FY2026 2Q
Investors Presentation

Standard Market of the Tokyo Stock Exchange

Security Code 6482

November 17, 2025 Yushin Company

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Summary

FY2026 1st half results

- Net sales: decreased due to a significant decline in sales of custom-ordered equipment for the medical field, despite increased sales in Asia.
- Operating profit: decreased due to 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, in addition to a decline in net sales.

FY2026 forecasts (revised)

- Net sales: expected to decline, because, while automation demand is anticipated to continue over the medium to long term due to factors such as labor shortages, current market trends remain uncertain due to sluggish capital investment demand, particularly in Europe.
- Operating profit: expected to decline due to the impact of the profit decrease in the 1st half, while we are working to reduce costs and improve productivity amid anticipated sales declines.

Return to Shareholders

- The interim dividend for FY2026 is set at 10 yen, with an annual dividend forecast of 20 yen (same as FY2025).
- To improve capital efficiency and return on shareholders, we decided to repurchase our own shares with a maximum limit of 1 billion yen.

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FY2026 1st Half Results and Full Year Forecasts

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	FY2025		FY2026			
	1st Half	Full Year	1st Half		Full Year (Forecasts)	
	Amount	Amount	Amount	Y/Y	Amount	Y/Y
	Mil. Yen	Mil. Yen	Mil. Yen	%	Mil. Yen	%
Net Sales	12,133	26,126	10,629	(12.4)	23,000	(12.0)
Gross Profit	4,895	10,766	4,148	(15.3)	9,400	(12.7)
<%>	40.3%	41.2%	39.0%		40.9%	
Operating Profit	911	2,586	147	(83.8)	1,500	(42.0)
<%>	7.5%	9.9%	1.4%		6.5%	
Ordinary Profit	738	2,535	163	(77.9)	1,500	(40.8)
<%>	6.1%	9.7%	1.5%		6.5%	
Profit attributable to owners of parent	534	1,692	115	(78.4)	1,000	(40.9)
<%>	4.4%	6.5%	1.1%		4.3%	

<Exchange Rates> USD	152.63 yen	152.58 yen	146.04 yen	140.00 yen

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Factors: FY2026 1st Half Results / Assumptions: FY2026 Full Year Forecasts

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	FY2026 1st Half (results)	FY2026 Full Year (forecasts)
Net Sales	**12.4% decreased Y/Y to 10,629 million yen**	**12.0% decreased Y/Y to 23,000 million yen**
	Robots sales increased by 2.5% Y/Y	Robots sales increased by 6.8% Y/Y
	+ Solid performance in Asia, especially in China − • Declining appetite for capital investment due to uncertainty surrounding U.S. policy trends • The prolonged economic downturn in Europe	+ • Solid demand in Japan and U.S. • Sales of palletizing robots are growing − Capital investment trends remain uncertain, particularly in Europe
	Custom-ordered equipment sales decreased by 56.9% Y/Y	Custom-ordered equipment sales decreased by 60.7% Y/Y
	− Large-scale custom-ordered medical equipment sales decreased significantly compared to the previous year + Demand for automation due to labor shortages	− Sluggish demand of Large-scale custom-ordered medical equipment + Demand for automation due to labor shortages
Operating Profit	**83.8% decreased Y/Y to 147 million yen**	**42.0% decreased Y/Y to 1,500 million yen**
	− • Decrease of Net sales • Energy and Material costs escalated • Labor cost increased due to proactive investment in human resources • Research and development cost increased due to development investment	− • Decrease of Net sales • Energy and Material costs escalate • Labor cost increase due to proactive investment in human resources • Research and development cost increase due to development investment

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Sales Breakdown (by Half-Year)

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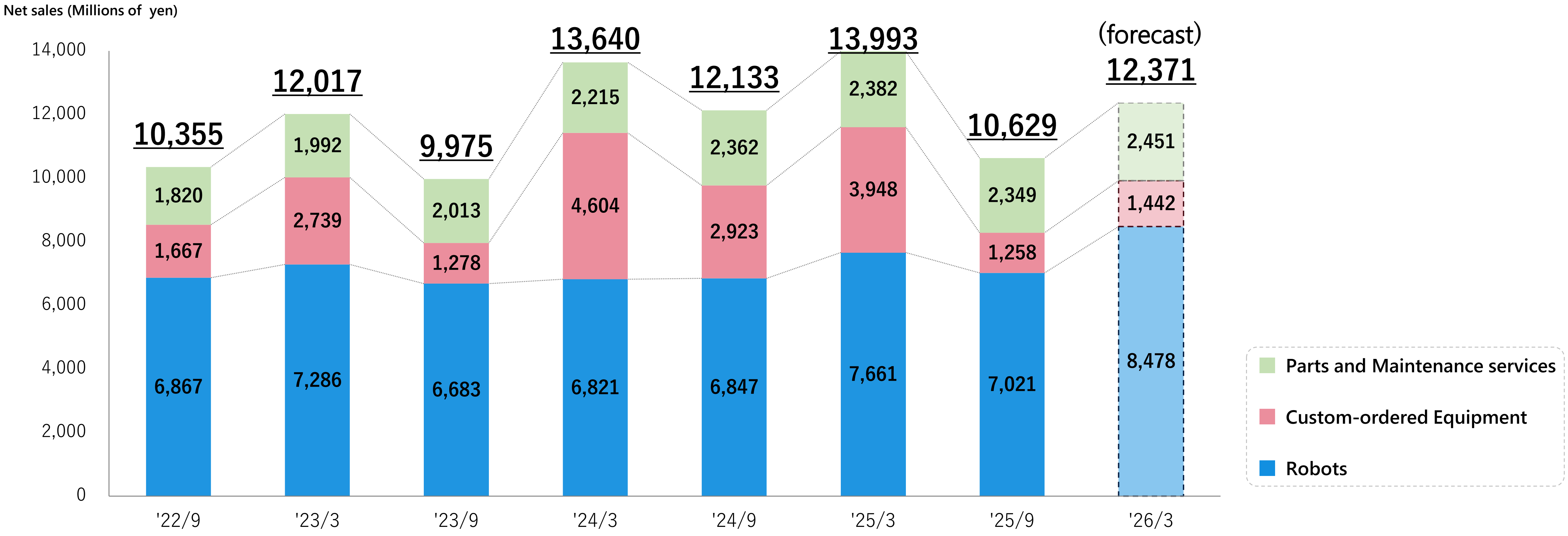
- For the first half of FY2026, sales of custom-ordered equipment for medical field declined significantly, while robots maintained solid performance.
- For the second half of FY 2026, expecting continued sluggish demand for custom-ordered equipment for medical field and steady sales of various robots including palletizing robots.



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Sales by Region (by Half-Year)

