

FY2026

# Investors Presentation

***YUSHIN***

Standard Market of the Tokyo Stock Exchange

Security Code 6482

May 18, 2026

Yushin Company

## FY2026 results

- Net sales: **decreased** due to a significant decline in sales of custom-ordered equipment for the medical field, despite increased sales of take-out robots in Asia and of palletizing robots, etc. in Japan.
- Operating profit: **decreased** due to not only decrease of Net sales and increase of raw material prices, but also increased personnel expenses resulting from proactive investments in human resources and increased research and development expenses associated with development investments, both aimed at medium- to long-term growth.

## FY2027 forecasts

- Net sales: **expected to increase**, because, while the market trends remain uncertain due to factors such as the situation in the Middle East, demand related to AI, of custom-ordered equipment for the medical field, and of palletizing robots is expected to increase.
- Operating profit: **expected to increase** due to the impact of the Net sales increase and initiatives to reduce costs and to improve productivity.

## Topics

- The annual dividend for FY2026 is remained at **20 yen**.
- We **repurchased treasury shares** to improve capital efficiency and return on shareholders (November 2025～February 2026).
- **Reduced strategic shareholdings** based on Japan's Corporate Governance Code (March 2026).

	FY2025	FY2026	
	Amount	Amount	Change
<b>Net Sales</b>	Mil. Yen <b>26,126</b>	Mil. Yen <b>23,101</b>	% <b>(11.6)</b>
<b>Gross Profit</b> <%>	<b>10,766</b> 41.2%	<b>9,051</b> 39.2%	<b>(15.9)</b>
<b>Operating Profit</b> <%>	<b>2,586</b> 9.9%	<b>826</b> 3.6%	<b>(68.0)</b>
<b>Ordinary Profit</b> <%>	<b>2,535</b> 9.7%	<b>908</b> 3.9%	<b>(64.2)</b>
<b>Profit attributable to owners of parent</b> <%>	<b>1,692</b> 6.5%	<b>286</b> 1.2%	<b>(83.1)</b>
<b>&lt;Exchange Rates&gt;</b> USD	<b>152.58 yen</b>	<b>150.77 yen</b>	

<p>Net sales</p>	<p><b>11.6% decreased Y/Y to 23,101 million yen</b></p>	
	<p>Robots sales increased by <b>3.0% Y/Y</b></p> <ul style="list-style-type: none"> <li><b>+</b> • Steady performance in <b>Asia</b>, especially in China</li> <li>• Sales of <b>palletizing robots</b> is increased</li> <li><b>-</b> • Declining appetite for capital investment due to <b>uncertainty surrounding the U.S. policy trends</b></li> <li>• The <b>prolonged economic downturn</b> in Europe</li> </ul>	<p>Custom-ordered equipment sales decreased by <b>54.0% Y/Y</b></p> <ul style="list-style-type: none"> <li><b>-</b> • <b>Large-scale custom-ordered medical equipment</b> sales decreased significantly compared to the previous year</li> <li><b>+</b> • <b>Increased demand for automation</b> due to labor shortages mainly in Japan, the U.S., and Europe</li> </ul>
<p>Operating profit</p>	<p><b>68.0% decreased Y/Y to 826 million yen</b></p>	
<ul style="list-style-type: none"> <li><b>-</b> • <b>Decrease of Net sales</b></li> <li>• <b>Energy and raw material costs</b> escalated</li> <li>• Labor cost increased due to <b>proactive investment in human resources</b></li> <li>• Research and development cost increased due to <b>R&amp;D investment</b></li> </ul>		

	FY2026	FY2027 (forecast)	
	Amount	Amount	Change
<b>Net Sales</b>	Mil. Yen <b>23,101</b>	Mil. Yen <b>25,000</b>	% <b>8.2</b>
<b>Gross Profit</b> <%>	<b>9,051</b> 39.2%	<b>9,600</b> 38.4%	<b>6.1</b>
<b>Operating Profit</b> <%>	<b>826</b> 3.6%	<b>1,300</b> 5.2%	<b>57.3</b>
<b>Ordinary Profit</b> <%>	<b>908</b> 3.9%	<b>1,300</b> 5.2%	<b>43.1</b>
<b>Profit attributable to owners of parent</b> <%>	<b>286</b> 1.2%	<b>900</b> 3.6%	<b>213.8</b>
<b>&lt;Exchange Rates&gt;</b> USD	<b>150.77 yen</b>	<b>145.00 yen</b>	

## 8.2% increase Y/Y to 25,000 million yen

Robots sales increase by 3.7% Y/Y

Custom-ordered equipment sales increase by 42.3% Y/Y

Net sales



• Steady demand related to AI

• Increase of Sales of palletizing robots

• Increase of global market share



• Uncertain market trends due to the situation in the Middle East



• Recovering of Sales of Large-scale custom-ordered medical equipment (Expected to contribute to sales starting in the second half of the year)

• Continuous Demand for automation due to labor shortages

## 57.3% increase Y/Y to 1,300 million yen

Operating profit



• Increase of Net sales

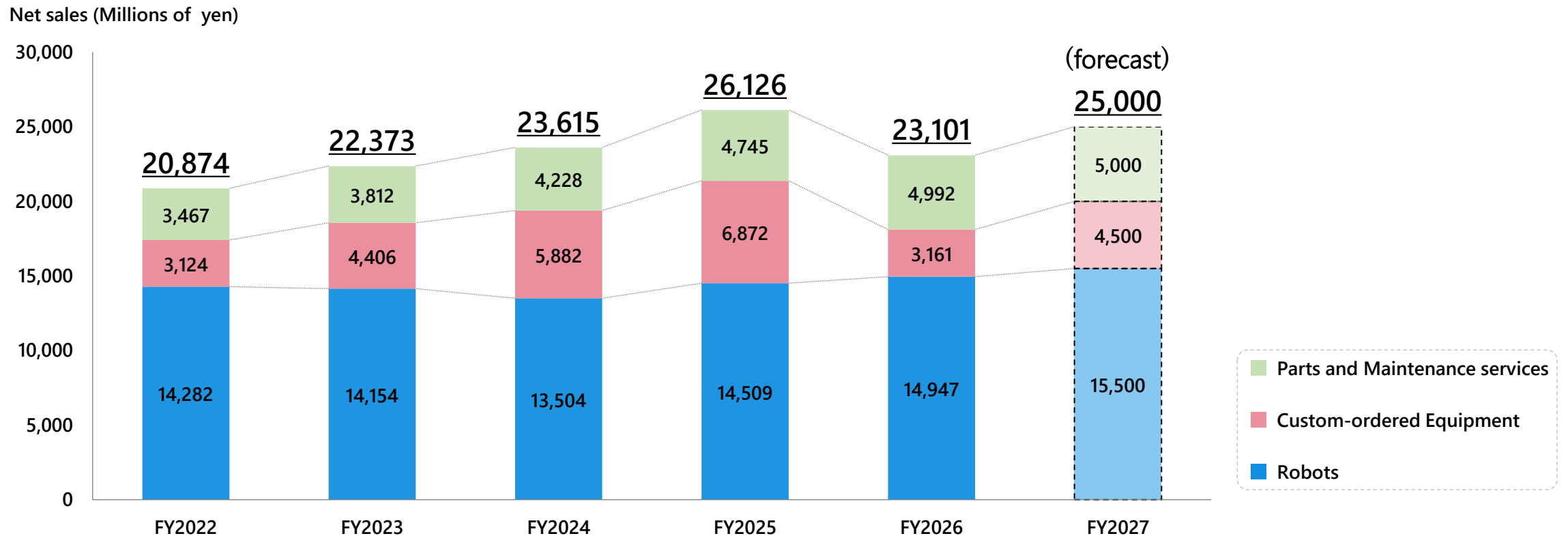
• Tangible results from cost-cutting and productivity improvement initiatives



• Energy and raw material costs escalated

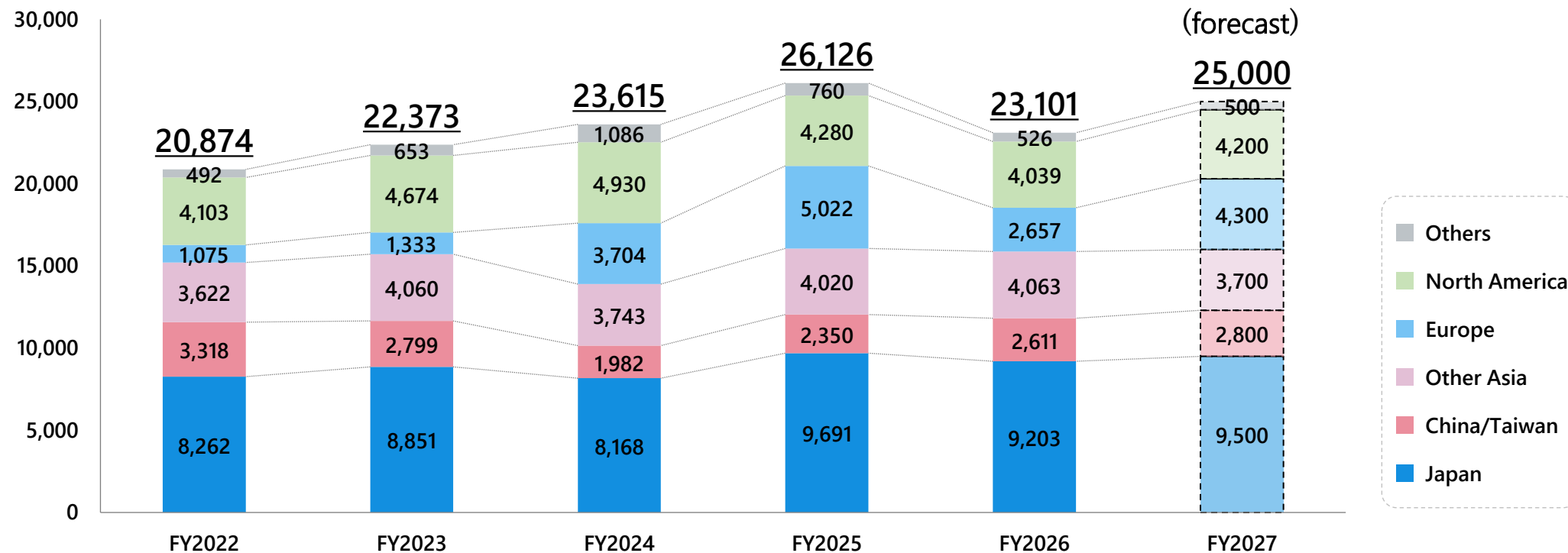
• Labor cost increase due to proactive investment in human resources

- For FY2026, sales of **robots** remained steady performance, while **custom-ordered equipment for medical field** declined significantly.
- For FY2027, in addition to sales of robots including palletizing robot is expected to be steady performance, **custom-ordered equipment** (including **those for medical field**) is expected to grow.



