

FY2025 2Q

# Investors Presentation

***YUSHIN***

Standard Market of the Tokyo Stock Exchange  
Security Code 6482

November 15, 2024

YUSHIN PRECISION EQUIPMENT CO., LTD.

## FY2025 1<sup>st</sup> half results

- Net sales **increased** due to increased sales of custom-ordered equipment for the medical field in Europe and increased sales in Japan
- Operating profit **increased** due to increased sales, despite proactive investment in human resources, and other factors

## FY2025 forecasts (no change from the previous forecasts)

- Net sales **expected to increase**
- Continued demand for automation due to labor shortages
- Sales of large-scale custom orders for medical-related products continues
- Operating profit is **expected to increase** due to higher net sales, despite the expected rise in raw material prices and active investment in human resources

## Topics

- A low height, high performance palletizing robot dual-pallet model launched ..... (April, 2024)
- NPE2024 The Plastics Show at Orange County Convention Center ..... (May 6 – 10, 2024)
- Logis-Tech Tokyo 2024 at Tokyo Big Sight ..... (September 10 – 13, 2024)
- Nagoya Plastic Industrial Fair 2024 at Portmesse Nagoya ..... (November 20 – 22, 2024)
- The company name (trade name) will change to “Yushin Company” ..... (April 1, 2025)

# FY2025 1<sup>st</sup> Half Results and Full Year Forecasts

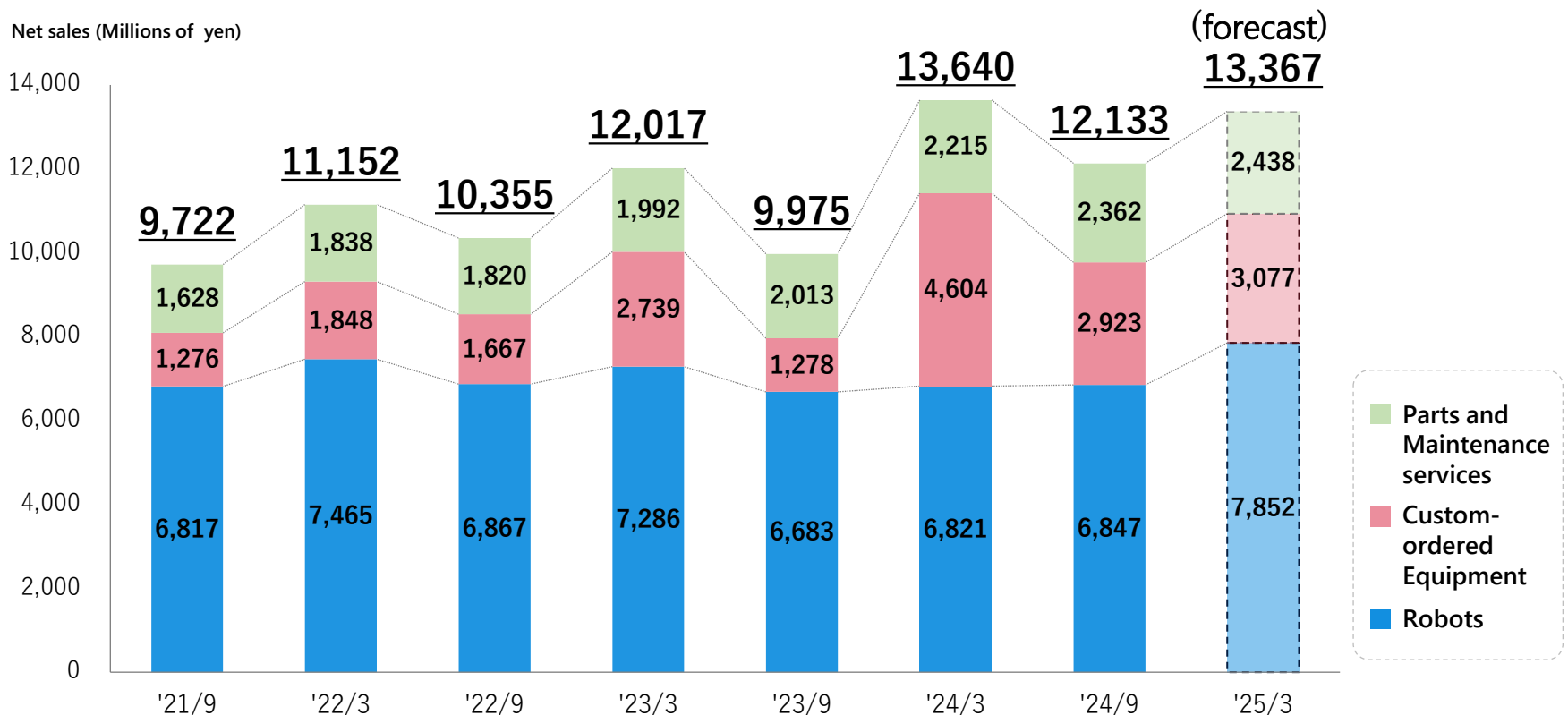
	FY2024		FY2025			
	1 <sup>st</sup> Half	Full Year	1 <sup>st</sup> Half		Full Year (Forecasts)	
	Amount	Amount	Amount	Y/Y	Amount	Y/Y
<b>Net Sales</b>	Mil. Yen <b>9,975</b>	Mil. Yen <b>23,615</b>	Mil. Yen <b>12,133</b>	% <b>21.6</b>	Mil. Yen <b>25,500</b>	% <b>8.0</b>
<b>Gross Profit</b> <%>	<b>4,113</b> 41.2%	<b>9,788</b> 41.5%	<b>4,895</b> 40.3%	<b>19.0</b>	<b>10,507</b> 41.2%	<b>7.3</b>
<b>Operating Profit</b> <%>	<b>693</b> 7.0%	<b>2,437</b> 10.3%	<b>911</b> 7.5%	<b>31.4</b>	<b>2,600</b> 10.2%	<b>6.7</b>
<b>Ordinary Profit</b> <%>	<b>840</b> 8.4%	<b>2,586</b> 11.0%	<b>738</b> 6.1%	<b>(12.2)</b>	<b>2,600</b> 10.2%	<b>0.5</b>
<b>Profit attributable to owners of parent</b> <%>	<b>539</b> 5.4%	<b>1,692</b> 7.2%	<b>534</b> 4.4%	<b>(1.0)</b>	<b>1,800</b> 7.1%	<b>6.4</b>
<b>&lt;Exchange Rates&gt; USD</b>	<b>141.00 yen</b>	<b>144.62 yen</b>	<b>152.63 yen</b>		<b>130.00 yen</b>	

# Factors: FY2025 1<sup>st</sup> Half Results / Assumptions: FY2025 Full Year Forecasts

	FY2025 1 <sup>st</sup> Half (results)	FY2025 Full Year (forecasts)
Net Sales	<p><b>21.6% increased Y/Y to 12,133 million yen</b></p> <p>Robots sales increased by <b>2.5% Y/Y</b></p> <p><b>+</b> Global development of new customers</p> <p>Custom-ordered equipment sales increased by <b>128.7% Y/Y</b></p> <p><b>+</b> Large-scale custom-ordered medical equipment sales increased significantly compared to the previous year</p> <p><b>+</b> Demand for automation due to labor shortages</p>	<p><b>8.0% increased Y/Y to 25,500 million yen</b></p> <p>Robots sales increased by <b>8.9% Y/Y</b></p> <p><b>+</b> Global development of new customers</p> <p>Custom-ordered equipment sales increased by <b>2.0% Y/Y</b></p> <p><b>+</b> Continued demand for automation due to labor shortages</p> <p><b>+</b> Large-scale custom-ordered medical equipment also ongoing</p>
	Operating Profit	<p><b>31.4% increased Y/Y to 911 million yen</b></p> <p><b>-</b> Material costs escalated</p> <p>• Labor cost increased due to <b>human capital investment</b></p> <p><b>+</b> Increase in sales</p> <p>• <b>Weaker yen</b> impact</p>