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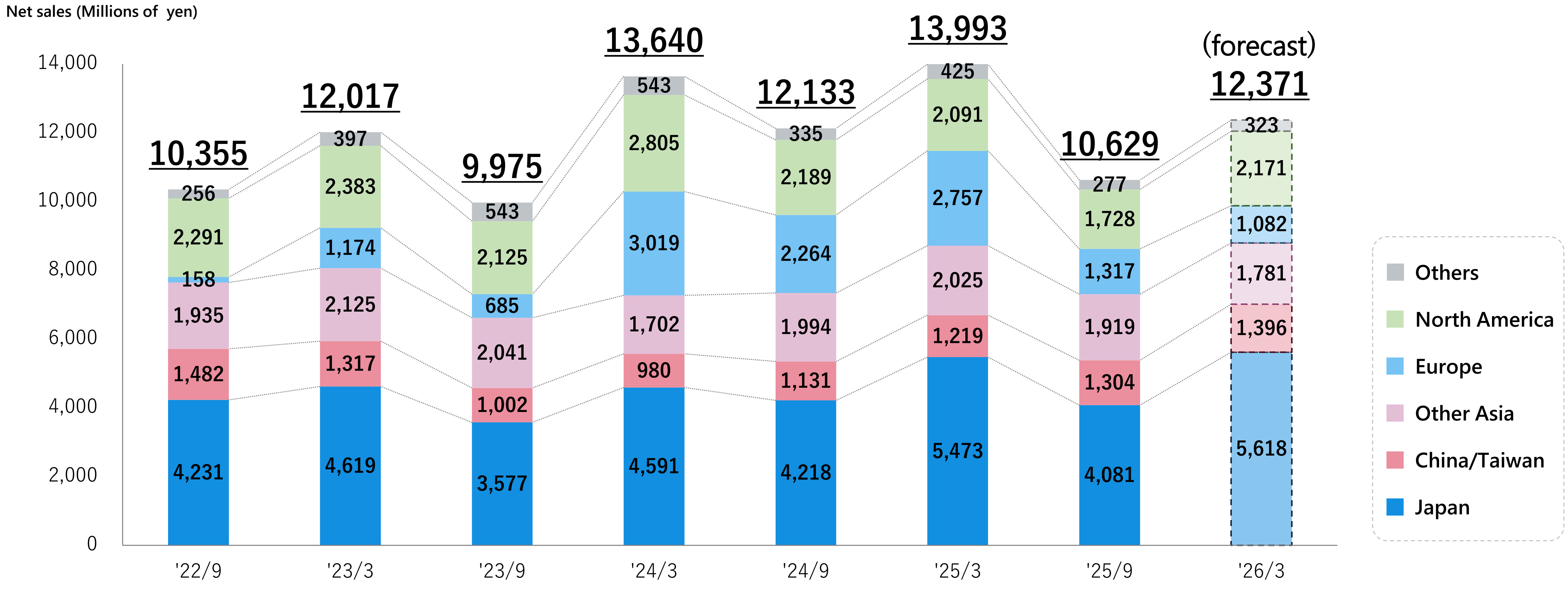
- For the first half of FY2026, sales in Asia, particularly China, remained relatively robust. However, the prolonged economic downturn in Europe and reduced capital investment appetite, especially in North America, had an impact.
- For the second half of FY 2026, solid sales in Japan and North America are anticipated, though capital investment trends remain uncertain, particularly in Europe.



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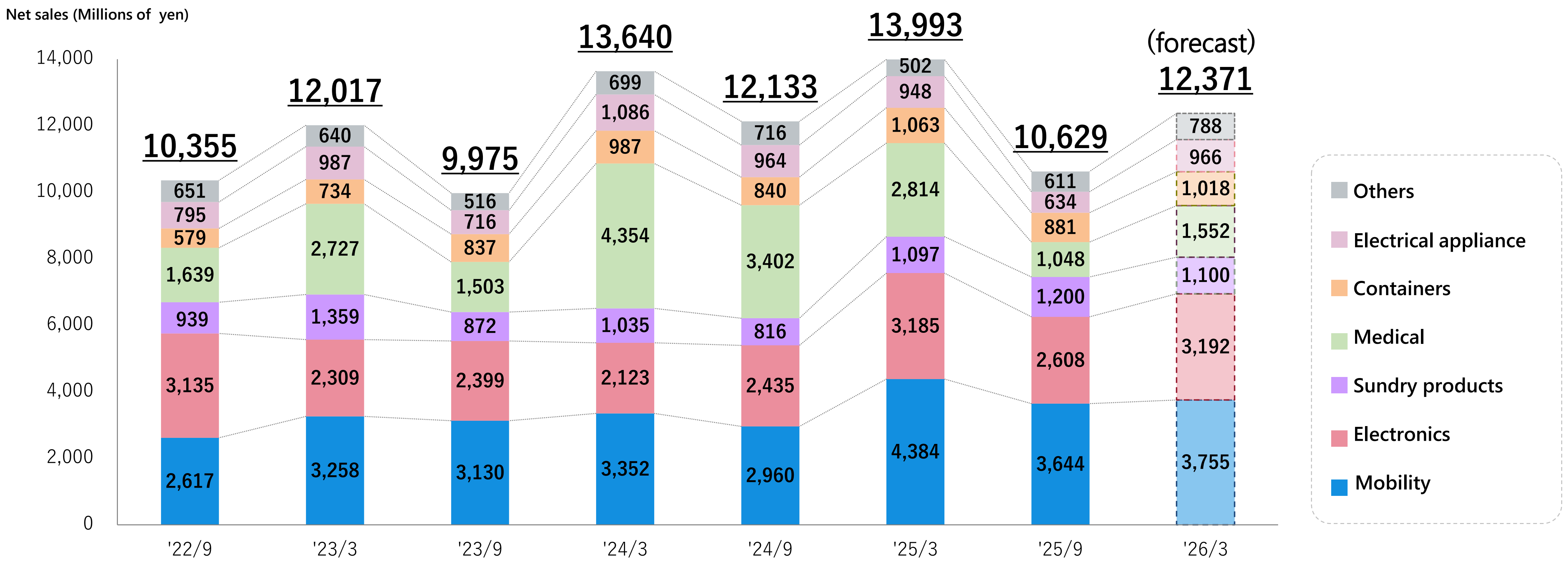
Sales by Product Category (by Half-Year)

- For the first half of FY 2026, while sales in the medical sector declined significantly, other sectors performed relatively well.
- For the second half of FY 2026, medical demand is expected to remain sluggish, while other sectors are projected to see steady sales.



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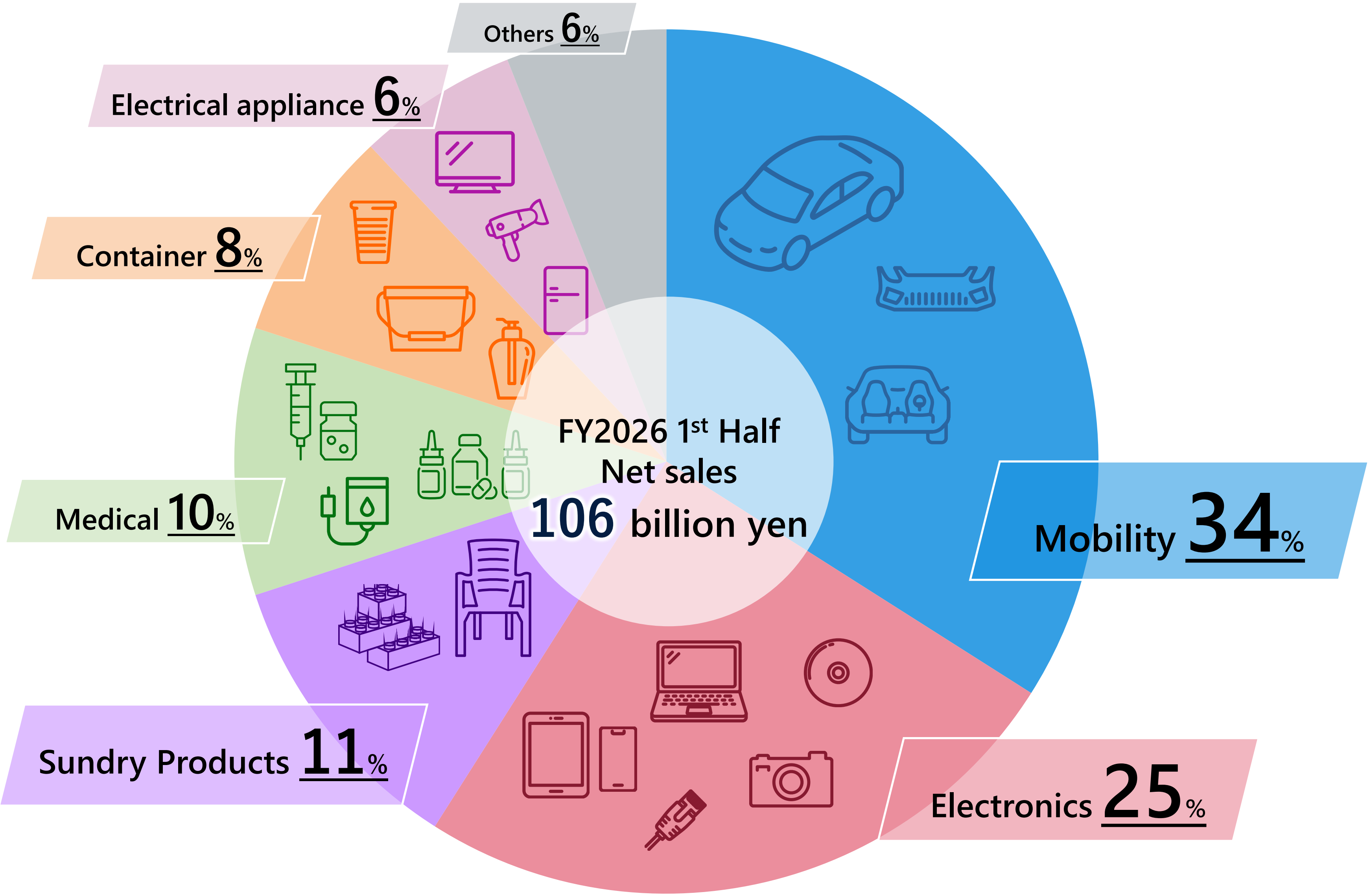
Sales by Product Category



