



# YUSHIN Report **2026**

Integrated Report  
Year Ended March, 2026

**Yushin Company**

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

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

Above all,  
reach people's hearts.

Scenery of Arashiyama, Kyoto

We deliver the power of innovation and craftsmanship born in Kyoto to manufacturing sites around the world.

Business Philosophy and Motto / Editorial Policy

Business Philosophy

Our business philosophy at Yushin is based on respect for people. It tells us to:  
Act fairly and judiciously with all our “strength, wisdom and courage” to remain  
always a trusted partner for our stakeholders.

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

Work cooperatively with our group members so that we grow as a company,  
contribute to a better world, and seek well-being in our lives.

Motto

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

|                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ■ Editorial policy                  | We have prepared this YUSHIN Report to help all of our stakeholders better understand how we create social and economic value and strive for sustainable growth. In preparing this report, we referred to the “International Integrated Reporting Framework” of the IFRS Foundation and the “Guidance for Collaborative Value Creation 2.0” of the Ministry of Economy, Trade and Industry to enhance objectivity and transparency. |
| ■ Reporting period                  | The main period covered in this report is the fiscal year ended March 31, 2026 (April 1, 2025 to March 31, 2026). Some of the contents include information outside of this period.                                                                                                                                                                                                                                                  |
| ■ Scope of report                   | This report covers Yushin Company and its 14 consolidated subsidiaries.                                                                                                                                                                                                                                                                                                                                                             |
| ■ Notes on the forecast and outlook | The forecasts and outlooks contained in this “YUSHIN Report 2026” 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.                                                                               |

Foreword

Thank you very much for taking the time to read the “YUSHIN Report 2026.”

Since 2022, the YUSHIN Group has been publishing the “YUSHIN Report (Integrated Report),” which combines financial and non-financial information, with the aim of deepening all stakeholders’ understanding of our Group. This report marks the fifth year of its publication.

In the “YUSHIN Report 2026,” we have enriched the content to help you understand how our initiatives toward achieving the Group’s medium- to long-term management goals and our growth strategies contribute to enhancing corporate value. We have included new content introducing the role and value of our robots in the plastic injection molding industry. Additionally, regarding palletizing robots—one of our growth strategies—we highlight the connection between our contribution to solving societal challenges and our own growth by showcasing their strengths, features, and implementation case studies. Furthermore, in a dialogue between the newly appointed external directors and the Representative Director, they discussed the background behind the invitation to join the board, the Group’s governance structure, and the mission of external directors.

We will continue to utilize this report as a key communication tool with our stakeholders and strive for sustainable growth and the enhancement of corporate value.

Yushin Company

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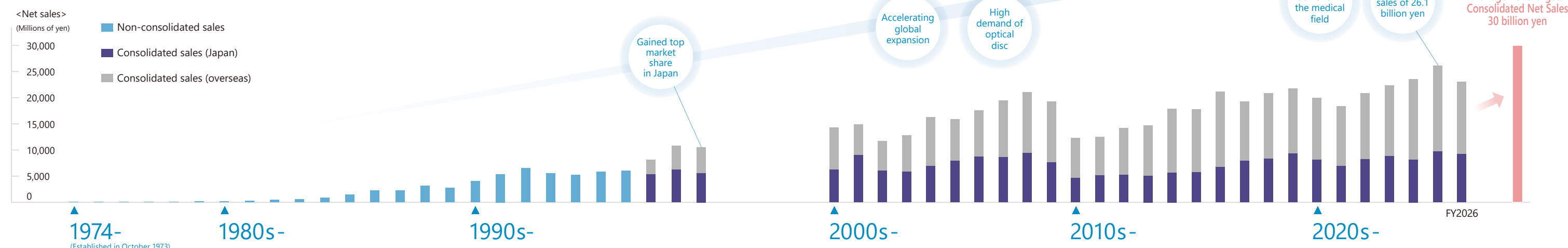
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## History of Value-Creation

Since its establishment, YUSHIN has made take-out robots for plastic injection molding as main products, and has moved forward with the development of the industry. We have actively expanded the business globally, and despite being the last entrant into take-out robot industry in Japan, have 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.



### Origins of the Company name

YUSHIN's name comes from the founder's desire to "be a trustworthy company."