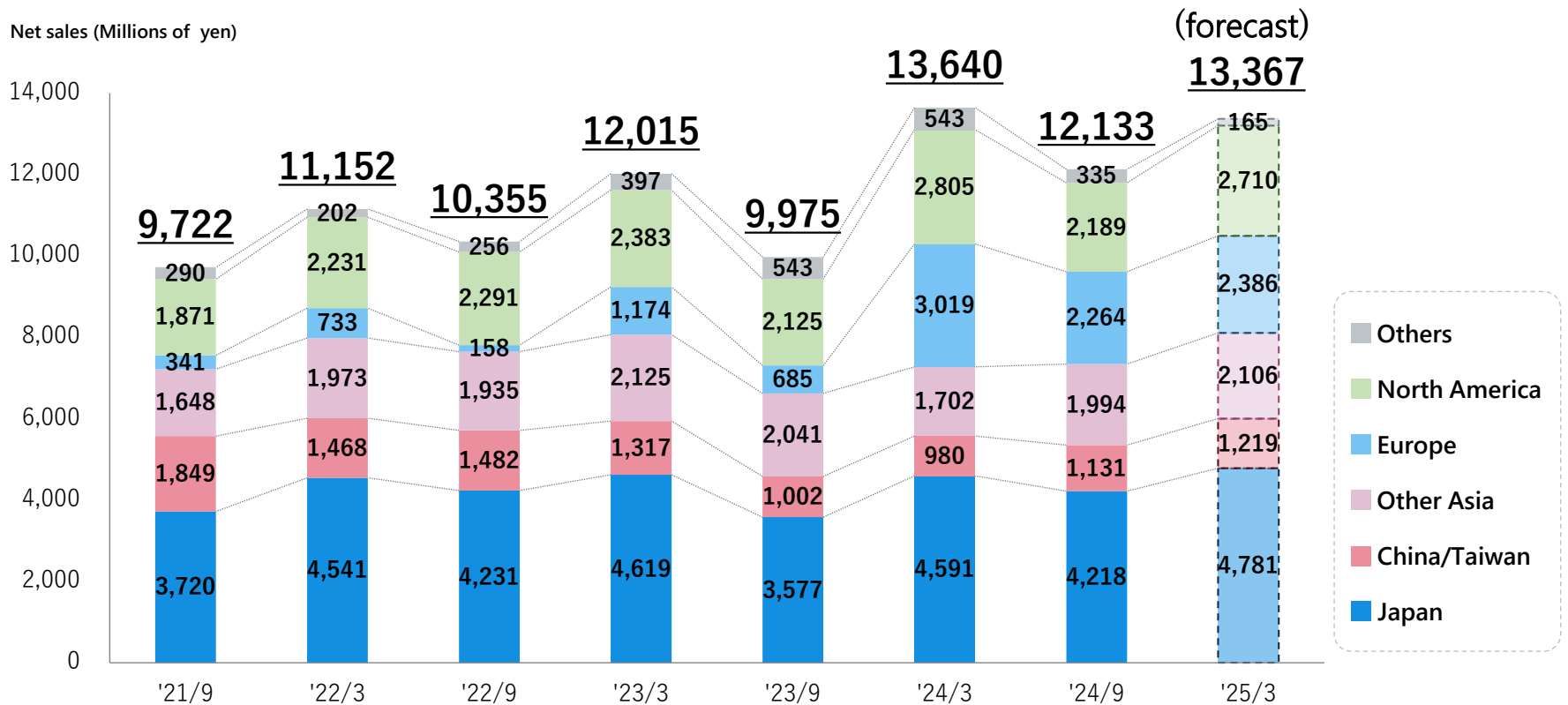
# Sales Breakdown (by Half-Year)

- The sales of **custom-ordered equipment for medical field in Europe** in the first half of FY2025.
- Expecting the sales of **robots** including palletizing robots and **custom-ordered equipment** due to **demand for automation** caused by labor shortages in the second half of FY2025.



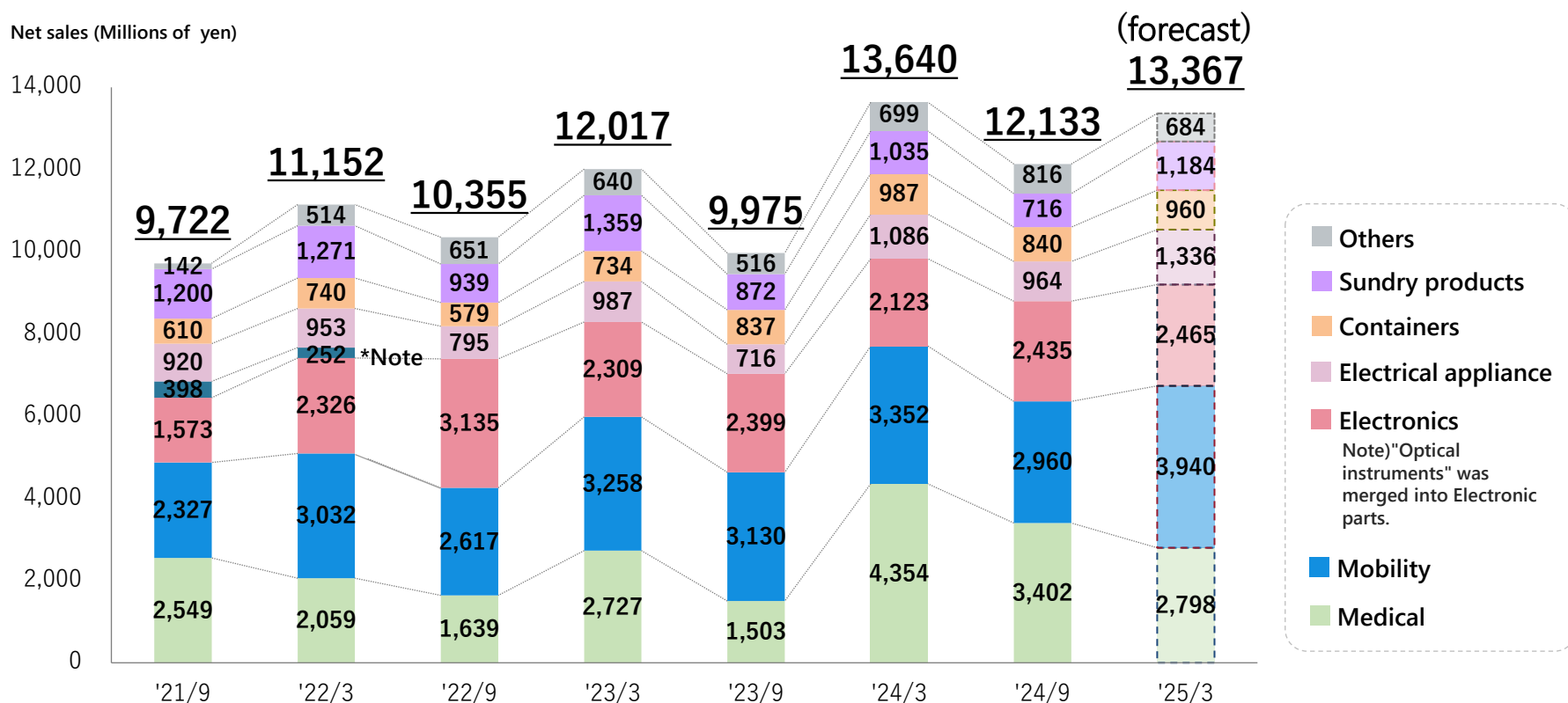
# Sales by Region (by Half-Year)

- The sales in **Europe** and **Japan** increased Y/Y in the first half of FY2025.
- Expecting sales to increase in **Japan** and **Asia** in the second half of FY2025.

