



***YUSHIN***

**YUSHIN Report**  
***2021***

Year Ended March, 2021

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

できない。無理だ、は出発点

The impossible is the starting point for innovation.

Susumu Kotani, YUSHIN's Founder

About us	03
Business Philosophy and Motto	04
History of Value-Creation	05
YUSHIN's Strength	07
Risk Management	08
Message from the President	09
Financial Highlights	11
Non-financial Highlights	12
Sales by Product Category	13
Sales by Region	14
Sales by End-user Industry	15
Segment Information	16
Global Network	17
ESG	19
ESG – Environmental	20
ESG – Social	20
ESG – Governance	21
Directors and Auditors	23
Directors' and Auditors' Skills Matrix	27
Data Collection	28
Stock Information	35
General Information	37

---

**Editorial policy**

YUSHIN Report is intended to help our shareholders, investors and other stakeholders better understand how we are creating social and economic value and achieving sustainable growth. We hope that this report will contribute to your dialogue with us.

---

**Reporting period**

The main period covered in this report is the fiscal year ended March 31, 2021 (April 1, 2020 to March 31, 2021). Some of the contents include information outside of this period.

---

**Scope of report**

This report covers YUSHIN PRECISION EQUIPMENT CO., LTD. and its 13 consolidated subsidiaries.

---

**Notes on the forecast and outlook**

The forecasts and outlooks contained in this YUSHIN Report 2021 are based on information available at the time of preparation and are judged to be reasonable by the Company, and include potential risks, uncertainties and other factors. Therefore, actual results may differ from the forecasts and outlooks due to changes in various factors.

# About us

Our company was established in 1973 to design and manufacture automatic machinery, and five years later in 1978, our first "take-out robot for plastic products" was released into the world. Ever since, we have grown and developed alongside the industrial progress.

Our company's founder, with his background in engineering, would say that "The impossible is the starting point for innovation." and without being restricted by the rationalities of the industry, we were able to push the limits of new technologies to meet the needs of our customers. Now in the world manufacturing scene, an increase in automation is being considered to counteract labor shortages and curb the spread of infectious disease. And amongst the global push for environmental protection, it seems that a focus on energy conservation has become more important than ever. We eagerly take on the challenge to continue developing new technologies that raise occupational safety and productivity while supporting energy-saving manufacturing. Furthermore, it is our goal to bolster global society for many years to come through the constant creation of new value.



**Our technology supports production automation  
for manufacturers all over the world.**



# Business Philosophy and Motto

## Business Philosophy

Act fairly and judiciously with all of our "strength, wisdom and courage" in order to earn the trust of our customers and shareholders.

Look outward far and wide, constantly seek technological innovation and give back to society for all it has given us.

Work cooperatively with our stakeholders in order for us to grow as a company and make the world a better place both physically and spiritually.

## Motto

Today and every day,  
Devote yourself to even better service  
And build even more faith in our company.

# History of Value-Creation

【 Founder's saying 】

品質は社運を決める

The impossible is the starting point for innovation.

できない. 無理だ. は出発点

Quality determines our future.

Starting-up

Forming the basis

Expanding business globally

1973

YUSHIN PRECISION EQUIPMENT CO., LTD. established at Higashiyama-ku Kyoto, Japan



1985

Relocated the headquarters to Fushimi-ku



1988

YUSHIN AMERICA, INC. established



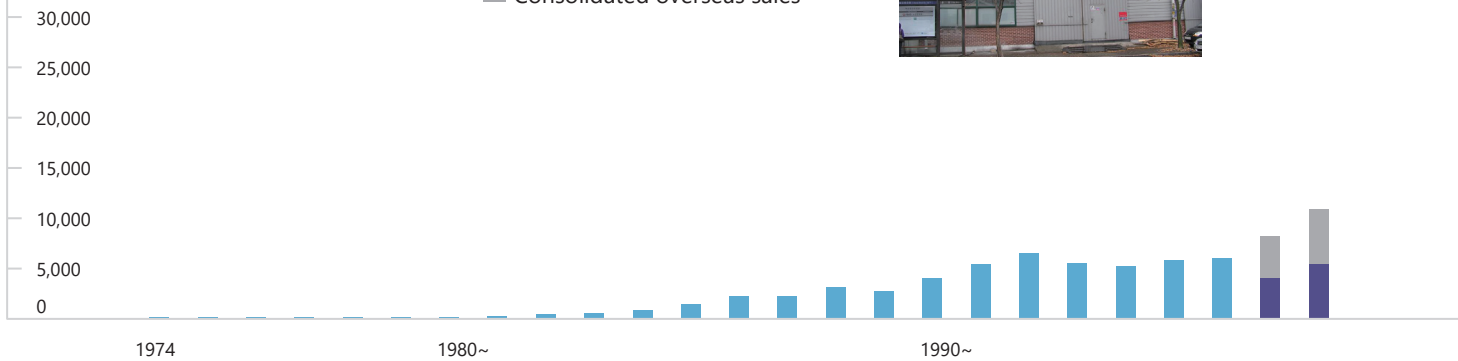
2000

YUSHIN KOREA CO., LTD. established



<Net sales>  
(Millions of Yen)

■ Non-consolidated sales ■ Consolidated domestic sales ■ Consolidated overseas sales



1978

A sprue picker released as the YUSHIN's first robot



1989

(First in the Industry) Servo liner, all servo driven take-out robot, released



1996

(First in the Industry) YUSHIN robot equipped with colored touch-panel controller



2002

(The fastest in Industry) DRDIII, disc take-out robot, released with the take-out time of 0.069 seconds



Since its establishment, YUSHIN PRECISION EQUIPMENT CO., LTD. has made take-out robots for plastic molding as main products, and has moved forward with the development of the industry. We have actively expanded its business overseas, and despite being the last entrant into take-out robot industry in Japan, has grown to hold the largest share of the global market in the 2000s. Based on our founder's philosophy of "The impossible is the starting point for innovation." we will continue to challenge new technologies and contribute to global society as a leading company of take-out robots.

Challenging new areas

Strengthen the foundation of growth strategy

Executing growth strategy

## 2013

Technical Center opened

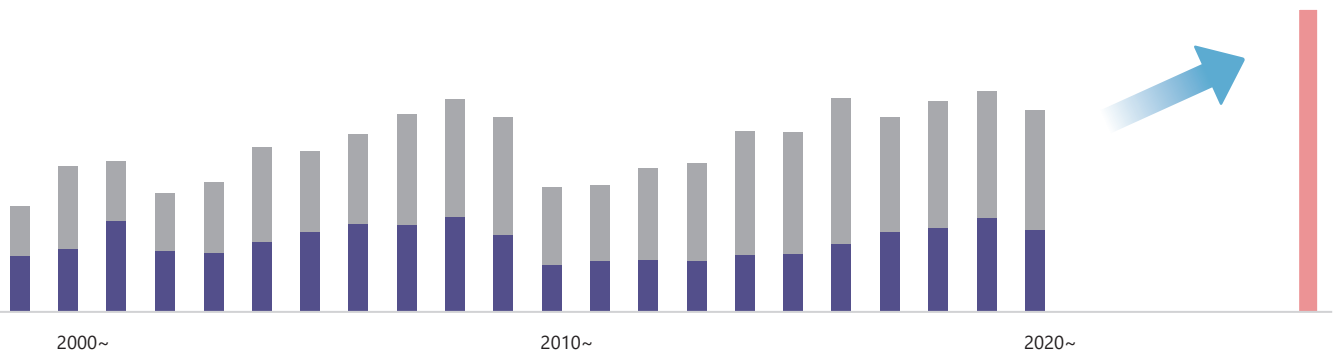


## 2016

New Headquarters opened in Minami-ku Kyoto, Japan



## Medium-Term Business Goal



## 2010

(Optimum Design)

HSA take-out robot, jointly developed with Kyoto University, released



## 2017

(Active Vibration Control) (IoT)

FRA, high-end take-out robot, released  
INTU LINE, IoT service, released



## 2020

(Venture into New Business)

PA, palletizing robot released



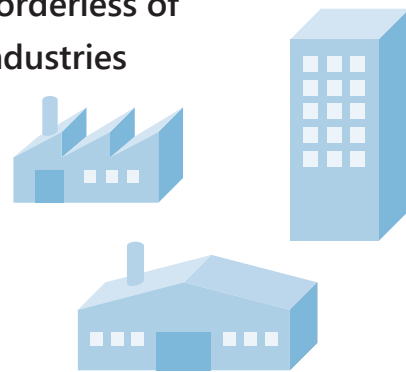
# YUSHIN's Strength

## Technology

- Industry-first technologies
- Challenges for new fields
- Collaboration with universities
- Develop energy saving products
- Ready for IoT
- Vibration suppression control (PAT.)
- Award-winning products

## Customers

- Major companies, small facilities and any size of business
- World-wide network
- Borderless of industries



Top market share

## Reliability

- No down-time
- Quick response
- Customer service with AI technology
- On-time delivery
- Customer support by manpower-saving, automation, and effectiveness



## Financial

- No loan payables in long years
- High equity ratio
- Operation with minimum facility and equipment
- Quick decision-making
- Disaster resistant

# Risk Management

YUSHIN management team identifies following risks as the key factors. Those risks may have significant impacts on financial statements, business performances and cash flows around YUSHIN Group.

Financial risk	Related risk	Our efforts
External factor (market trend)	<ul style="list-style-type: none"> <li>● Capital expenditure in plastic injection moulding industry</li> <li>● Impact from exchange rate fluctuations on the yen equivalent of the overseas subsidiaries' business results</li> <li>● Low-priced competition</li> </ul>	<ul style="list-style-type: none"> <li>● Our business runs in multi-industry markets to prevent impacts from economic fluctuations in a particular industry.</li> <li>● We keep going on developing new models and reducing manufacturing cost and SGA expenses.</li> </ul>
External factor (purchasing)	<ul style="list-style-type: none"> <li>● Price fluctuations in raw materials</li> <li>● Parts supply restrictions from suppliers and discontinued parts</li> <li>● Parts shortage due to demand rise in market.</li> </ul>	<ul style="list-style-type: none"> <li>● We attempt to manage minimizing purchase price fluctuation by setting up multiple and reliable supply routes.</li> </ul>
External factor (natural disaster)	<ul style="list-style-type: none"> <li>● Natural disasters ( such as earthquake and storm damage)</li> <li>● Urban lockdown and stay-at-home order due to pandemic diseases around the world</li> </ul>	<ul style="list-style-type: none"> <li>● We have prepared "Disaster prevention plan" and "Business continuity plan." And we have disseminated the plans to our employees and conduct emergency exercise on regular basis. We have also set-up "Safety confirmation system."</li> <li>● In the event of emergency, we can keep operation effectively with preventing spread of infectious diseases, strict health check program, staggered commuting, work-at-home, and using web meeting system.</li> </ul>
Internal factor (accident)	<ul style="list-style-type: none"> <li>● Warranty costs due to quality issue</li> <li>● Labour accidents</li> <li>● Cyber accidents such as information leaks, loss of important data, and operating system outage caused by information security issue (cyber-attack, computer virus and unauthorised access)</li> <li>● Operating system outage due to information technology system failure.</li> </ul>	<ul style="list-style-type: none"> <li>● We have a strict quality management structure which complies with an international quality standard by setting up quality control standard, thorough quality management, and suitable measures.</li> <li>● We purchase Contractors' liability insurance and Product liability insurance.</li> <li>● We always pay attention for the employee's health and safety to prevent in-house accidents and injuries.</li> <li>● We strictly maintain IT security status and strengthen IT security. We also train and enlighten management and employees</li> </ul>
Internal factor (human resources)	<ul style="list-style-type: none"> <li>● Weakness in securing human resources for rapid business development.</li> <li>● Insufficient human resource development</li> <li>● Resignations and leaves of absence in the area of specialty</li> </ul>	<ul style="list-style-type: none"> <li>● We make efforts to improve working conditions to keep employees and personnel system to support motivated employees. With this efforts, we recruit and develop necessary human resources to facilitate the development of the global business expansion.</li> <li>● We improve working efficiency by IT technology.</li> <li>● We maintain work environment to support women's active role.</li> </ul>
Others	<ul style="list-style-type: none"> <li>● Sales and costs of goods sold are recorded in the following consolidated fiscal year due to the acceptance status of the goods delivered at the end of fiscal year.</li> </ul>	

# Message from the President

**We aim to provide molding factories around the world with our robots to bring them more safety and security, and to support them to increase productivity and realize energy-saving in their production. We believe this idea can help our society to become more affluent, and we will continue to make our efforts to create new value.**

## Summary of business

In fiscal year ended March 2021, corporate activities were greatly restricted due to COVID-19 pandemic. Under the circumstances, we continued to expand our business globally while exercising adequate care for the safety of our customers, business partners, and our employees to prevent infection.

