



FY2022

Investors Presentation

Prime Market of the Tokyo Stock Exchange

Security Code 6482

May 12, 2022

YUSHIN PRECISION EQUIPMENT CO., LTD.

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.

➤ FY2022 result

- Net sales **increased** with the introduction of new products and recovery of capital investment demands
- Operating profit **increased** due to revenue growth and cost suppression

➤ FY2023 forecast

- Expect net sales **increase** as demand recovery is expected although there is country risk
- Expect operating profit **increase** due to increase in sales, and thorough cost management

➤ Topics

- Released environmentally-friendly robots RC-SE and YD in FY2022
- Planning to participate in K2022 (Dusseldorf, Germany), the largest exhibition for plastic-industry in the world, in October, 2022

	FY2021	FY2022	
	Amount	Amount	Change
	Mil. Yen	Mil. Yen	%
Net Sales	18,473	20,874	13.0
Gross Profit <%>	7,875 42.6%	8,991 43.1%	14.2
Operating Profit <%>	2,522 13.7%	2,890 13.8%	14.6
Ordinary Profit <%>	2,608 14.1%	3,085 14.8%	18.3
Profit attributable to owners of parent <%>	1,827 9.9%	2,112 10.1%	15.6
<Exchange Rates> USD	106.06 yen	112.38 yen	

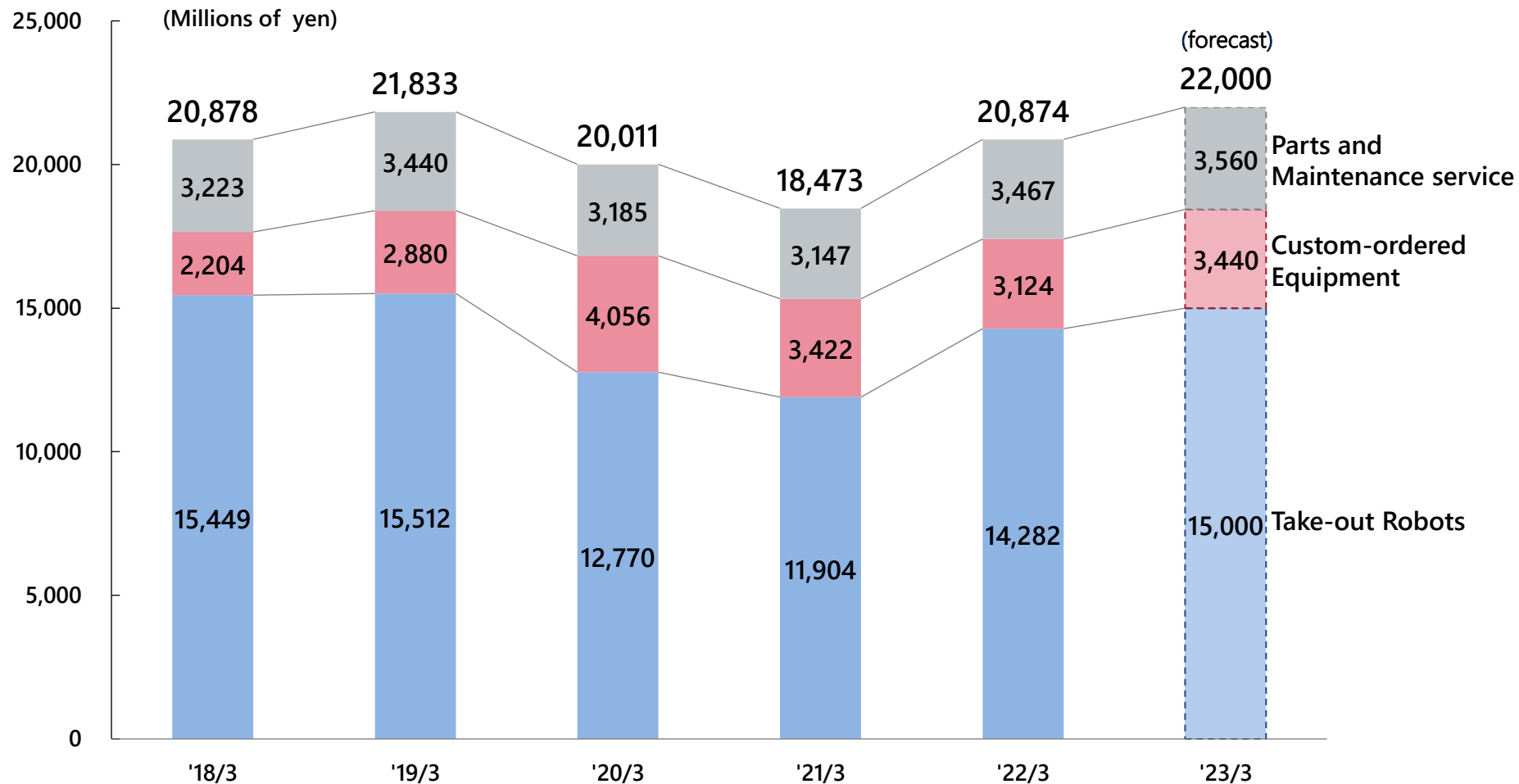
	(+) Factor of increase	(-) Factor of decline
Net Sales	➤ 13.0% increased from the previous FY to 20,874 million yen	
	Take-out robots sales increased by 20.0% Y/Y	
	(+) Rising sales of the new products contributed to the sales	
	(+) Capital investment demands recovered in Japan, North America, and Asia	
	(+) Kept on-time delivery in difficulties of parts procurements	
	Custom-ordered equipment sales decreased by 8.7% Y/Y	
	(–) Decreased due to the plan change in medical related equipment	
	Parts and Maintenance service increased 10.2% Y/Y	
Operating Profit	➤ 14.6% increased from the previous FY to 2,890 million yen	
	(+) Profit rate improved by revenue growth	
	(–) Material, freight and packing cost increased	
	(+) Foreign exchange rate changed toward weaker yen	
	(+) Continual effort for cost reduction	
	(+) Improved business efficiency, and decreased depreciation cost	

	FY2022		FY2023 (Forecast)			
	Interim	Full Year	Interim		Full Year	
	Amount	Amount	Amount	Y/Y*1	Amount	Y/Y*2
Net Sales	Mil. Yen 9,722	Mil. Yen 20,874	Mil. Yen 10,400	% 7.0	Mil. Yen 22,000	% 5.4
Gross Profit <%>	4,274 44.0%	8,991 43.1%	4,450 42.8%	4.1	9,450 43.0%	5.1
Operating Profit <%>	1,349 13.9%	2,890 13.8%	1,450 13.9%	7.5	3,100 14.1%	7.2
Ordinary Profit <%>	1,420 14.6%	3,085 14.8%	1,450 13.9%	2.1	3,100 14.1%	0.5
Profit attributable to owners of parent <%>	1,030 10.6%	2,112 10.1%	1,050 10.1%	1.9	2,200 10.0%	4.2
Note *1 Percentage indicates half-on-half changes. / Note *2 Percentage indicates year-on-year changes.						
<Exchange Rates> USD	109.80 yen	112.38 yen	120.00 yen			

	(+) Factor of increase	(-) Factor of decline
Net Sales	➤ 5.4% increase from the previous FY to 22,000 million yen	
	Take-out robots sales increase by 5.0% Y/Y (+) Sales for automotive products recovers (+) Strong sales for electronic parts, medical products and containers (+) Relaxation of COVID-19 restrictions Custom-ordered equipment sales increase by 10.1% Y/Y (+) Demand for the equipment in medical field recovers (+) Demand for automation needs continues	
Operating Profit	➤ 7.2% increase from the previous FY to 3,100 million yen (+) Revenue growth boosts profit (+) Improve efficiency further by organization's power increase and work style improvement (-) Material and freight cost remain high	

