

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.



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Representative Director
and President

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