"YU" means to exist and "SHIN" means to trust.

| Starting-up                                                                                                                                                                                                   | Forming the basis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Boosting existing business and expanding overseas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Accelerating overseas expansion and challenging new areas                                                                                                                                                                                                                                                                                                                                                                                                                                            | Building the foundation for growth strategy                                                                                                                                                                                                                                                                                                                                                          | Executing growth strategy |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| <p><b>The Development of the Plastics Industry</b></p> <p>Challenging the take-out robot industry as the last entrant</p> <p><b>1978</b> A swing type take-out robot released as the YUSHIN's first robot</p> | <p><b>Growing Demand for Efficiency in Manufacturing Sites</b></p> <p>Pursuing cutting-edge technology to achieve high speed, high precision, and simple operability to support our customers' problem-solving</p> <ul style="list-style-type: none"> <li>• Traverse-type take-out robot "HIT series" released</li> <li>• Stock system "ACS series" released</li> <li>• Swing-type take-out robot "HOP series" released</li> <li>• <b>First in the industry</b> SERVOLINER, all servo driven take-out robot, released</li> <li>• Completion of model unmanned molding factory "Lemon Precision" (foundation for development of molding plant FA system "Y-MAP")</li> <li>• <b>First in the industry</b> YUSHIN robots equipped with a colored touch-panel controller</li> <li>• Digital control gate cut stock system "G-CUTTER Series" released</li> </ul> <p>[Maintenance Services (Japan)] Expansion of service locations: 15 locations (as of March 31, 2026)</p> | <p><b>The Digital Transition Period / Worsening Environmental Issues</b></p> <p>Using our technical strength to adapt to changing times, pursuing both productivity improvement and reduced environmental impact</p> <ul style="list-style-type: none"> <li>• Light guide plate gate processing equipment released</li> <li>• <b>World's fastest</b> take-out time: 0.069 seconds - "DRDIII" disc take-out robot released</li> <li>• Network-compatible take-out robot "WEBLINER RA Series" released</li> <li>• Environmental-friendly "ECO Vacuum®" system released</li> </ul> <p>[Maintenance Services (overseas)] Expansion of service locations: 39 locations (as of March 31, 2026)</p> | <p><b>The Advancement of Smart Solutions</b></p> <p>Realizing system solutions for our customers' factories</p> <ul style="list-style-type: none"> <li>• <b>First in the industry</b> HSA, a take-out robot with an optimum design technology, released</li> <li>• <b>First in the industry</b> FRA, a high-end take-out robot with the Active Vibration Control, released</li> <li>• INTU LINE, IoT service, released</li> <li>• Growing demand for automated product quality inspection</li> </ul> | <p><b>The Worsening Labor Shortage in Logistics Operations</b></p> <p>Leveraging core take-out robot technologies to tackle societal challenges</p> <ul style="list-style-type: none"> <li>• Palletizing robot, "PA Series" released (Venture into new businesses)</li> <li>• Environmentally-friendly "Smart ECO Vacuum (PAT.)" function equipped take-out robot "RC-SE Series" released</li> </ul> |                           |

### できない、無理だ、は出発点

The impossible is the starting point for innovation.

YUSHIN began deep within a narrow alleyway just 1,182mm wide—known as the "eel's nest" of Kyoto townhouses—along the banks of the Kamo River in Kyoto's Higashiyama district. Founder Susumu Kotani, a mechanical enthusiast, initially crafted each automation device commissioned by customers with his own unique ideas.

"The impossible is the starting point for innovation." These were words our founder often repeated whenever faced with a difficult challenge. They embody a mindset of never settling for a single solution and of approaching challenges with persistence and positive thinking. We cherish these words, which reflect our founder's spirit, and will continue to pass them on to future generations.

### Global expansion

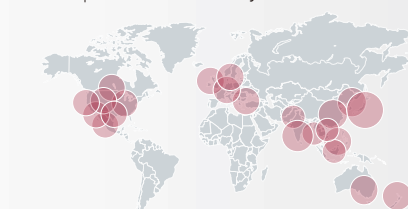
**1988** | US subsidiary established



The network expanded to various countries in Asia and Europe, which continues to this day

**2000** Korea subsidiary established  
**2001** Philippines representative office established  
 Malaysia subsidiary established  
 Thailand subsidiary established  
 Taiwan subsidiary established  
**2004** UK subsidiary established  
 Shenzhen (China) subsidiary established  
 Shanghai (China) subsidiary established  
**2007** India subsidiary established  
**2008** Guangzhou (China) subsidiary established