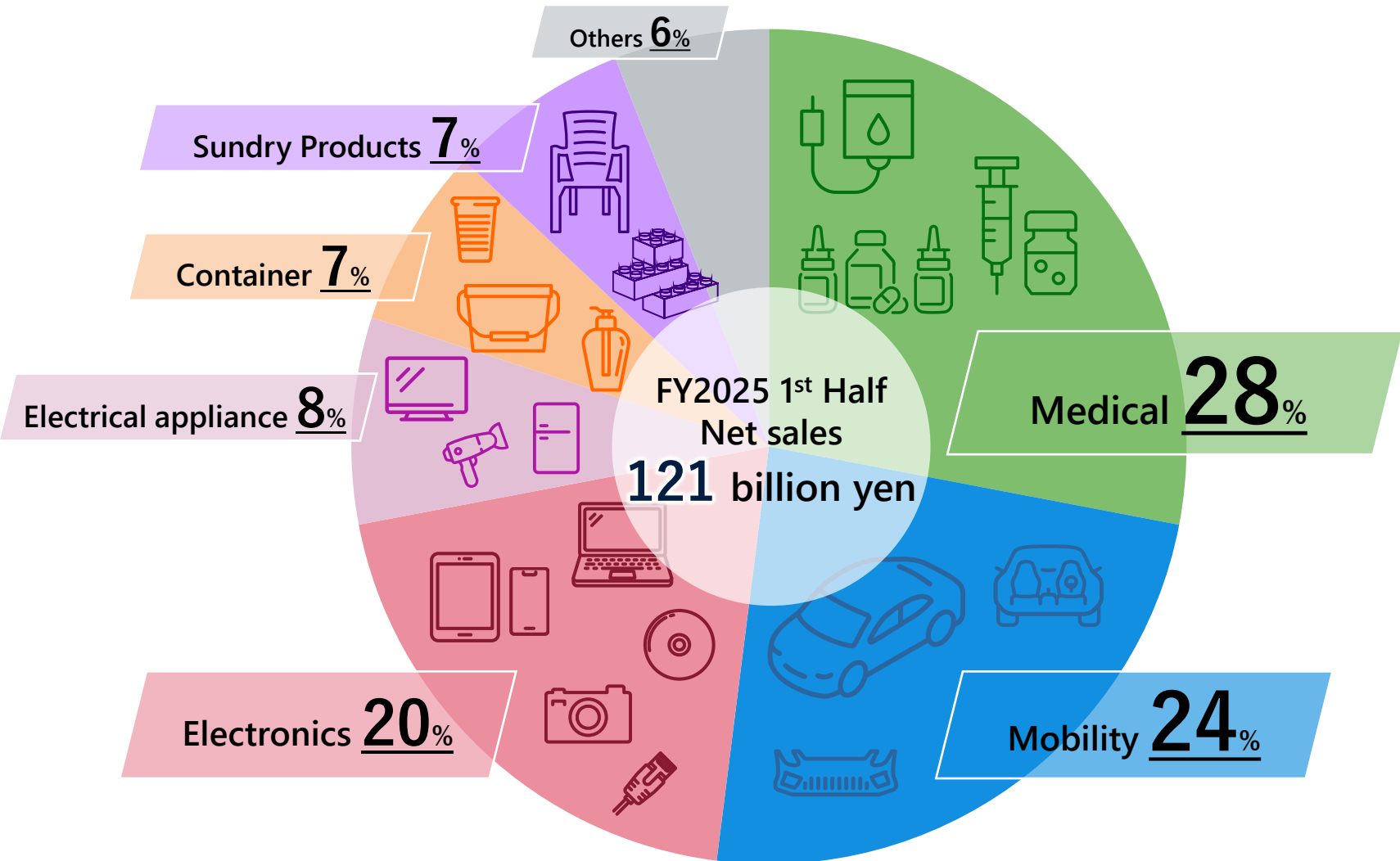


# Sales by Product Category (by Half-Year)

- In the first half of FY2025, sales in **the medical field** increased year-on-year due to sales of custom-ordered equipment from the previous fiscal year's order backlog.
- Expecting sales to increase in **Japan**, particularly in **the mobility field**, and sales in **the medical field** to continue in **Europe** in the second half of FY2025.



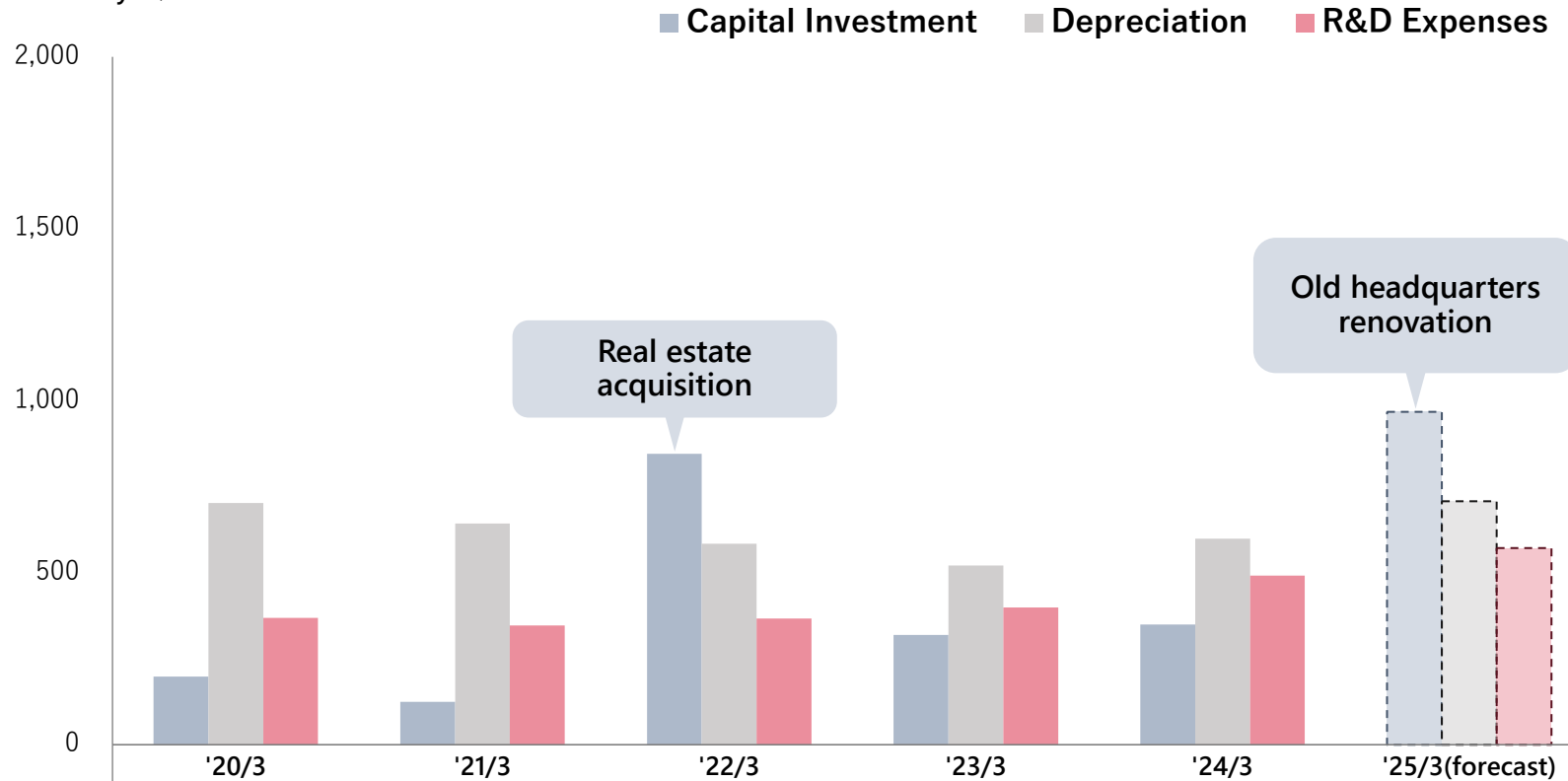
# Sales by Product Category





# Capital Investment, Depreciation and R&D

(Millions of yen)



■ Capital Investment	198	125	846	319	350	968
■ Depreciation	703	643	585	521	599	708
■ R&D Expenses	369	347	367	399	492	572

# 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"](#)
- Creativity improvement System
- Enhancement of education system

③ Strengthen Global Sales Capabilities

- Increase market share in Europe
- Focus on growth markets
- Strengthen technical services

③ Strengthening Product Capabilities

- Addressing labor shortages in the manufacturing industry
- Responding to environmental and safety issues

④ Develop New Businesses

- Expansion beyond the injection molding industry

## Medium- to Long-Term Management Targets

**Consolidated Net sales 30 billion yen (FY2027)**

Management Indicators

- Operating profit margin of 15% or more
- ROE 8 % or more

(Reference) FY2024 results

- Consolidated Net sales: 23.6 billion yen
- Operating profit margin: 10.3%
- ROE: 5.1%

01.

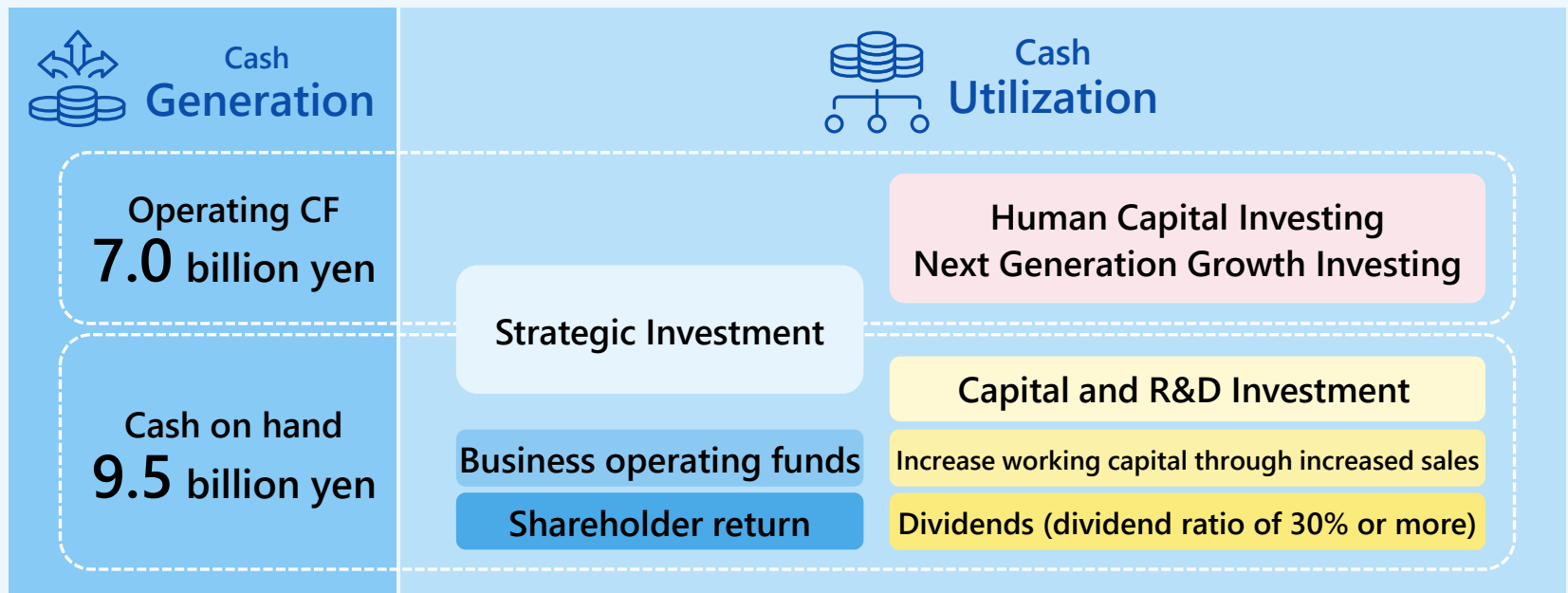
Strategic investment to create products and services that contribute to solving social issues