In particular, while demand for capital investment declined in many industries, we significantly increased sales to the medical industry in fiscal year ended March 2021. In the US, where we have been actively involved in the medical industry, we shipped more robots due to increased production of medical-related parts, including new test kits for COVID-19. In China, as a result of actively developing the medical industry market from the first half of fiscal year 2020, orders increased from the second half of the fiscal year. In Europe, we have sold a certain number of custom-ordered equipment to medical industry.

In June, we launched a new palletizing (loading) robot, PA, which was developed to stack cardboard boxes on pallets in factory shipping processes, by utilizing the mechanism of our Cartesian take-out robot. Our customers were mainly in the plastic injection molding industry, but with this PA, we are beginning to develop new markets such as the food industry.

Furthermore, we have introduced a new series of take-out robots to the Chinese and Asian markets. Orders are steadily increasing, and although price competition is severe in this market, we will continue to contribute to the improvement of productivity and environmental friendliness of our customers.

---

## Research and development

In order to develop products that meet the needs of a wide range of industries around the world, our group is conducting multiple research and development themes in parallel in the stages of "basic research," "element development," and "application development. As a result, in fiscal year ended March 2021, we released LA robots for large molding machines and PA robots for palletizing. In July 2021, we launched the RC-SE robots, which is equipped with functions that reduce environmental impact by significantly reducing air consumption, and the SX-41, a high-speed take-out robot for cleanliness that is in demand in the medical equipment and electronic device fields. In the future, we plan to further improve our product planning process and develop robots that meet the needs of various customer industries and markets around the



world.

We have been the first in the industry to introduce servo motors, color touch panels, and other new technologies. We will continue to keep our eyes open to new technological trends and use AI, IoT, and other technologies to improve the safety and productivity of our customers' factories. We will also continue to develop products that reduce environmental impact and increase the added value of the robots we provide.

---

## Organization and human resource development

While developing our strength which we have built up over the years, we are also working to develop organization and human resources for creating a new generations.

In the CI Culture Book issued in April 2020 we laid out the ideas and action guidelines which we would like every employee to cherish and the type of people who we want as colleagues, based on the concept "Above all, reach people's hearts." We are working on penetrating deeply into YUSHIN Group, including dissemination messages by management team and managers dialog in the workspace and the sharing good practices. In fiscal year ended March 2021, we have started a project to develop brand ambassadors who come up with the ideas to promote CI and implement that ideas.

Along with CI activities, we designed new personnel system in February 2021. The main idea of the system is to encourage employees' efforts, evaluate their achievement properly, and put them in the right position. We are improving education system, which is the layer program and fostering new leaders, to support our employees according to their phase of growth. We are also making our workplace better for our employees to work in and help them find jobs worth doing. As a port of that efforts, we are introducing "Innovation Project System" to foster human resources who have creativity and independence. We review our existing personnel system to ensure that the right people are appointed and assigned to the right positions, and to aim for well-modulated personnel treatment.

---

## How we create value

A world where products with high quality and reasonable prices are supplied. A world in which all people can lead hygienic lives. These are the goals of the SDGs, a world in which all people can enjoy prosperity. One of the means to make such a world possible is the plastic injection molding technology we are involved in. In injection molding factories that operate 24 hours a day for mass production, robots with speed and precision are required. We have both as strengths and are proud to say that we are the leading global company in the field of take-out robots for injection molding machine. We support the factories all around the world, which make products that contribute to enrich the world, with top-level technology in a safe and secure manner. We believe that this is the way we create value.

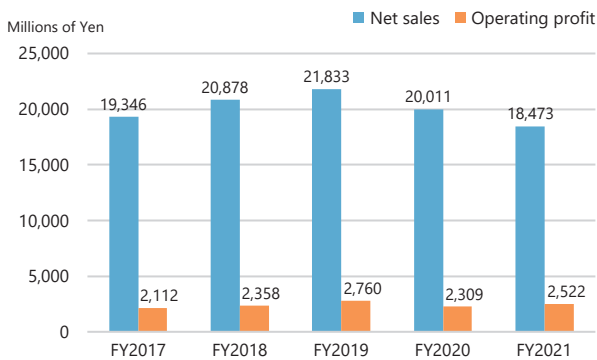


October 2021

Representative Director  
and President **Takayo Kotani, Dr.Eng.**

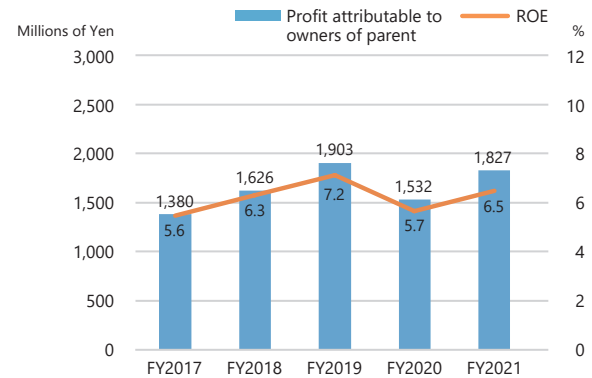
# Financial Highlights

## Net Sales, Operating Profit



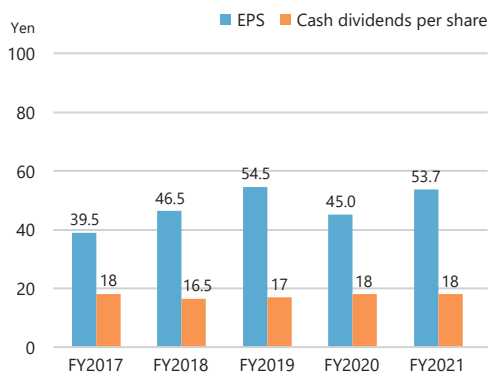
Net sales for the fiscal year ended March 2021 decreased by 7.7% from the previous fiscal year. Net sales in China and Korea increased but net sales in Japan slowed down. Operating profit increased by 9.2% compared to the previous fiscal year with efforts for improving gross margin and reducing operating expenses

## Profit Attributable to Owners of Parent, ROE



Profit attributable to owners of parent for the fiscal year ended March 2021 increased by 19.2% over the previous year, exceeding the 9.2% increase in operating profit. This was mainly due to foreign exchange gains. ROE was 6.5%, up 0.8 point from the previous fiscal year.

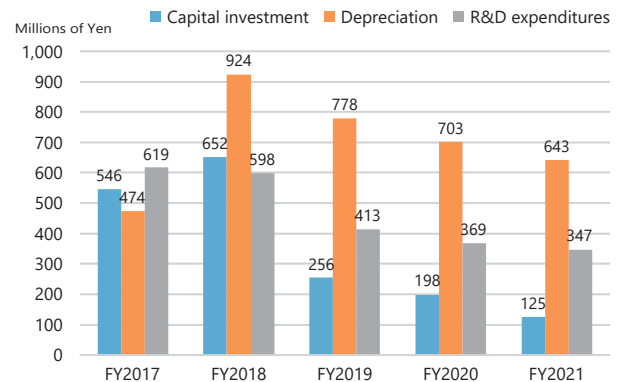
## EPS, Dividends



In order to realize stable and continuous shareholder returns, we are targeting a consolidated dividends pay-out ratio of 30% or more. We intend to raise the level of ordinary dividends as we improve our consolidated performance.

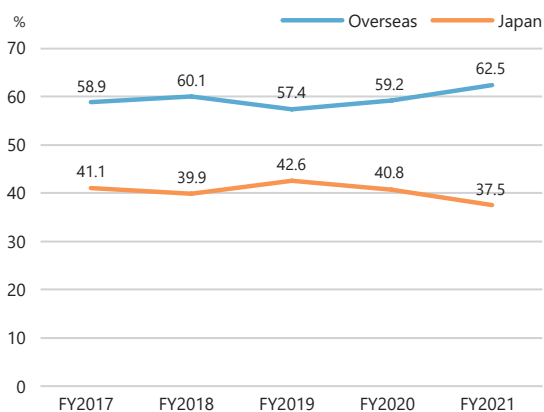
Please note that the values for FY2017 and FY2018 have been adjusted due to the 1:2 stock split implemented on April 1, 2018.

## Capital Investment, Depreciation, R&D Expenditures



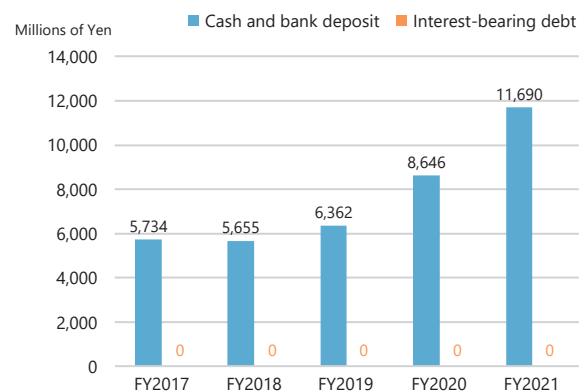
Depreciation of the new headquarters and factory built in 2016 has been decreasing every year. YUSHIN keeps spending a certain of Research and development expenses under any economic situation.

## Overseas Sales Ratio



The overseas sales ratio has been around 60% in recent years. In the fiscal year ended March 2021, the ratio was at a high level in the last five years due to the sluggish domestic market and large projects of custom-ordered equipment for overseas markets.

## Cash and Bank Deposit, Interest-bearing Debt

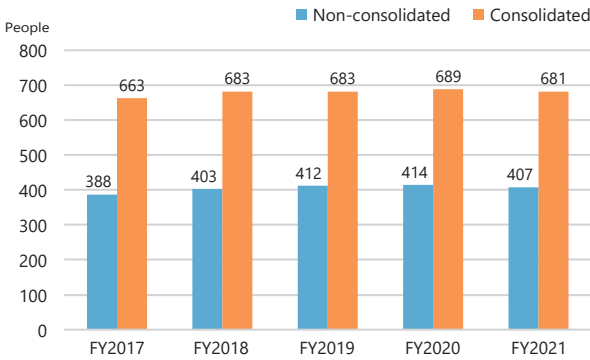


Cash and deposits decreased mainly due to the relocation of the new headquarters and factory in 2016, the ratio of cash and deposits has been increasing in the last three years without any major expenditure. We will be prepared to make flexible investments at the appropriate time, such as for future demand increases.



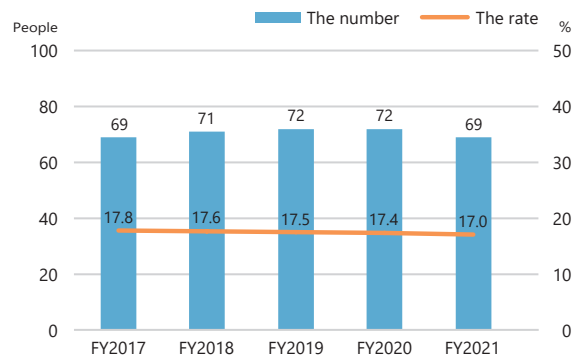
# Non-financial Highlights

## Number of Full-time Employees



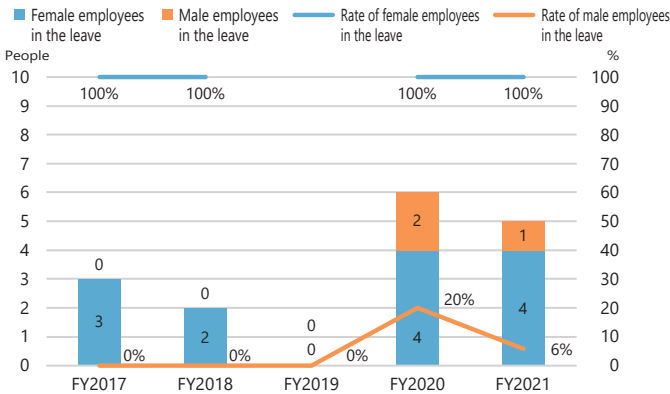
The number of employees has remained almost the same for the past few years.