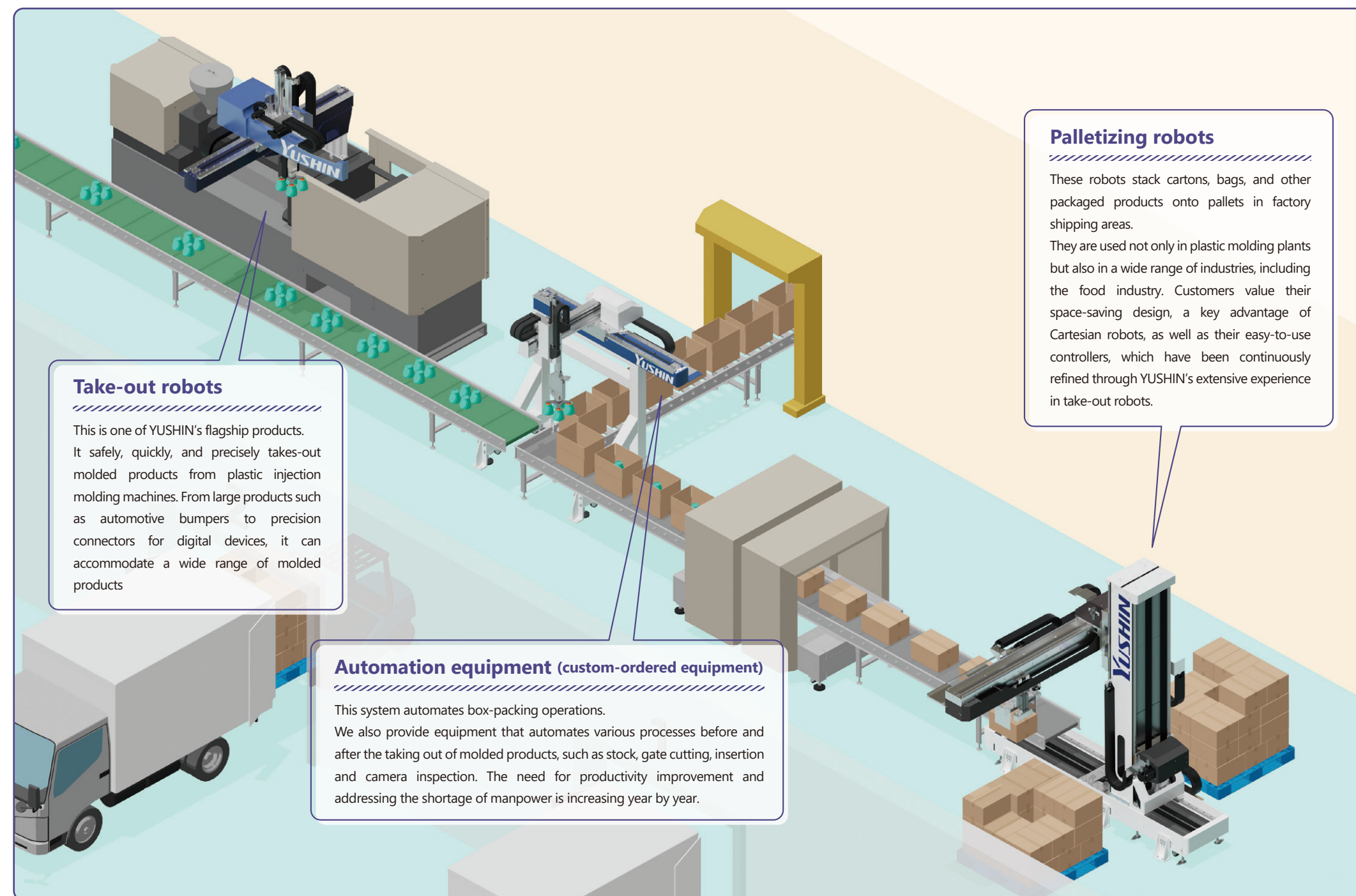
**2012** | Indonesia subsidiary established  
**2014** Vietnam subsidiary established



**2023** | Acquisition of all shares in WEMO AUTOMATION AB (Sweden)



## YUSHIN Robots Contribute to Factory Automation



YUSHIN's robots provide safety and peace of mind to factories around the world. By supporting manufacturing that achieves both higher productivity and environmental sustainability, they contribute to the realization of a sustainable society.

Videos of YUSHIN robots are available here:

**YushinChannel**

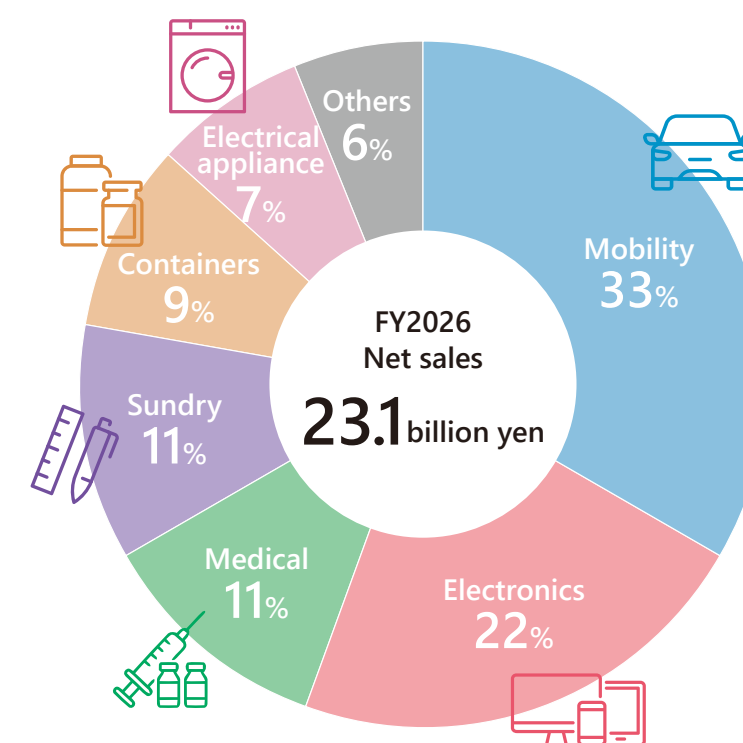


<https://www.youtube.com/YushinYPE>

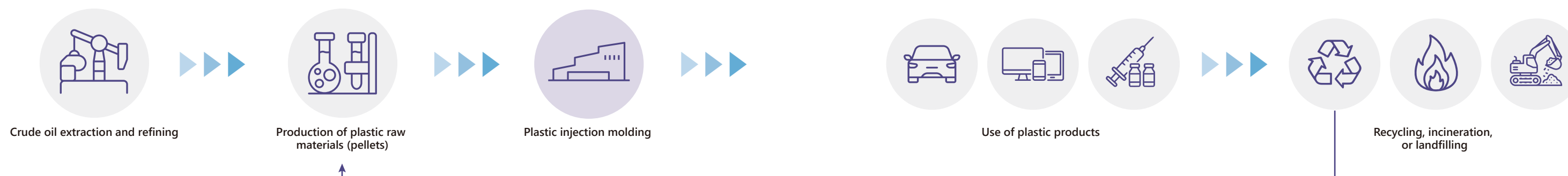


### Products Handled by YUSHIN Robots

YUSHIN robots operating in factories are not often seen by consumers. However, the products handled by YUSHIN robots are used in many aspects of our daily lives.



### Life cycle of plastic injection-molded products, the primary products handled by YUSHIN robots



## Value Creation Process

### Social issues and changing environment surrounding YUSHIN and the customers

- Addressing labor shortages in manufacturing and improving working conditions
- Movement to strengthen plastic recycling
- Growth opportunities in new industries such as EVs and AI
- Global warming countermeasures and energy conservation needs
- The need for improved living standards worldwide
- Growing geopolitical risks
- Rising energy and raw material prices

### Inputs

[ FY2026 ]

#### Financial Capital

**Strong financial strength**  
Equity ratio: 86.3%

#### Manufacturing Capital

**Fab-light management**  
Capital investment: 336 million yen

#### Intellectual Capital

**Accelerating robot motion and commitment to environmental technology**  
Research and development expenses: 901 million yen

#### Human capital

**Multinational workforce structure**  
Number of employees (consolidated): 803  
Including employees working outside Japan: 338

#### Social and relationship capital

**Wide range of users**  
Number of global sales and service base: 57

#### Natural Capital

**Purchase of electricity from renewable energy sources (in Japan)**  
Power usage: 2.188 million kWh  
Water intake\*: 6,020m<sup>3</sup>

\*HQ, Technical Center, Fushimi factory

### Business Model

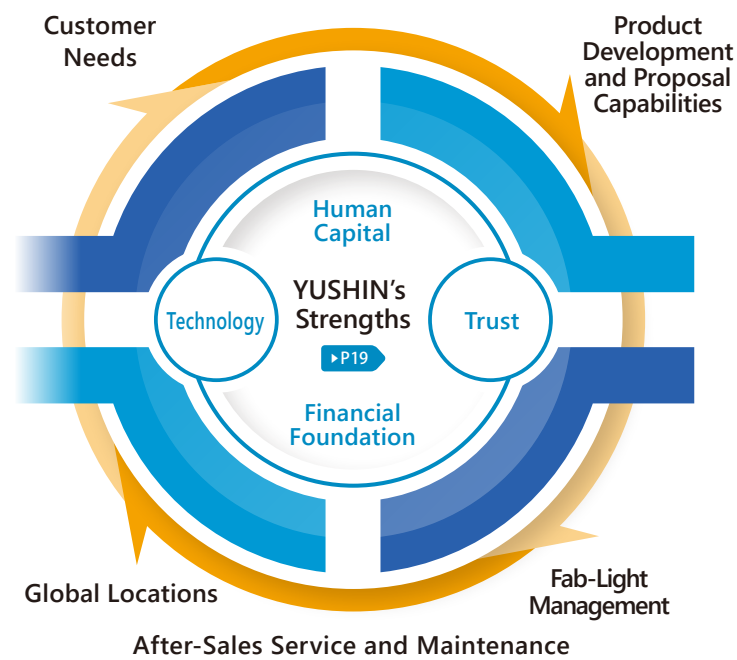
[ Medium-Term Management Target ]