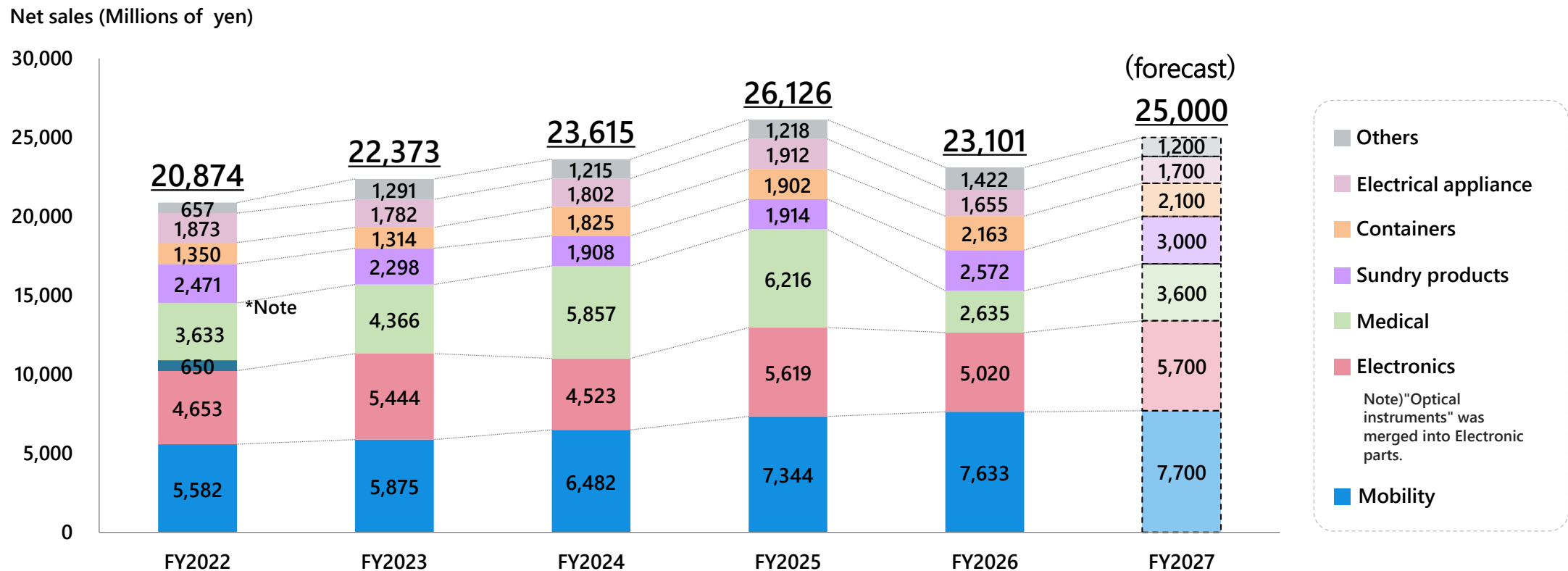
- For FY2026, sales in **Asia, particularly China**, remained relatively robust. However, declining appetite for capital investment and decrease of **custom-ordered equipment for medical field** in Europe and the U.S. affected Net sales.
- For FY2027, steady sales in **Japan, the U.S., and China** are anticipated and , the demand of **custom-ordered equipment for medical field** is expected to recover in **Europe**.

Net sales (Millions of yen)

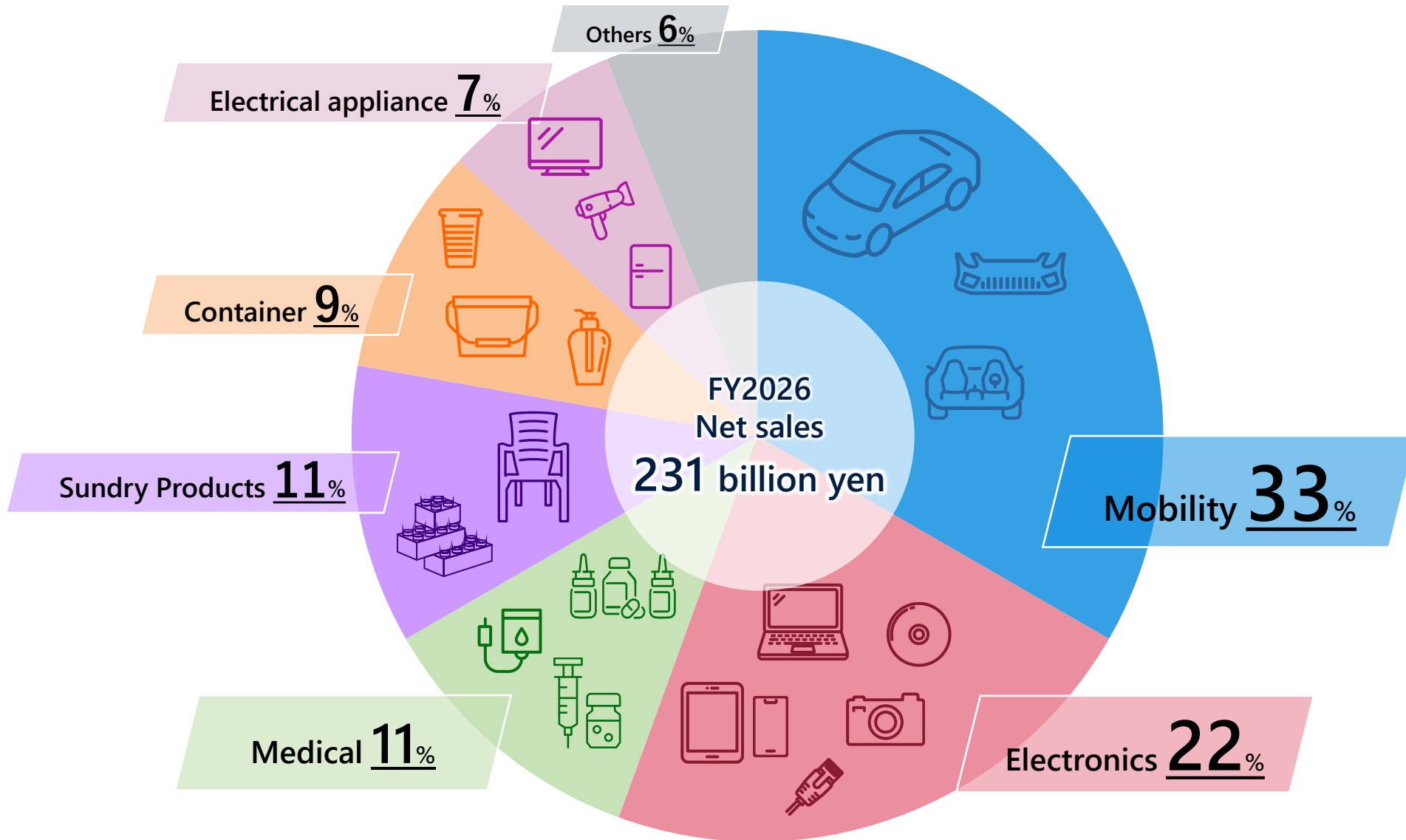


# Sales by Product Category

- For FY2026, sales in the **medical** declined significantly.
- For FY2027, in addition to **medical** demand is expected to recover, electronics is expected to grow due to **demand related to AI**.



# Sales by Product Category



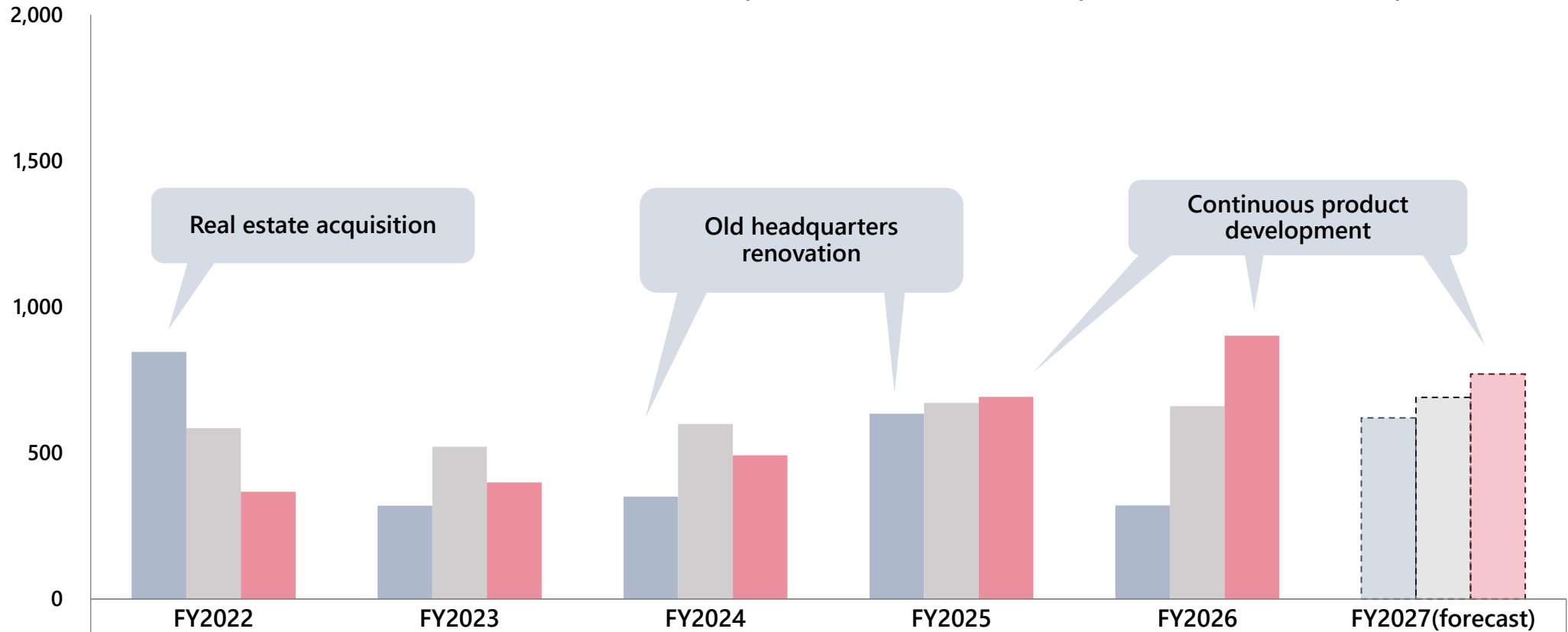
# Capital Investment, Depreciation and R&D

(Millions of yen)

■ Capital Investment

■ Depreciation

■ R&D Expenses



■ Capital Investment	846	319	350	634	320	620
■ Depreciation	585	521	599	671	660	690
■ R&D Expenses	367	399	492	692	901	770

## 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.

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A company that contributes to society through its business activities.