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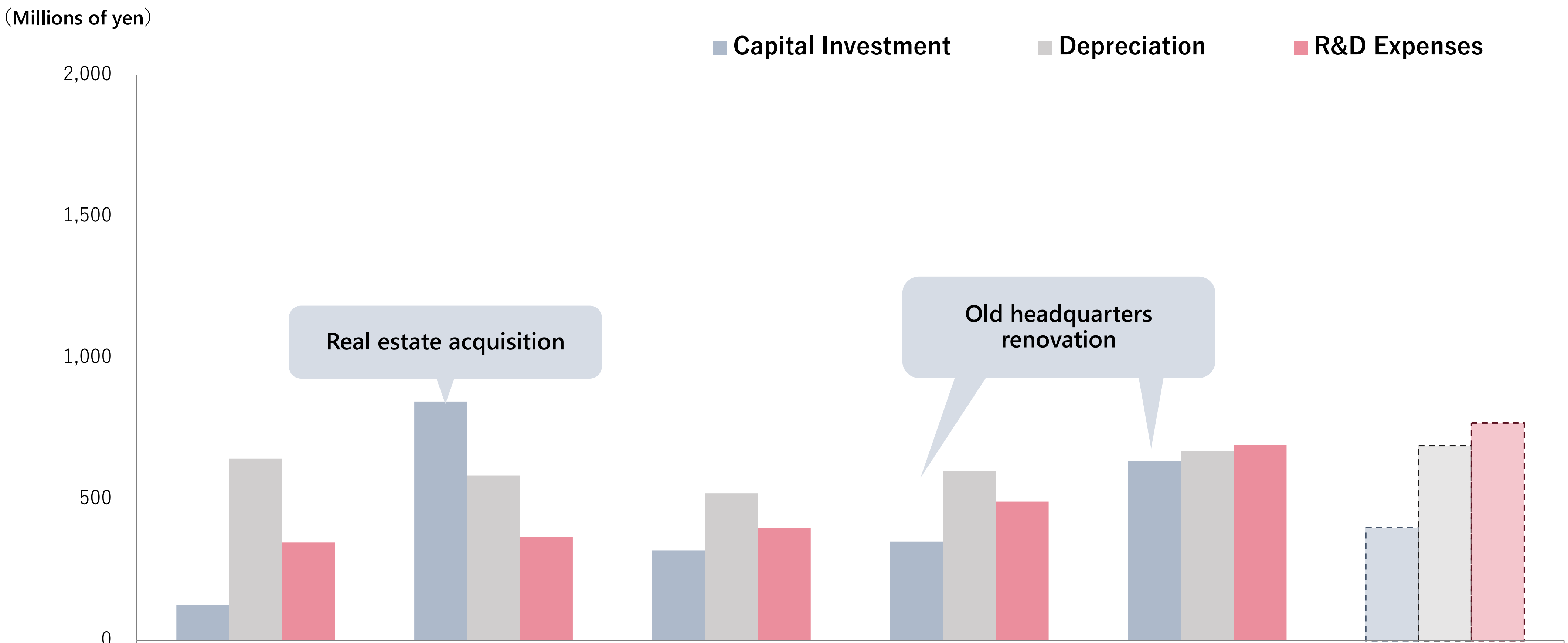
Capital Investment, Depreciation and R&D



	'21/3	'22/3	'23/3	'24/3	'25/3	'26/3(forecast)
Capital Investment	125	846	319	350	634	400
Depreciation	643	585	521	599	671	690
R&D Expenses	347	367	399	492	692	770

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Business Philosophy, Business Strategy, and Management Targets

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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 talent who will shape the future

② Strengthening Global Sales Capabilities

③ Increase Product Attractiveness

④ Develop New Business

Management Targets

Medium-term management targets

Consolidated Net sales 30 billion yen (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%)

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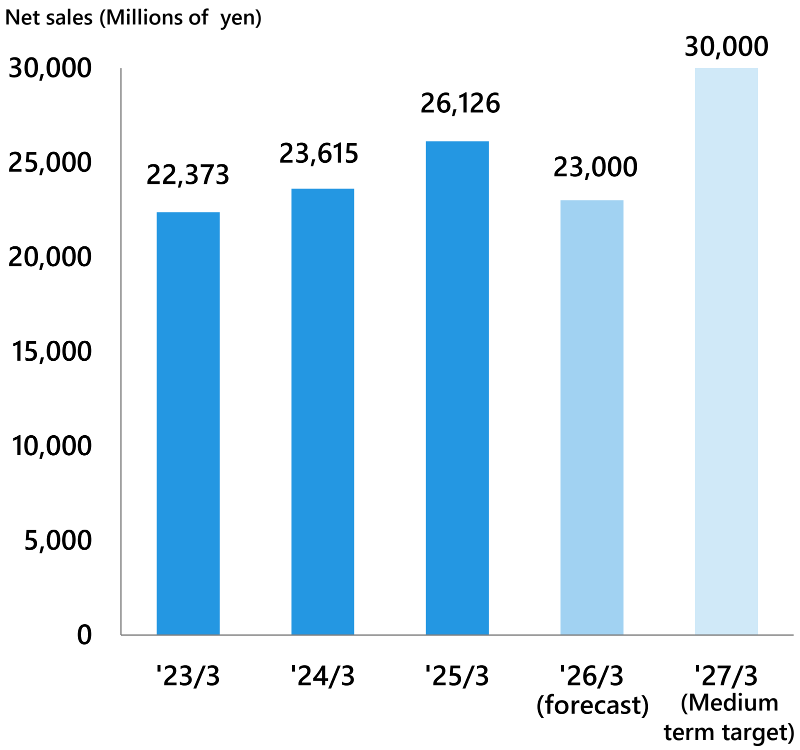
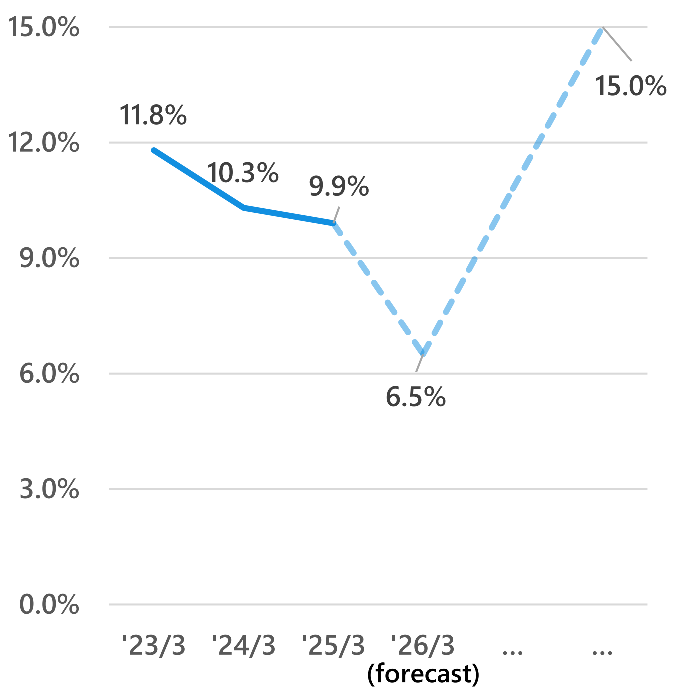
Progress of Management Targets