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

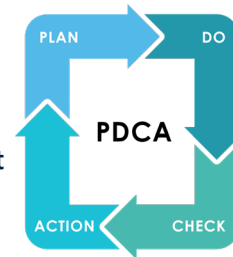
Create an environment that makes work more rewarding and conformable

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

## Sales expansion in Europe

Acquisition of 100% of the shares of WEMO (Sweden)  
(May 2023)

Target leading companies  
in the world

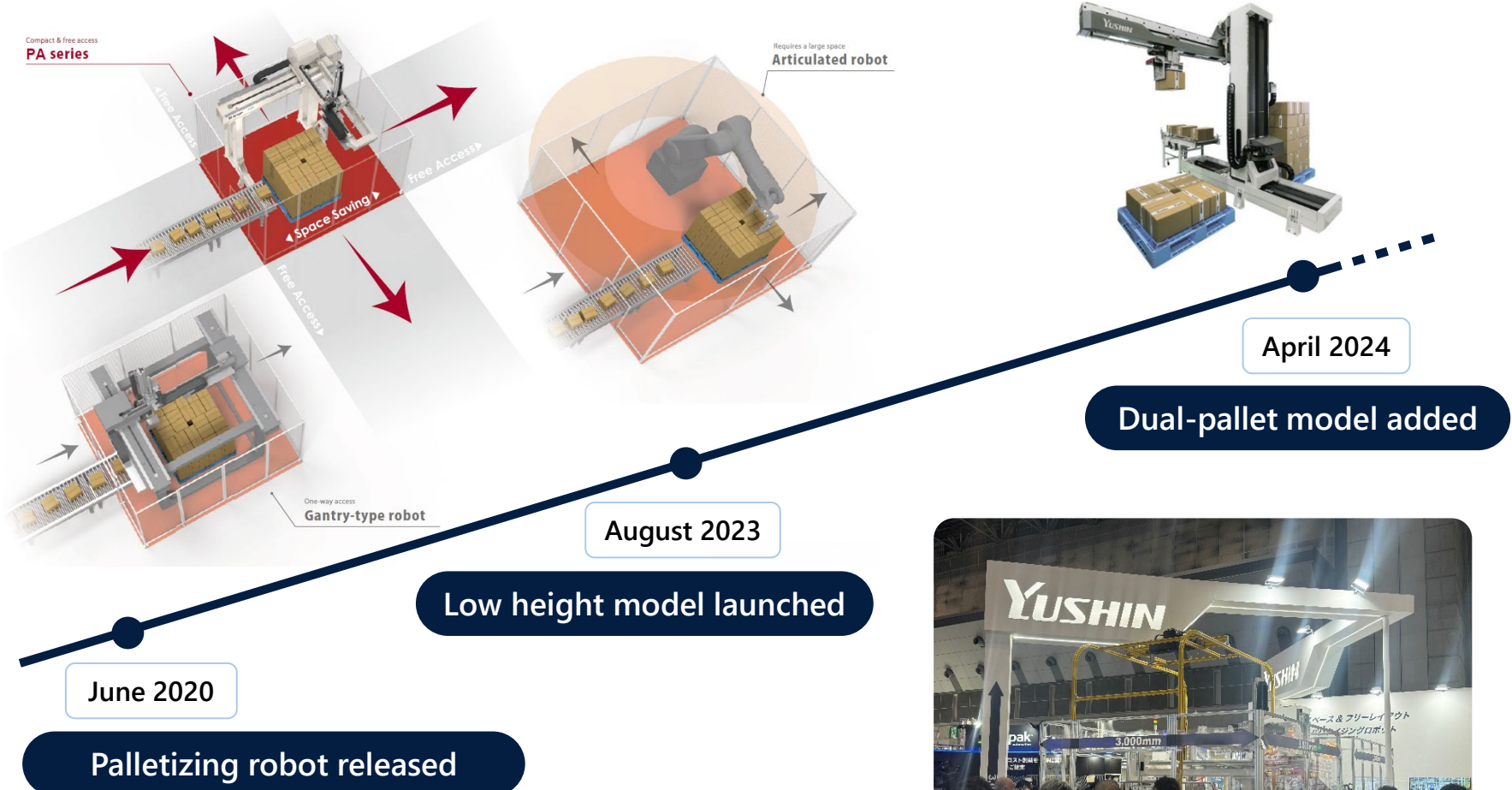
Strengthening  
the technical service system

The central graphic is a world map with several semi-transparent red circles overlaid on various continents, representing global sales expansion. A red line connects one of these circles in Europe to an inset photograph of a modern industrial building. Below the map, there is another inset photograph of a busy trade show floor.

**WEMO AUTOMATION AB**

**NPE exhibition in Florida (May 2024)**

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



June 2020

**Palletizing robot released**

- Acquire **new customers** mainly in food industry
- Emphasize the advantages - small-footprint and easy-access

August 2023

**Low height model launched**

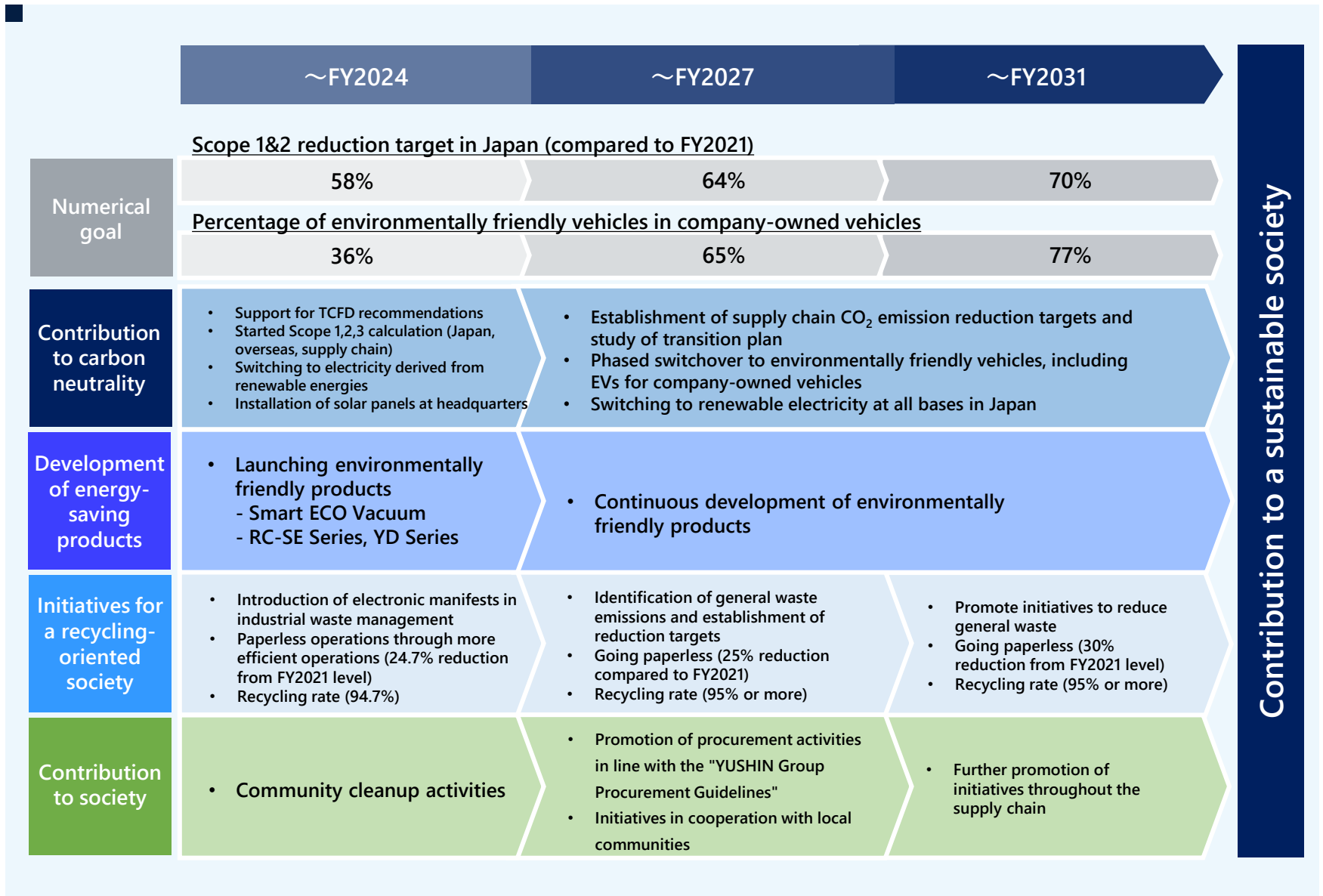
April 2024

**Dual-pallet model added**



Logis-Tech Tokyo (September 2024)