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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   | ②                                       | ③                               | ④                    |
| Investing in the talent who will shape the future | Strengthening Global Sales Capabilities | Increase Product Attractiveness | Develop New Business |

## Management Targets

### Medium-term management targets

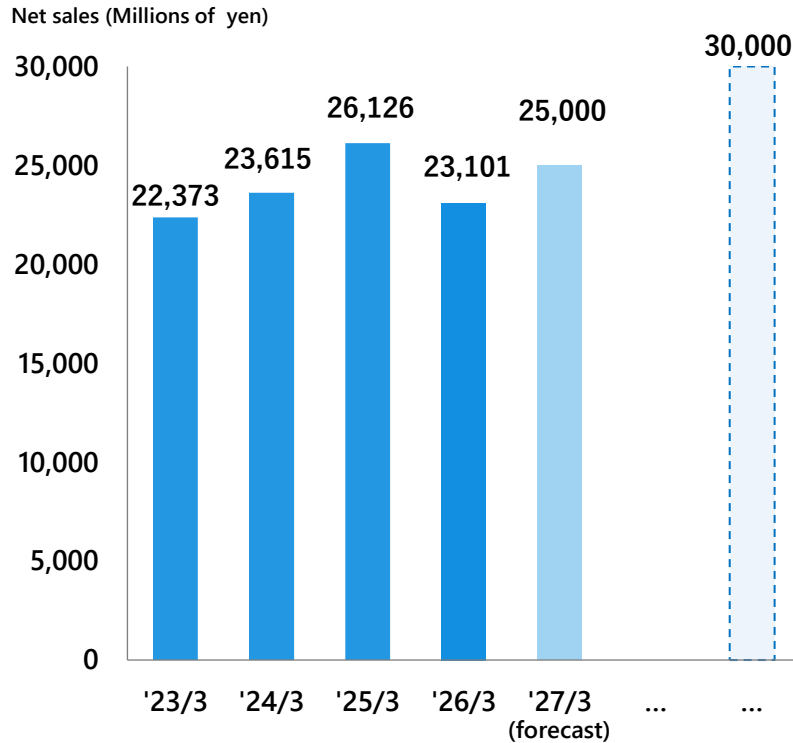
**Consolidated Net sales 30 billion yen**

\* We will reassess the timeline in light of the current business environment.  
(FY2026: 23.1 billion yen)

### Long-term management indicators

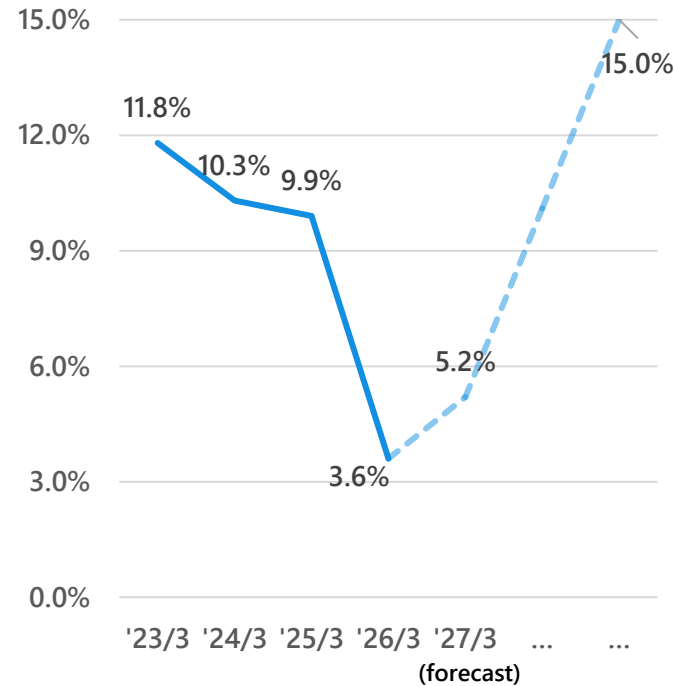
- Operating profit margin: 15% or more  
(FY2026: 3.6%)
- ROE: 8 % or more  
(FY2026: 0.8%)

## Net Sales



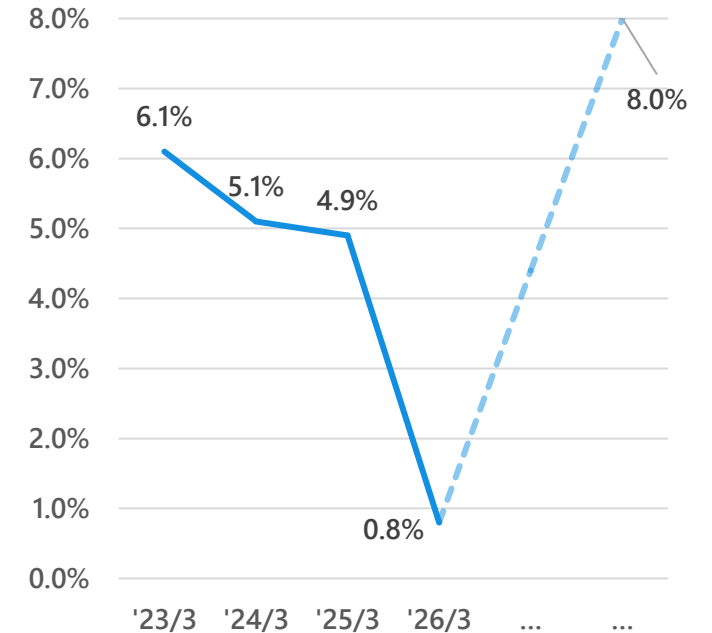
- ✓ Reassess the timeline for achieving our Medium-Term management targets (consolidated Net sales 30 billion yen) in light of the current business environment.
- ✓ Aim to achieve our target early by promoting initiatives to expand market share in each region and increasing sales of custom-ordered equipment.

## Operating Profit Ratio



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

## ROE



- ✓ We maintain a solid financial foundation to ensure customers can use equipment over the long term.
- ✓ We will enhance shareholder value through forward-looking investments focused on medium-to long-term growth.
- ✓ We repurchased treasury shares (November 2025 ~ February 2026)

## Promote initiatives to strengthen human capital centered on **embedding corporate philosophy**

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

## Enhance **tiered education systems** for each career stages

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

## Provide **challenging jobs and a good working environment**

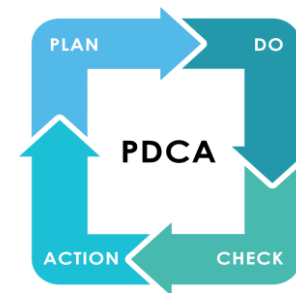
- "Innovation Project Suggestion System" to develop **creative and independent** human capital

### Progress

The strengthening of internal organizational structures across all departments is progressing. Efforts are being promoted with a focus on human resource development.

### Human Capital Enhancement

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



Strengthen measures

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

# Strategy 2: Strengthening Global Sales Capabilities

Increase market share in global markets, particularly Europe

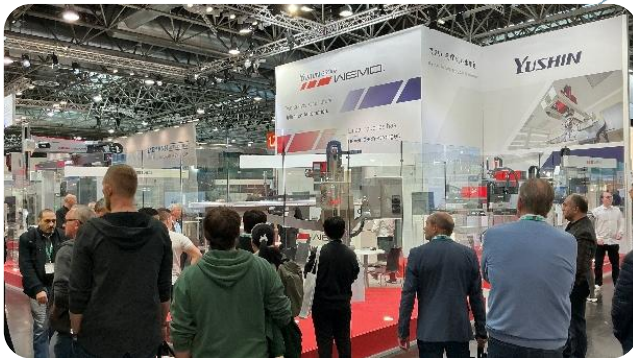
Comply with global standards  
(Expand products that fully comply with European safety standards)

Target the world's leading companies

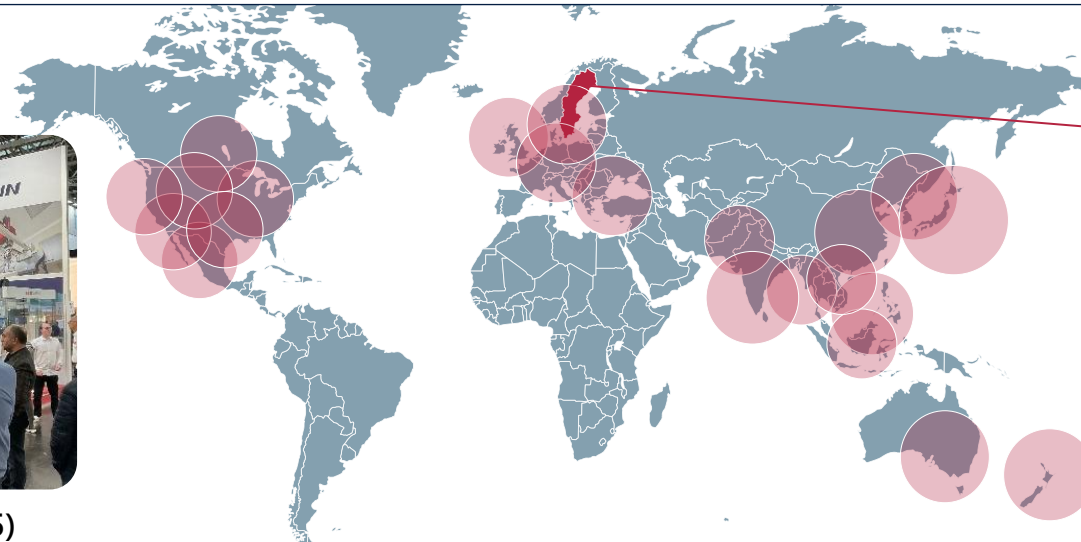
Support customers in Building their envisioned smart factories