Net Sales (FY2027)



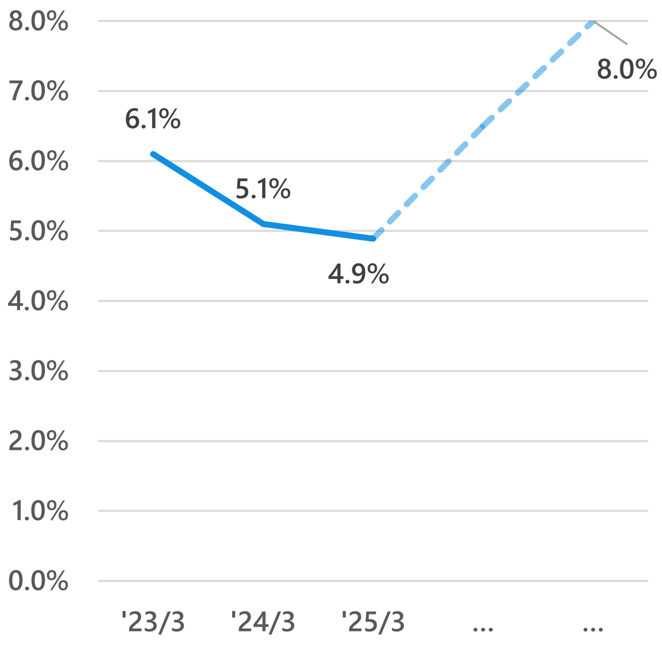
- ✓ Anticipating a recovery in global capital investment demand
- ✓ Expanding market share in each region by promoting initiatives

Operating Profit Ratio



- ✓ Profit margins have declined due to upfront investments aimed at medium-to-long-term growth.
- ✓ Realize early returns on upfront investments through productivity gains.

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 and stable, consistent shareholder returns.

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Cash Allocation (FY2025~FY2027)

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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

Cash Generation

Operating CF
7.0 billion yen

Cash on hand
9.5 billion yen

Cash Utilization

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

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

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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

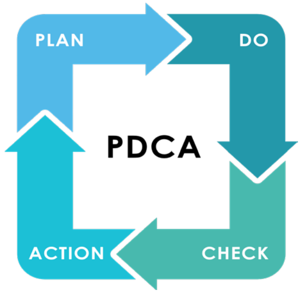
Provide challenging jobs and a good working environment

- "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

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Strategy 2: Strengthening Global Sales Capabilities

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Increase market share in global markets, particularly Europe

Comply with global standards

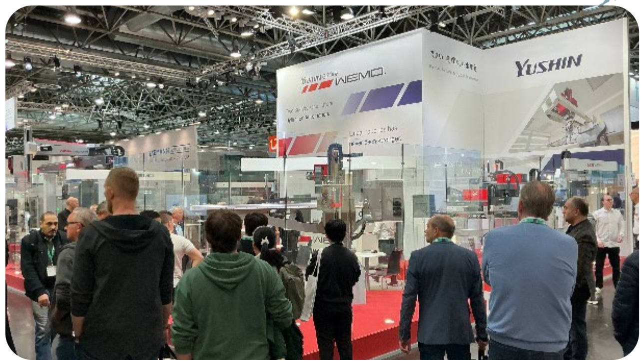
(Expand products that fully comply with European safety standards)

Target the world's leading companies

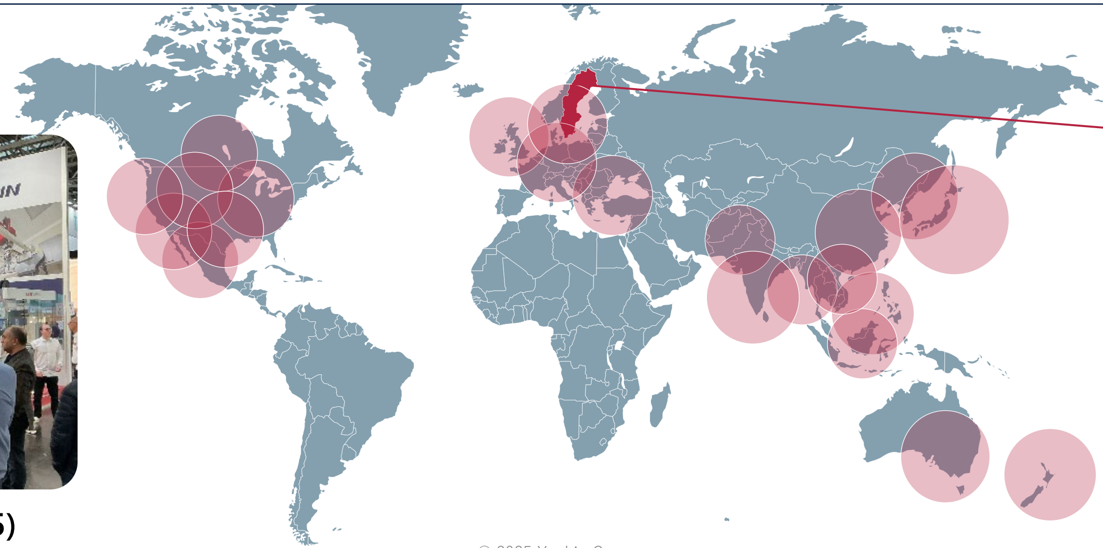
Support customers in Building their envisioned smart factories

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
(Acquire 100% of the shares in May 2023)

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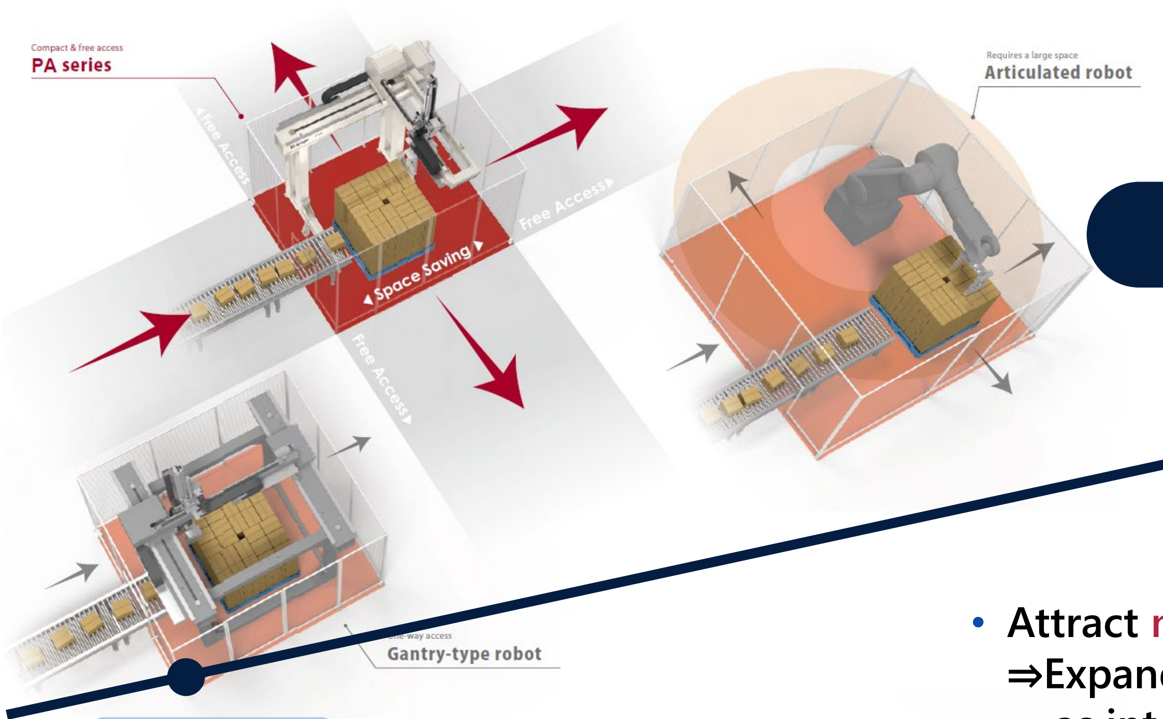
Strategy 3,4: Increase Product Attractiveness / Develop New Business



June 2020

Palletizing robot released

August 2023

Low height model launched

April 2024

Dual-pallet model added

- 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. Their presence in our company’s performance has expanded.