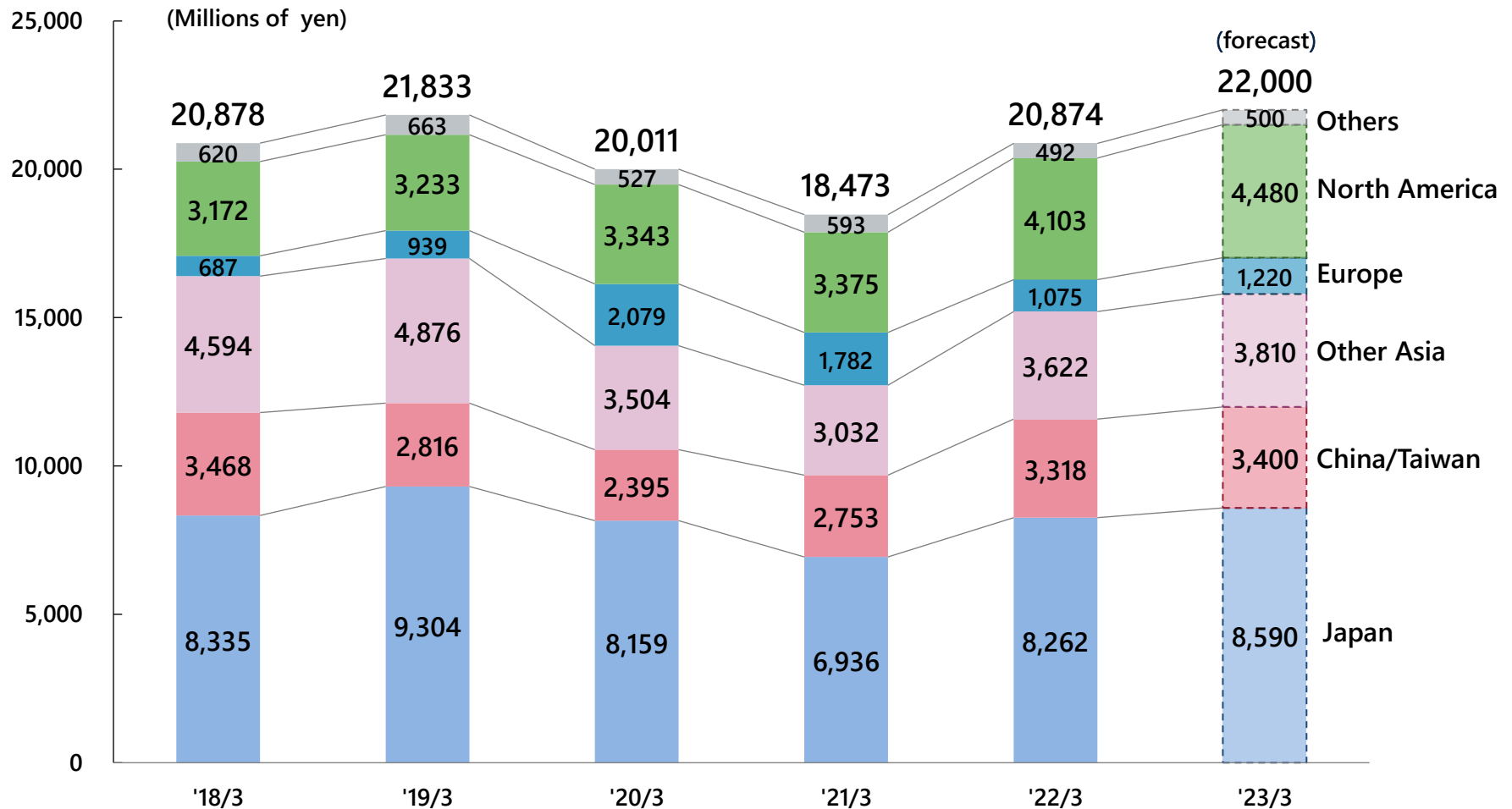
Sales Breakdown

- In the fiscal year ended March 2022, take-out robot, parts and maintenance service sales grew with **the introduction of new products** and economic recovery
- Custom-ordered equipment business remains strong as **automation needs is rising globally** although the business is influenced by the capital expenditure plan of specific customers



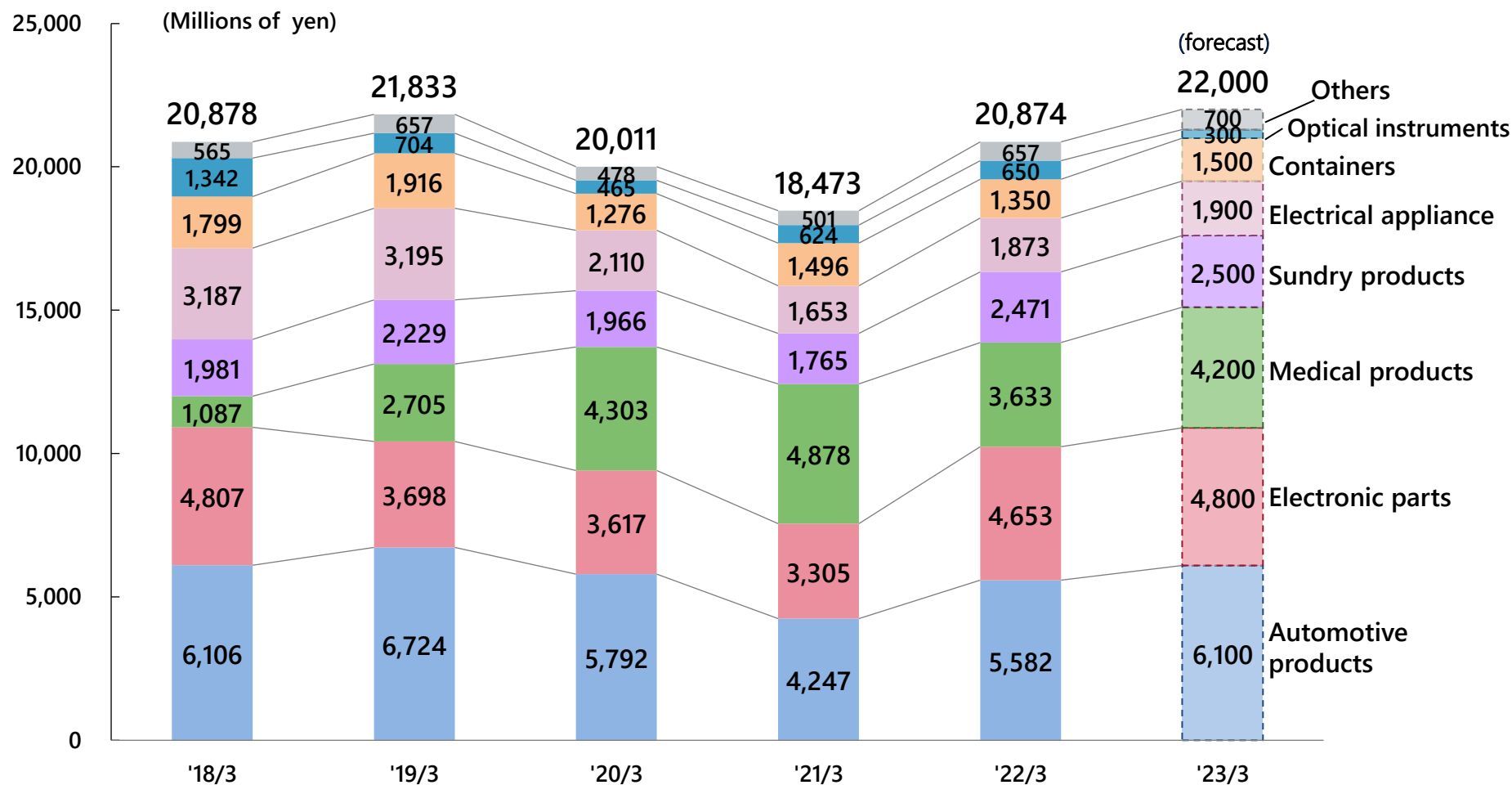
Sales by Region

- In the fiscal year ended March 2022, sales in all regions except Europe grew
- Our **oversea sales ratio accounts for 60%**. Sales growth with **localization** in each region to learn customer needs