## Progress

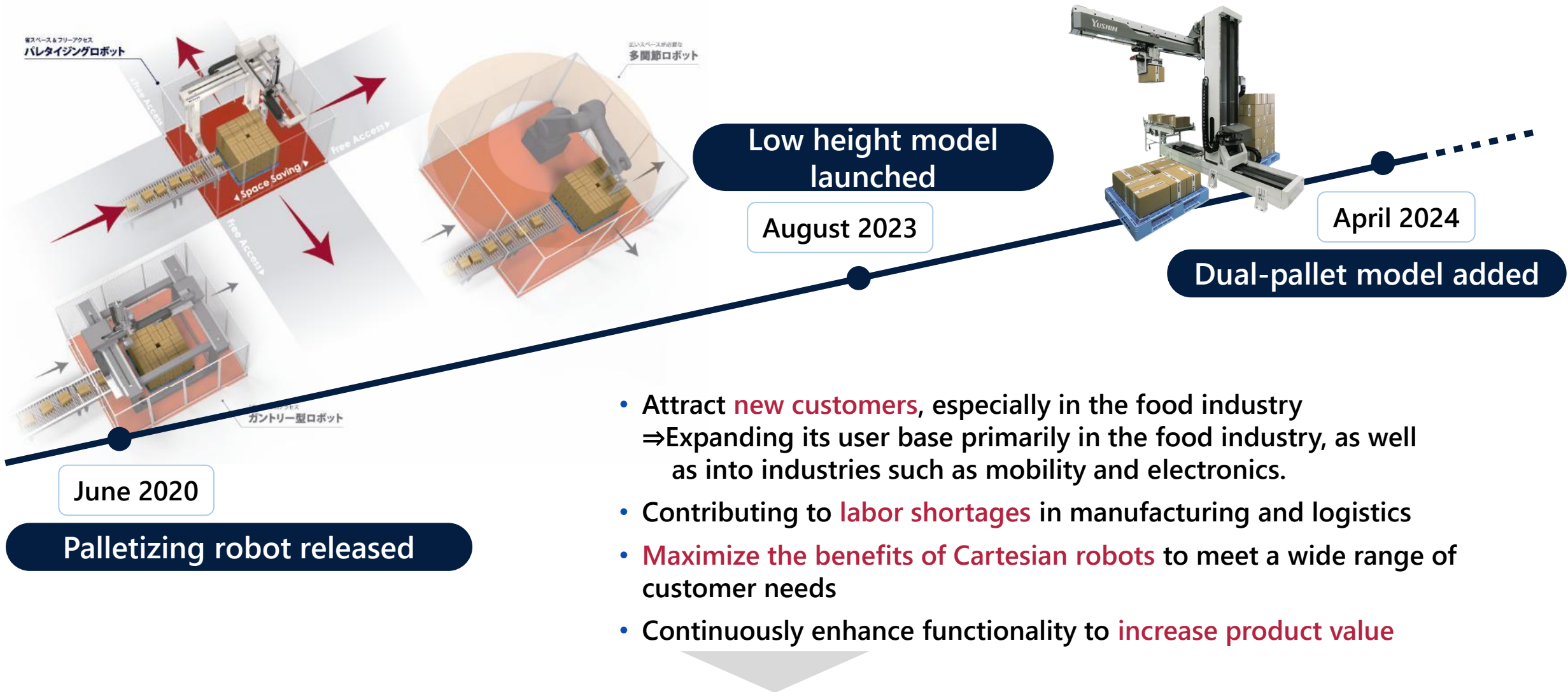
The acquisition of WEMO as a subsidiary has strengthened our sales capabilities in Europe. Going forward, we will further promote collaboration within the group.



K2025 in Germany (October 2025)



Wemo Automation AB



- Attract **new customers**, especially in the food industry  
⇒Expanding its user base primarily in the food industry, as well as into industries such as mobility and electronics.
- Contributing to **labor shortages** in manufacturing and logistics
- **Maximize the benefits of Cartesian robots** to meet a wide range of customer needs
- Continuously enhance functionality to **increase product value**

Progress

Since the launch of our palletizing robots, sales have remained steady.

## Reduction of Greenhouse Gas Emissions

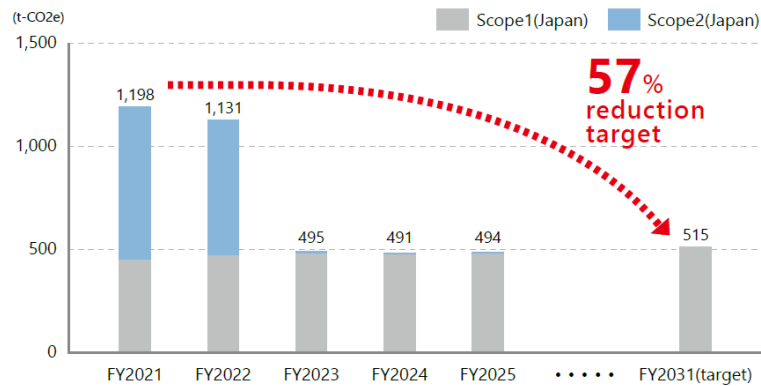
Target : 57% reduction compared to FY2021 by the end of FY2031

We aim at reducing the total of Scope 1 and 2 in Japan by 57% at the end of FY2031 compared to FY2021 levels. (Scope 1 emissions are direct emissions from in-house fuel use. Scope 2 emissions are indirect emissions from electric power we buy and heat.)

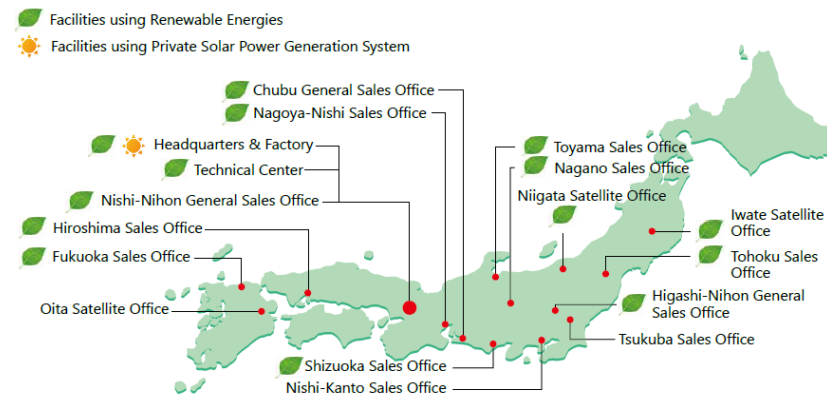
## Initiatives to achieve

- Adoption of Renewable Energy
- Gradual Transition to Environmentally Friendly Vehicle (target : 77% in adoption rate by the end of FY2031)
- Introduction of Electric Vehicles (EVs)

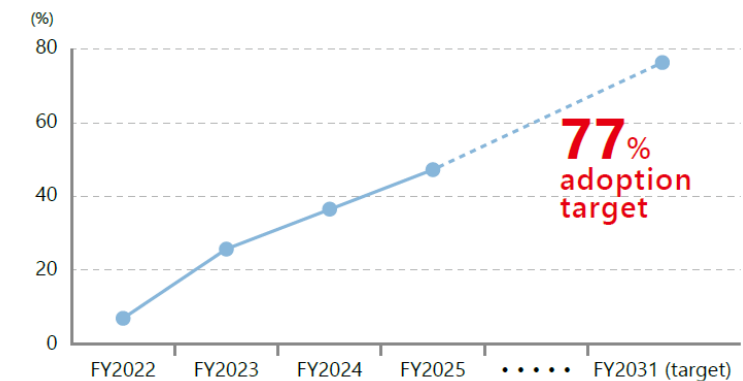
### Emissions of greenhouse gas (Scope1,2)



### Facilities using electricity generated from renewable energy sources



### Adoption rate of environmentally friendly vehicle



		FY2021	FY2022	FY2023	FY2024	FY2025
Scope1	Japan	456	480	493	489	492
	Overseas*2	-	-	-	614*3	688
Scope2	Japan	742	650	2	2	2
	Overseas*2	-	-	-	465*3	491

\*2 Calculations for overseas offices began in FY2024.

\*3 Regarding the FY2024 results for overseas bases, WEMO's figures are calculated for only 9 months.

01.