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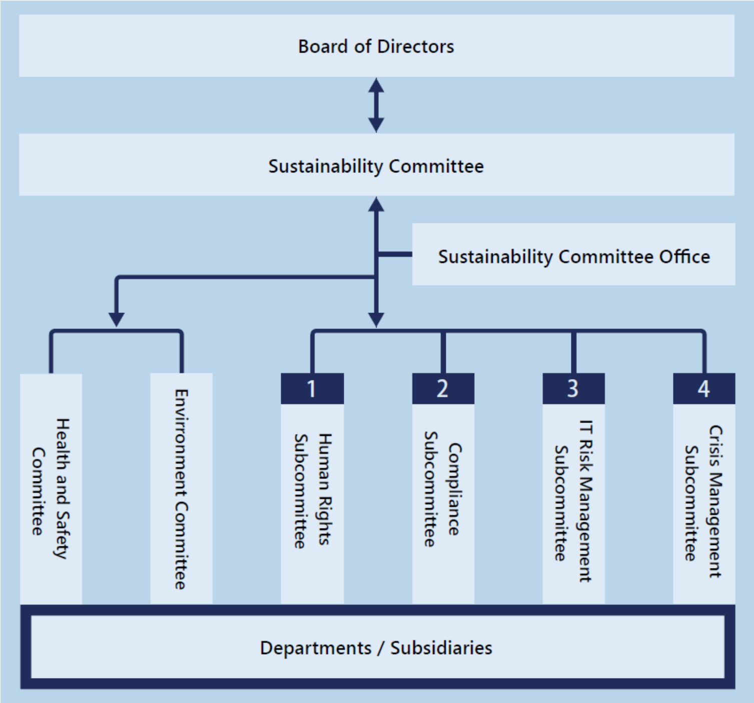
Strengthening the sustainability promotion framework

- Strengthening the sustainability promotion framework in March, 2025
- 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

■ Sustainability promotion framework



■ Materiality and Key Initiatives for Each Subcommittee

① Human Rights Subcommittee	• Promoting occupational safety • Strengthening human capital — Thorough implementation of the YUSHIN Group Human Rights Policy and conducting human rights due Diligence
② Compliance Subcommittee	• Strengthening corporate Governance — Compliance training for employees
③ IT Risk Management Subcommittee	• Strengthening corporate Governance — Enhancing data security
④ Crisis Management Subcommittee	• Tackling climate change — Identifying climate change risks at the company facilities and within the supply chain, and developing business continuity plans • Strengthening human capital — Creating a comfortable working Environment

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Return to Shareholders

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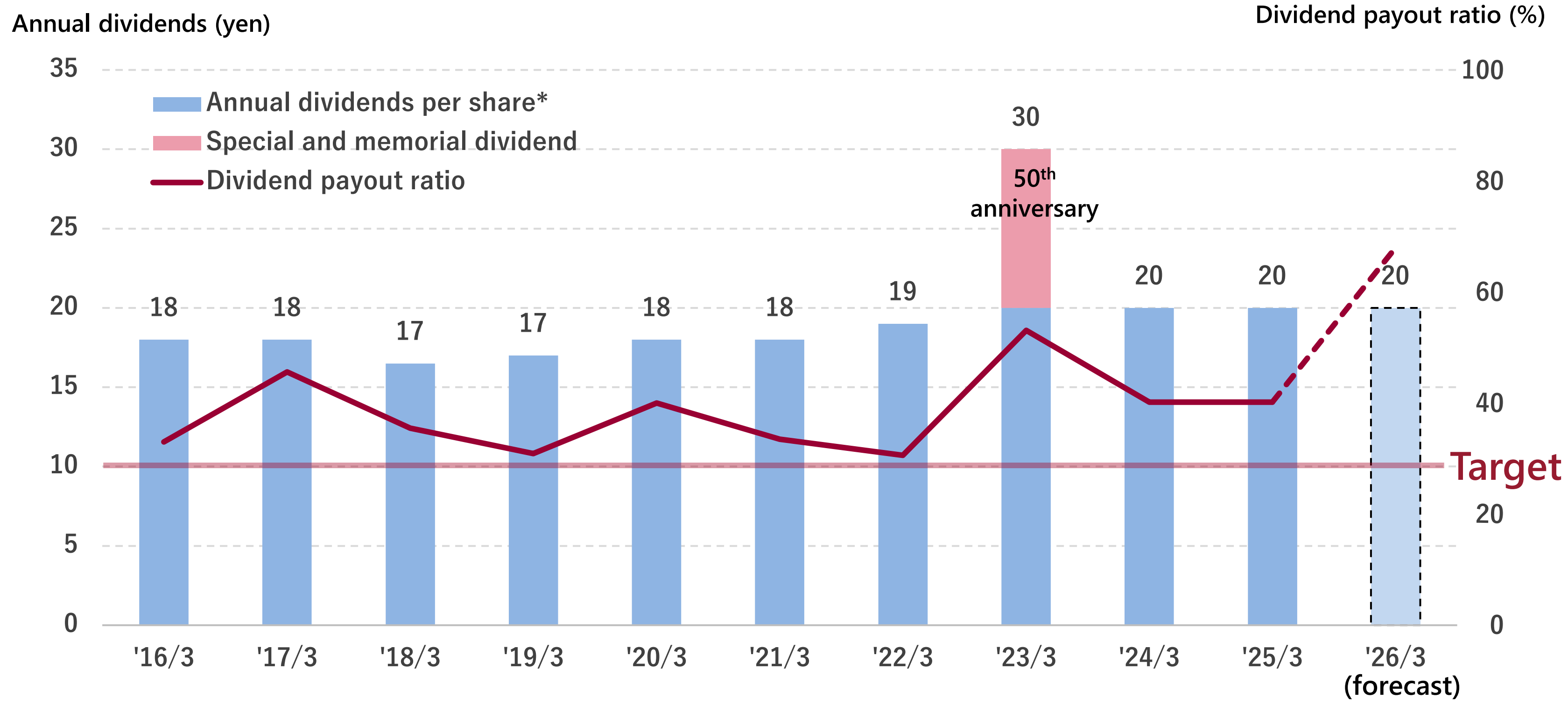
- Despite uncertainty in global economy, after comprehensive consideration of growth strategies and shareholder returns, the annual dividend forecast has been set at 20 yen per share, unchanged from the previous period.
- As a measure to improve capital efficiency and return on shareholder, we decided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



*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.