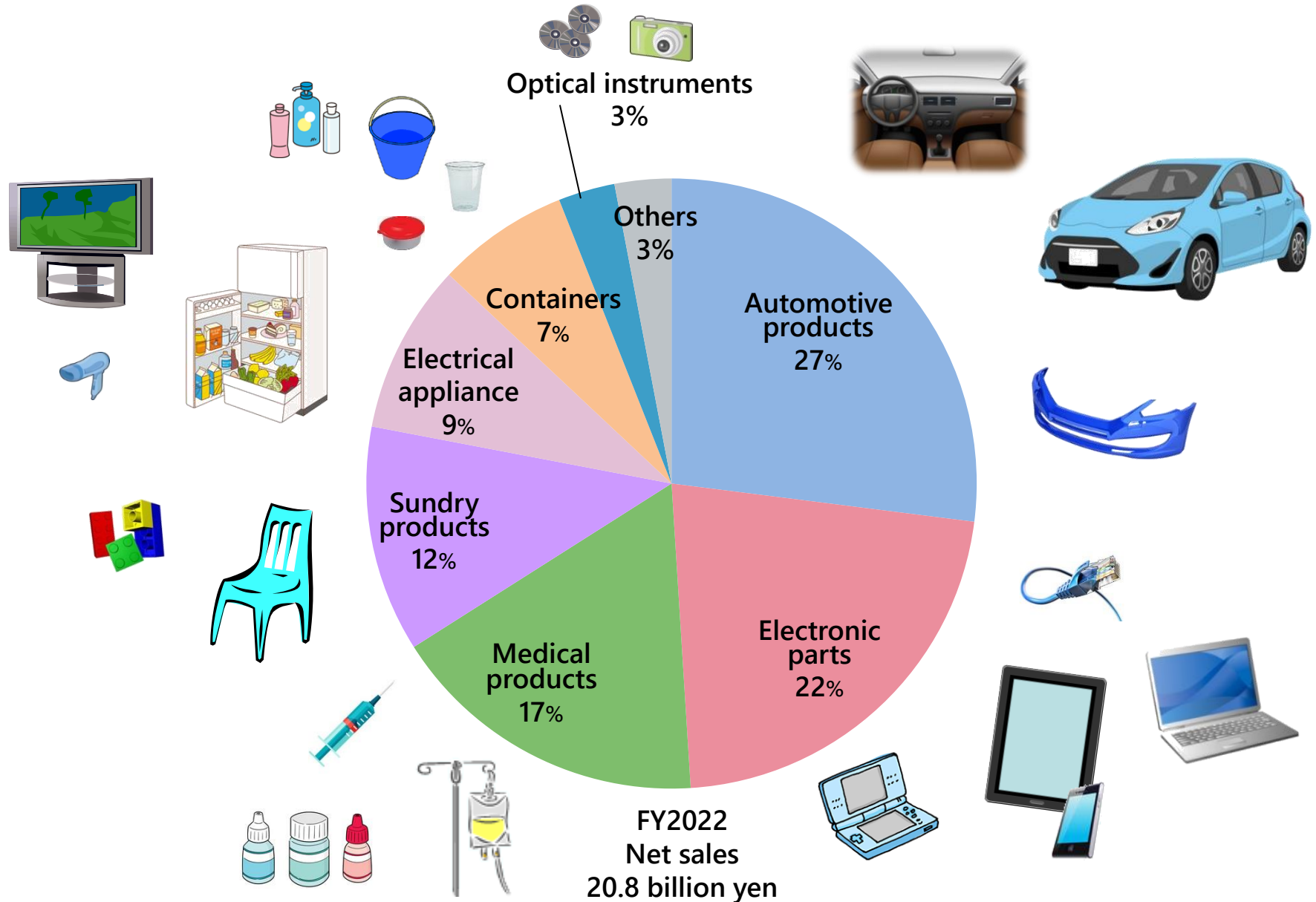


Sales by End User Categories

- Participate in multiple industries to diverse risks
- The sales increased in **automotive products and electronic components** in the fiscal year ended March 2022
- Expanding sales for custom-ordered equipment as well as take-out robots in **medical field**

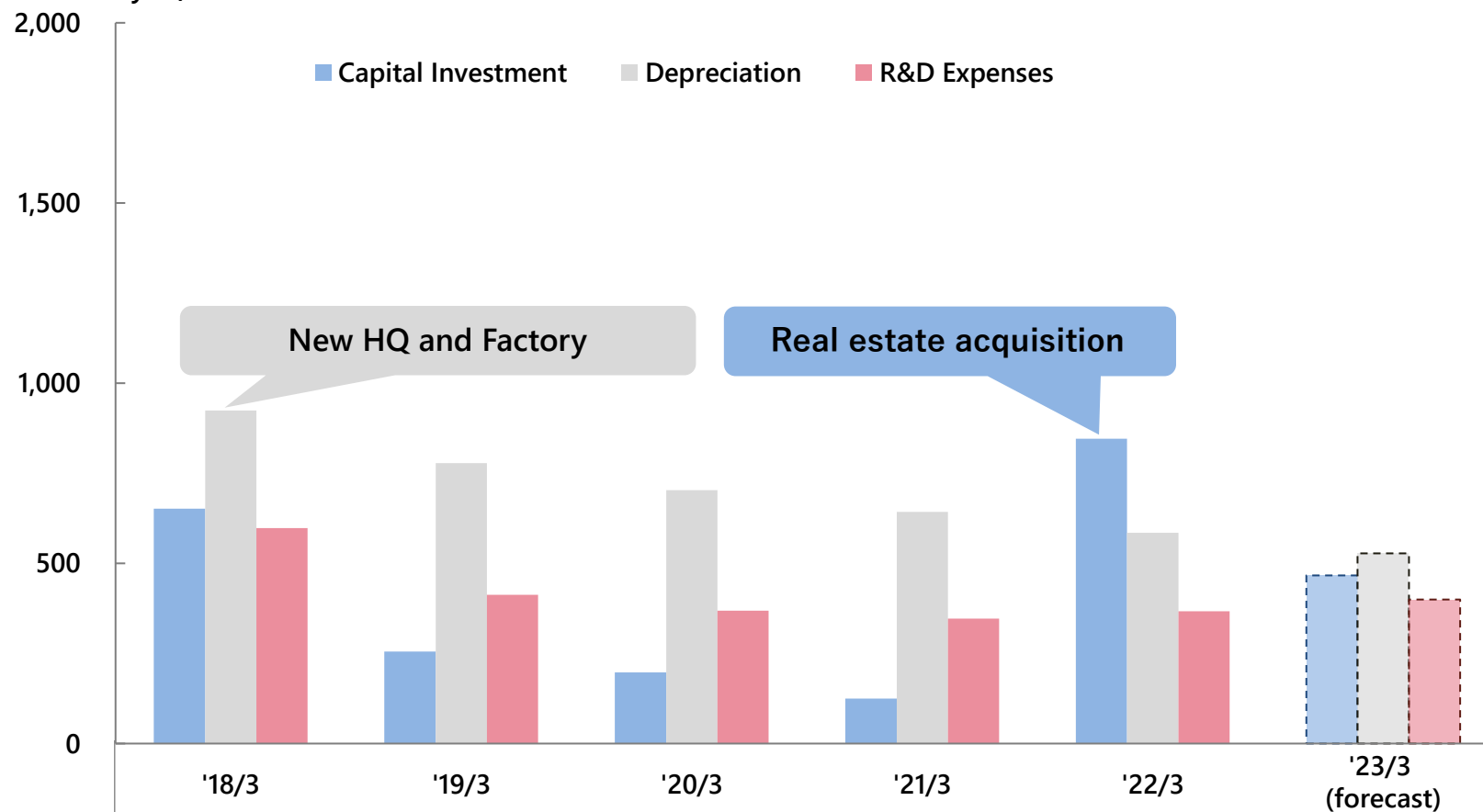


Sales by End User Categories



Capital Investment, Depreciation and R&D

(Millions of yen)



Capital Investment	'18/3	652	'19/3	256	'20/3	198	'21/3	125	'22/3	846	'23/3 (forecast)	467
Depreciation	'18/3	924	'19/3	778	'20/3	703	'21/3	643	'22/3	585	'23/3 (forecast)	528
R&D Expenses	'18/3	598	'19/3	413	'20/3	369	'21/3	347	'22/3	367	'23/3 (forecast)	400

Midterm Business Goals

FY2022

- Net Sales: 20.8 billion yen
- Ordinary Profit: 3 billion yen
- Ordinary Profit ratio: 14.8 %
- EPS: 62 yen

- Net Sales: 30 billion
- Ordinary Profit: 5 billion yen or more
- Ordinary Profit ratio: 15 % or more
- EPS: 75 yen or more

Strategy4: Develop New Business

Strategy3: Cultivate Pioneers of New Generation

Strategy2: Boost Global Competitiveness

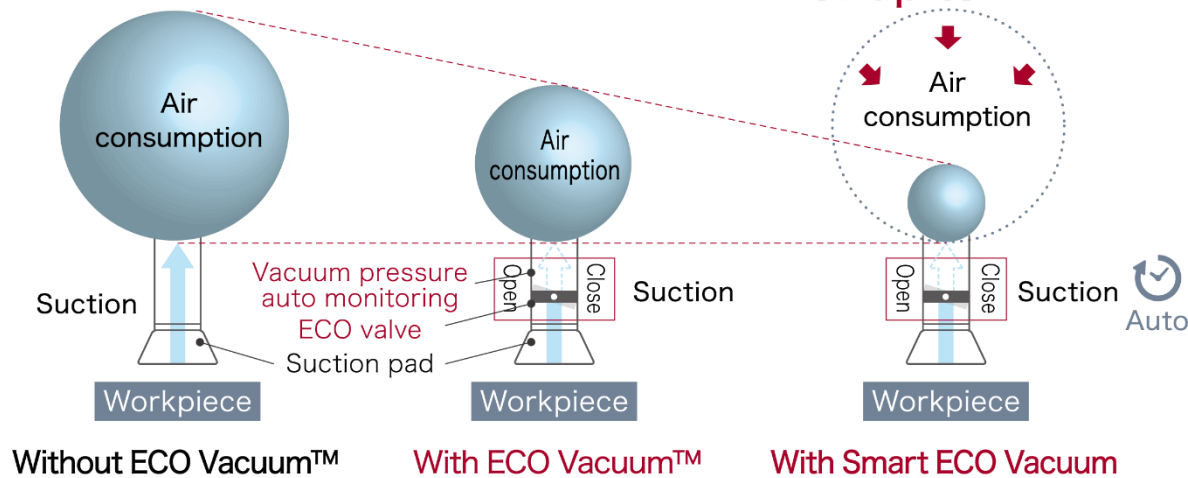
Strategy1: Enhance Product Appeal

Strategy 1: Enhance Product Appeal

- Released **environmentally-friendly** robots

Contribute to the energy saving by Smart ECO Vacuum (PAT.P)