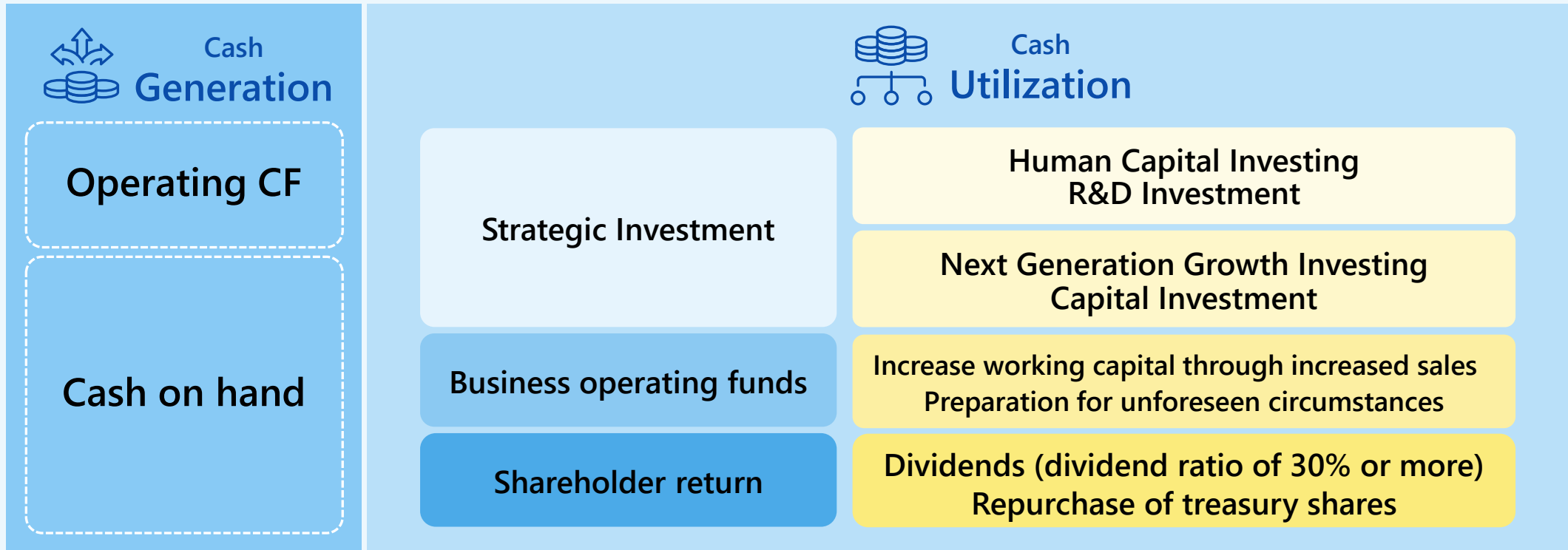
Strategic investment to create products and services that contribute to solving social issues

02.

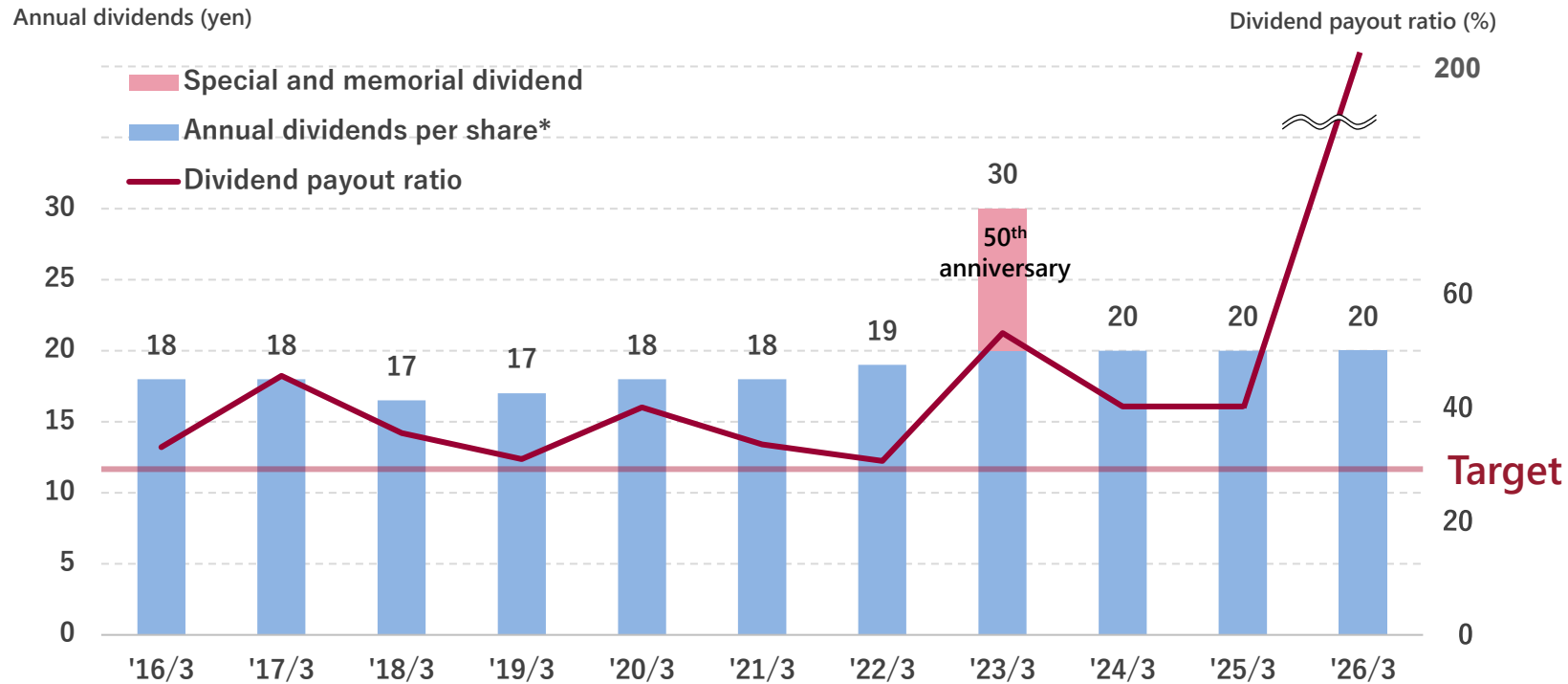
Investments to achieve sustainable growth from a long-term perspective

03.

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



- The annual dividend for FY2026 is remained at **20 yen**.
- We **repurchased treasury shares** to improve capital efficiency and return on shareholders (November 2025~February 2026).



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

### Dividend Policy

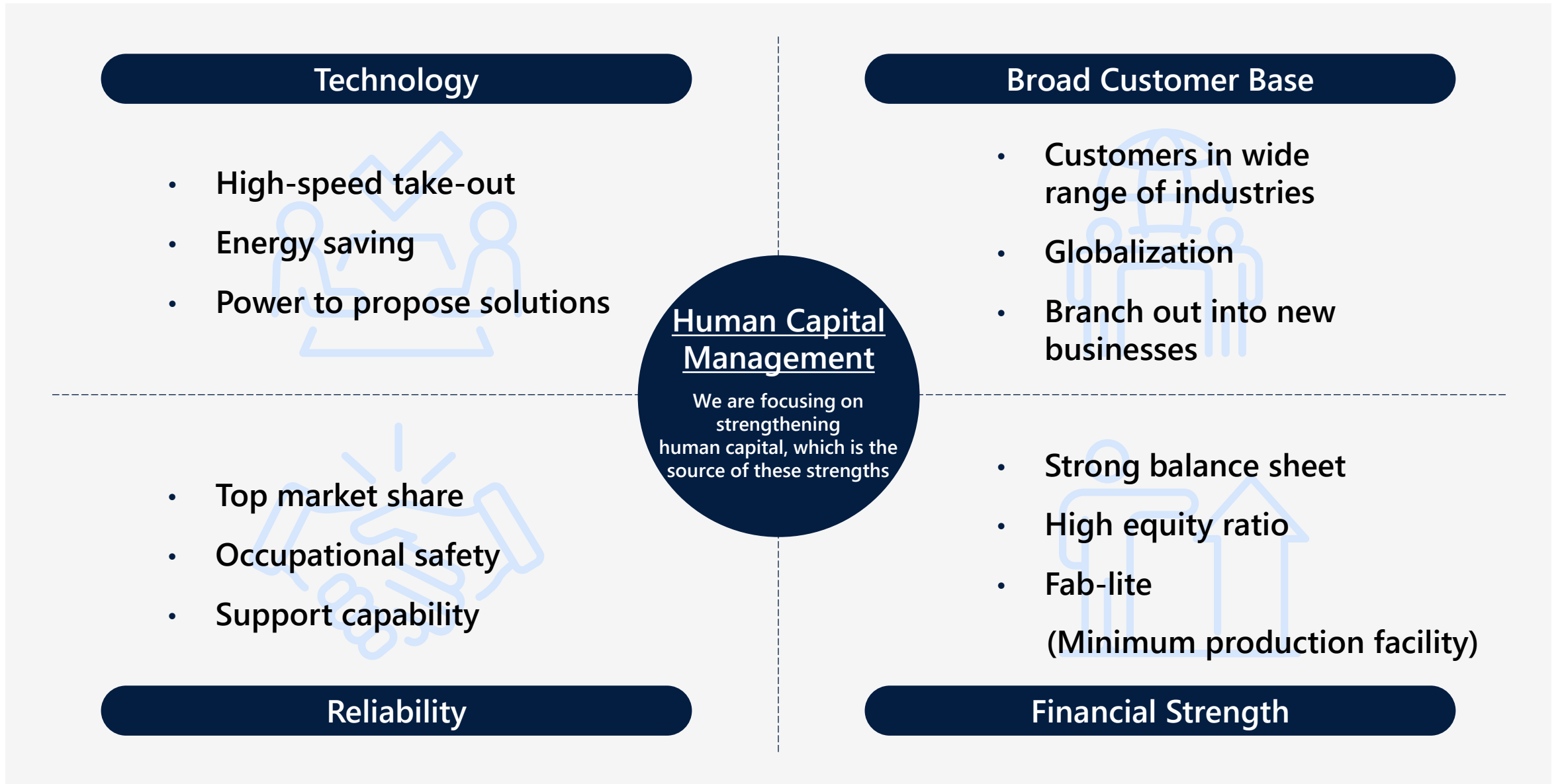
- 1 In order to provide **stable** and **continuous** returns to shareholders, we aim for a **dividend payout ratio of 30% or more**.
- 2 Raise the level of the common dividend by improving consolidated performance.