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Appendix

<Appendix> Company Profile

Company Name	Yushin Company
Representative Director and President	Takayo Kotani
Established	October, 1973
Capital	1,985 million yen
Number of Employees	827 (Consolidated, as of September 30, 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

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<Appendix> YUSHIN's Strengths

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Technology

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

Broad Customer Base

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

Human Capital Management

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

Reliability

- Top market share
- Occupational safety
- Support capability

Financial Strength

- Strong balance sheet
- High equity ratio
- Fab-lite

  (Minimum production facility)

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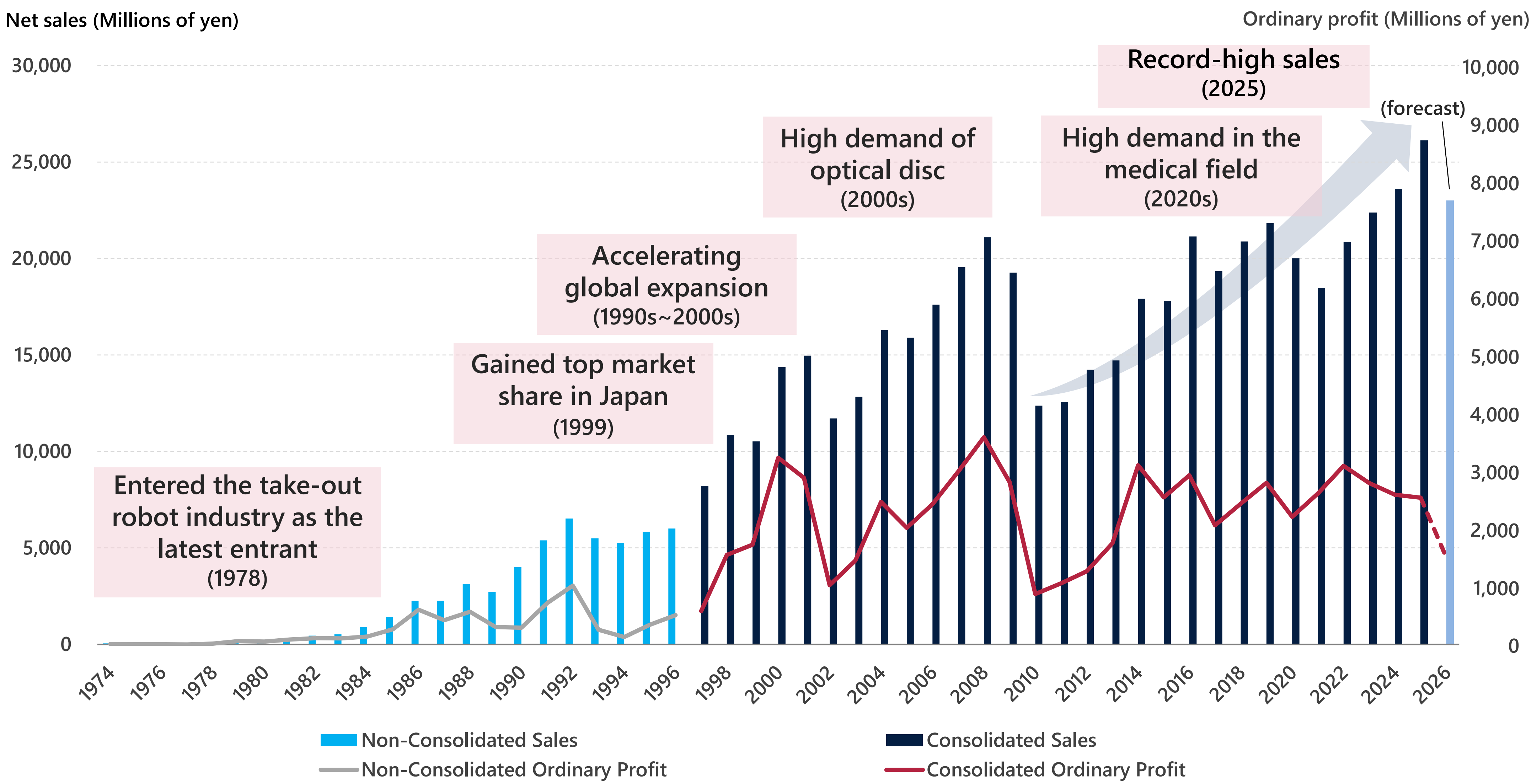
<Appendix> Change in Performance



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<Appendix> Global Network

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Subsidiaries

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

Representative Office

1) Philippines

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

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<Appendix> Quarterly Trend of Orders Received and Order Backlog

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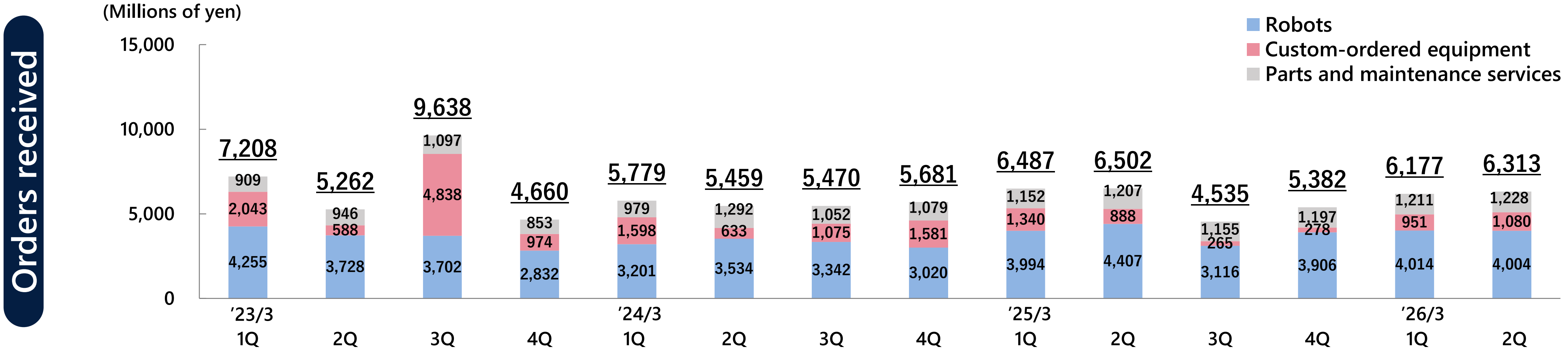
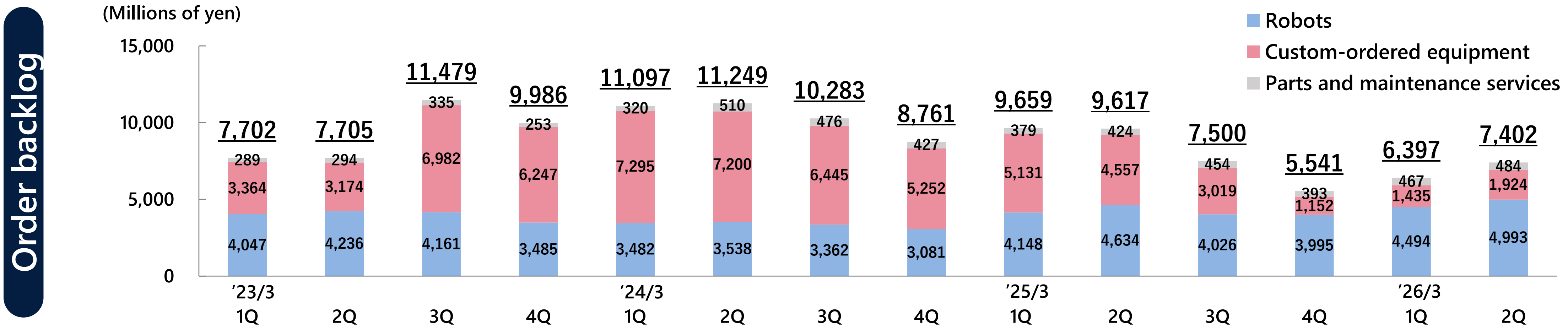
- Orders received and order backlog for various robots, including palletizing robots, remained steady
- While orders received for general custom-ordered equipment remained steady, the order backlog for custom-ordered equipment has decreased significantly due to the progress in shipments and acceptance of medical-related custom-ordered equipment by FY2025