## The Number and Rate of Female Full-time Employee (Non-consolidated)



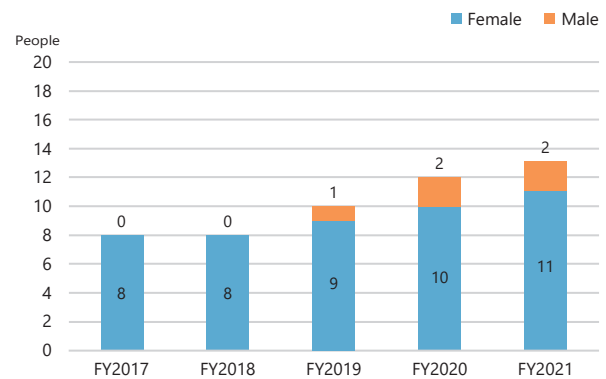
The number of full-time female employees has remained almost unchanged for the past several years. We have established a system for childcare leave and shorter working hours that exceeds legal requirements, and the return rate of employees who took childcare leave in the last five years was 100%. We will further promote reforms in the way we work and create a pleasant working environment.

## The Number of Employees in Childcare Leave, Rate of Taking Childcare Leave



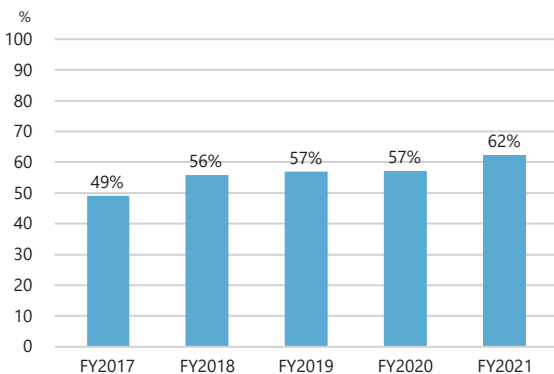
In order to promote female employees to take childcare leave and return to work, as well as male employees to take the leave, we are preparing and distributing booklets to deepen their understanding of the leave. We will continue our efforts to raise awareness of the need to achieve a diversified work-life balance.

## The Number of Employees who take Shortened Working Hours System



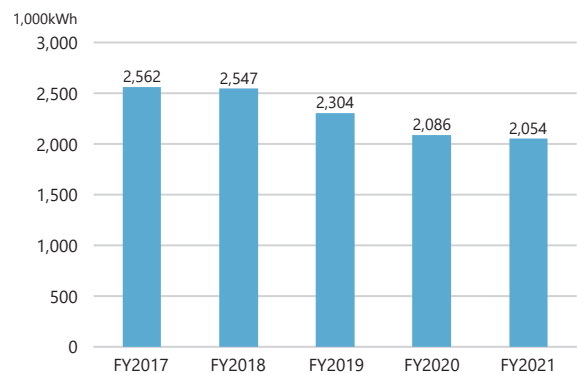
Shortened working hours can be used until the eligible child is in the third grade of elementary school while legal requirement is until the child is under three years old. Most of the eligible female employees are using this system to balance work and childcare. We will continue to make efforts to improve the workplace environment in accordance with the life stages of our employees.

## Paid Vacation Utilisation Rate of Full-time Employees



In the fiscal year ended March 2021, the paid leave utilization rate was 62%, up 5 points from the previous year. We are working to create a pleasant working environment through operational efficiency improvement and work style reform. We believe that an increase in the number of paid vacations taken will contribute to higher employee satisfaction and a better work-life balance. We will continue to promote the creation of a pleasant working environment.

## Power Usage(Non-consolidated)



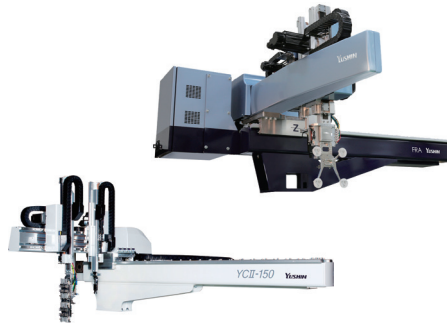
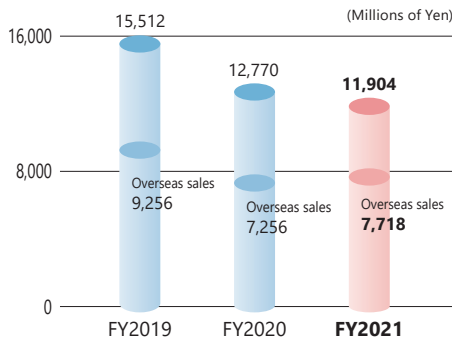
The new headquarters and factory have been in operation since December 2016. As operations are transferred from the old headquarters, the effects of the energy-saving equipment in the new factory are becoming apparent.

# Sales by Product Category

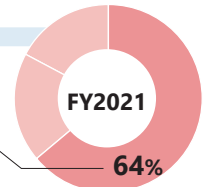
## The Three Pillars that Support YUSHIN

YUSHIN's core business is take-out robots, which are essential to the manufacturing process of plastic injection molded products. The company also offers custom-ordered equipment that support the automated processes before and after the work of take-out robots, as well as parts and maintenance service.

### Take-out Robots



Sales ratio  
Take-out Robots

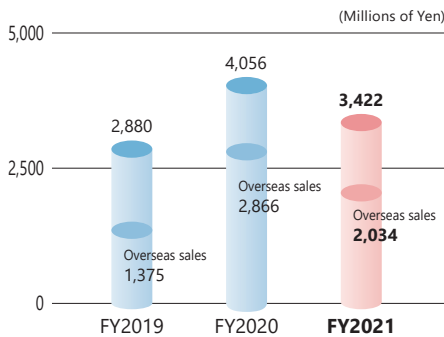


- Take-out robots decreased by 865 million yen (6.8%) from the previous FY to 11,904 million yen.
- Sales did not increase mainly in Japan due to low capital investment. In the second half of the fiscal year, however, there was a recovery in China and other countries.

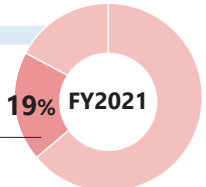
#### Future Growth Strategy

We will continue to develop products that meet regional and industry characteristics. In addition, we will make further efforts to develop products that reduce the environmental impact and increase the added value of take-out robots.

### Custom-ordered Equipment



Sales ratio  
Custom-ordered Equipment

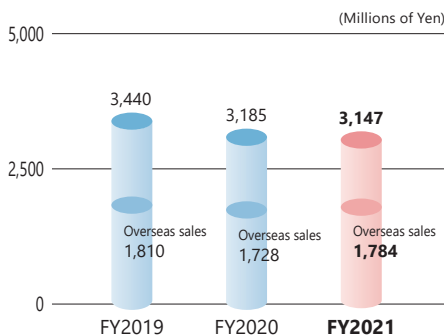


- Custom-ordered equipment decreased by 634 million yen (15.6%) from the previous FY to 3,422 million yen.
- Sales did not increase for medical fields.

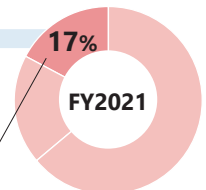
#### Future Growth Strategy

In response to the growing need for automation in Japan and overseas, we will focus on businesses that have synergy with take-out robots. In addition, through the palletizing robot launched in 2020, we will work to expand our products beyond the plastics industry.

### Parts and Maintenance Service



Sales ratio  
Parts and Maintenance Service



- Parts and Maintenance Service decreased by 38 million yen (1.2%) from the previous FY to 3,147 million yen.
- Sales were steady in spite of COVID-19 situation.

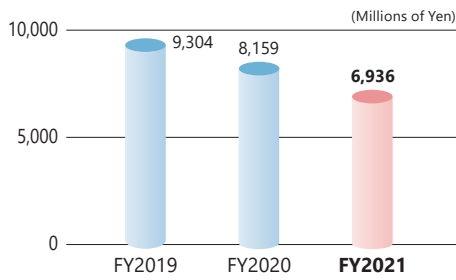
#### Future Growth Strategy

One of our competitive advantages over other companies is our network, which is the best in the industry. We will continue to focus on securing and training human resources to support our global expansion and develop high quality services worldwide.

# Sales by Region

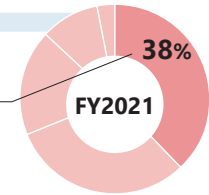
● Network in Japan ● Subsidiaries, Branches and Representative office ● Sole Agents

## Japan



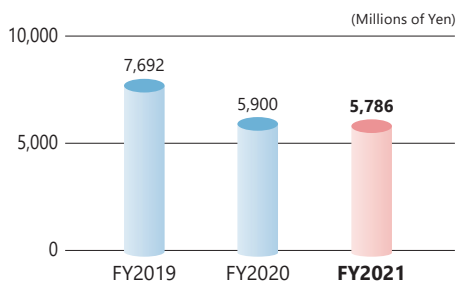
### Sales ratio

Japan



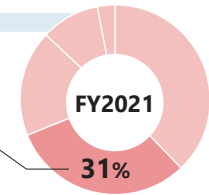
- Sales decreased by 1,223 million yen (15.0%) from the previous FY to 6,936 million yen.
- Sales were weak throughout the year due to lowered investment caused by COVID-19.

## Asia



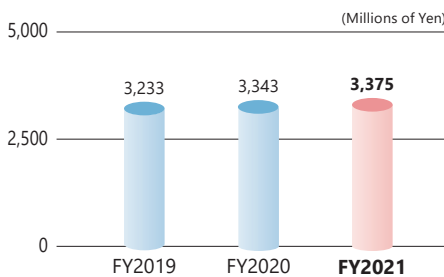
### Sales ratio

Asia



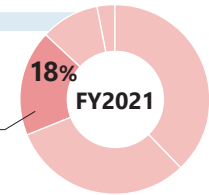
- Sales decreased by 113 million yen (1.9%) from the previous FY to 5,786 million yen.
- The first half of the year was generally sluggish, but there was a rapid recovery in demand in China in the second half.

## North America



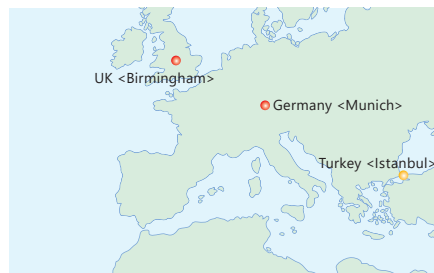
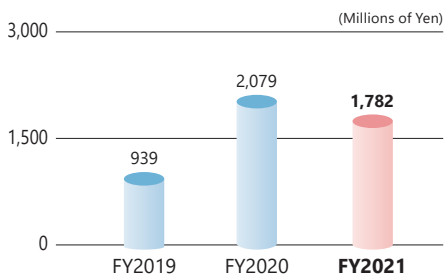
### Sales ratio

North America



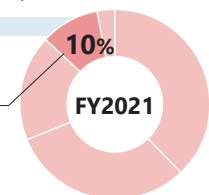
- Sales increased by 31 million yen (0.9%) from the previous FY to 3,375 million yen.
- There was a decline in automobile sales, but overall sales maintained the same level as the previous year due to demand for medical-related products such as test kits.