Reductions
of up to **78%***



* Yushin measurements



YD robots (released in October 2021)



RC-SE robots (released in July 2021)

Strategy 2: Boost Global Competitiveness

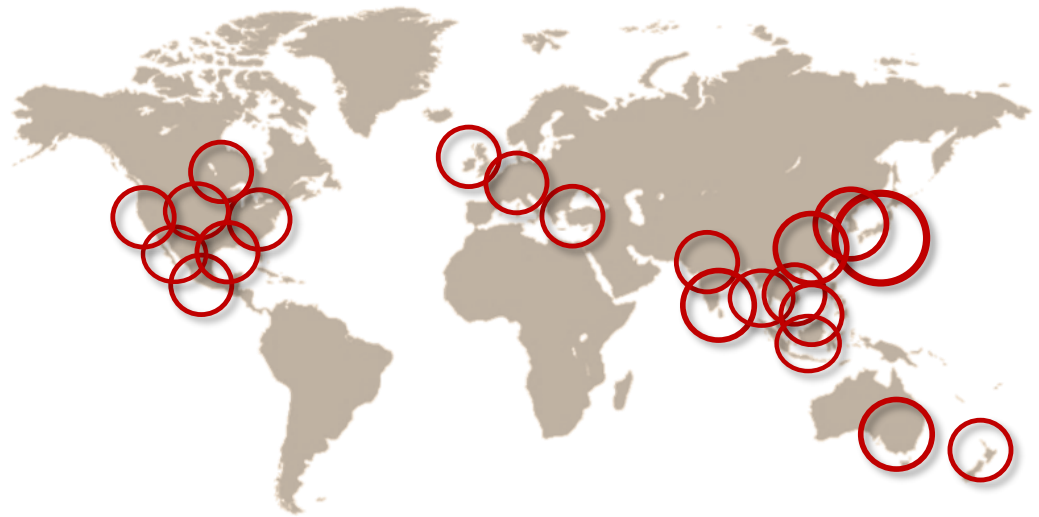
- Develop products that meet **regional needs**
- Leverage German subsidiary in Munich to **expand sales in Europe**
- Target leading companies in the world
- Win more local customers in each country



Robot for clean room
SX-41



FIP exhibition in France in April 2022



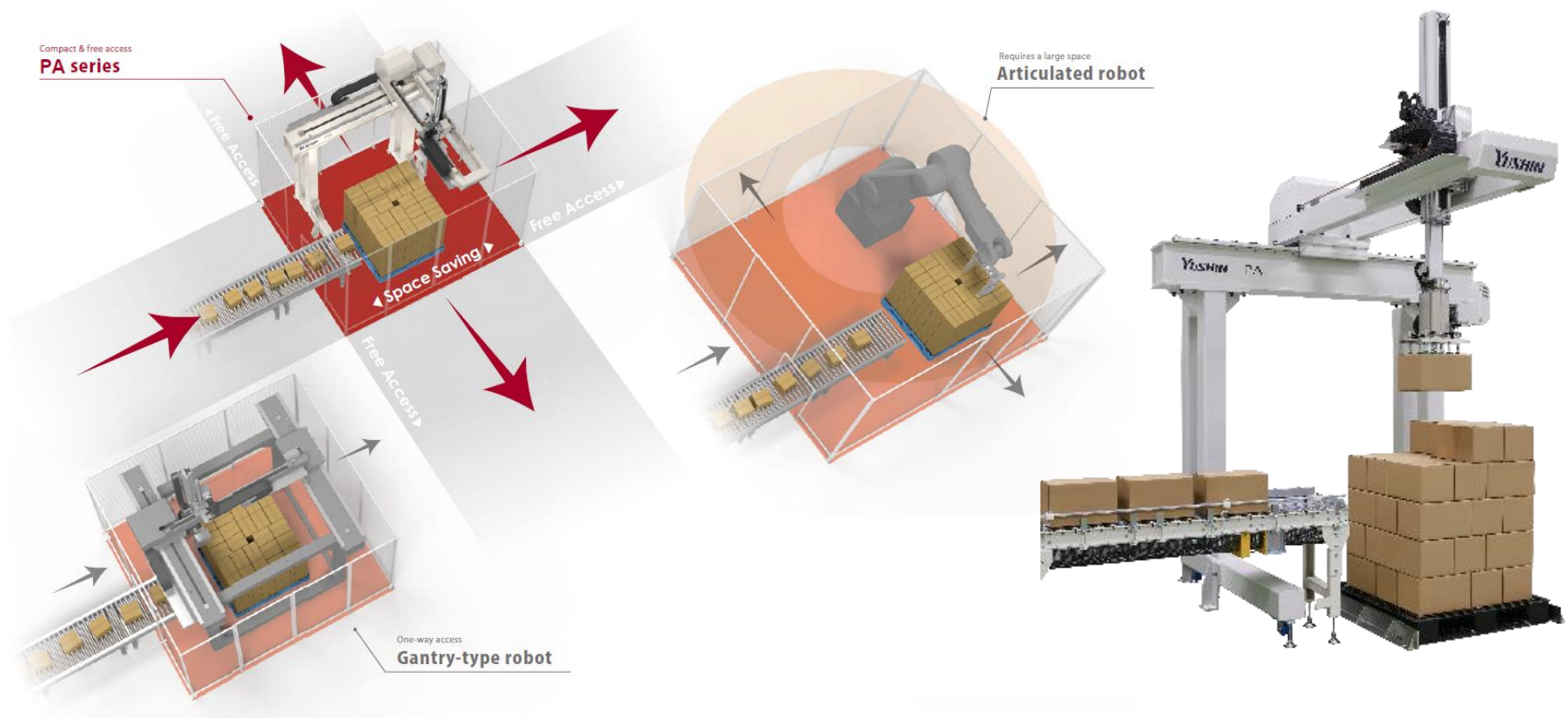
- Build brand and human resource development policy on the concept of **"Above all, reach people's heart"**
- Offer challenging jobs and good working environment
 - Set up "Innovation Project Suggestion System" to develop creative and independent human resources
- Enhance education system to support employees at their phases of growth
 - Technical training program(including e-learning), leadership training program for next generation, training program for managers
- Achieved 5.0% of female manager ratio by **promoting female powers** (Industry average 2.7%*1)





*1 Source: Ministry of Health, Labor and Welfare "Basic Survey on Wage Structure" in June, 2021

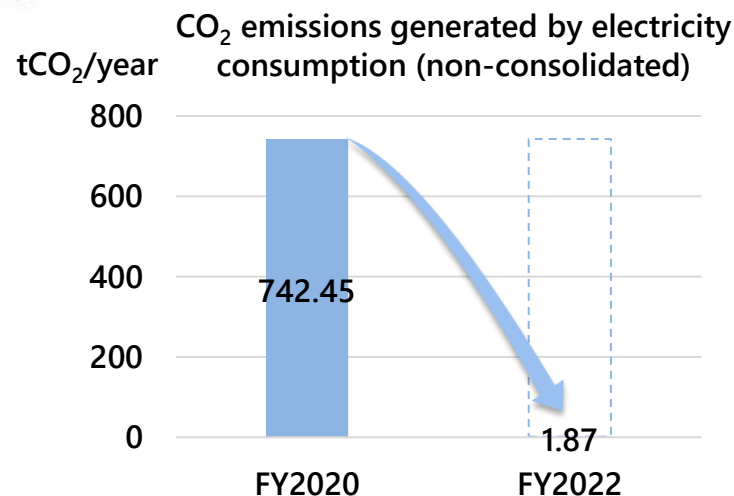
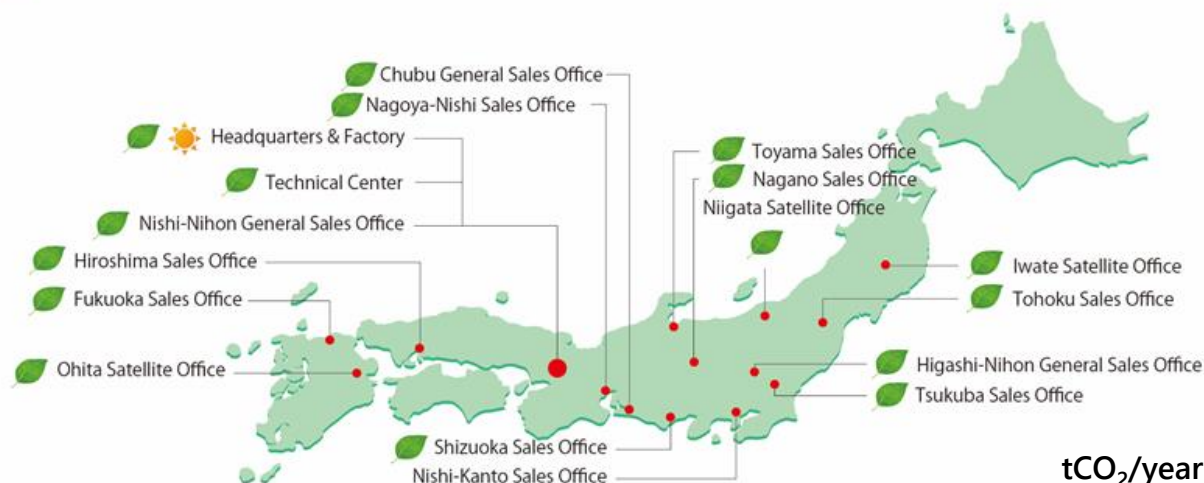
Strategy 4: Develop New Business

