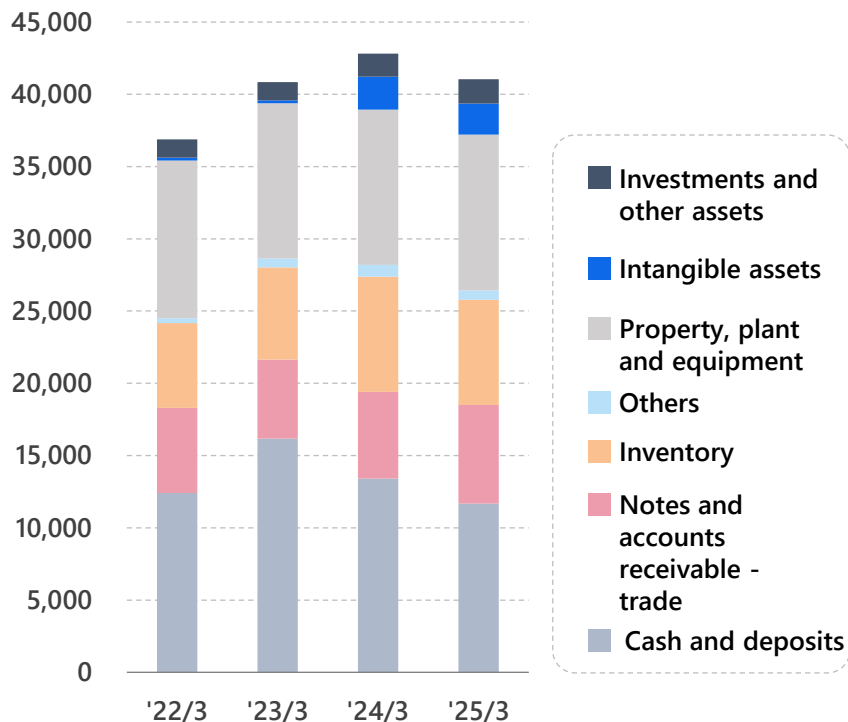
# <Appendix> Balance Sheets

**Intangible assets and Inventory** increased due to the acquisition of WEMO as a subsidiary

Maintained high equity ratio and zero interest-bearing debt

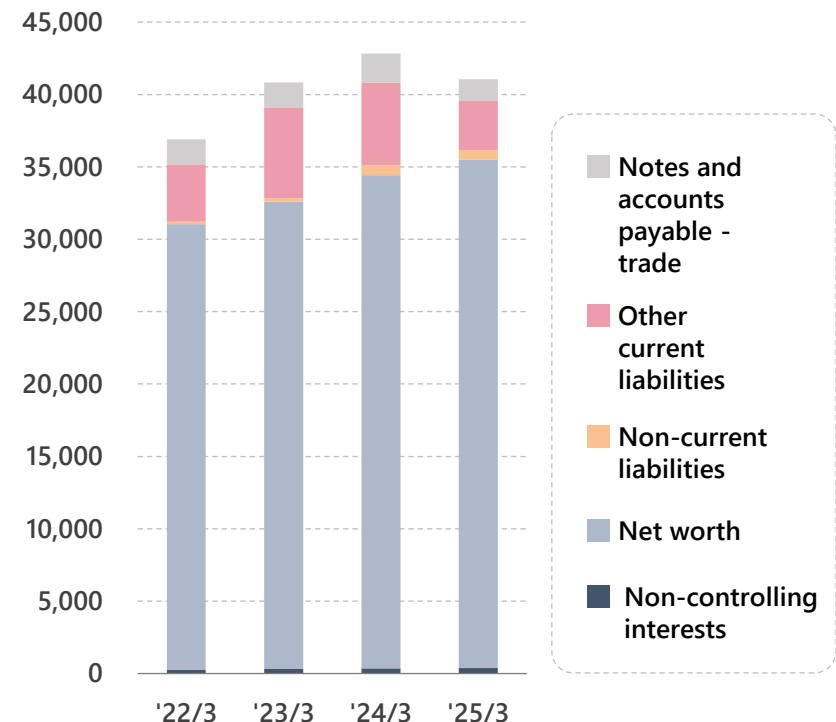
## Assets

(Millions of yen)