# Appendix

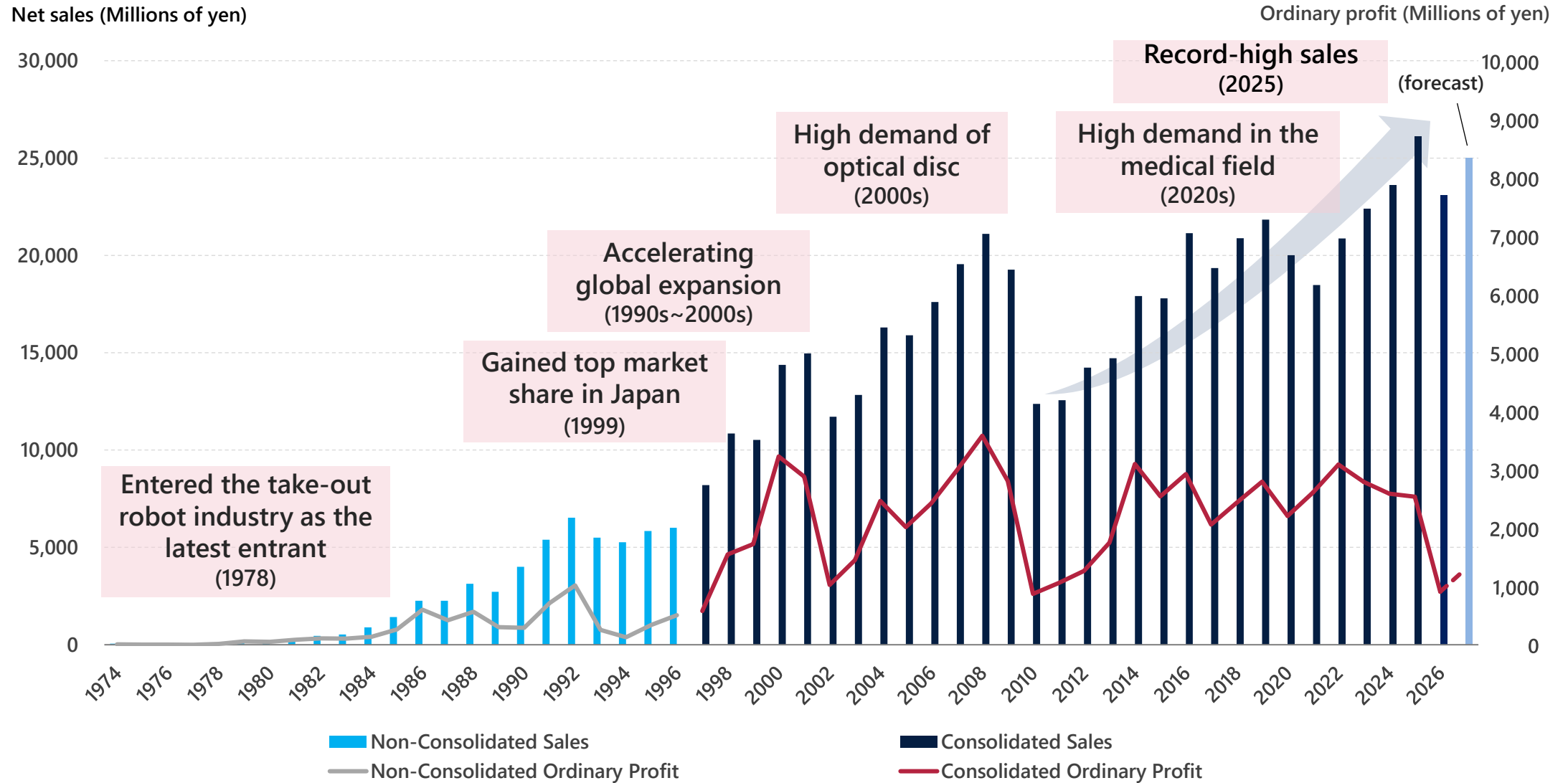
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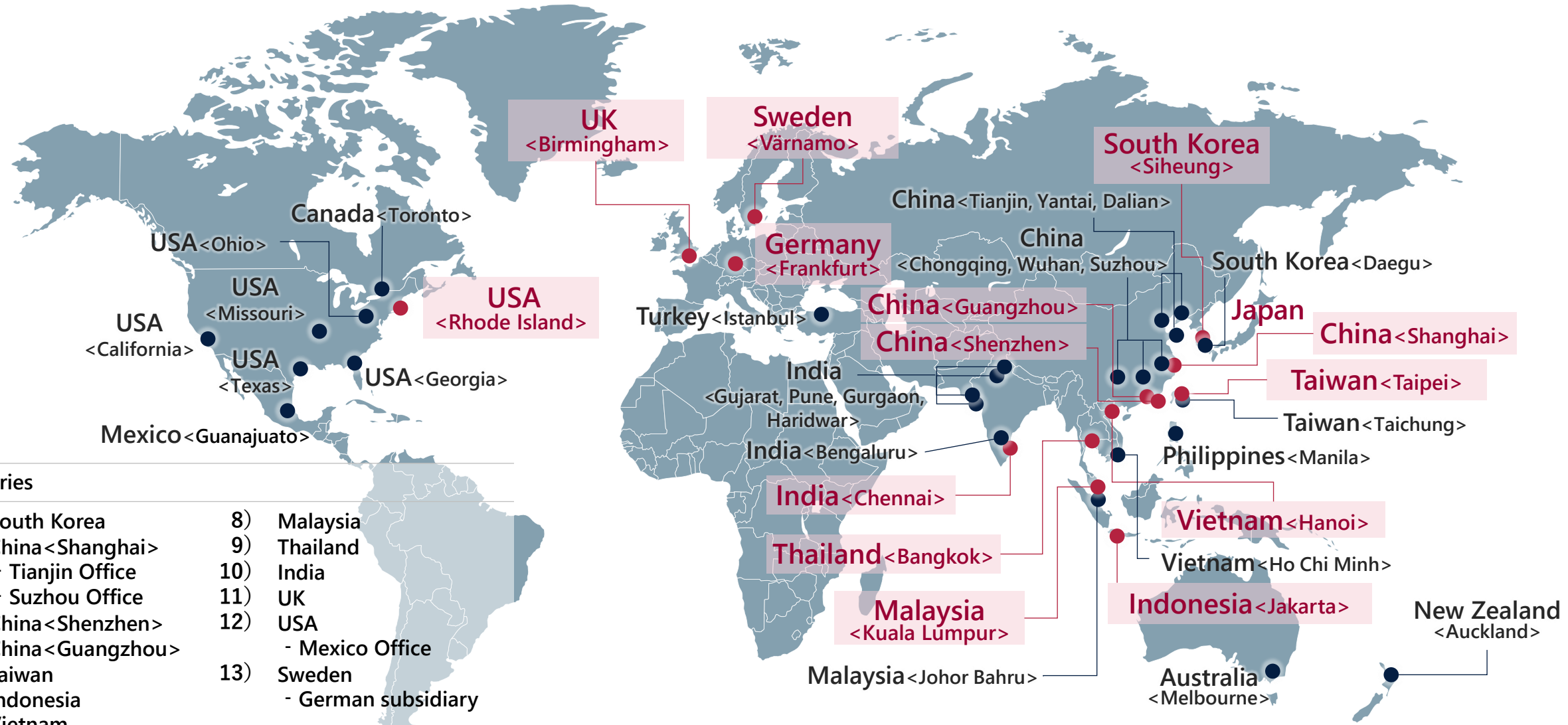
Company Name	Yushin Company
Representative Director and President	Takayo Kotani
Established	October, 1973
Capital	1,985 million yen
Number of Employees	803 (Consolidated, as of March 31, 2026)
Consolidated Net Sales	23.1 billion yen (FY2026)
Line of Business	Development, manufacture and sale of Cartesian robots, other industrial equipment and systems for factory automation
Listing	Standard Market of the Tokyo Stock Exchange
Securities Code	6482
Trading Unit	100





# <Appendix> Change in Performance





### 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           |                     |

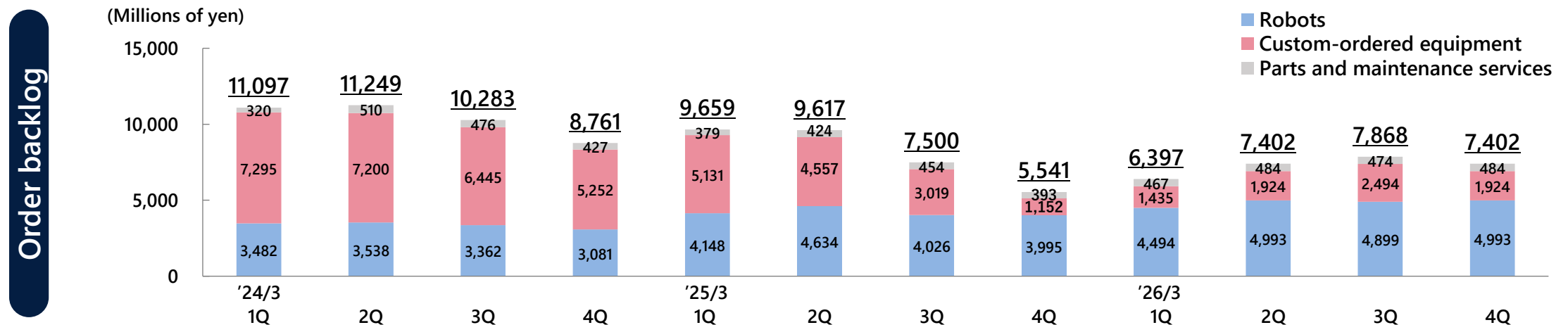
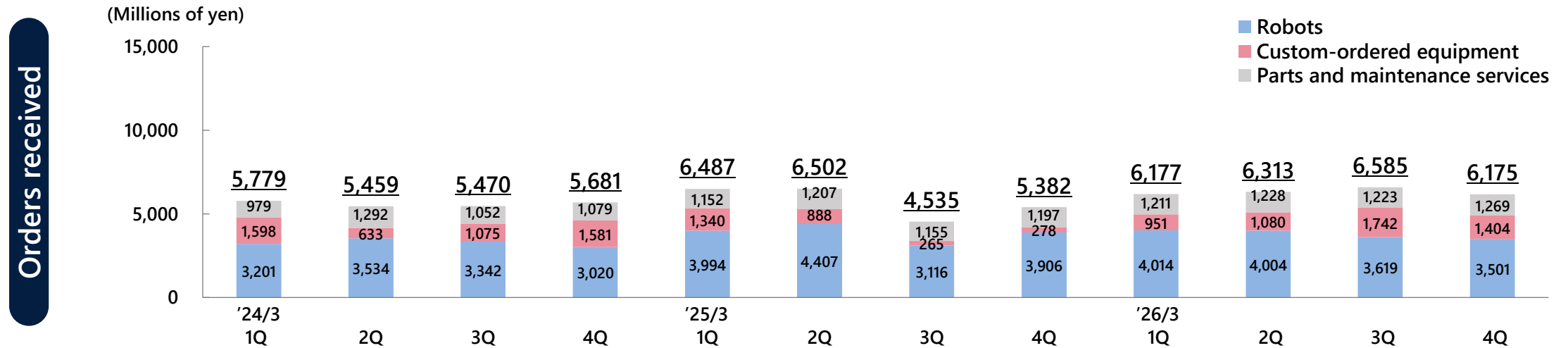
### Representative Office

- Philippines

- Subsidiaries
- Branches, Representative offices, Technical service stations and Sole agents

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

- Orders received remained **steady** and **those of custom-ordered equipment increased** after the 3<sup>rd</sup> quarter of FY2026.
- The order backlog bottomed out at the end of FY2025 and began to recover; driven by a growing backlog of **custom-ordered equipment**, it **exceeded the previous year's level** by the end of FY2026.