Contribution to a sustainable society

Establishment of YUSHIN  
Group Human Rights  
Policy  
(July 2022)

Establishment of YUSHIN  
Group Procurement  
Guidelines  
(February 2024)

Send procurement guidelines  
and questionnaires on human  
rights to all target suppliers  
(July 2024)

Human rights training  
for directors and executives

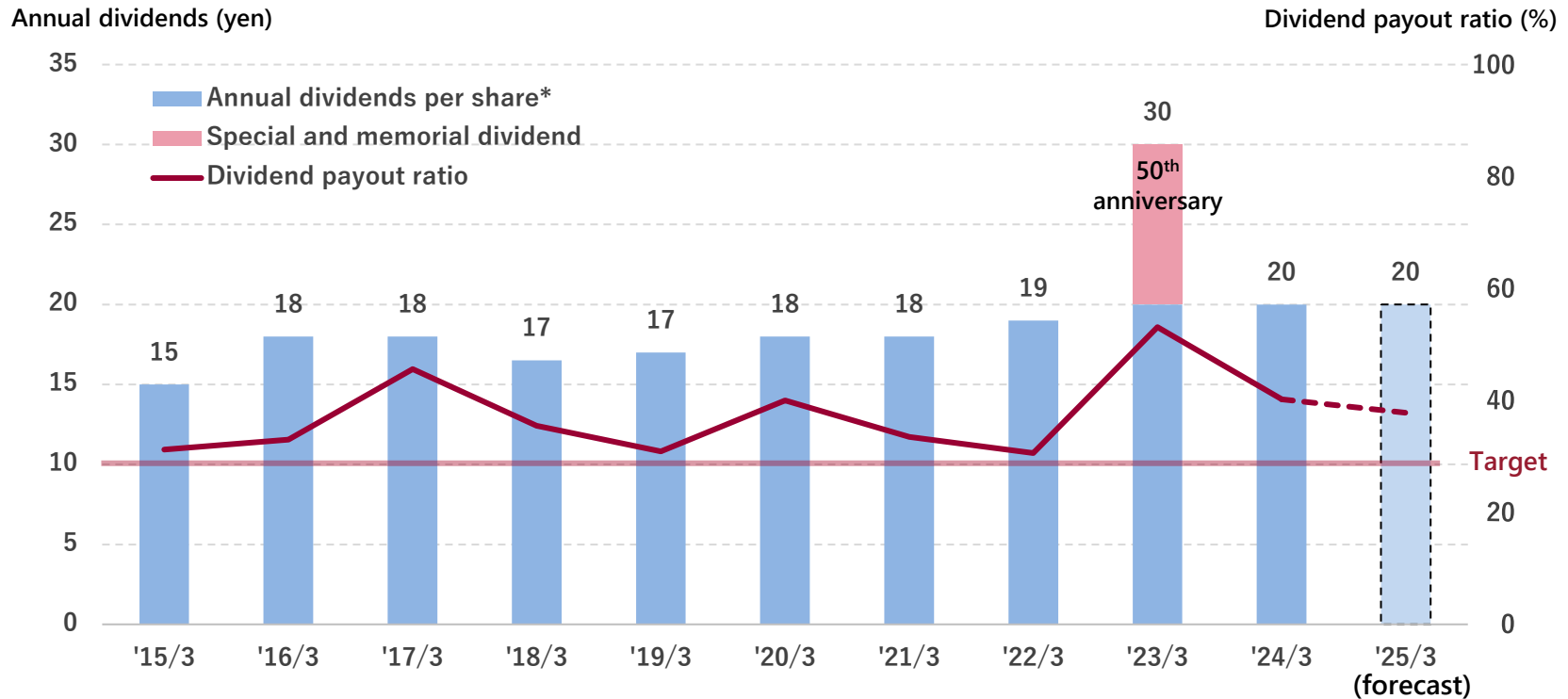
Support for the Ministry of Justice's  
"My Declaration of Human Rights" Initiatives