## Europe



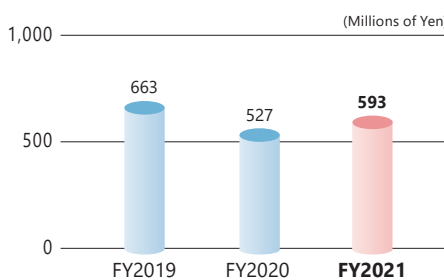
### Sales ratio

Europe



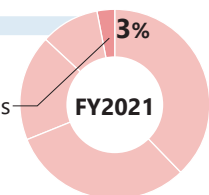
- Sales decreased by 297 million yen (14.3%) from the previous FY to 1,782 million yen.
- Sales were lower than the previous fiscal year due to a delay in sales for custom-ordered equipment for medical applications.

## Other Regions



### Sales ratio

Other Regions



- Sales increased by 65 million yen (12.4%) from the previous FY to 593 million yen.

# Sales by End-User Industry

## YUSHIN Robots are used in a Wide Range of Industries

Our robots operate in plants where plastic products are made by injection molding machines, and we expand our business in wide range of industries where plastic are used. Our sales in medical and automotive industry is growing recently. We have increased sales in automotive as many parts have been replaced by plastic, and the industry needs lightweight parts. In medical area, they have replaced glass materials with disposable plastic from the aspect of good hygiene and mass-production. These are the good areas for us as our robots excel at high-speed and high-accuracy.

In the year ended March, 2021, the sales ratio for medical area ranked top for the first time. It was due to a large-scale medical project and the demand for Covid-19 test kit. The downturn in domestic automotive market gave negative impact on the sales, but the sales ratio for that area was the top on the list for the past few years. We expect higher sales in this area when the market recovers. The sales in electronic parts industry increased in the second half of the year as Chinese market recovered.



**Future Growth Strategy** By expanding our business into a variety of industries, we can disperse risk posed by the decline in a specific industry. We will try to keep existing sales mix so that a specific area does not account for a large portion of the sales. In the meantime, we expect the demand for plastic increases for the automotive and medical much more than now; the former for lightweight, the latter good hygiene. We expect these industries will be the main driver for the business growth in the areas. We will also put in a good amount of effort to develop products which satisfy the market needs.

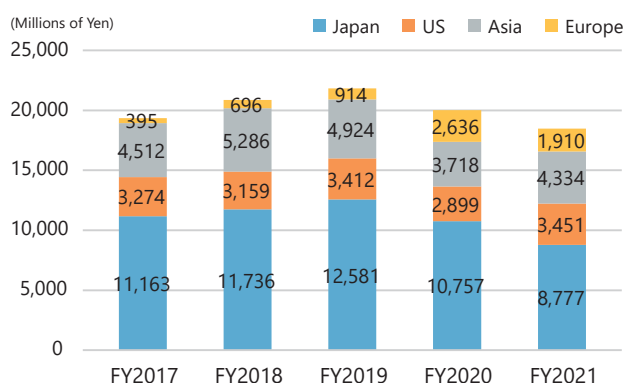
# Segment Information

## Net sales, Operating profit, and Order by Segment

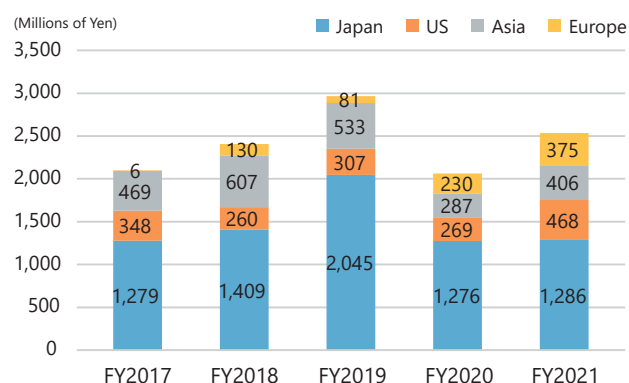
YUSHIN carries out the development, production, sales and after-sales maintenance of take-out robots for injection-molded products and peripheral equipment, including labor-saving systems. In the domestic market, these operations are handled by the Company; overseas markets - North America, Asia (South Korea, Taiwan, China, Indonesia, Vietnam, Malaysia, Thailand and India) and Europe (UK and Germany) - are serviced by local subsidiaries, including YUSHIN AMERICA INC. (US), YUSHIN KOREA CO., LTD. (South Korea), YUSHIN AUTOMATION LTD. (Europe) and other local ones. The local subsidiaries are independently managed units, with separately drafted strategies and activities.

Accordingly, YUSHIN's operations, based on its production, sales and after-sales maintenance setups, are geographically grouped into four reportable segments: Japan, North America, Asia and Europe.

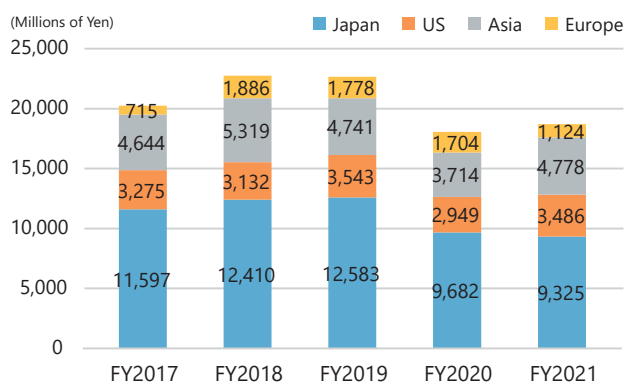
### Sales to External Customers by Segment



### Operating Profit by Segment



### Orders by Segment



### Operating result per segment in fiscal year 2021

- < **Japan:** > Sales decreased by 9.6% year-on-year to 13,337 million yen due to the weak sales caused by lower investment due to the ongoing Covid-19 situation. Operating profit increased by 0.8% year-on-year to 1.286 million yen.
- < **U S:** > Sales increased by 18.8% year-on-year to 3.460 million yen due to the sales increase in medical products such as test kits. Operating profit increased 74.1% year-on-year to 468 million yen.
- < **A s i a:** > Sales increased by 14.5% year-on-year to 4.582 million yen due to the sales increase caused by higher investment in China in the second half of the year. Operating profit increased 41.4% year-on-year to 406 million yen.
- < **Europe:** > Sales decreased by 27.4% year-on-year to 1,914 million yen due to the sales decrease of custom-ordered equipment for medical products. Operating profit increased 62.8% year-on-year to 375 million yen.



# Global Network (As of September, 2021)



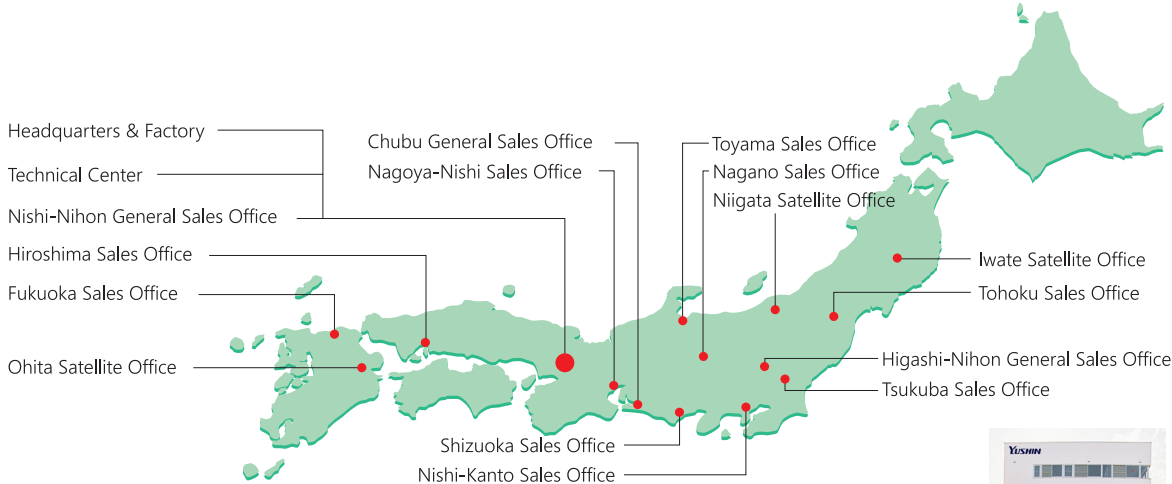
Headquarters & Factory



USA



Korea



Chubu General Sales Office



Higashi-Nihon General Sales Office



Malaysia



Taiwan



Thailand



UK



China (Shenzhen)



China (Shanghai)



Vietnam



China (Guangzhou)

## ● Headquarters & Factory

### YUSHIN PRECISION EQUIPMENT CO., LTD.

555 Kuzetonoshiro-cho, Minami-ku, Kyoto, Japan 612-8205  
TEL: +(81)75-933-9555 FAX: +(81)75-934-4033

## ● Technical Center

487 Kuzetsukiyama-cho, Minami-ku, Kyoto, Japan 601-8203  
TEL: +(81)75-933-9555 FAX: +(81)75-922-3151

#### ■ Subsidiaries ■ Branch offices, etc.

#### ■ South Korea

■ YUSHIN KOREA CO., LTD.  
TEL: +(82)31-433-9655~6 FAX: +(82)31-433-9663

■ DAEGU BRANCH  
TEL: +(82)53-951-9442 FAX: +(82)53-951-9443

#### ■ China

■ YUSHIN PRECISION EQUIPMENT TRADING (SHANGHAI) CO., LTD.  
TEL: +(86)21-6440-1586~7 FAX: +(86)21-6440-1806

■ YUSHIN PRECISION EQUIPMENT TRADING (SHANGHAI) CO., LTD.  
TIANJIN BRANCH  
TEL: +(86)22-8823-8713 FAX: +(86)22-8823-8517

■ YUSHIN PRECISION EQUIPMENT TRADING (SHENZHEN) CO., LTD.  
TEL: +(86)755-8358-0139 FAX: +(86)755-8358-0159

■ GUANGZHOU YUSHIN PRECISION EQUIPMENT CO., LTD.  
TEL: +(86)20-8269-0091 FAX: +(86)20-8269-0001

#### ■ Taiwan

■ YUSHIN PRECISION EQUIPMENT (TAIWAN) CO., LTD.  
TEL: +(886)2-2585-0507 FAX: +(886)2-2585-0527

■ TAICHUNG BRANCH  
TEL: +(886)4-2265-8155 FAX: +(886)4-2265-2602

#### ■ Indonesia

■ PT. YUSHIN PRECISION EQUIPMENT INDONESIA  
TEL: +(62)21-8835-8185 FAX: +(62)21-8835-8186

#### ■ Vietnam

■ YUSHIN PRECISION EQUIPMENT (VIETNAM) CO., LTD.  
TEL: +(84)243-767-3844 FAX: +(84)243-767-3845

■ YUSHIN PRECISION EQUIPMENT (VIETNAM) CO., LTD.  
HO CHI MINH REPRESENTATIVE OFFICE  
TEL: +(84)283-899-0662 FAX: +(84)283-899-0648

#### ■ Malaysia

■ YUSHIN PRECISION EQUIPMENT SDN. BHD.  
TEL: +(60)3-5880-5445 FAX: +(60)3-5879-3151

■ JOHOR BAHRU OFFICE  
TEL: +(60)7-598-5450 FAX: +(60)7-598-0102

#### ■ Thailand

■ YUSHIN PRECISION EQUIPMENT (THAILAND) CO., LTD.  
TEL: +(66)2-662-2580 FAX: +(66)2-662-2583

#### ■ India

■ YUSHIN PRECISION EQUIPMENT (INDIA) PVT. LTD.  
TEL: +(91)44-4231-8005 FAX: +(91)44-4231-8006

■ GURGAON BRANCH  
TEL: +(91)124-474-8229 FAX: +(91)124-474-8230

#### ■ Germany

■ YUSHIN EUROPE GMBH  
TEL: +(49)89-89-796-713 FAX: +(49)89-89-743-737

#### ■ UK

■ YUSHIN AUTOMATION LIMITED  
TEL: +(44)-1527-558-218 FAX: +(44)-1527-558-219

#### ■ U.S.A.

■ YUSHIN AMERICA, INC.  
TEL: +(1)401-463-1800 FAX: +(1)401-463-1820

■ YUSHIN AMERICA, INC. NORTH CAROLINA OFFICE

■ YUSHIN AMERICA, INC. GEORGIA OFFICE

■ YUSHIN AMERICA, INC. OHIO OFFICE

■ YUSHIN AMERICA, INC. TEXAS NORTH OFFICE

■ YUSHIN AMERICA, INC. TEXAS OFFICE

■ YUSHIN AMERICA, INC. CALIFORNIA OFFICE

■ YUSHIN AMERICA, INC. MEXICO BRANCH  
TEL: +(52)477-761-2696 FAX: +(52)477-761-2696

(MEXICO)