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<Appendix> Balance Sheets

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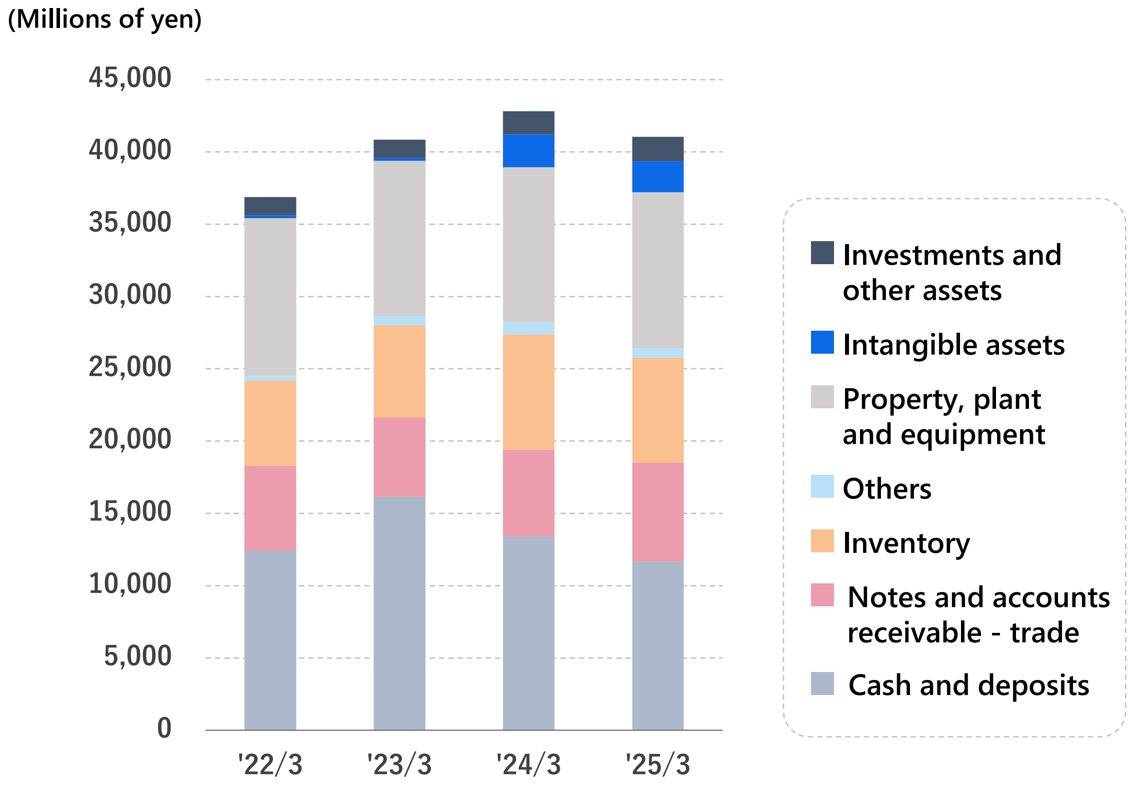
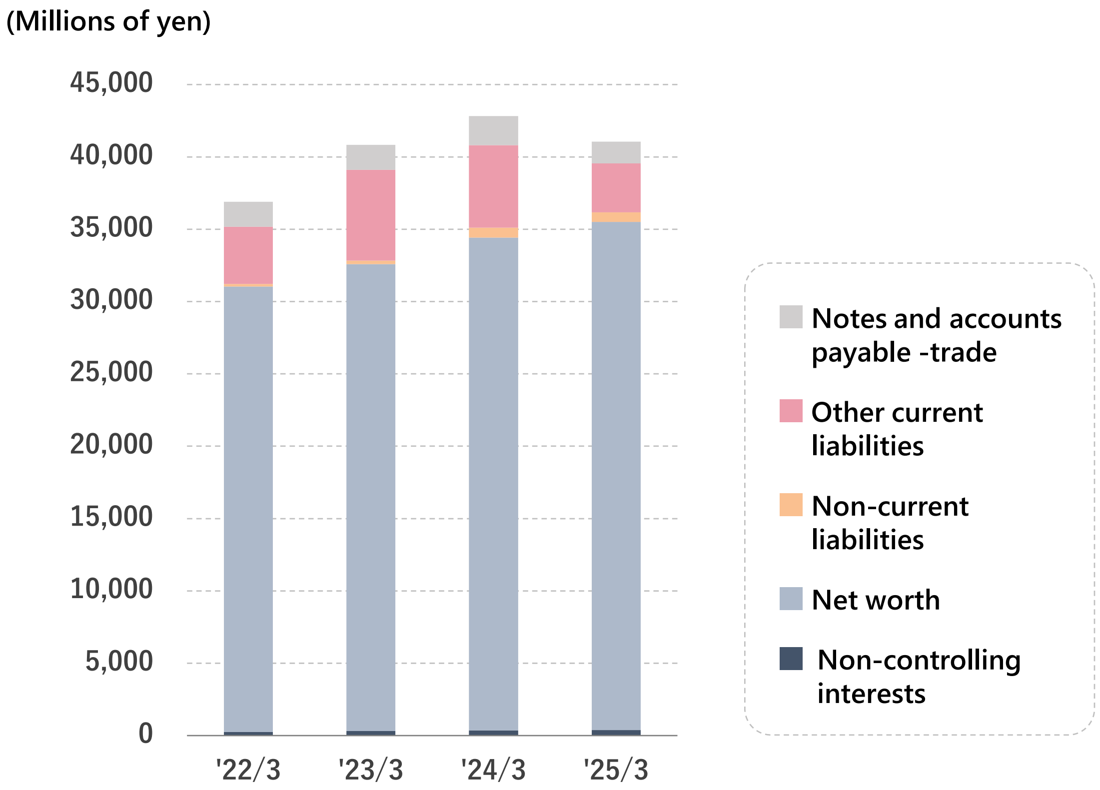
Intangible assets and Inventory increased due to the acquisition of WEMO as a subsidiary in FY2024

Maintained high equity ratio and zero interest-bearing debt

Assets



Liabilities, Net Assets



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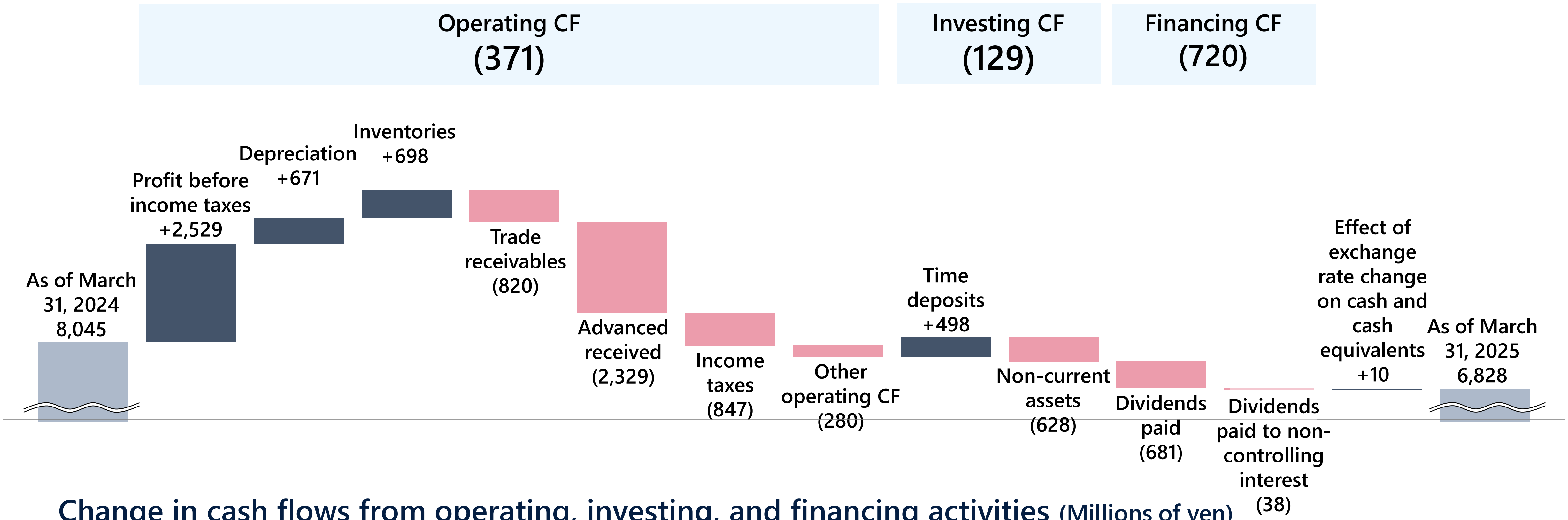
<Appendix> Change in Cash Flow

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)

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<Appendix> Product Lineup (1)