## 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.

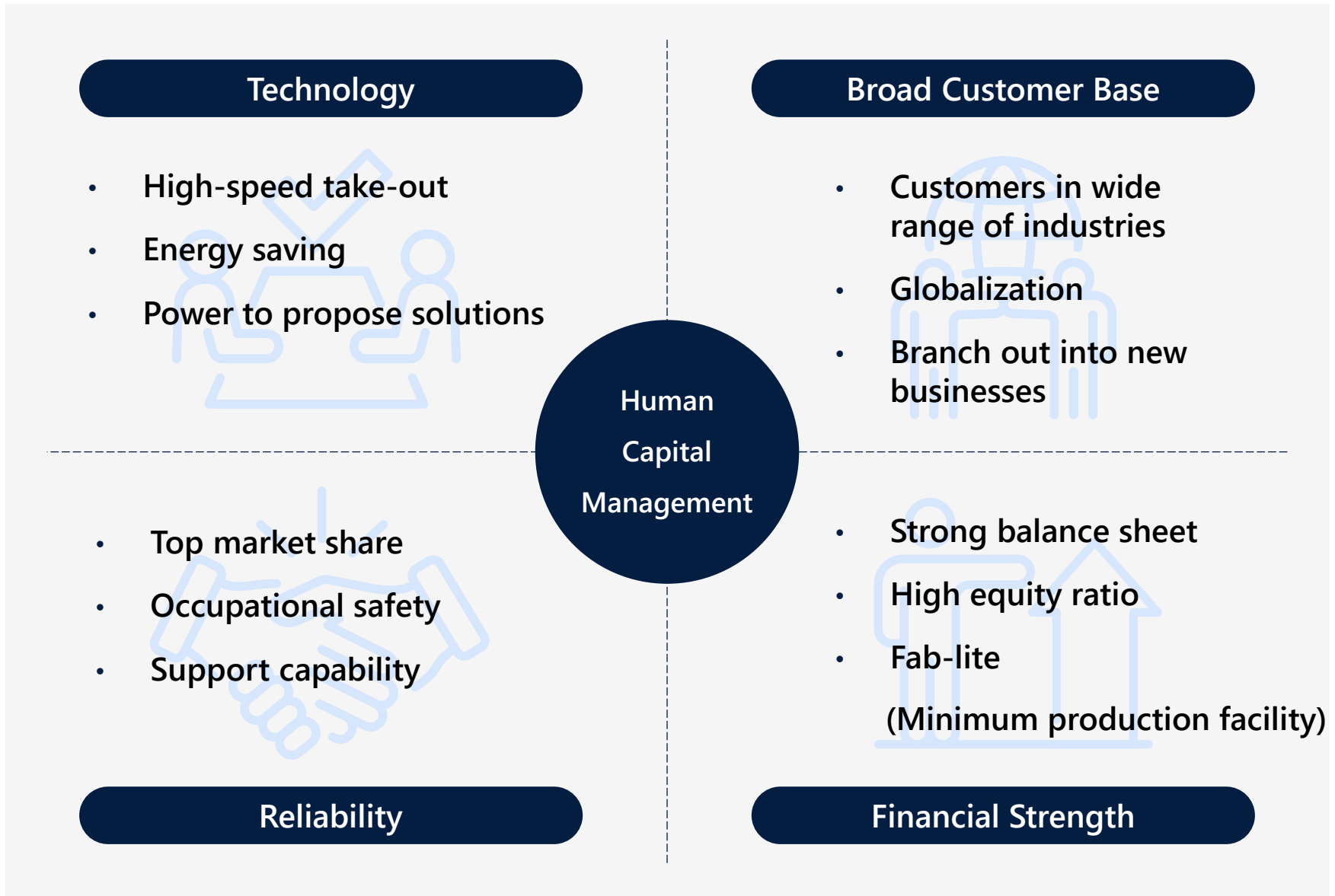
# Appendix

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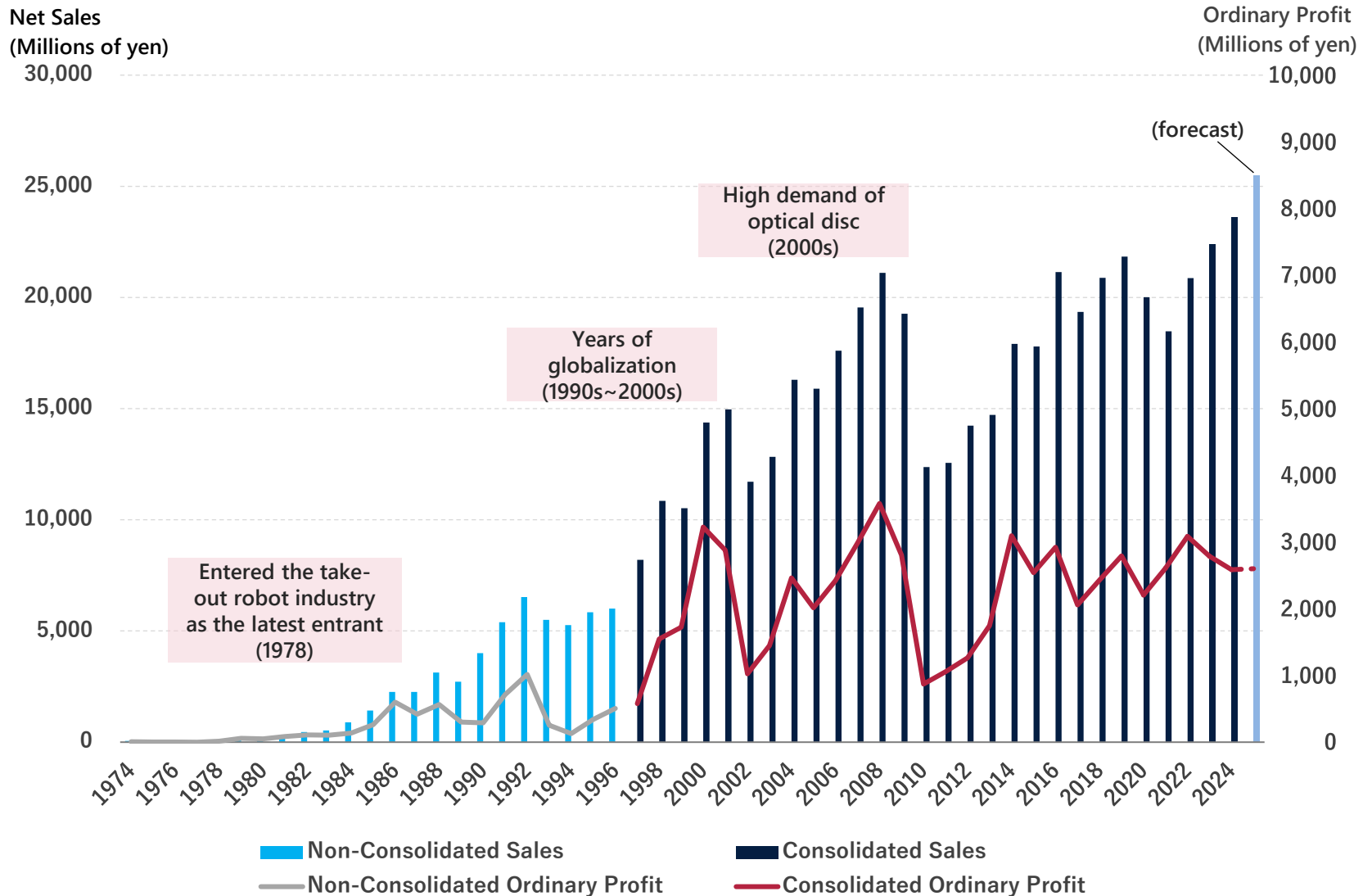
# <Appendix> Company Profile

Company Name	YUSHIN PRECISION EQUIPMENT CO., LTD.
Representative Director and President	Takayo Kotani
Established	October, 1973
Capital	1,985 million yen
Number of Employees	802 (Consolidated, as of September 30, 2024)
Consolidated Net Sales	23.6 billion yen (FY2024)
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