- Palletizing robot PA released in June, 2020
 - Acquire **new customers** mainly in food industry
 - Emphasize the advantages - small-footprint and easy-access



- Announced our support to the recommendations of Task Force on Climate-related Financial Disclosures (TCFD) in April 2022
- Switched to power generated by renewable energy source in April 2022

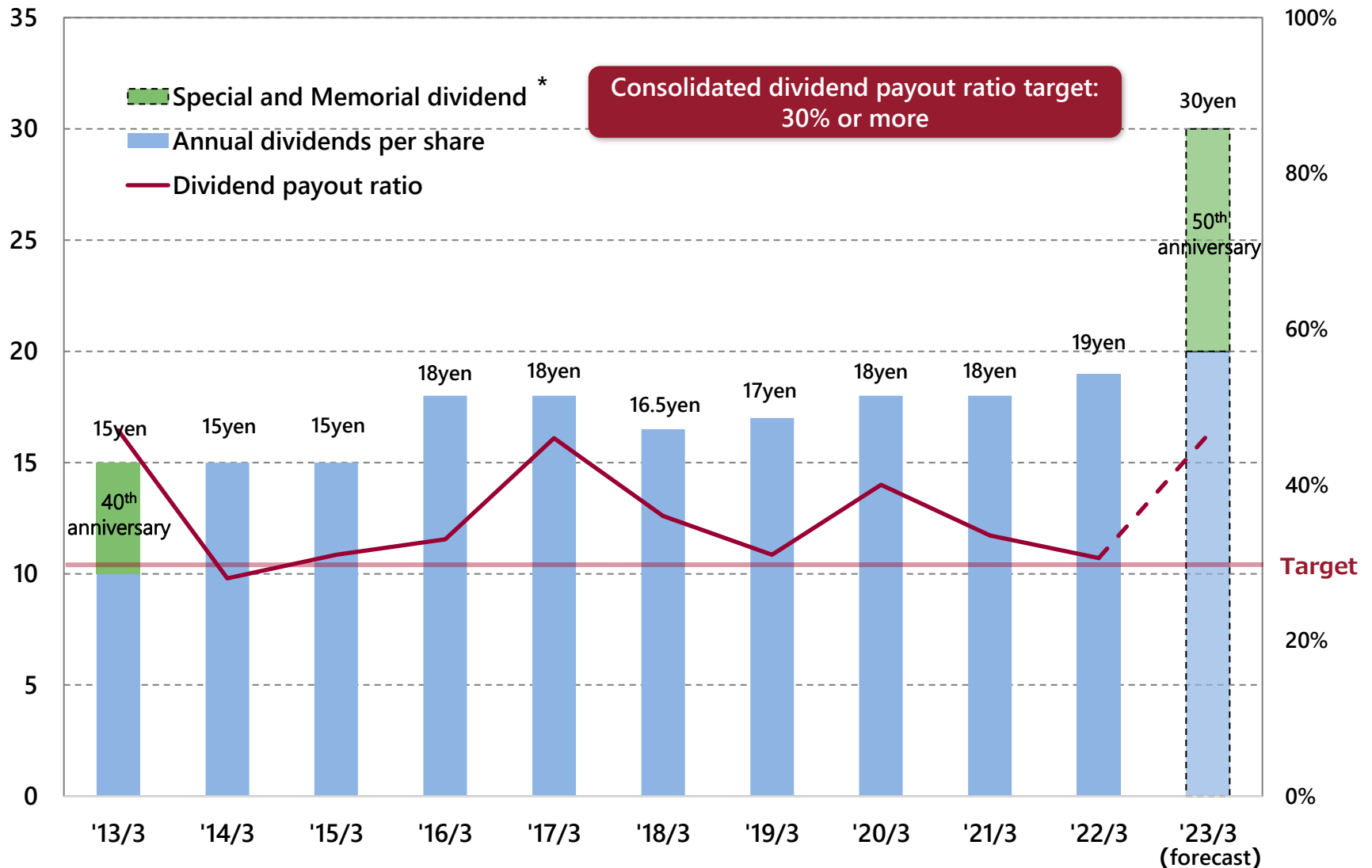
 Facilities using Renewable Energies
 Facilities using Private Solar Power Generation System



Return to Shareholders

Annual dividends (yen)

Dividends payout ratio



*Annual dividends per share is calculated on the basis of 2-for-1 stock split implemented on April 1st, 2018.

Appendix

<Appendix> Company Profile

YUSHIN

Company Name:	YUSHIN PRECISION EQUIPMENT CO., LTD
Representative Director and President:	Takayo Kotani
Established:	October, 1973
Capital:	1,985 million yen
Number of employees:	692 (Consolidated, as of March 31, 2022)
Consolidated net sales:	20.8 billion yen (FY2022)
Line of business:	Development, manufacture and sale of Cartesian robots, other industrial equipment and systems for factory automation
Listing:	Prime Market of the Tokyo Stock Exchange
Securities code:	6482
Trading unit:	100



Technology

- Be the first in the industry
- Pioneer new fields

Broad User Base

- Accelerate globalization
- Advance into multiple Industries

Reliability

- Develop trouble-free products
- Response to customers quickly
- Deliver on time