Robots

Traverse type

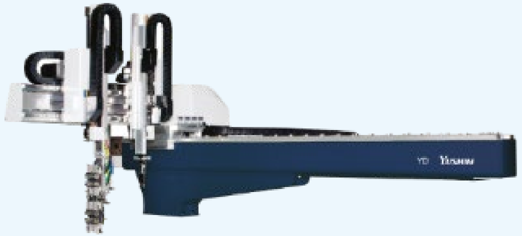
FRA series

HSA series

HST series

RC-SE series

SD series



SD series

Swing type

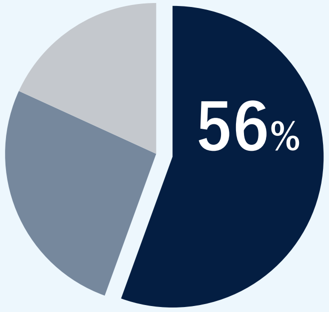
HOP series

Side-Entry type

TSXA series

Palletizing series

Sales ratio



14,509 million yen
(FY2025)

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<Appendix> Product Lineup (2)

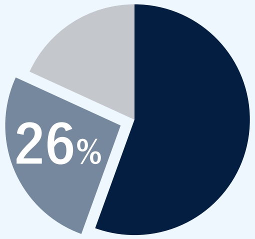
Custom-ordered Equipment

Flexible module stocker

Gate cut stock system

Insert Workpiece Feeder

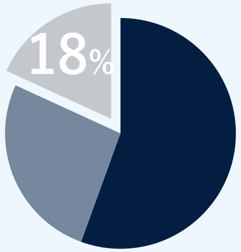
Sales ratio



6,872 million yen
(FY2025)

Parts and Maintenance services

Sales ratio



4,745 million yen
(FY2025)

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<Appendix> Performance and Functionality of Take-out Robots

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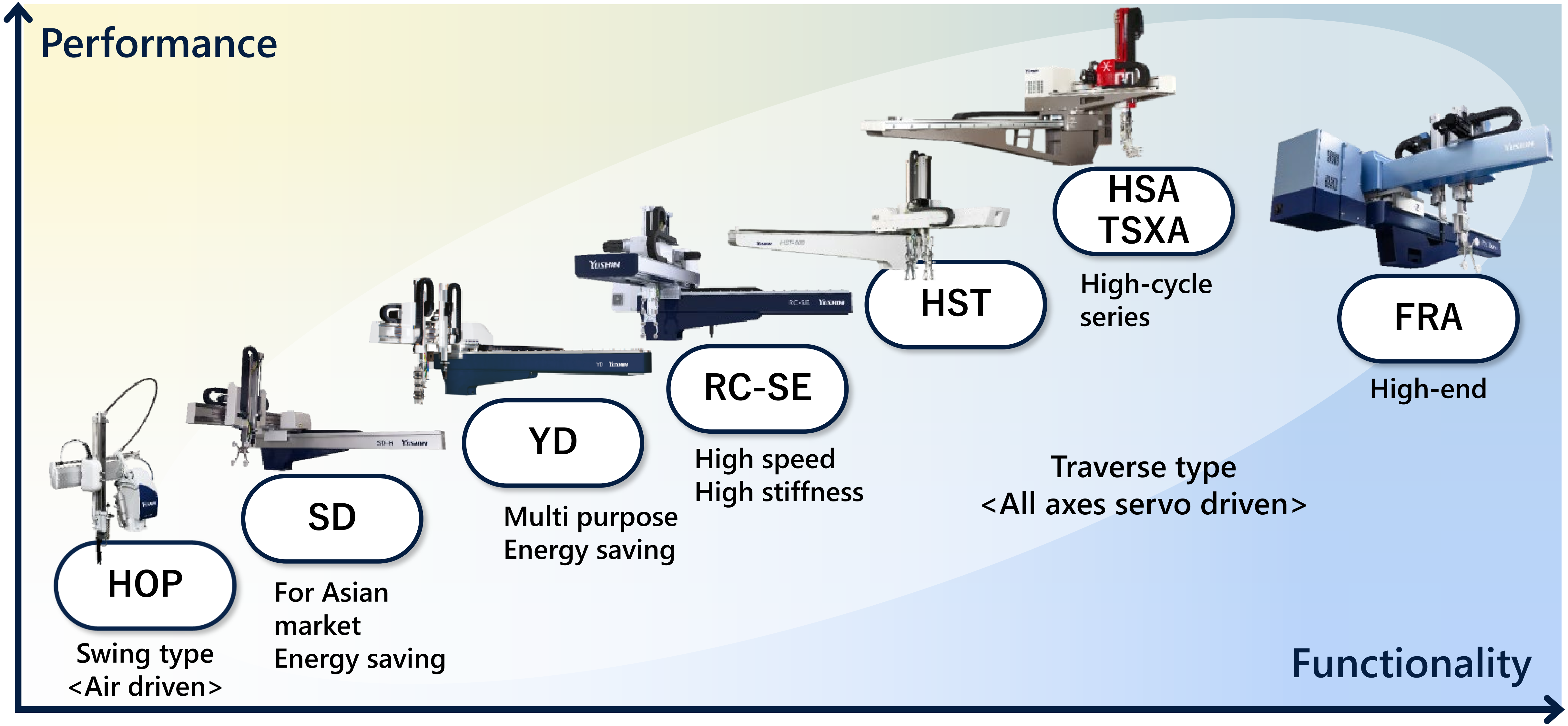

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<Appendix> Materiality

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

Solving social issues through business

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

<Main measures>

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

Goals to achieve with customers

Strengthening the management base for the sustainable growth of YUSHIN Group

4. Strengthening human capital
5. Strengthening corporate Governance

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

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<Appendix> YUSHIN's Target Products Are…

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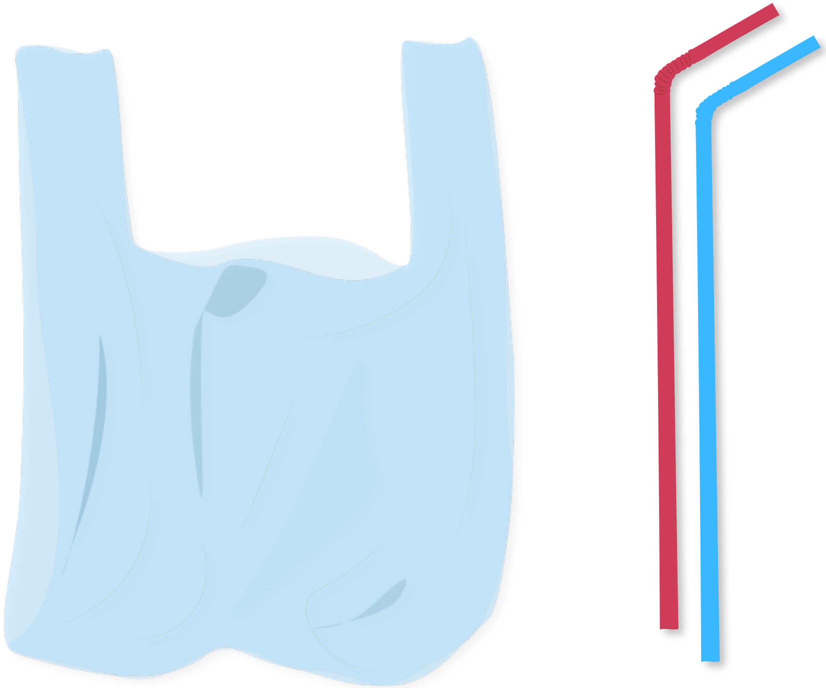

<Appendix> Monthly Stock Price Trend over the past Decade

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<Appendix> Issuance of YUSHIN Report 2025

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

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

Main Contents

- Top Message
- Tripartite Discussion with External Director and Corporate Auditors “Challenges of Transformation and Future Growth — External Officers Discuss the Current State and Challenges of Management”
- Medium- to Long-Term Management Targets Strategies for Their Realization
- Strengthening Human Capital

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

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Contact：Corporate Planning Office

(E-mail) 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.