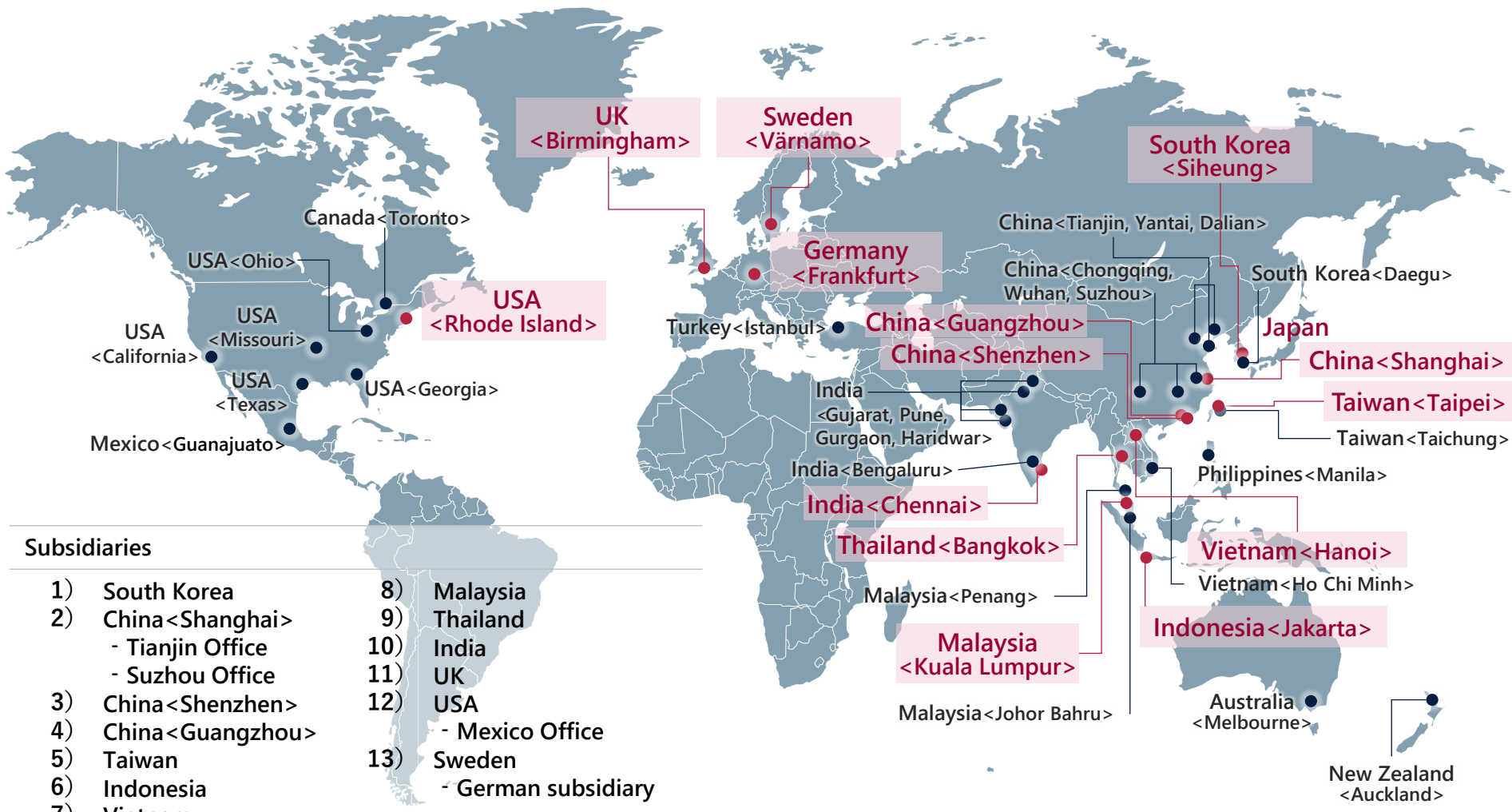




# <Appendix> Change in Performance



# <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           |                     |

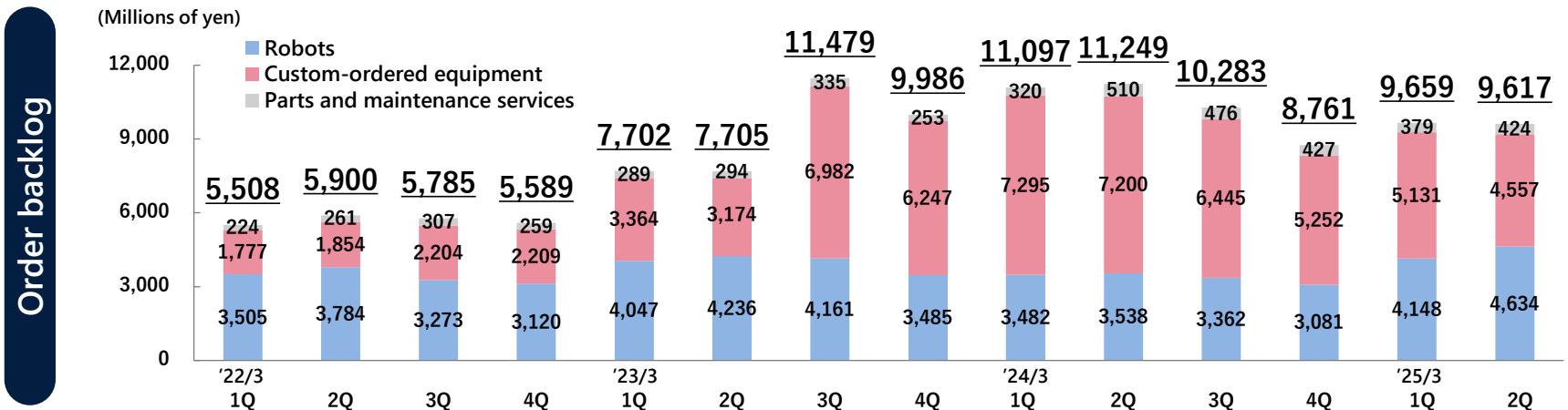
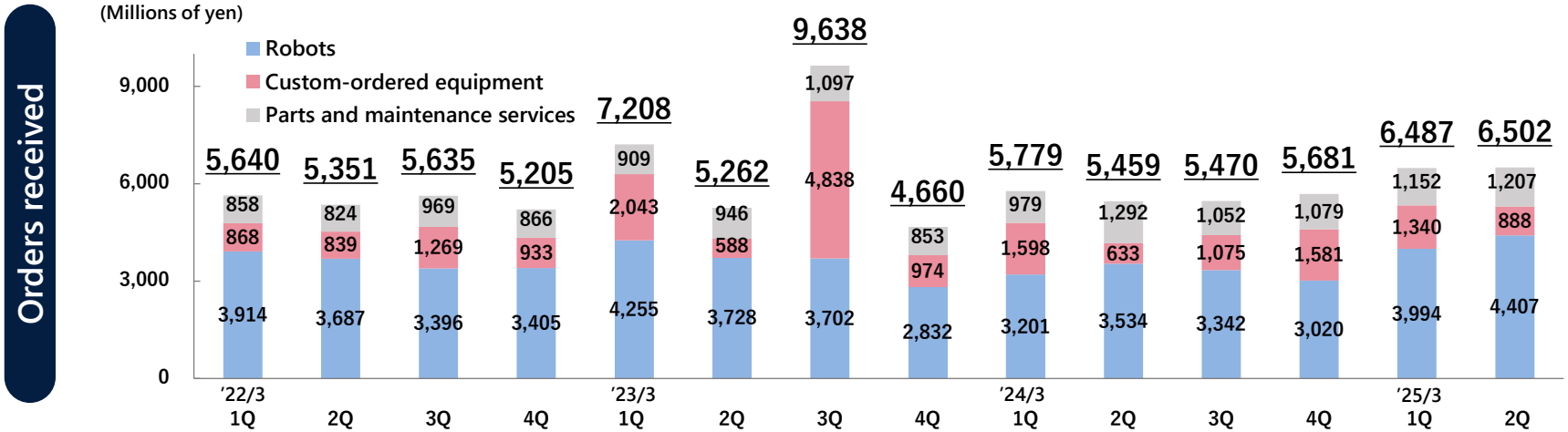
## Representative Office

- 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 are recovering.
- The order backlog for custom-ordered equipment for **the medical field** in particular remains at a high level.



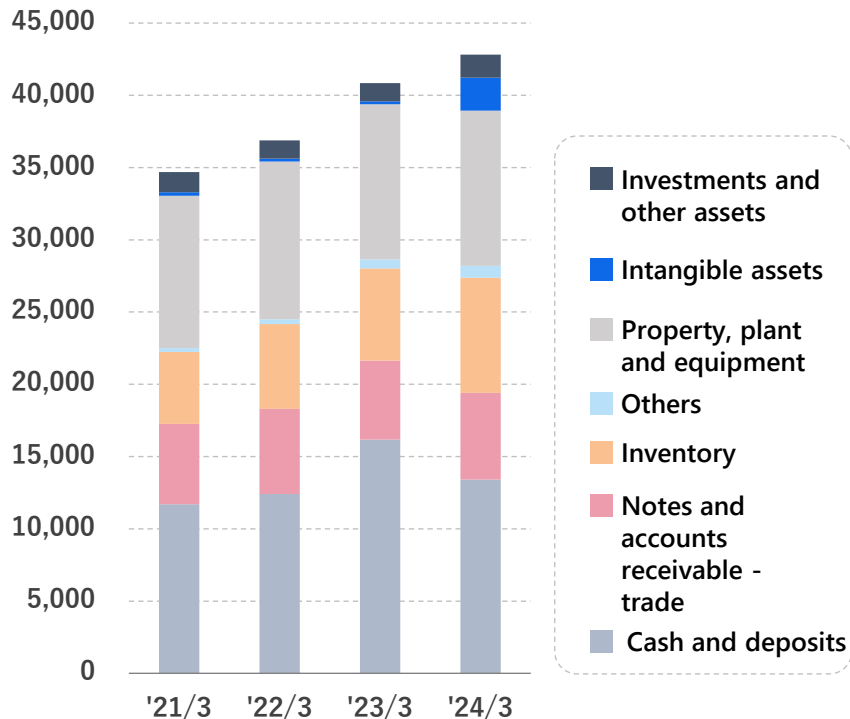
# <Appendix> Balance Sheets

Increase in **intangible assets** and **inventory** due to acquisition of WEMO as a subsidiary

Maintained high equity ratio and zero interest-bearing debt

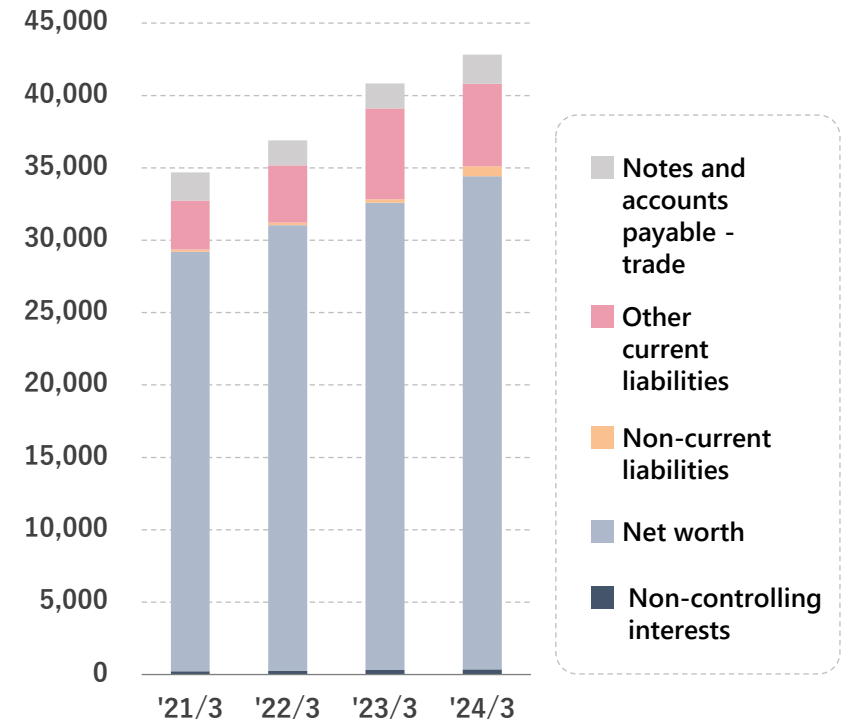
## Assets

(Millions of yen)



## Liabilities, Net Assets

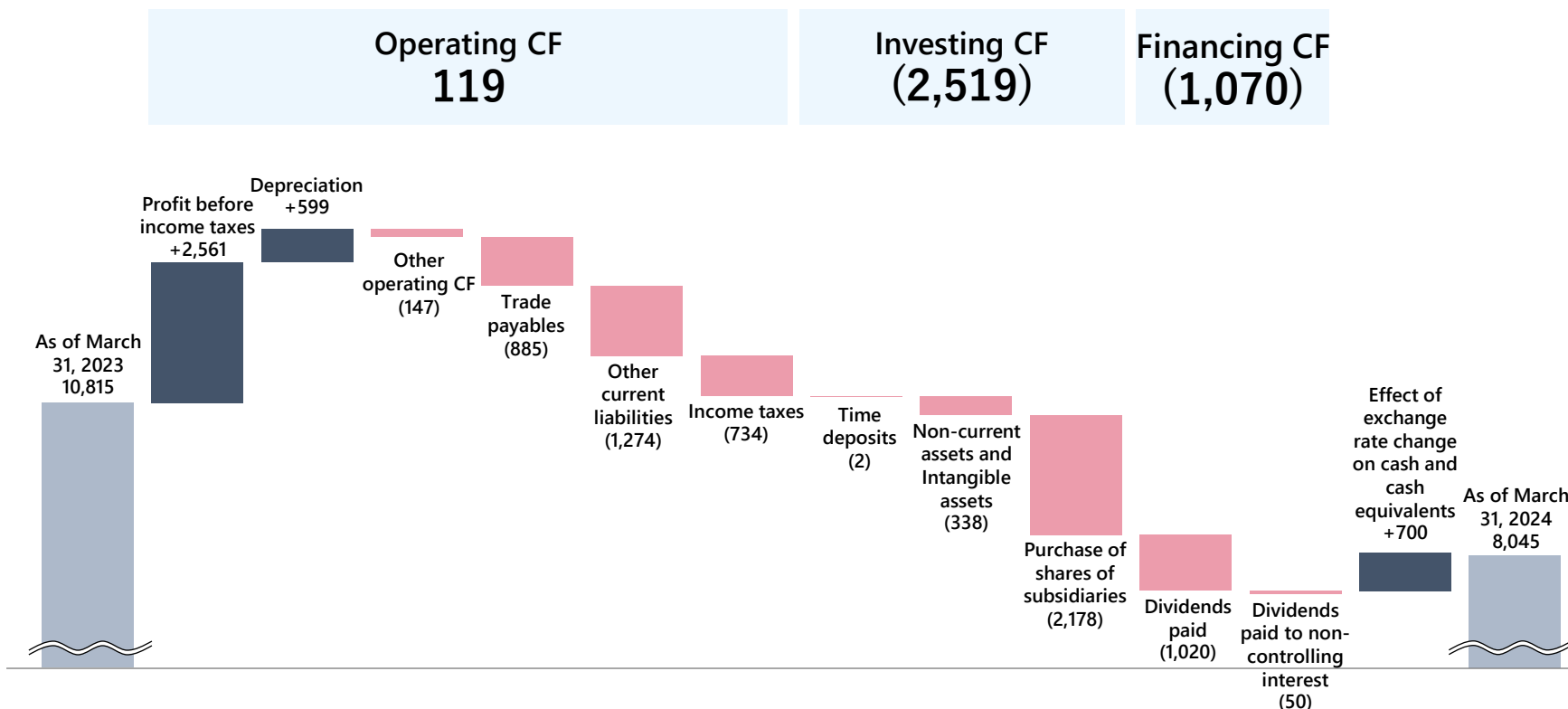
(Millions of yen)