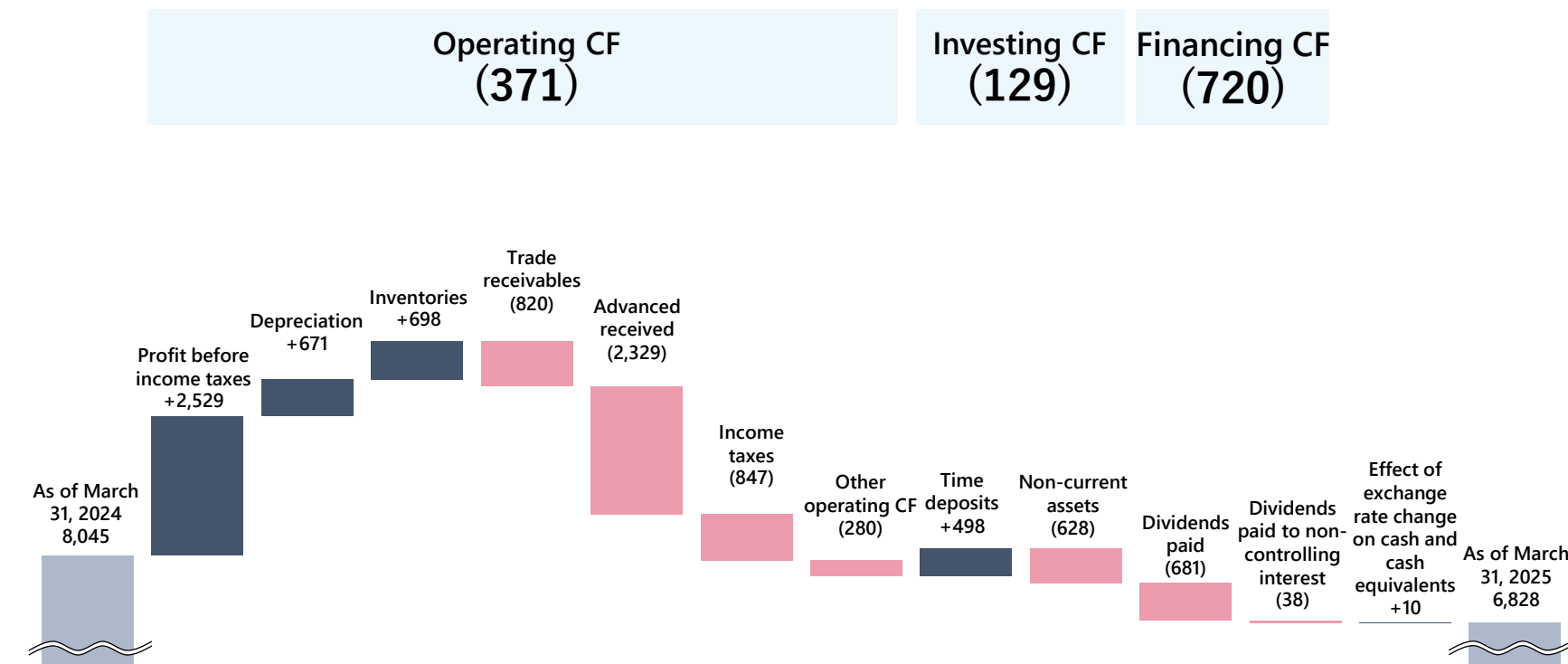
## Liabilities, Net Assets

(Millions of yen)



# <Appendix> Change in Cash Flow

## Major cash flow analysis (millions of yen)



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

	'20/3	'21/3	'22/3	'23/3	'24/3	'25/3
Operating CF	3,558	3,487	2,083	4,605	119	(377)
Investing CF	(1,475)	(1,987)	(1,341)	(299)	(2,519)	(129)
Financing CF	(946)	(561)	(763)	(695)	(1,070)	(720)

## Robots

### Traverse type

#### FRA series



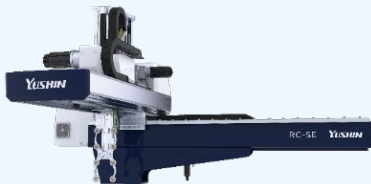
#### HSA series



#### HST series



#### RC-SE series



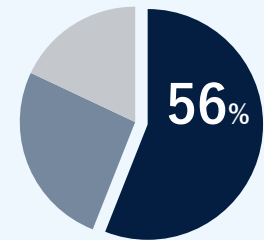
#### YD series



#### SD series



Sales ratio



14,509 million yen  
(FY2025)