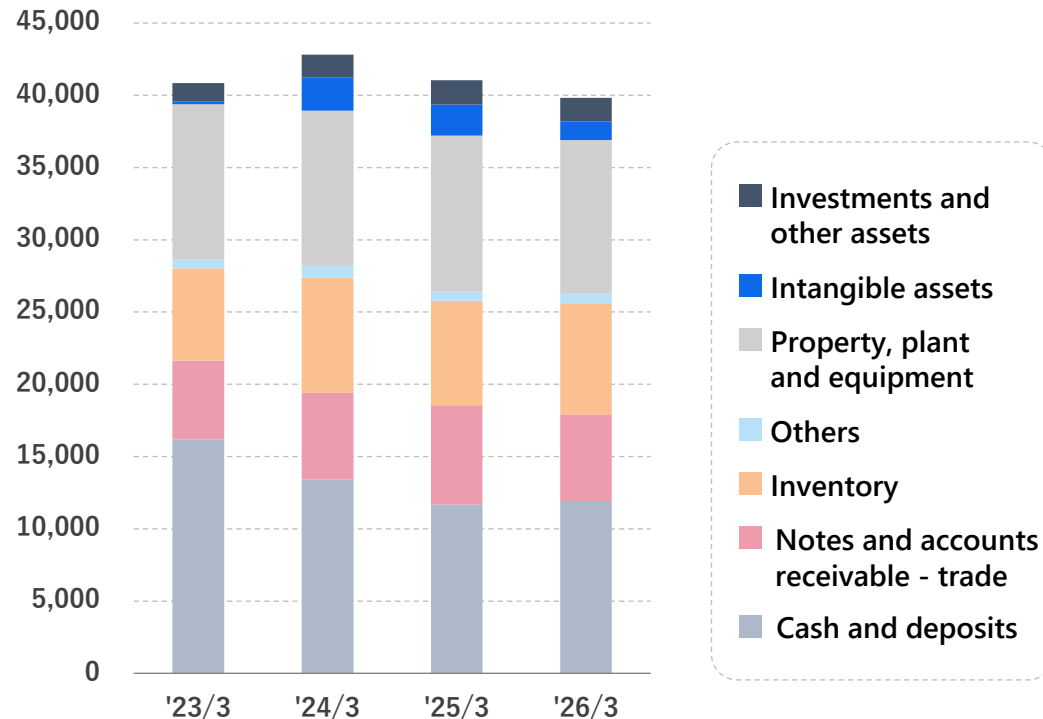


Cash and deposits decreased due to proactive investments (the acquisition of WEMO and development investment) and share holder returns (repurchase of treasury stock, etc.)

Maintained high equity ratio and zero interest-bearing debt

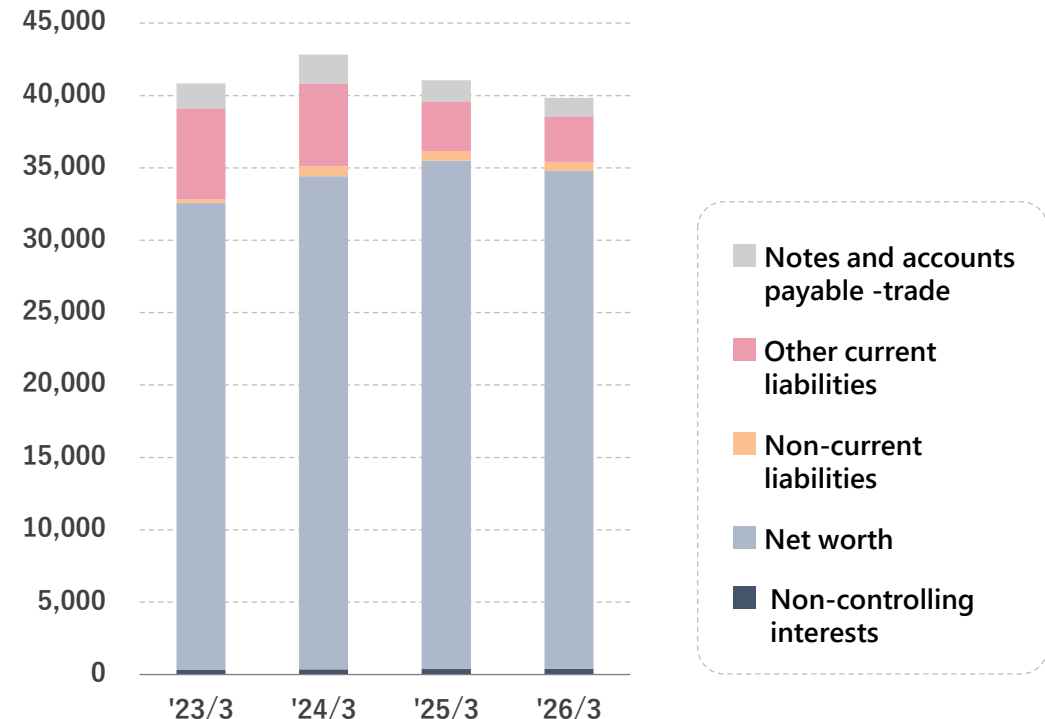
## Assets

(Millions of yen)



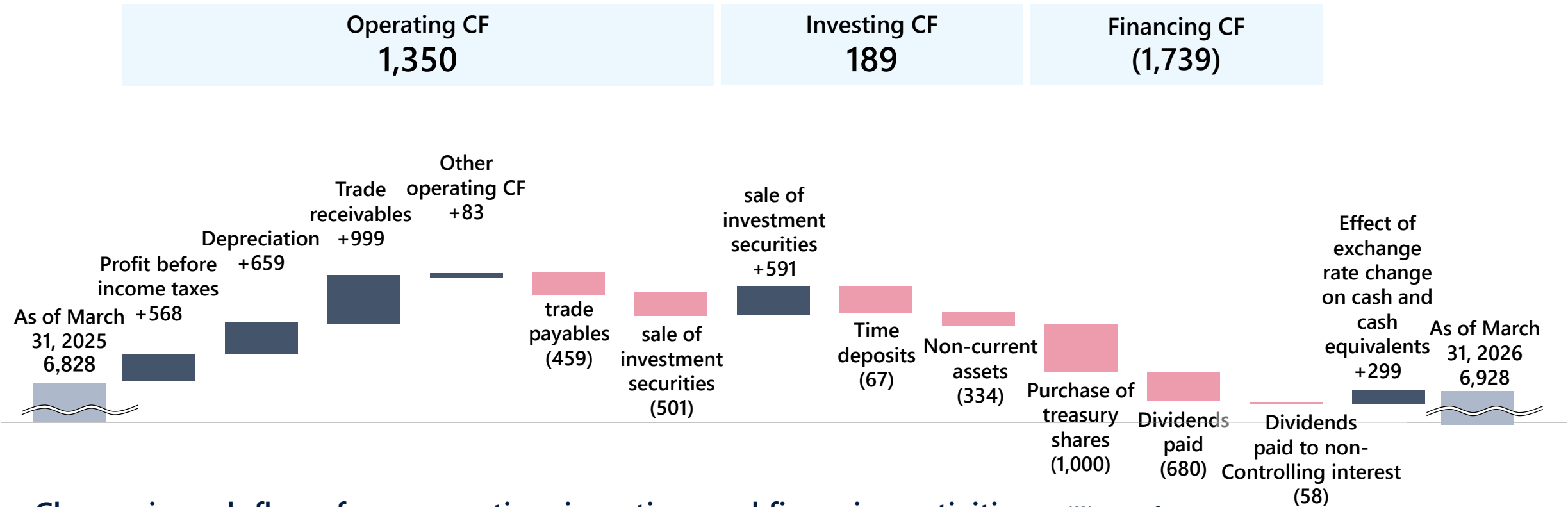
## Liabilities, Net Assets

(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)

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

## Robots

### Traverse type

FRA series



HSA series



HST series



RC-SE series



YD series



SD series



### Swing type

HOP series



### Side-Entry type

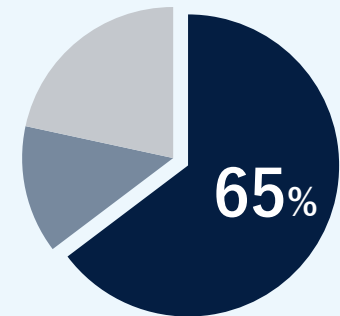
TSXA series



Palletizing series



Sales ratio



14,947 million yen  
(FY2026)

## Custom-ordered Equipment

Flexible module stocker



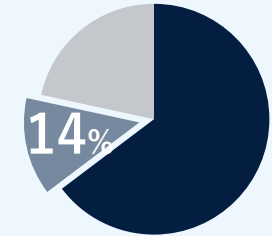
Gate cut stock system



Insert Workpiece Feeder



Sales ratio

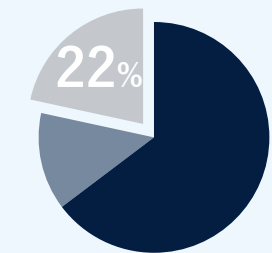


3,161 million yen  
(FY2026)