# <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)

	'19/3	'20/3	'21/3	'22/3	'23/3	'24/3
Operating CF	2,291	3,558	3,487	2,083	4,605	119
Investing CF	(61)	(1,475)	(1,987)	(1,341)	(299)	(2,519)
Financing CF	(1,316)	(946)	(561)	(763)	(695)	(1,070)

## Robots

### Traverse type

#### FRA series



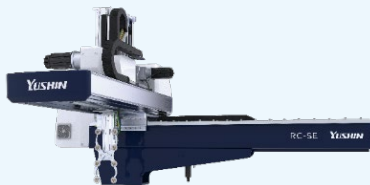
#### HSA series



#### HST series



#### RC-SE series



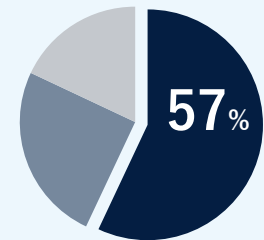
#### YD series



#### SD series



Sales ratio



13,504 million yen  
(FY2024)

### Swing type

#### HOP series



### Side-Entry type

#### TSXA series



### Palletizing series



## Custom-ordered Equipment

Flexible module stocker



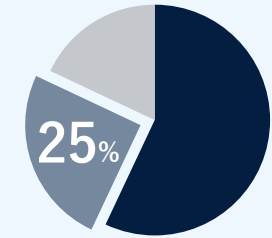
Gate cut stock system



Insert Workpiece Feeder



Sales ratio

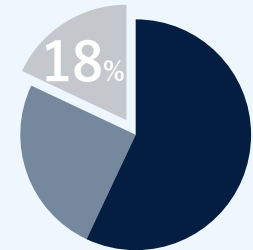


5,882 million yen  
(FY2024)

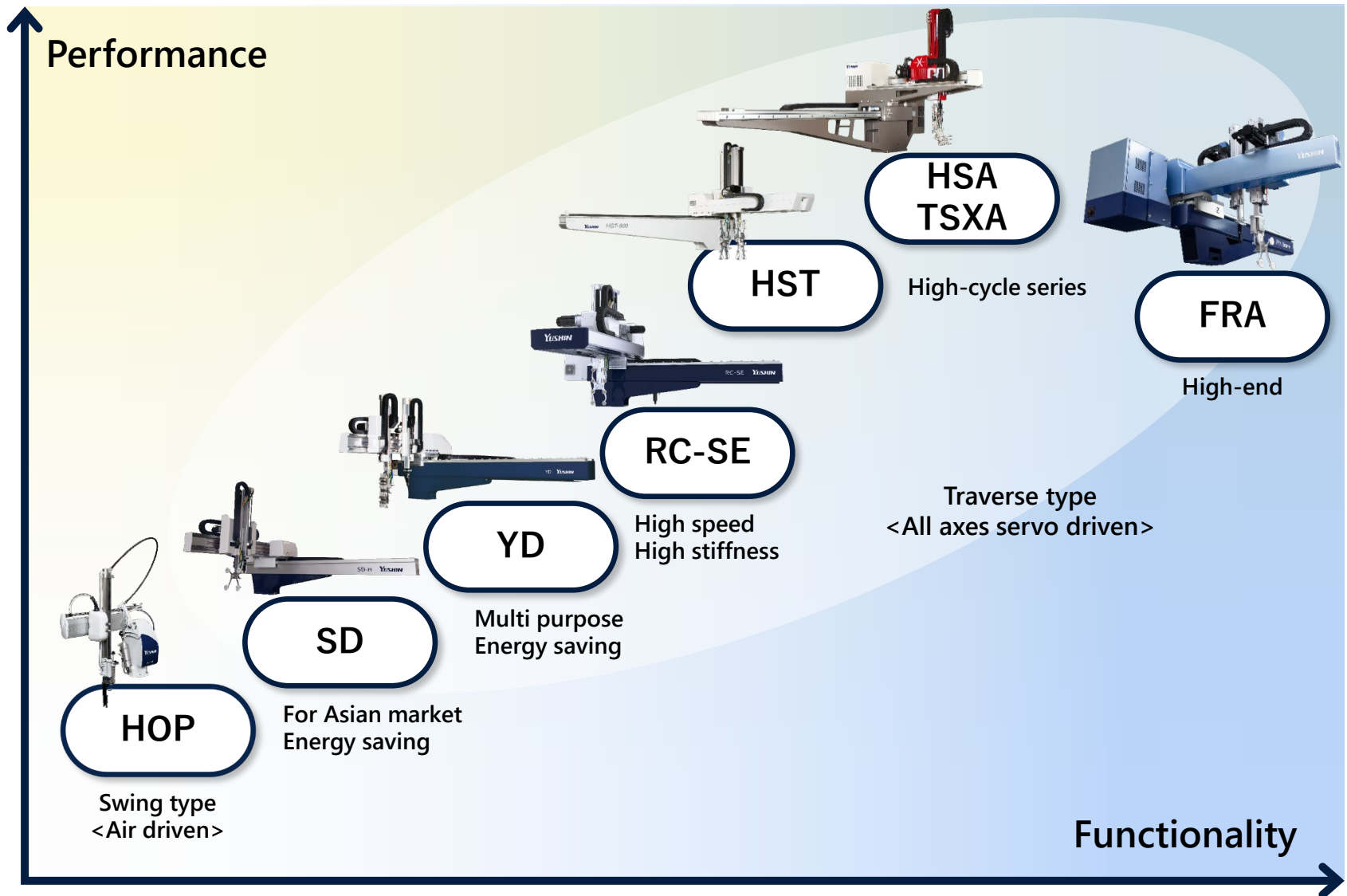
## Parts and Maintenance services



Sales ratio



4,228million yen  
(FY2024)



**E**  
Environment

- < Environmentally-Friendly Products >
  - Development of energy-saving products (Won the JMF's Energy-Efficient Machinery Award)
- < Efforts to Fight Climate Change and Decarbonize >
  - Switched to the power generated by renewable energy source
  - Information Disclosure based on TCFD recommendations

**S**  
Social

- < Human Rights >
  - YUSHIN Group Human Rights Policy and Classification of Risks
- < Working style reform for customer factories >
  - Supply of automation system for entire plant
- < Safety and Security >
  - Supply of robots with the highest safety standard of the world
- < Improvement of working environment >
  - Promotion of Safety and Health
  - Maternity leave and shorter working hours (better than required by law)

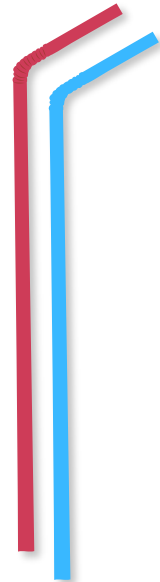
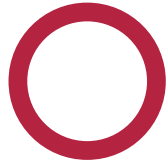
**G**  
Governance

- < Governance Enhancement and Diversity >
  - 2 of 10 board members are women
  - 5 of 10 board members are from outside
  - Improvement of board of directors by effectiveness evaluation
  - Nomination and Remuneration Committee chaired by an external director

## Related SGDs



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



# <Appendix>

## Monthly Stock Price Trend over the past Decade



# ***YUSHIN***

## **YUSHIN PRECISION EQUIPMENT CO., LTD.**

**Contact : Corporate Planning Office**

(E-mail) [irinfo@kyo.ype.co.jp](mailto:irinfo@kyo.ype.co.jp)

<https://www.ype.co.jp/en/>

**The IR site distributes explanatory meeting information and various materials.**

<http://ir.ype.co.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.