#### ■ Representative office

■ YUSHIN PRECISION EQUIPMENT CO., LTD.  
PHILIPPINES REPRESENTATIVE OFFICE  
TEL: +(63)2-8893-7546 FAX: +(63)2-8856-9616

#### ■ Philippines

#### ■ Agent

■ TASMAN MACHINERY LTD.  
TEL: +(64)9-379-5716 FAX: +(64)9-379-9915

#### ■ New Zealand

#### ■ Australia

■ TASMAN MACHINERY PTY LTD.  
TEL: +(61)3-8587-8200

#### ■ Turkey

■ TEKKAN PLASTIK SAN. ve TIC. A.S.  
TEL: +(90)216-593-00-29 FAX: +(90)216-593-00-38

#### ■ Canada

■ EN-PLAS, INC.  
TEL: +(1)416-286-3030 FAX: +(1)416-286-5963


**E**  
(Environmental)

< Environmental load reduction >

- Development of energy-saving products  
(Won the JMF's Energy-Efficient Machinery Award)

Uses  
**26%**  
less electricity  
than conventional  
model

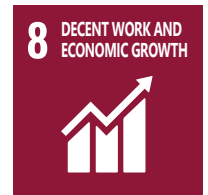
**25.5%**  
weight reduction  
than conventional  
model



Standard Take-out Robot - YC

- Promotion of environmental management system (ISO14001)

Related  
SDGs Items



**S**  
(Social)

< Working style reform of customer factories >

- Providing factory automation system

< Safety and security >

- Sale of the world's highest safety standard equipped robot

< Improvement of working environment >

- Working style support team
- System of maternity leave and shorter working hours (more than statutory)
- Working support for mothers "YUSHIN Mama's Meeting"

**G**  
(Governance)

< Strengthen the governance system >

- Of the 8 Directors, 3 are External Directors
- Improvement of Board of Directors by effectiveness evaluation

< Diversity >

- Of the 8 Directors, 2 are women



# ESG – Environmental

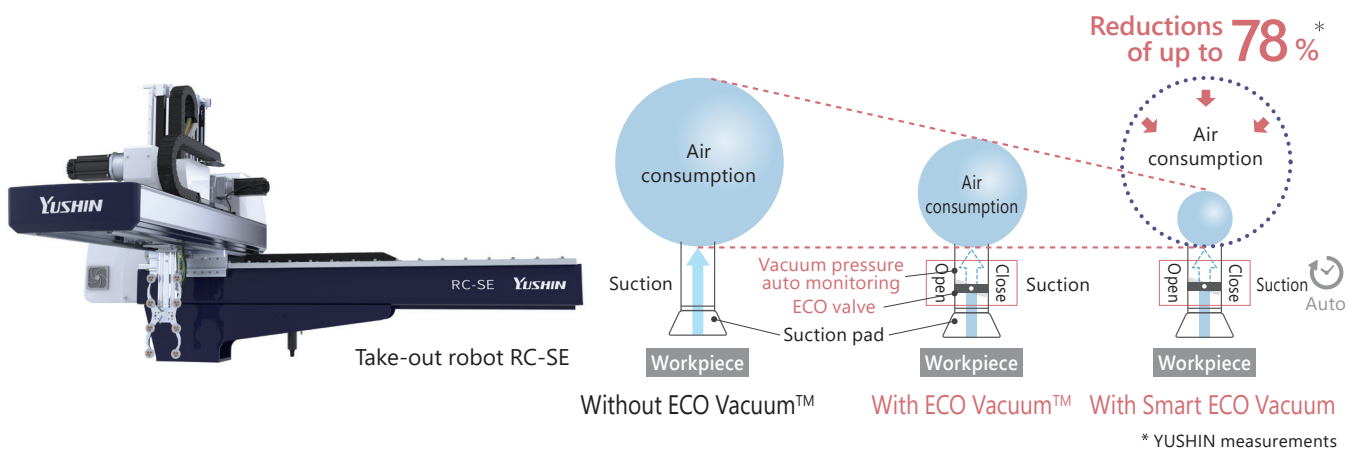
## Constant Effort to Develop Energy Saving Products

We constantly develop energy saving products working 24/7 at customers' site.

In 2019, FRA robots, our flagship model, received the JMF's President Award at the Energy-Efficient Machinery and System Awards of the Japan Machinery Federation. This Awards was formerly called Energy-Efficient Machine Award which our YC robots had received. We are confident that our continuous efforts to develop energy saving products

such as design optimization, are highly evaluated.

In July 2021, we have rolled out a new robot RC-SE which has Smart ECO Vacuum (PAT.P) evolved from ECO Vacuum – our unique technology to save air consumption. This feature can reduce up to 78% of air consumption maximum, and can lower electricity consumption of the compressor.



# ESG – Social

## Improving Working Environment

We are deeply engaged in an effort to create an employee-friendly environment as we believe we can only grow with people working there are rich in mind.

To support our employees to balance work and family including childcare and nursing care, we improved and evolved our "childcare support system" in 2009, and enacted nursing care system in 2010.

We worked out "General Employers Action Plan" based on "The Act on Advancement of Measures to Support Raising Next-Generation Children" in 2015 and 2020, and we worked out "General Employers Action Plan" based on "The Act on Promotion of Women's Participation and Advancement in the Workplace" in 2016 and 2020. We have offered a platform to exchange information for employees on childcare leave to ease their anxiety of

childbearing and reinstatement. We have received comments from the participants in the third gathering held in 2021 – "That's great we have learned a lot from experienced mothers who are caring for children. We have heard them actually saying, which is far better than any information from a verbal communication site or SNS on the web.



YUSHIN Mama's Meeting – regularly held to support working mothers since 2019.

# ESG – Governance

## Basic Views on Corporate Governance

The Company aims at achieving sustainable growth and maximizing the enterprise value for medium- and long-term under the management philosophy with obtaining credibility from all stakeholders surrounding us including shareholders.

We strive to strengthen corporate governance with the basic policy of following five items.

1. The Company respects the rights of shareholders and ensures equality, as well as strives to improve the environment for executing rights appropriately and protect rights.
2. The Company strives to sincerely cooperate with stakeholders excluding our shareholders with good sense.
3. The Company strives to ensure the transparency by appropriately making disclosure according to laws and regulations and voluntarily providing information excluding the disclosure.
4. The Board of Directors strives to execute its roles and duties appropriately for transparent/fair and flexible decision-making.
5. The Company strives to positively communicate with shareholders after sharing the direction of its stable growth for long-term.

## Ensuring Effectiveness of Board of Directors and Board of Corporate Auditors

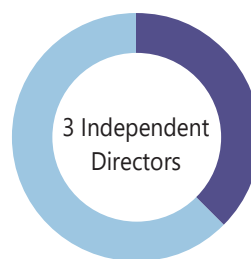
Under rapidly changing business environment and advancement of globalization, the Company appoints candidates of Directors with a focus on balance among knowledge, experience and expertise, diversity and global viewpoints. Now 8 Directors, including External Directors, take office. The Company will keep the number of the board members that immediate decision-making is conducted with each member providing his or her expertise and exchanging opinions each other.

Concurrent holding of positions of other companies by External Directors and Corporate Auditors is annually disclosed at “the Notice of Convocation for the General Meeting of Shareholders,” “Securities Report” and “Corporate Governance Report.” No Executive Directors concurrently serve as an officer of other listed companies, excluding those of our group, and the system is established that Executive Directors can be devoted on works of Directors. Full-time

Corporate Auditor does not concurrently serve as an officer of other companies, and the system is established that they can be devoted to their work at all times.

External Directors now analyze and evaluate whole of the Board of Directors. To further improve the functions of the Board of Directors, analysis and evaluation of effectiveness of the whole Board including their methods are currently examined after conducting a questionnaire.

**Board of Directors  
8 Directors**





**Board of  
Corporate Auditors  
3 Auditors**

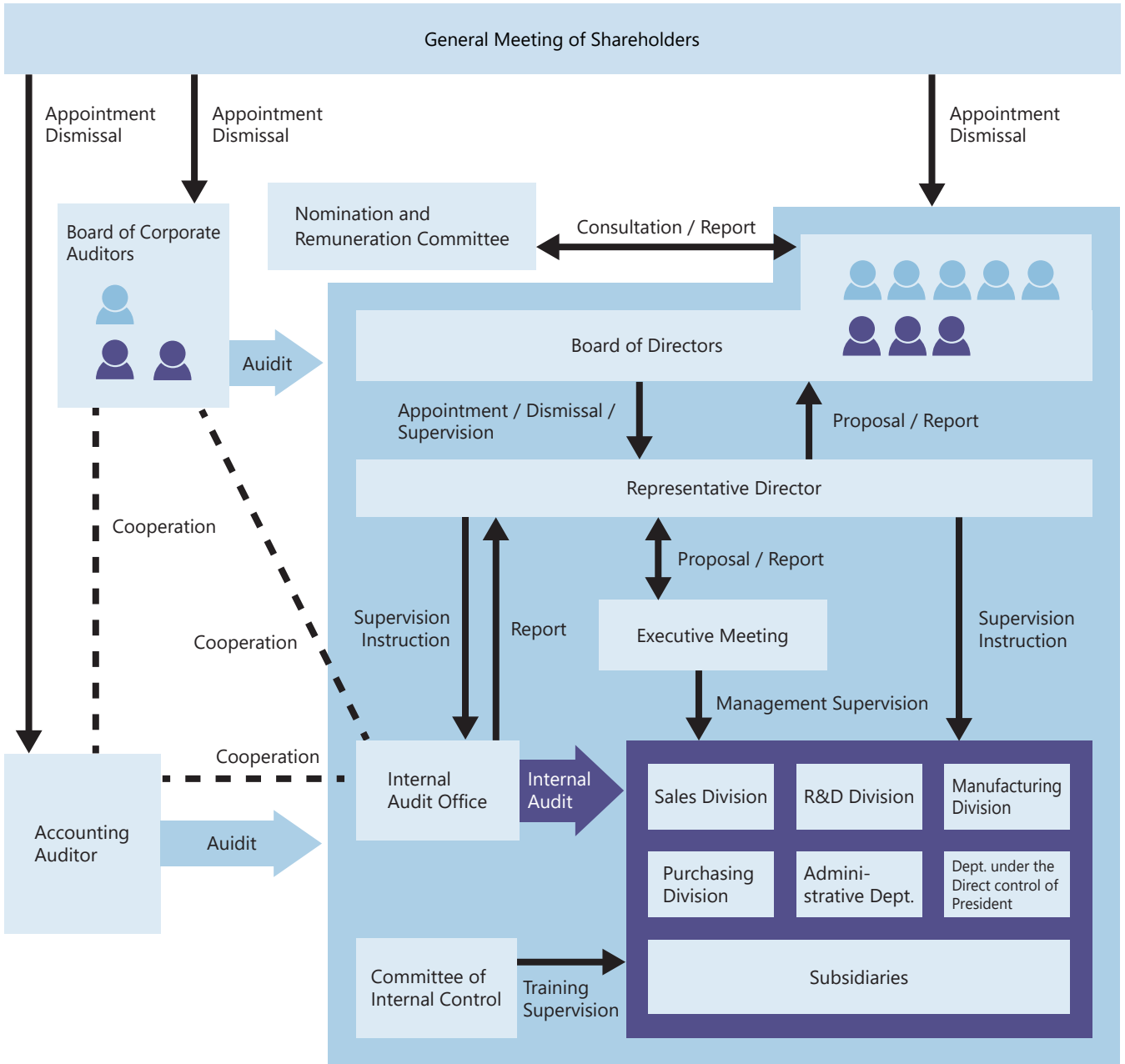


## Nomination and Compensation Committee

In February 2020, the Nomination and Compensation Committee was established as an advisory body to the Board of Directors in order to enhance the fairness, transparency and objectivity of procedures related to the nomination and compensation of the Company's officers and to enhance the Company's corporate governance. As of June 23, 2021, the committee was chaired by External Director Yasuo Nishiguchi and comprised five members: Representative Director and President Takayo Kotani, External Director Hiroshi Matsuhisa, External Director Reiko Nakayama, External Corporate Auditor Hiroho Kamakura, and External Corporate Auditor Naohiro Tsuda. During the fiscal year ended March 31, 2021, the committee met four times and deliberated on matters related to the appointment of officers and the review of the compensation system for officers.