### Swing type

#### HOP series



### Side-Entry type

#### TSXA series



### Palletizing series



# <Appendix> Product Lineup (2)

## Custom-ordered Equipment

Flexible module stocker



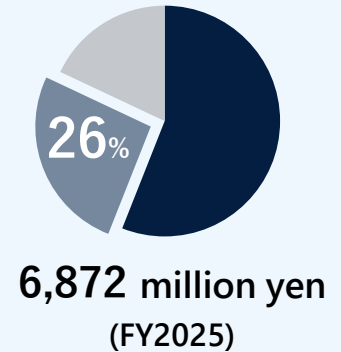
Gate cut stock system



Insert Workpiece Feeder



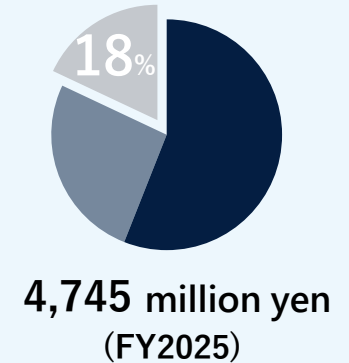
Sales ratio



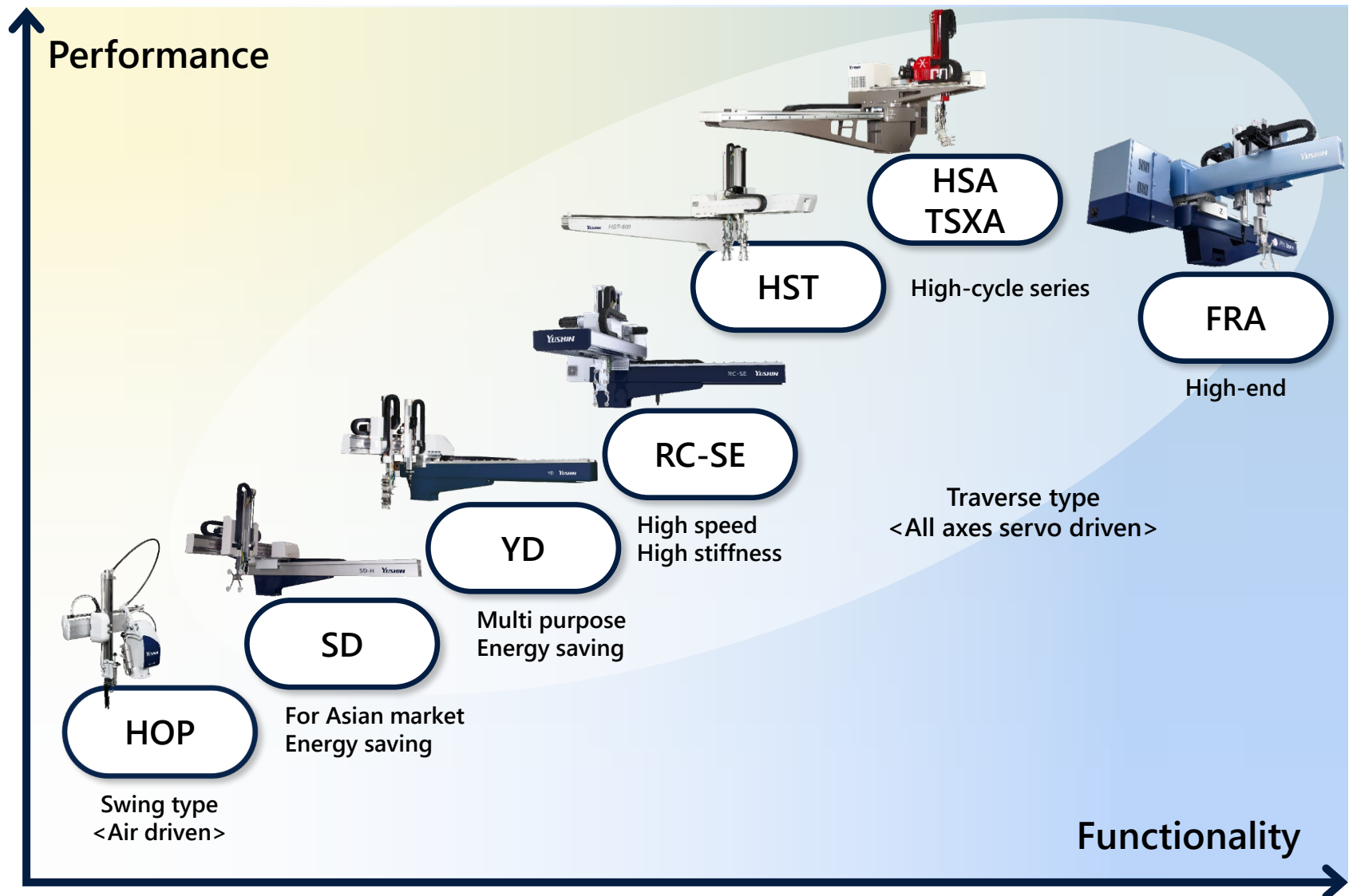
## Parts and Maintenance services



Sales ratio



# <Appendix> Performance and Functionality of Take-out Robots



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
- Calculate and disclose GHG emissions

### Goals to achieve with customers



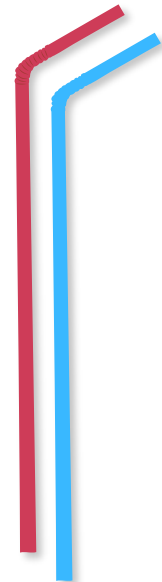
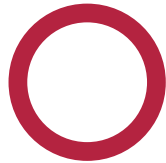
## Strengthening the management base for the sustainable growth of YUSHIN Group



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

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



# <Appendix> Monthly Stock Price Trend over the past Decade







Contact : Corporate Planning Office

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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. →



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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.