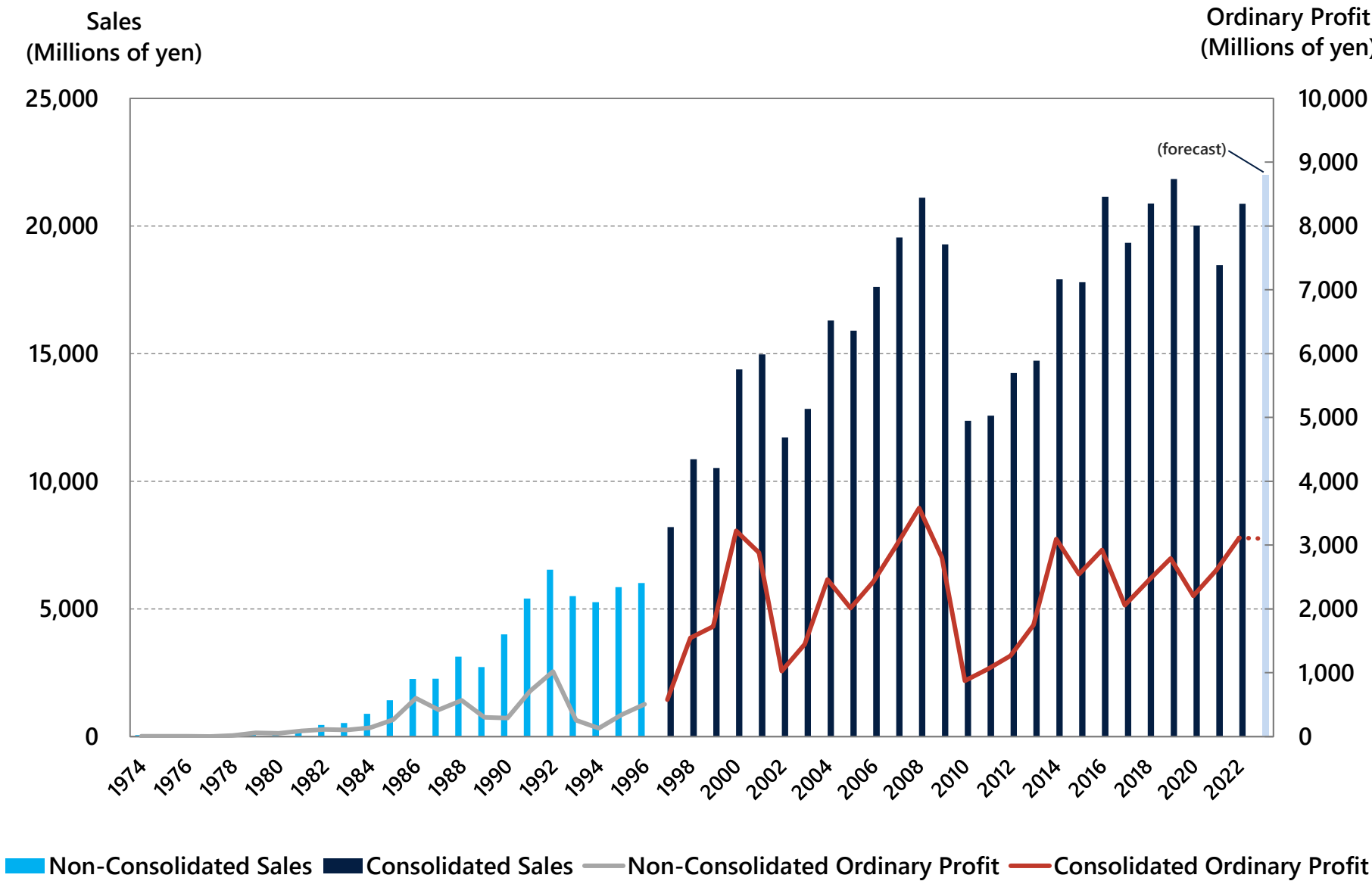
Financial Strength

- Non-debt management
- High equity ratio
- Minimum production facility



The Largest Market Share

<Appendix> Change in Performance

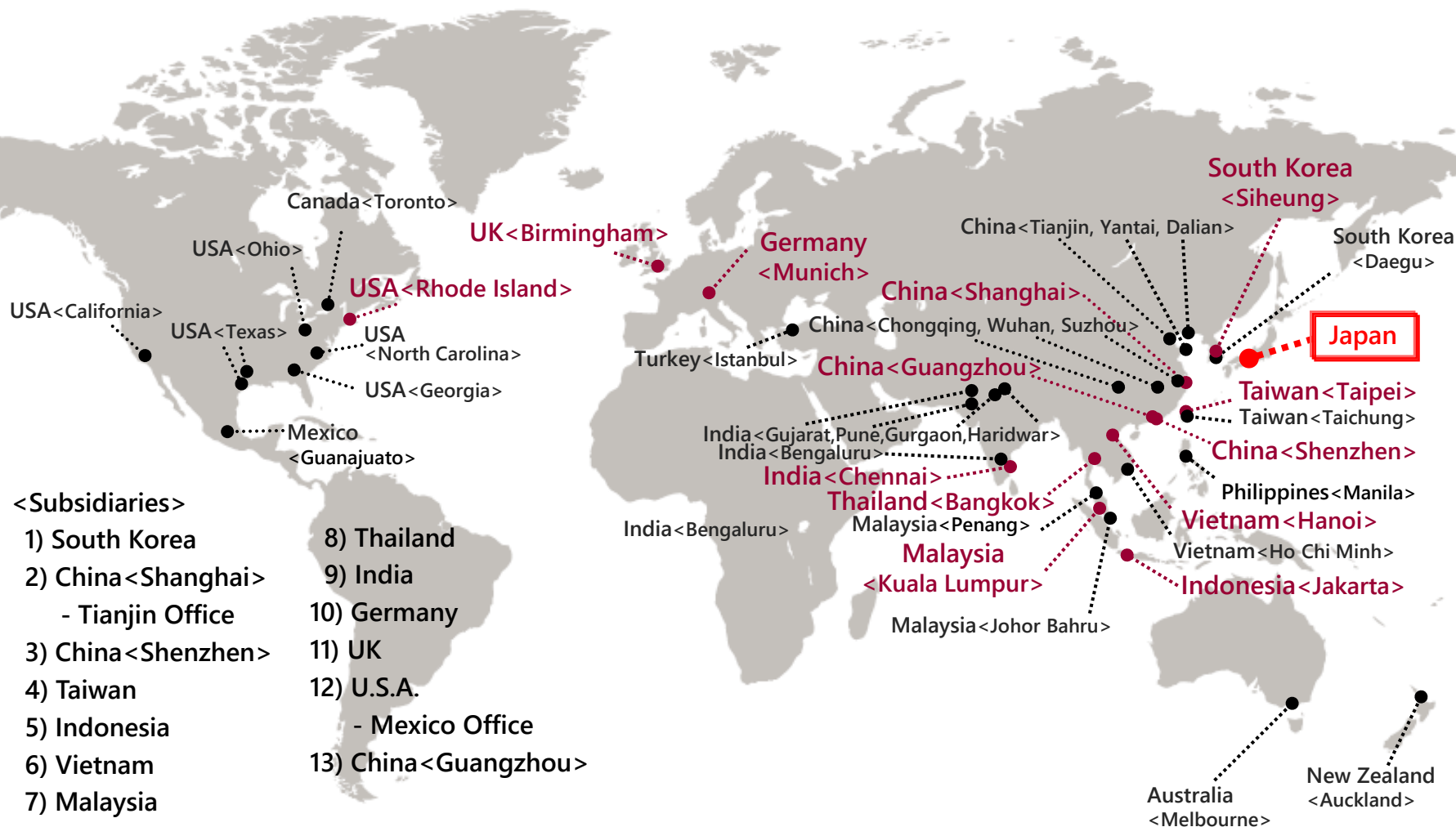


<Appendix> Business Performance of the Subsidiaries



(Millions of yen)

Country	Setup	Investment ratio	FY2020			FY2021		
			Net sales	Operating profit	Profit	Net sales	Operating profit	Profit
South Korea	2000.10	100.0%	1,202	71	71	1,268	77	66
China (Shanghai)	2007. 2	100.0%	1,473	93	89	1,772	76	52
China (Shenzhen)	2004. 4	100.0%	676	36	35	922	36	37
Taiwan	2001. 7	100.0%	83	16	12	88	8	7
Indonesia	2012.11	99.0%	145	(1)	(3)	263	10	5
Vietnam	2014. 2	100.0%	84	10	9	86	12	9
Malaysia	2001. 5	100.0%	153	11	7	224	13	12
Thailand	2001. 8	49.0%	675	33	32	815	33	29
India	2007. 8	95.0%	29	(4)	(4)	58	(5)	(5)
Germany	2019. 6	100.0%	42	(31)	(30)	32	(31)	(31)
UK	2004. 3	95.6%	1,871	406	306	1,251	188	150
USA	1988.10	100.0%	3,460	468	347	4,027	496	377
China (Guangzhou)	2008. 9	100.0%	1,574	139	130	2,097	254	233



●..... Subsidiaries

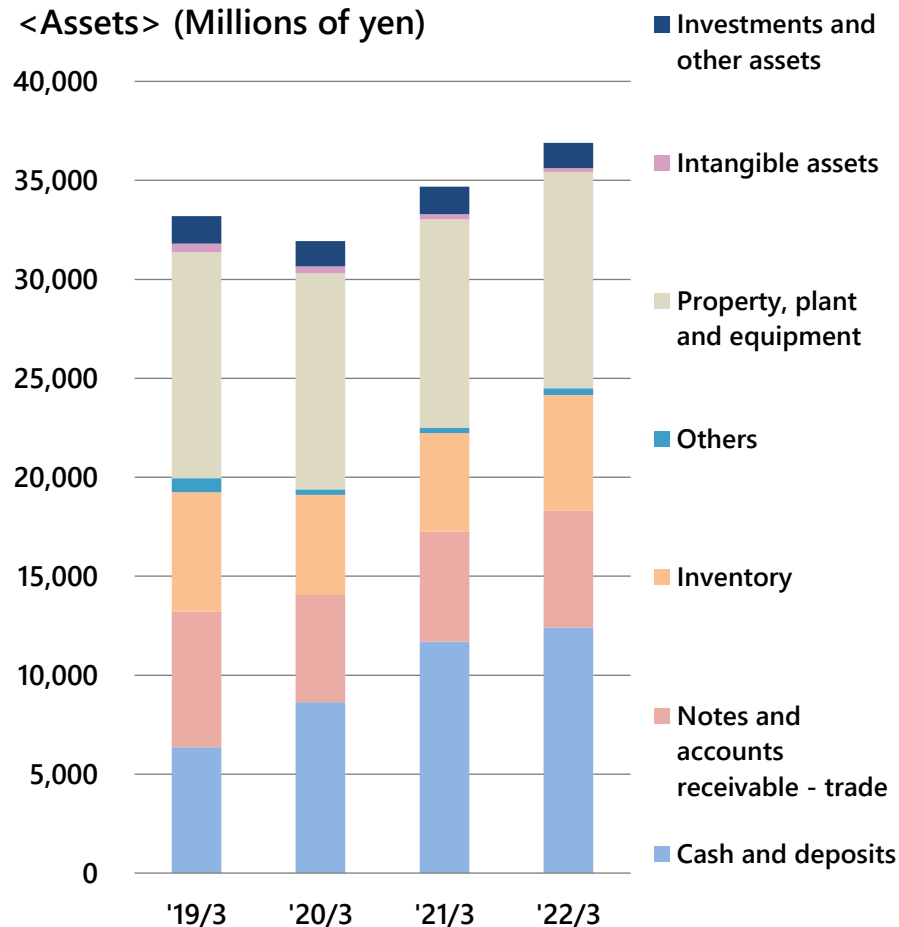
●..... Branches, Representative offices, Technical service stations and Sole agents