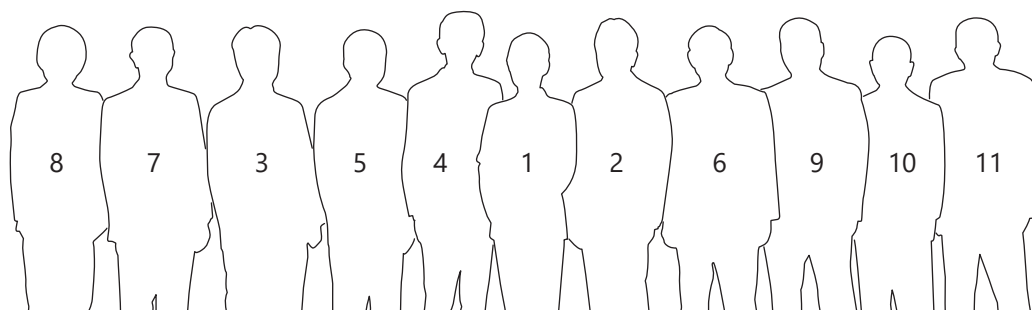
# Corporate Governance Structure

-  Internal Director / Auditor
-  External Director / Auditor



Our Board of Directors, whose members have high level of expertise and vast amount of experience, makes decisions to execute all of our operation properly and smoothly. The current administrative system enables us swift decision-making and flexible execution of operation by the Board of Directors which is made of a small group. This system is reasonable as we operate single and medium scale business. In addition, the Board of Corporate Auditors, which includes External Auditors who have a great deal of expertise, audits us strictly to monitor the management.

# Directors and Auditors



<Date of Birth>

Career summary, position, areas of responsibility, and representation of other organizations

1

Representative Director and President

**Takayo Kotani**

(Name on family register: Takayo Oda)

<August 26, 1977>



Number of shares held:  
1,968,532 shares

April 2008	Joined the Company
October 2008	Manager of R&D Section
April 2009	General Manager of R&D Department
April 2019	Executive Officer and General Manager of R&D Department
June 2019	Executive Officer and General Manager of R&D Division
June 2020	Managing Director and General Manager of R&D Division
October 2020	Director, Executive Vice President and General Manager of R&D Division
June 2021	Representative Director and President (to present)

2

Executive Managing Director and General Manager of Manufacturing Division

### Yasushi Kitagawa

<August 12, 1958>



Number of shares held:  
4,800 shares

September 2007    Joined the Company  
 November 2007    Deputy General Manager of Manufacturing Division  
 April 2008        Deputy General Manager of Manufacturing Division and Quality Assurance Department  
 April 2009        Executive Officer, Deputy General Manager of Manufacturing Division and Quality Assurance Department  
 August 2009       Executive Officer, General Manager of Manufacturing Division and Quality Assurance Department  
 June 2010        Director and General Manager of Manufacturing Division and Quality Assurance Department  
 June 2013        Managing Director and General Manager of Manufacturing Division and Quality Assurance Department  
 June 2017        Executive Managing Director and General Manager of Manufacturing Division and Quality Assurance Department  
 July 2020        Executive Managing Director and General Manager of Manufacturing Division  
 June 2021        Executive Managing Director and General Manager of Manufacturing Division and General Manager of Purchase Division (to present)

3

Managing Director and General Manager of General Affairs Department

### Kota Oda

<June 10, 1978>



Number of shares held:  
10,000 shares

October 2015    Joined the Company as General Manager of General Affairs Department  
 April 2019        Executive Officer and General Manager of General Affairs Department  
 June 2020        Director and General Manager of General Affairs Department  
 June 2021        Managing Director and General Manager of General Affairs Department (to present)

4

Director and General Manager of Sales Division

### Tomohiro Inano

<December 13, 1962>



Number of shares held:  
3,400 shares

June 1989        Joined the Company  
 August 2005      General Manager of YUSHIN PRECISION EQUIPMENT TRADING (SHENZHEN) CO., LTD.  
 April 2008        General Manager of Chinese Area and YUSHIN PRECISION EQUIPMENT TRADING (SHENZHEN) CO., LTD.  
 July 2009        Assistant to General Manager of Sales Division  
 February 2010    Deputy General Manager of Sales Division  
 March 2011       General Manager of Sales Division  
 March 2014       Executive Officer and General Manager of Sales Division  
 June 2017        Director and General Manager of Sales Division (to present)

5

Director and General Manager of Corporate Management Department

### Masahito Fukui

<June 30, 1960>



Number of shares held:  
2,200 shares

October 2013    Joined the Company as General Manager of Internal Audit Office  
 July 2015        General Manager of Accounting Department  
 April 2017        Executive Officer and General Manager of Corporate Management Department and General Manager of Accounting Department  
 April 2020        Executive Officer and General Manager of Corporate Management Department  
 June 2020        Director and General Manager of Corporate Management Department (to present)



6

External Director

### Yasuo Nishiguchi

<October 9, 1943>

External Independent



Number of shares held:  
41,000 shares

- March 1975    Joined Kyoto Ceramic Co., Ltd. (currently Kyocera Corporation)
- June 1987    Director
- June 1992    Senior Managing Director and Representative Director
- June 1997    Executive Vice president and Representative Director
- June 1999    President and Representative Director
- June 2003    President and Representative Director and President and Executive Officer
- June 2005    Chairman of the Board and Representative Director, and Chief Executive Officer
- April 2006    Advisor and Director
- June 2009    Retired from the office of Director
- June 2014    External Director of the Company (to present)
- March 2015    Chairman and CEO of Socionext Inc.
- June 2016    Outside Director of YAMADA Consulting Group Co., Ltd.
- March 2018    Retired from Chairman and CEO of Socionext Inc.
- April 2020    Chairman of YAMADA Consulting Group Co., Ltd. (to present)

7

External Director

### Hiroshi Matsuhisa

<August 5, 1947>

External Independent



Number of shares held:  
15,000 shares

- June 1976    Research Assistant of school of precision engineering in Faculty of Engineering at Kyoto University
- October 1987    Assistant professor
- April 1994    Professor (transferred to graduate school of department of Mechanical Engineering and Science by a reorganization in 1995)
- April 2012    Professor emeritus at Kyoto University (to present)
- June 2014    External Director of the Company (to present)
- June 2016    Outside Corporate Auditor of Technology Seed Incubation Co., Ltd.
- June 2018    Retired from Outside Corporate Auditor of Technology Seed Incubation Co., Ltd.

8

External Director

### Reiko Nakayama

<April 2, 1959>

External Independent



Number of shares held:  
15,062 shares

- April 1983    Joined Japan Associated Finance Co., Ltd. (currently JAFCO Co., Ltd)
- January 1997    Joined Marusan Securities Co., Ltd.
- March 2000    General Manager of Investment information
- October 2004    General Manager of Underwriting
- October 2008    Part-time Director of LivTech, Inc.
- February 2009    Director and Head of Administrative H.Q. of LivTech, Inc.
- March 2013    Retired from the office of Director of LivTech, Inc.
- March 2015    Outside Director of LUCKLAND CO.,LTD
- March 2016    Director of LUCKLAND CO.,LTD (Audits Committee) (to present)
- June 2018    External Director of the Company (to present)
- June 2019    Outside Director of Mandom Corporation (to present)

9

Full-time Corporate Auditor

### Katsumi Noda

<August 19, 1959>



Number of shares held:  
9,014 shares

- April 1982      Joined the Company
- March 1999      Manager of Manufacturing Section 3
- December 2001    Manager of Sales Engineering Department
- April 2005      Manager of System Engineering Department
- October 2010     General Manager of System Engineering Department
- October 2019     Mandatory Retired
- June 2020      Full-time Corporate Auditor of the Company (to present)

10

External Corporate Auditor

### Hiroho Kamakura

<January 27, 1947>

External Independent



Number of shares held:  
8,000 shares

- November 1971    Joined Tohmatsu Aoki & Co. (currently "Deloitte Touche Tohmatsu LLC")
- May 1973        Registered as CPA
- July 2012        External Corporate Auditor of the Company (to present)
- July 2012        Outside Corporate Auditor of Trusco Nakayama Corporation (to present)
- March 2013      Outside Corporate Auditor of FUJIO FOOD SYSTEM CO., LTD. (currently "FUJIO FOOD GROUP INC.") (to present)
- February 2018    Outside Corporate Auditor of SymEnergy Inc. (to present)

11

External Corporate Auditor

### Naohiro Tsuda

<August 14, 1956>

New External Independent



Number of shares held:  
- shares

- April 1990      Registered as attorney
- April 1990      Joined Honda Mutsushi Law Office.
- October 1995    Joined Naniwabashi Law Office (currently "Naniwabashi Law Office LPC")
- June 2003      Outside Corporate Auditor of TOYO SHUTTER CO., LTD. (to present)
- June 2009      Senior Partner of Naniwabashi Law Office LPC (to present)
- June 2021      External Corporate Auditor of the Company (to present)

#### A message from a newly appointed Corporate Auditor:

Corporations are being called upon to fulfill their social responsibilities in terms of compliance, and today they are expected to take a proactive approach to the SDGs and ESG. YUSHIN is committed to making further progress and development as a company that contributes to such a society.

# Directors' and Auditors' Skills Matrix

We have identified skills (knowledge, experience, and ability) necessary for our Board of Directors to exercise their abilities for decision making and management auditing to proceed towards the realization of persistent grows from now onwards in the context of YUSHIN's business environment and characteristic.

Our Board of Directors is composed of members with diverse experience, knowledge and abilities, and makes decisions quickly and appropriately. Our Board of Directors fulfills its roles and responsibilities as a Board of Directors by realizing highly effective supervisory functions.

Name	Position	Gender	Management	Development, Engineering, and quality	Human resource development and sustainability	Sales and Marketing	Global	Finance and accounting	IT and DX	Governance, risk management and compliance
Takayo Kotani	Representative Director and President	Female	○	○			○			○
Yasushi Kitagawa	Executive Managing Director	Male	○	○			○		○	
Kota Oda	Managing Director	Male	○		○					○
Tomohiro Inano	Director	Male	○			○	○			
Masahito Fukui	Director	Male	○				○	○	○	
Yasuo Nishiguchi	External Director	Male	○		○	○			○	○
Hiroshi Matsuhisa	External Director	Male		○	○				○	
Reiko Nakayama	External Director	Female	○					○		○
Katsumi Noda	Full-time Corporate Auditor	Male	○	○		○				○
Hiroho Kamakura	External Corporate Auditor	Male	○					○		○
Naohiro Tsuda	External Corporate Auditor	Male	○					○		○

This table shows the three primary skills of each personnel excluding Management.  
This table does not show all knowledge or experience of each personnel.