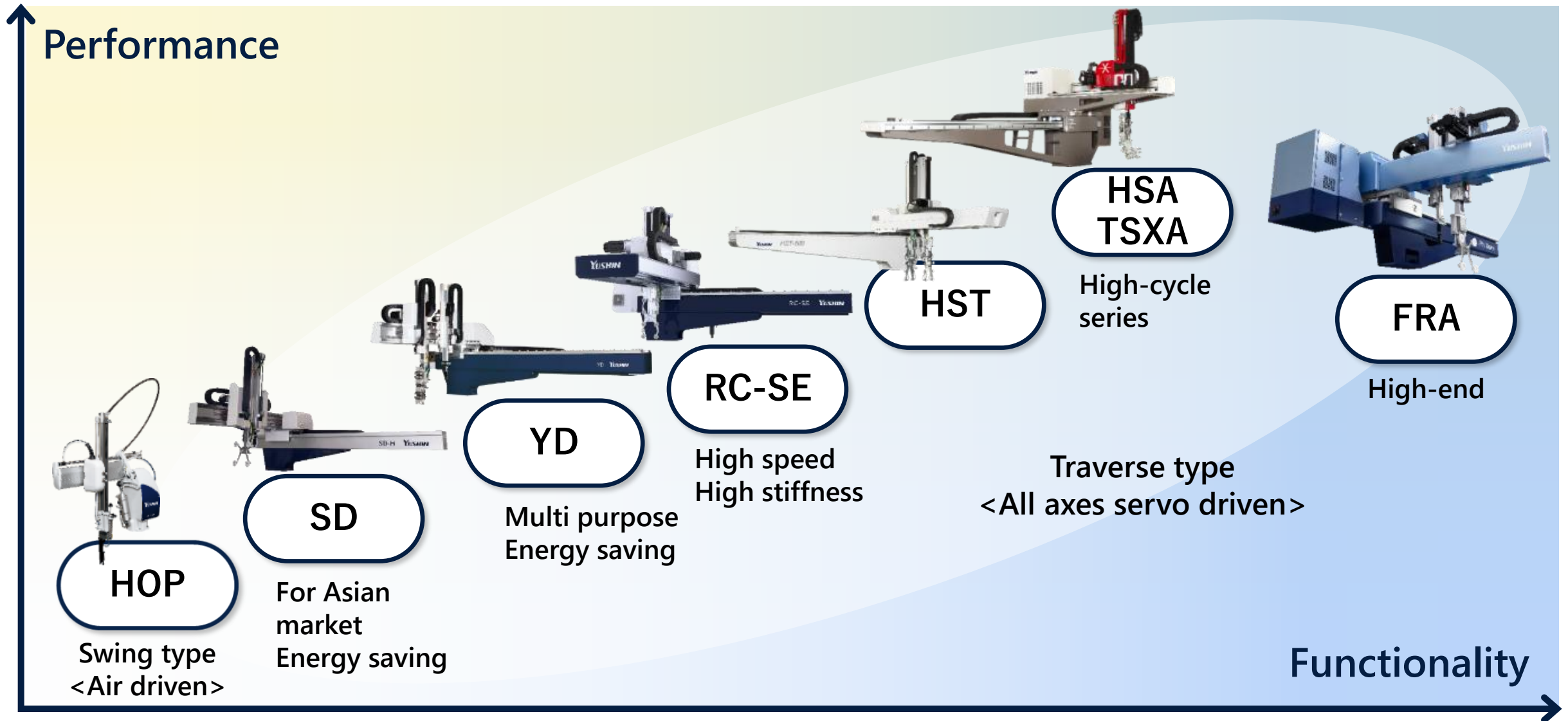
## Parts and Maintenance services



Sales ratio



4,992 million yen  
(FY2026)



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

## Solving social issues through business



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

### <Main measures>

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

Goals to achieve with customers

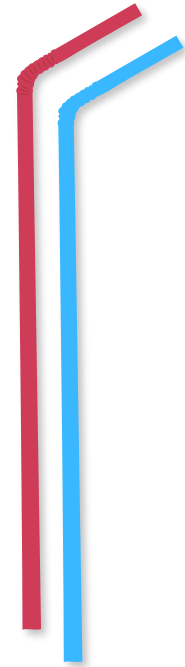
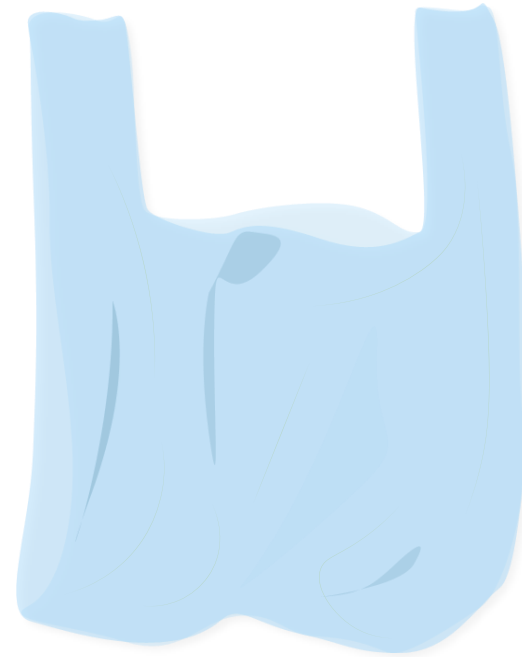
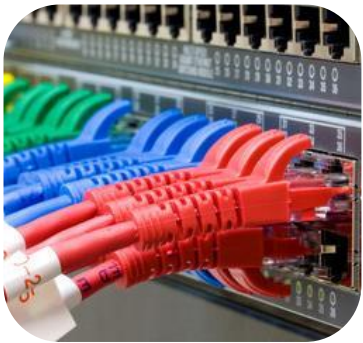
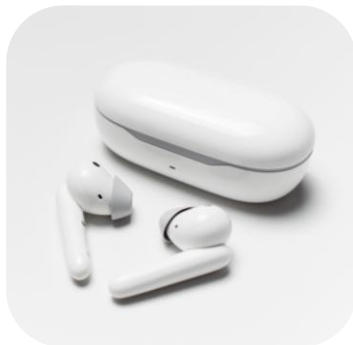
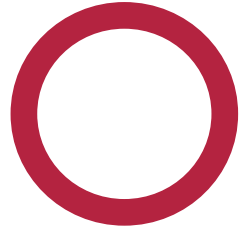
## Strengthening the management base for the sustainable growth of YUSHIN Group



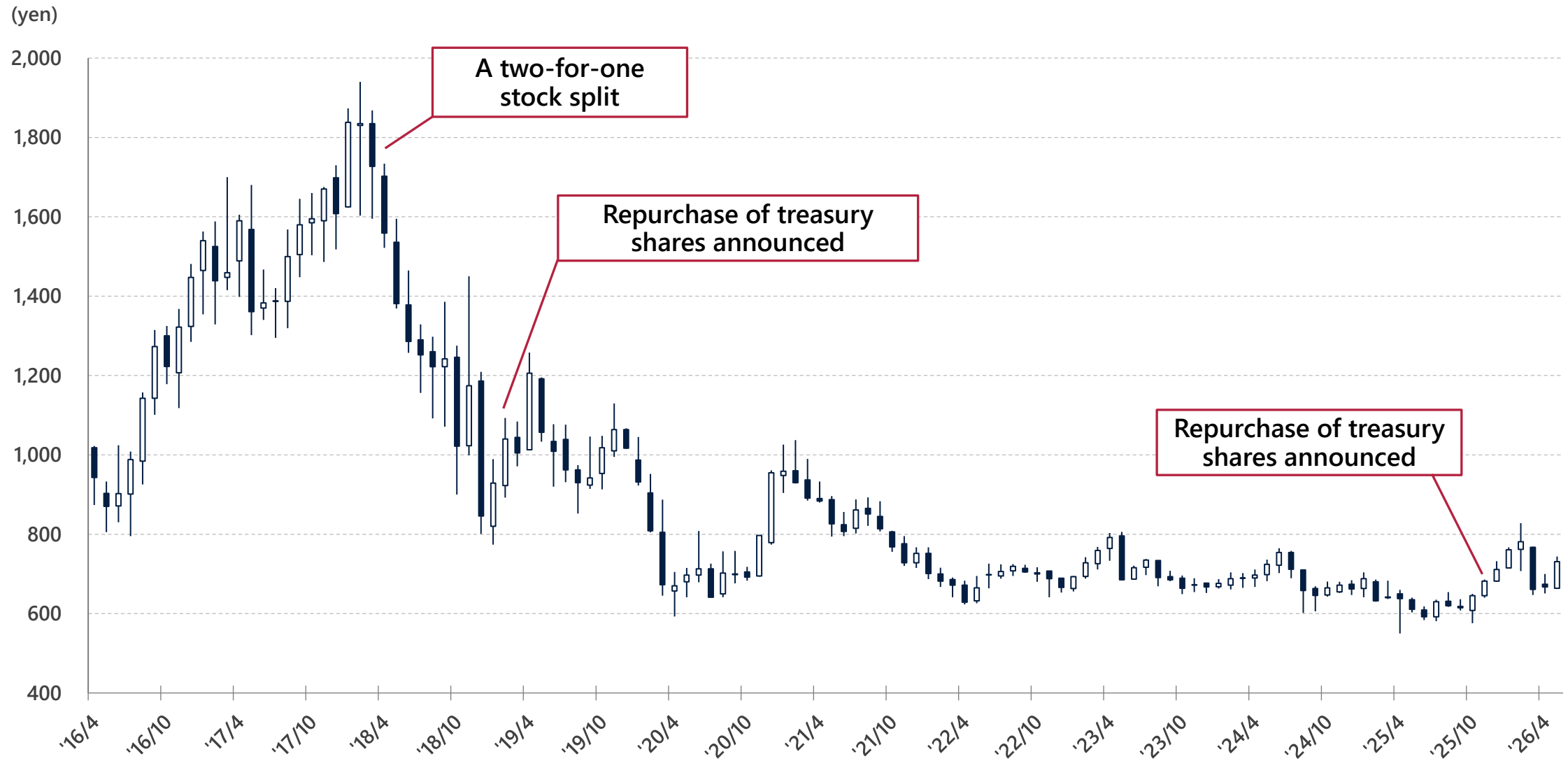
4. Strengthening human capital
5. Strengthening corporate Governance

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

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



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





Contact: Corporate Planning Office

(E-mail) [irinfo@yushincompany.jp](mailto:irinfo@yushincompany.jp)

<https://yushincompany.jp/en/>

The IR site distributes explanatory meeting information and various materials.

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

You can also access from this QR code. →



**Notes:**

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