<Appendix> Balance Sheets

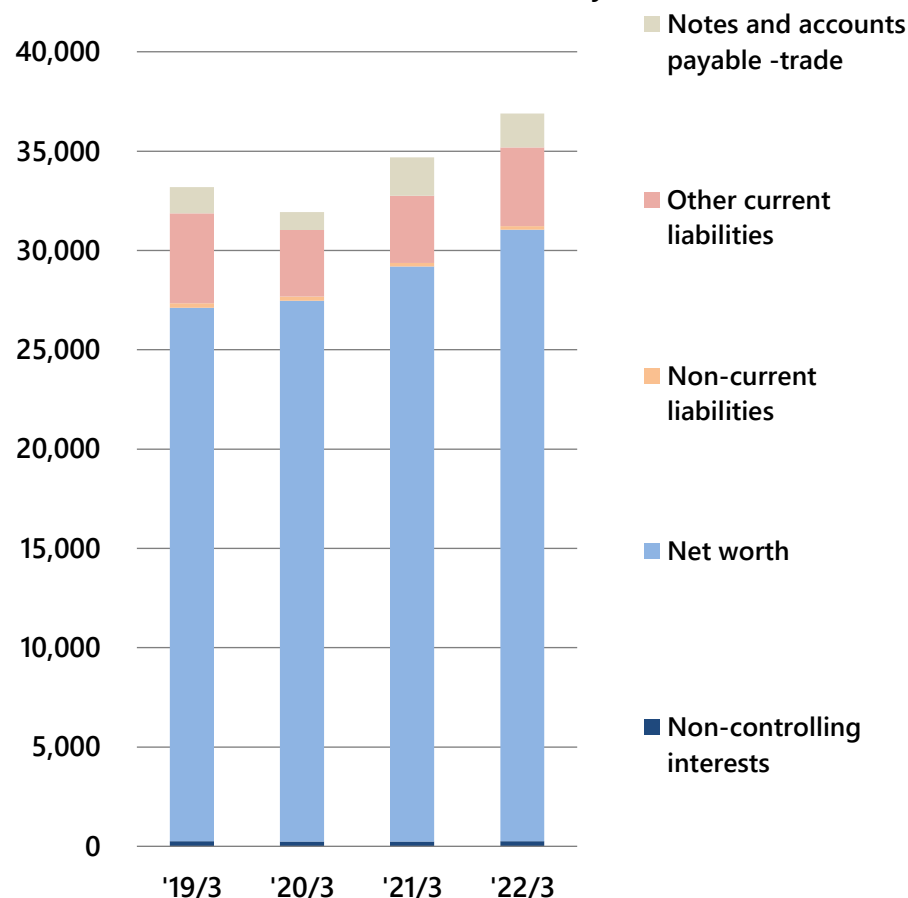
- Cash and deposits increased to prepare for the flexible investment in the future

- Keeping high equity ratio at 80% or more
- Keeping no interest-bearing debt

<Assets> (Millions of yen)

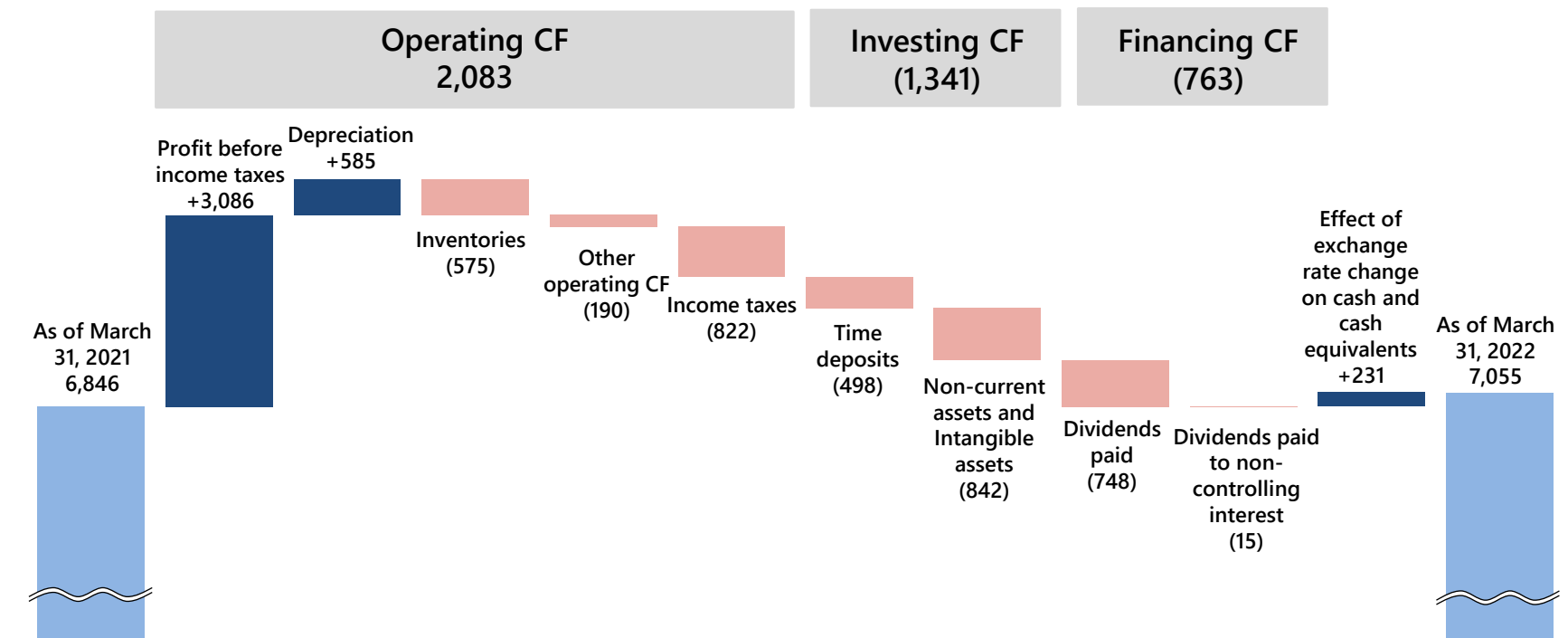


<Liabilities, Net Assets> (Millions of yen)



<Appendix> Change in Cash Flow

<Analysis of cash flow> (Main subject only)



<Change in cash flow from operating, investing, and financing activities>

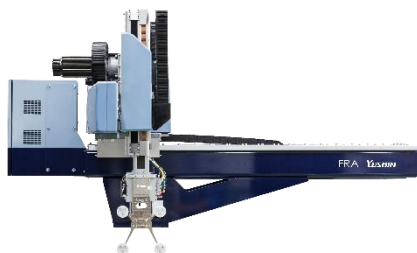
Millions of yen

	'17/3	'18/3	'19/3	'20/3	'21/3	'22/3
Operating CF	1,626	1,223	2,291	3,558	3,487	2,083
Investing CF	(471)	(2,511)	(61)	(1,475)	(1,987)	(1,341)
Financing CF	(678)	(659)	(1,316)	(946)	(561)	(763)

Take-out Robots

FRA series

<Traverse type>



HSA series

<Traverse type>



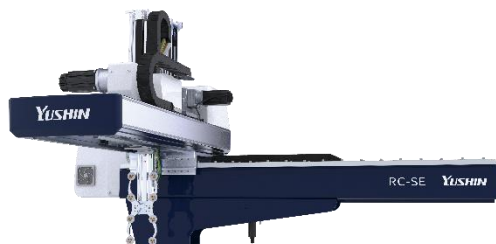
HST series

<Traverse type>



RC series

<Traverse type>

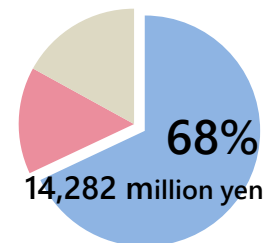


YD series

<Traverse type>



Sales ratio



FY2022

SD series

<Traverse type>



ATC series

<Traverse type>



TSXA series

<Side-entry type>



HOP series

<Swing type>



<Appendix> Product Lineup (2)

YUSHIN

Custom-ordered Equipment

Flexible
module stocker



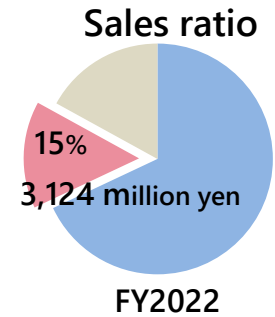
In-mold system



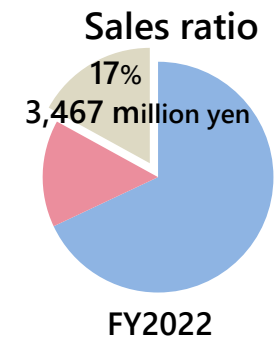
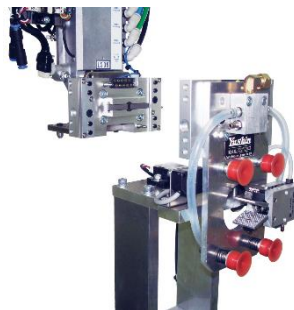
Gate cutting
system