# Data Collection

# Financial Information

## Key Indicators

	FY2012	FY2013	FY2014	FY2015
Net sales	14,240,008	14,721,643	17,909,292	17,799,020
Gross profit	5,429,937	5,770,806	7,640,276	7,277,594
Gross profit to net sales	38.1%	39.2%	42.7%	40.9%
Operating profit	1,272,895	1,498,722	2,792,058	2,304,276
Operating profit to net sales	8.9%	10.2%	15.6%	12.9%
Ordinary profit	1,265,740	1,746,573	3,095,258	2,542,871
Ordinary profit to net sales	8.9%	11.9%	17.3%	14.3%
Profit attributable to owners of parent	778,283	1,114,801	1,893,027	1,683,479
Profit attributable to owners of parent to net sales	5.5%	7.6%	10.6%	9.5%

Total assets	22,641,673	23,744,465	26,252,009	29,463,773
Return on assets	3.52%	4.81%	7.57%	6.04%
Interest-bearing debt	-	-	-	-
Net assets	18,787,344	19,865,622	21,875,926	23,970,142
Equity ratio	82.8%	83.4%	82.9%	80.6%
Return on equity	4.18%	5.78%	9.11%	7.40%

	FY2012	FY2013	FY2014	FY2015
Cash flows from operating activities	584	520	2,575	2,104
Cash flows from investing activities	(1,920)	(781)	(2,389)	(256)
Cash flows from financing activities	(409)	(351)	(569)	(560)
Cash and cash equivalents at end of period	8,013	7,564	7,506	9,089

Capital investment	2,009	1,225	1,924	682
Depreciation	166	170	282	277
R&D expenses	565	591	448	472

No. of shares issued (Shares)	17,819,033	17,819,033	17,819,033	17,819,033
No. of treasury shares (Shares)	328,960	329,376	330,197	330,904
Earnings per share (Yen)	44.50	63.74	108.24	96.26
Book value per share (Yen)	1,072.24	1,131.63	1,243.88	1,357.36
Dividends par share (Yen)	20	30	30	30
Dividend payout ratio	44.9%	47.1%	27.7%	31.2%

Employees (Persons)	571	588	589	601
---------------------	-----	-----	-----	-----

(Thousands of Yen)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	21,148,591	19,346,399	20,878,651	21,833,399	20,011,700	18,473,964
	8,442,768	7,666,369	8,461,348	8,741,219	8,020,037	7,875,173
	39.9%	39.6%	40.5%	40.0%	40.1%	42.6%
	3,086,063	2,112,643	2,358,732	2,760,802	2,309,496	2,522,141
	14.6%	10.9%	11.3%	12.6%	11.5%	13.7%
	2,921,754	2,058,192	2,432,690	2,791,364	2,205,033	2,608,925
	13.8%	10.6%	11.7%	12.8%	11.0%	14.1%
	1,908,626	1,380,273	1,626,768	1,903,435	1,532,851	1,827,868
	9.0%	7.1%	7.8%	8.7%	7.7%	9.9%
	29,409,602	30,761,736	32,572,888	33,197,260	31,933,368	34,688,675
	6.48%	4.59%	5.14%	5.79%	4.71%	5.49%
	-	-	-	-	-	-
	24,715,668	25,451,718	26,472,034	27,117,484	27,471,961	29,199,402
	83.3%	82.1%	80.6%	80.9%	85.3%	83.5%
	7.91%	5.55%	6.32%	7.17%	5.67%	6.51%

(Millions of Yen)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	2,218	1,626	1,223	2,291	3,558	3,487
	(5,105)	(471)	(2,511)	(61)	(1,475)	(1,987)
	(677)	(678)	(659)	(1,316)	(946)	(561)
	5,297	5,690	3,763	4,669	5,652	6,846
	4,754	546	652	256	198	125
	268	474	924	778	703	643
	510	619	598	413	369	347
	17,819,033	17,819,033	17,819,033	35,638,066	35,638,066	35,638,066
	331,208	331,715	331,982	1,333,548	1,602,454	1,602,518
	109.14	78.93	93.03	54.54	45.01	53.70
	1,401.54	1,444.38	1,500.75	783.03	800.04	850.95
	36	36	33	17	18	18
	33.0%	45.6%	35.5%	30.9%	40.0%	33.5%
	636	663	683	683	689	681

# Financial Information

## Consolidated Balance Sheets (Fiscal Year-end)

(Thousands of Yen)

	FY2017	FY2018	FY2019	FY2020	FY2021
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and deposits	5,734,493	5,655,106	6,362,933	8,646,219	11,690,730
Notes and accounts receivable - trade	6,479,748	7,042,925	6,844,705	5,410,654	5,563,680
Merchandise and finished goods	769,815	825,365	717,394	772,690	1,007,401
Work in process	884,830	1,117,029	1,696,139	1,120,628	987,869
Raw materials and supplies	2,179,141	3,542,893	3,619,833	3,165,533	2,987,777
Consumption taxes receivable	515,608	197,063	34,295	19,143	71,912
Other	374,476	567,362	707,880	276,266	236,954
Allowance for doubtful accounts	(21,298)	(20,151)	(18,327)	(19,247)	(36,825)
<b>Total current assets</b>	<b>16,916,816</b>	<b>18,927,595</b>	<b>19,964,853</b>	<b>19,391,889</b>	<b>22,509,500</b>
<b>Non-current assets</b>					
Property, plant and equipment					
Buildings and structures, net	6,041,212	5,424,201	4,995,284	4,554,294	4,166,174
Machinery, equipment and vehicles, net	193,037	162,285	147,766	137,466	116,036
Land	5,784,160	6,133,446	6,130,716	6,107,772	6,129,718
Construction in progress	5,749	4,855	8,549	10,199	22,001
Other, net	231,654	158,631	126,148	96,244	97,627
Total property, plant and equipment	12,255,813	11,883,420	11,408,464	10,905,978	10,531,559
Intangible assets					
Other	473,285	494,152	429,392	358,333	254,601
Total intangible assets	473,285	494,152	429,392	358,333	254,601
Investments and other assets					
Investment securities	220,783	276,387	218,062	159,973	285,724
Retirement benefit asset	292,959	274,331	294,037	285,556	296,727
Deferred tax assets	452,334	574,606	705,335	658,373	621,419
Other	149,999	162,895	196,910	193,669	209,365
Allowance for doubtful accounts	(251)	(20,501)	(19,795)	(20,403)	(20,224)
Total investments and other assets	1,115,821	1,267,720	1,394,549	1,277,168	1,393,012
<b>Total non-current assets</b>	<b>13,844,920</b>	<b>13,645,293</b>	<b>13,232,406</b>	<b>12,541,479</b>	<b>12,179,174</b>
<b>Total assets</b>	<b>30,761,736</b>	<b>32,572,888</b>	<b>33,197,260</b>	<b>31,933,368</b>	<b>34,688,675</b>

(Thousands of Yen)

	FY2017	FY2018	FY2019	FY2020	FY2021
<b>LIABILITIES</b>					
<b>Current liabilities</b>					
Notes and accounts payable - trade	1,686,219	1,764,363	1,331,229	895,133	1,933,977
Electronically recorded obligations - operating	1,306,059	1,140,929	1,035,982	803,258	839,221
Accounts payable - other	750,992	505,356	492,256	418,287	542,158
Income taxes payable	100,112	608,628	523,827	137,914	400,497
Advances received	604,929	1,175,887	1,755,449	1,270,310	789,464
Provision for bonuses	252,861	256,847	273,647	267,606	282,429
Provision for bonuses for directors	22,710	29,840	37,520	23,410	42,800
Provision for product warranties	122,870	145,325	147,609	178,399	162,715
Other	245,736	270,318	262,543	256,484	328,688
<b>Total current liabilities</b>	<b>5,092,491</b>	<b>5,897,496</b>	<b>5,860,064</b>	<b>4,250,803</b>	<b>5,321,953</b>
<b>Non-current liabilities</b>					
Provision for retirement benefits for directors	66,780	66,780	66,780	66,780	-
Retirement benefit liability	53,853	51,486	65,723	62,919	87,948
Deferred tax liabilities	37,461	32,855	37,324	34,438	35,955
Other	59,431	52,236	49,882	46,466	43,415
<b>Total noncurrent liabilities</b>	<b>217,526</b>	<b>203,358</b>	<b>219,710</b>	<b>210,603</b>	<b>167,319</b>
<b>Total liabilities</b>	<b>5,310,018</b>	<b>6,100,854</b>	<b>6,079,775</b>	<b>4,461,407</b>	<b>5,489,273</b>
<b>NET ASSETS</b>					
<b>Shareholders' equity</b>					
Share capital	1,985,666	1,985,666	1,985,666	1,985,666	1,985,666
Capital surplus	2,023,903	2,023,903	2,023,903	2,023,903	2,024,597
Retained earnings	21,273,290	22,270,517	23,579,393	24,531,217	25,848,552
Treasury shares	(353,994)	(354,848)	(1,039,026)	(1,355,167)	(1,355,222)
<b>Total shareholders' equity</b>	<b>24,928,866</b>	<b>25,925,238</b>	<b>26,549,936</b>	<b>27,185,619</b>	<b>28,503,594</b>
<b>Accumulated other comprehensive income</b>					
Valuation difference on available-for-sale securities	58,545	97,103	56,815	16,443	103,840
Foreign currency translation adjustment	203,291	164,323	184,923	(34,487)	290,333
Remeasurements of defined benefit plans	67,699	56,982	69,743	62,169	64,753
<b>Total accumulated other comprehensive income</b>	<b>329,536</b>	<b>318,409</b>	<b>311,482</b>	<b>44,125</b>	<b>458,927</b>
<b>Non-controlling interests</b>	<b>193,315</b>	<b>228,385</b>	<b>256,066</b>	<b>242,216</b>	<b>236,879</b>
<b>Total net assets</b>	<b>25,451,718</b>	<b>26,472,034</b>	<b>27,117,484</b>	<b>27,471,961</b>	<b>29,199,402</b>
<b>Total liabilities and net assets</b>	<b>30,761,736</b>	<b>32,572,888</b>	<b>33,197,260</b>	<b>31,933,368</b>	<b>34,688,675</b>

# Financial Information

## Consolidated Statements of Income

(Thousands of Yen)

	FY2017	FY2018	FY2019	FY2020	FY2021
<b>Net sales</b>	<b>19,346,399</b>	<b>20,878,651</b>	<b>21,833,399</b>	<b>20,011,700</b>	<b>18,473,964</b>
Cost of sales	11,680,029	12,417,302	13,092,179	11,991,662	10,598,790
Cost to net sales	60.4%	59.5%	60.0%	59.9%	57.4%
<b>Gross profit</b>	<b>7,666,369</b>	<b>8,461,348</b>	<b>8,741,219</b>	<b>8,020,037</b>	<b>7,875,173</b>
Gross profit to net sales	39.6%	40.5%	40.0%	40.1%	42.6%
Selling, general and administrative expenses	5,553,726	6,102,616	5,980,416	5,710,541	5,353,032
<b>Operating profit</b>	<b>2,112,643</b>	<b>2,358,732</b>	<b>2,760,802</b>	<b>2,309,496</b>	<b>2,522,141</b>
Operating profit to net sales	10.9%	11.3%	12.6%	11.5%	13.7%
Non-operating income					
Interest income	6,072	5,900	5,316	6,782	6,139
Dividend income	4,683	4,697	5,162	6,646	5,743
Purchase discounts	12,556	14,657	13,410	10,126	6,846
Foreign exchange gains	-	-	-	-	34,653
Subsidy income	22,942	89,268	49,499	-	15,552
Other	35,651	14,908	36,555	22,928	19,384
Total non-operating income	81,905	129,431	109,943	46,484	88,319
Non-operating expenses					
Sales discounts	1,209	647	1,105	1,170	606
Foreign exchange losses	129,316	54,302	77,406	147,975	-
Other	5,830	523	869	1,801	928
Total non-operating expenses	136,356	55,473	79,381	150,947	1,535
<b>Ordinary profit</b>	<b>2,058,192</b>	<b>2,432,690</b>	<b>2,791,364</b>	<b>2,205,033</b>	<b>2,608,925</b>
Ordinary profit to net sales	10.6%	11.7%	12.8%	11.0%	14.1%
Extraordinary income					
Gain on sales of non-current assets	1,755	7,268	2,423	5,669	1,964
Gain on sales of investment securities	574	-	-	-	-
Total extraordinary income	2,329	7,268	2,423	5,669	1,964
Extraordinary losses					
Loss on sales and retirement of non-current assets	50,881	1,682	9,924	1,185	74
Other	-	92	214	1,000	-
Total extraordinary losses	50,881	1,775	10,138	2,185	74
<b>Profit before income taxes</b>	<b>2,009,640</b>	<b>2,438,183</b>	<b>2,783,649</b>	<b>2,208,516</b>	<b>2,610,815</b>
Total income taxes	598,005	755,337	819,799	629,267	752,971
<b>Profit</b>	<b>1,411,635</b>	<b>1,682,846</b>	<b>1,963,849</b>	<b>1,579,248</b>	<b>1,857,844</b>
Profit attributable to non-controlling interests	31,361	56,077	60,414	46,397	29,975
<b>Profit attributable to owners of parent</b>	<b>1,380,273</b>	<b>1,626,768</b>	<b>1,903,435</b>	<b>1,532,851</b>	<b>1,827,868</b>
Profit attributable to owners of parent to net sales	7.1%	7.8%	8.7%	7.7%	9.9%

## Order, Backlog and Sales

(Millions of Yen)

	FY2017	FY2018	FY2019	FY2020	FY2021
<b>Order received by product</b>					
Take-out robots	13,910	15,996	15,549	11,885	12,785
Custom-ordered equipment	3,207	3,486	3,679	2,997	2,784
Parts & maintenance service	3,114	3,264	3,418	3,168	3,145
<b>Total</b>	<b>20,232</b>	<b>22,747</b>	<b>22,647</b>	<b>18,051</b>	<b>18,715</b>
<b>Backlog of orders by product</b>					
Take-out robots	2,420	2,967	3,004	2,120	3,000
Custom-ordered equipment	1,039	2,321	3,120	2,061	1,423
Parts & maintenance service	206	247	225	208	207
<b>Total</b>	<b>3,667</b>	<b>5,536</b>	<b>6,350</b>	<b>4,390</b>	<b>4,631</b>
<b>Sales by product</b>					
Take-out robots	13,410	15,449	15,512	12,770	11,904
Custom-ordered equipment	2,832	2,204	2,880	4,056	3,422
Parts & maintenance service	3,103	3,223	3,440	3,185	3,147
<b>Total</b>	<b>19,346</b>	<b>20,878</b>	<b>21,833</b>	<b>20,011</b>	<b>18,473</b>
<b>Sales by region</b>					
Japan	7,955	8,335	9,304	8,159	6,936
China & Taiwan	2,477	3,468	2,816	2,395	2,753
Other Asia	4,200	4,594	4,876	3,504	3,032
Europe	693	687	939	2,079	1,782
North America	3,573	3,172	3,233	3,343	3,375
Others	445	620	663	527	593
<b>Total</b>	<b>19,346</b>	<b>20,878</b>	<b>21,833</b>	<b>20,011</b>	<b>18,473</b>
<b>Sales by end-user categories</b>					
Automotive products	5,511	6,106	6,724	5,792	4,247
Medical Products	902	1,087	2,705	4,303	4,878
Electronic parts	3,992	4,807	3,698	3,617	3,305
Electrical appliance	2,862	3,187	3,195	2,110	1,653
Sundry products	1,741	1,981	2,229	1,966	1,764
Containers	1,715	1,799	1,916	1,276	1,496
Discs and optical instruments	2,072	1,342	704	465	624
Others	549	565	657	478	501
<b>Total</b>	<b>19,346</b>	<b>20,878</b>	<b>21,833</b>	<b>20,011</b>	<b>18,473</b>

# Stock Information

## Stock Information

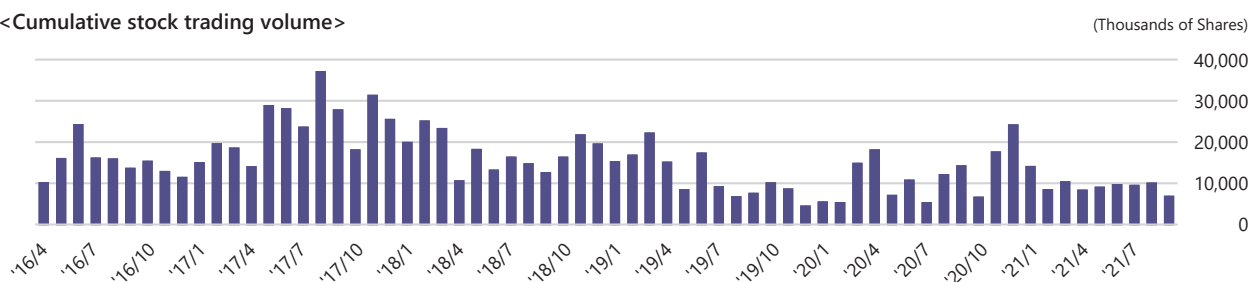
	FY2017	FY2018	FY2019	FY2020	FY2021
No. of shares issued (Shares)	17,819,033	17,819,033	35,638,066	35,638,066	35,638,066
No. of treasury shares (Shares)	331,715	331,982	1,333,548	1,602,454	1,602,518
No. of shareholders (Persons)	3,483	3,370	4,307	4,348	4,320
Cash dividends (Yen)	36	33	17	18	18
Dividend payout ratio	45.6%	35.5%	30.9%	40.0%	33.5%

## Stock Price and Volume Trends <sup>\*1</sup>

### <Stock price>



### <Cumulative stock trading volume>

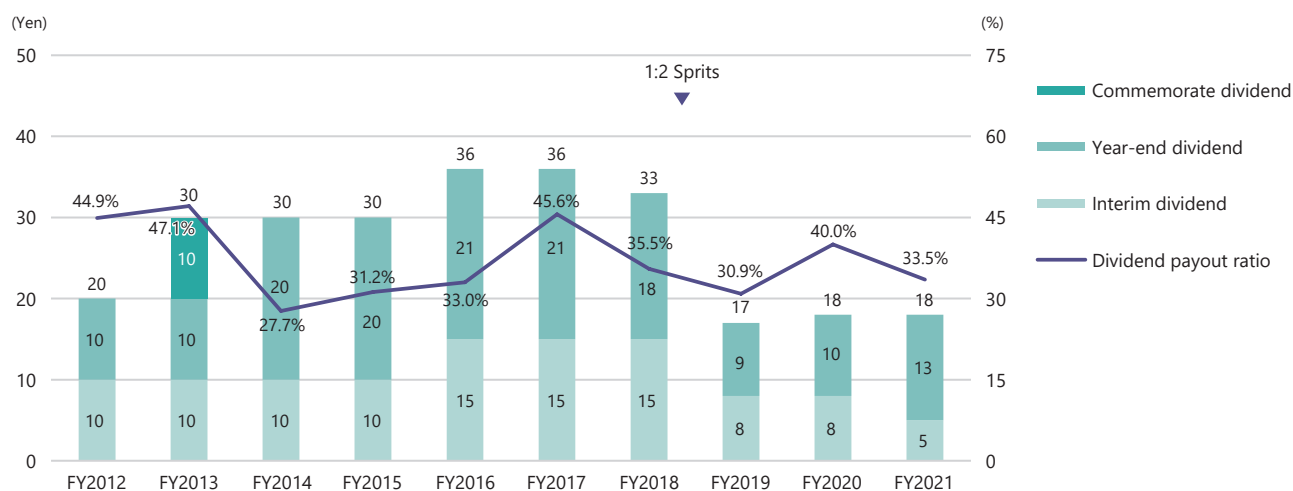


	FY2017	FY2018	FY2019	FY2020	FY2021
Highest price (yen)	1,700	1,940	1,734	1,258	1,037
Lowest price (yen)	795	1,295	774	645	593
Closing price (yen)	1,459	1,727	1,005	673	891
Total Market Value of shares (millions of yen)	51,996	61,547	35,816	23,984	31,754
Cumulative stock trading volume (shares)	18,807,800	30,204,800	19,684,100	11,242,100	14,810,300
Dividend yield	1.2%	1.0%	1.7%	2.7%	2.0%
Price earnings ratio	36.97	37.13	18.43	14.95	16.59
Price book-value ratio	2.02	2.30	1.28	0.84	1.05

<sup>\*1</sup> Trading values prior to the stock split date have been revised to take into account the stock split.

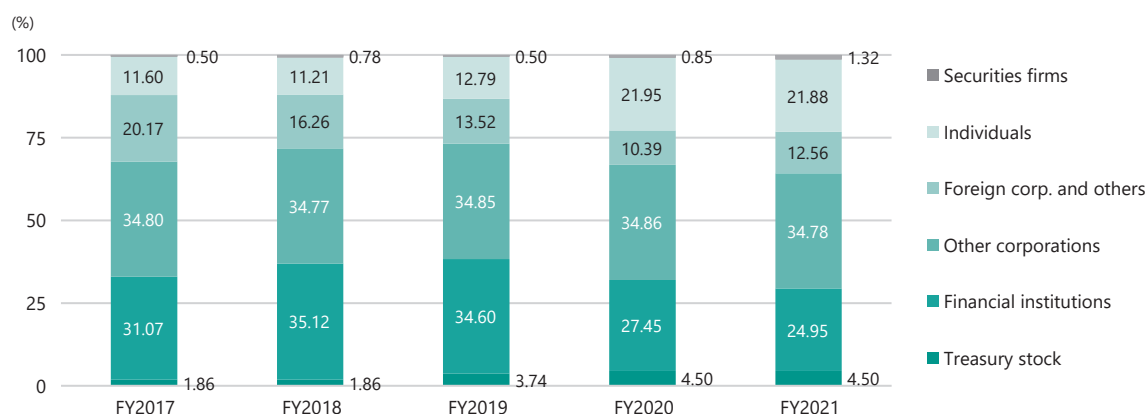


## Dividends per Share <sup>\*2</sup>



<sup>\*2</sup> The figures in the table show the actual dividend amount.

## Distribution of Stockholders



## Major Shareholders <sup>\*3, \*4</sup>

Shareholder's name	No. of shares held (Thousands)	Percentage of shares Held (%)
Yushin Industry Co., Ltd.	11,992	35.2
The Master Trust Bank of Japan, Ltd. (Trust Account)	2,238	6.6
Takayo Kotani	1,968	5.8
Miki Murata	1,847	5.4
Custody Bank of Japan, Ltd. (Trust Accounts)	1,725	5.1
The Kyoto Chuo Shinkin Bank, Ltd.	1,088	3.2
Mayumi Kotani	1,040	3.1
Custody Bank of Japan, Ltd. (Trust Accounts9)	955	2.8
RBC IST 15 PCT NON LENDING ACCOUNT - CLIENT ACCOUNT	860	2.5
MUFG Bank, Ltd.	849	2.5

<sup>\*3</sup> As of September 30, 2021

<sup>\*4</sup> Excluding 1,602,646 of treasury shares from the above table.

# General Information

## Corporate Information

Company name	YUSHIN PRECISION EQUIPMENT CO., LTD.	
President	Takayo Kotani	
Address	555 Kuzetonoshiro-cho, Minami-ku, Kyoto, 601-8205 JAPAN	
Established	October, 1973	
Capital	1,985 million yen	
No. of employees	689 persons <as of September 30, 2021>	
Fiscal year	From April 1 to March 31 of the following year	
Business description	Manufacturer of robots and automated stock machines for automated part extraction and storage from molding machines. Total system designs of flexible manufacturing systems (FMS) for plastic injection molding plants.	
Main products	Take-out robots of injection molded plastic products automated stock systems and labor-saving automation equipment.	
Directors & Auditors, etc. <as of Sep. 30, 2021>	Honorary Chairman	Mayumi Kotani
	Representative Director and President	Takayo Kotani
	Executive Managing Director	Yasushi Kitagawa
	Managing Director	Kota Oda
	Director	Tomohiro Inano
	Director	Masahito Fukui
	External Director	Yasuo Nishiguchi
	External Director	Hiroshi Matsuhisa
	External Director	Reiko Nakayama
	Corporate Auditor	Katsumi Noda
	External Corporate Auditor	Hiroho Kamakura
	External Corporate Auditor	Naohiro Tsuda





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

555 Kuzetonosiro-cho, Minami-ku, Kyoto  
601-8205 JAPAN

[www.yushin.com](http://www.yushin.com)