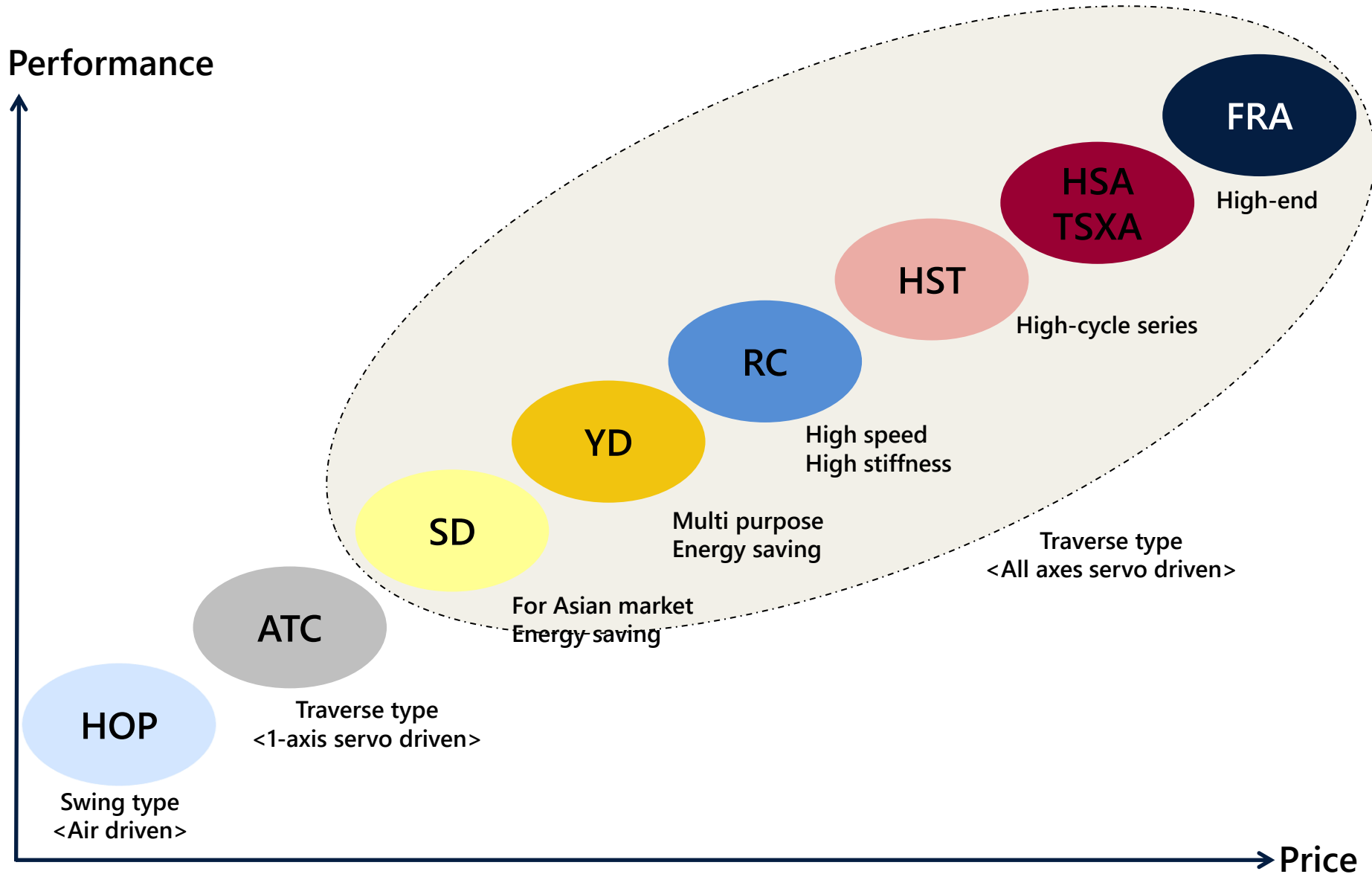
Palletizing robots



Parts and Maintenance service



<Appendix> Performance and Price of Take-out Robots **YUSHIN**

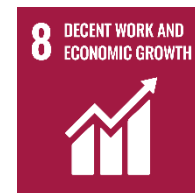


E Environment	< Environmental impact reduction > <ul style="list-style-type: none"> - Develop energy-saving products (Won the JMF's Energy-Efficient Machinery Award) - Promote Environmental Management System (ISO14001) - Switched to the power generated by renewable energy source
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S Social	< Working style reform for customer factories > <ul style="list-style-type: none"> - Provide automation system for entire plant < Safety and security> <ul style="list-style-type: none"> - Provide robots with the highest safety standard in the world < Improvement of working environment > <ul style="list-style-type: none"> - Set up Work Style Reform support team - Maternity leave and shorter working hours (better than required by law) - Supporting working mothers by "Yushin Mama's meeting"
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G Governance	< Strengthen the governance system > <ul style="list-style-type: none"> - 3 outside directors among 8 directors - Improvement of board of directors by effectiveness evaluation < Diversity> <ul style="list-style-type: none"> - 2 female directors among 8 directors
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Related SDGs Items

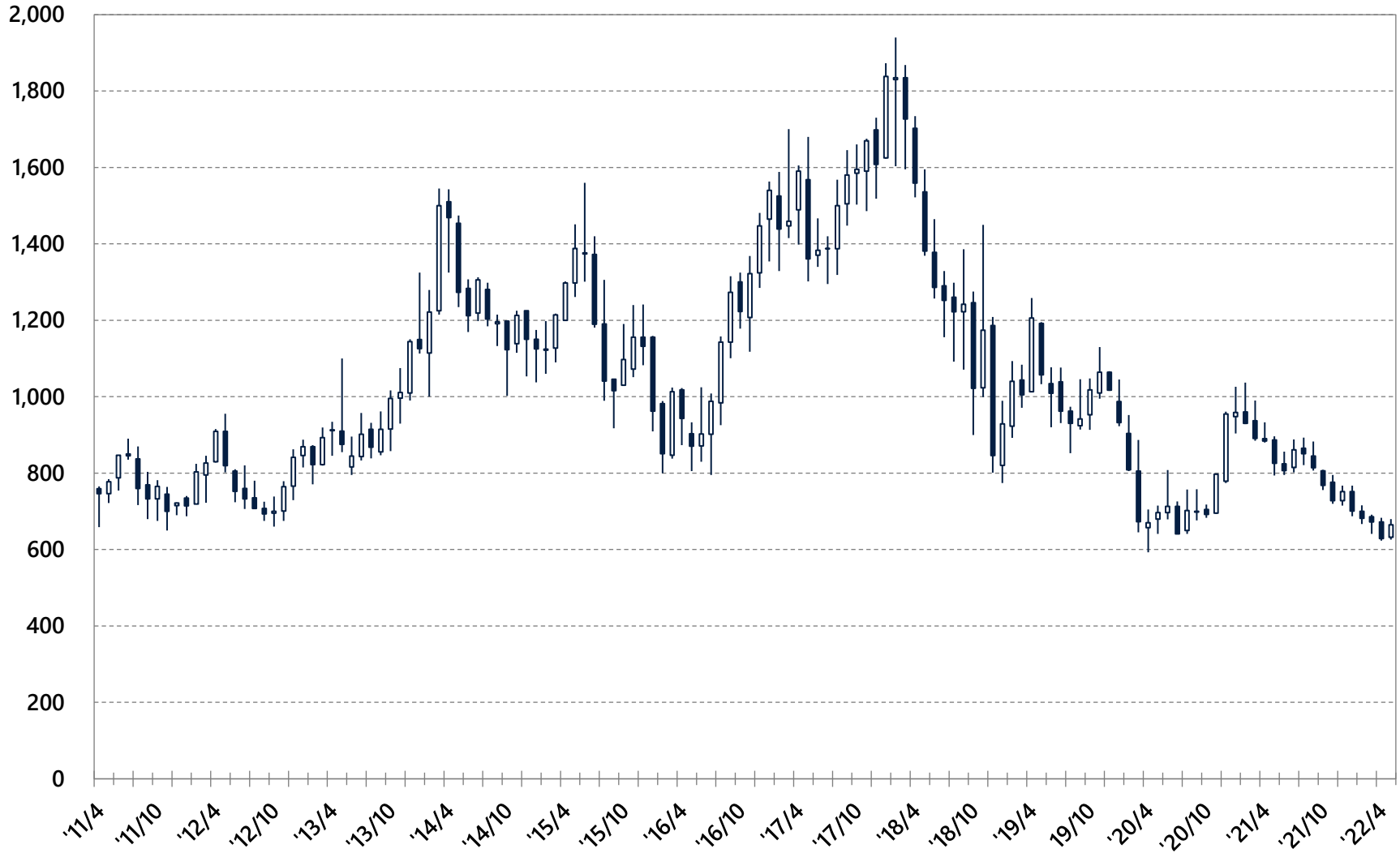


<Appendix> YUSHIN's Target Products are... **YUSHIN**



<Appendix> Monthly Stock Price Trend in the past decade **YUSHIN**

Stock Price (yen)



YUSHIN PRECISION EQUIPMENT CO., LTD.

Contact: Corporate Planning Office

(E-mail) irinfo@kyo.ype.co.jp

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.



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