**Consolidated Net Sales: 30 billion yen**

[ Management Indicators ]

**Operating Profit Ratio: 15% or higher**  
**ROE: 8% or higher**

### Enhancing Economic and Social Value



### Business Philosophy CI

### Materiality

P23

- Promoting occupational safety
- Improving customer factory productivity
- Tackling climate change
- Strengthening human capital
- Strengthening corporate governance

## Our Vision

**A company that provides products and services that delight customers and earn their trust**

**A company that contributes to society through its business activities**

**A company that provides rewarding and safe work**

### Outputs

[ FY2026 ]

**Consolidated Net Sales: 23.1 billion yen**

**Operating Profit: 0.82 billion yen**  
(Operating Profit Ratio: 3.6%)

#### Robots



#### Custom-Ordered Equipment



#### Parts and Maintenance Services



### Outcomes

#### Customers

Providing safe and secure products  
Providing products that contribute to energy savings and productivity improvement  
Providing reliable products and services

#### Employees

Enhancing job satisfaction and work environment  
Building a company we can be proud of

#### Partner companies

Sustainable value co-creation  
(pursuing social contribution and corporate value)

#### Shareholders and investors

Return of profits through a dividend policy of 30% or higher dividend payout ratio  
Enhancing shareholder value by strengthening our "earning power"

#### End consumers

Improving the standard of living for people worldwide  
Contributing to the digital industry  
Contributing to the circular economy

# Top Message

By putting our commitment to “Above all, reach people’s hearts.” into practice, we will pursue the continuous enhancement of corporate value through further strengthening our core businesses and taking on challenges in new fields.

## We want our customers to be delighted and say, “We’ve achieved great automation”

What I value most in managing YUSHIN is putting our slogan—“Above all, reach people’s hearts.”—into practice in every aspect of our business activities. My ultimate vision is for YUSHIN to be a company that provides robots and equipment that make our customers happy, allowing them to say, “We’ve achieved excellent automation.”

To achieve this, I believe it is essential to continuously refine our technology and strive to reduce costs, while also carefully inspecting our customers’ factories, finding the challenges they face, and proposing solutions—and to consistently build upon these efforts with dedication. I believe that building trusting relationships with our customers and working together with our colleagues toward a common goal are crucial to maximizing the value we provide.

YUSHIN was the last company to enter the market among manufacturers of take-out robots for plastic injection-molded parts. To expand our market share, we have focused our management resources on what our competitors cannot do and on areas they have not yet addressed. I believe that the source of YUSHIN’s differentiation—and the DNA that has been passed down from our founding to the present day—lies in our group employees working as one to strive for the creation of unique value.

The “good robots and equipment” we manufacture are those that contribute to our customers’ manufacturing processes and help them to create value. We are committed to making every effort to accurately understand our customers’ needs and to develop the technology necessary to fulfill them. Furthermore, we believe it is of the utmost importance to maintain and strengthen the peace of mind our customers feel—not only through product quality but also through our after-sales support. All of these activities are aimed at earning our customers’ trust and confidence, reflecting the spirit embodied in “YUSHIN,” the origin of our company name.

## Balancing the Full Utilization of Employee Capabilities with Sharing Our Values

Alongside customer-centric business operations, I am particularly focused on building a workplace environment and organizational structure where employees can fully utilize their capabilities. Fostering an open organizational culture where everyone can voice their ideas and creating a corporate culture that supports employees’ initiatives are crucial for us to be a company that provides value to society, and I intend to manage the company with this in mind. It is also important to share our philosophy and values and move forward toward common goals, and it is essential to foster as much two-way communication as possible. Ensuring that all employees—regardless of



**Takayo Kotani**

Representative  
Director and President,  
Ph.D. in Engineering

whether they are based in Japan or overseas—share the understanding that we can deliver value to society only if we all move forward in the same direction is a crucial initiative for steadily realizing our vision. For example, it can be difficult to convey our ideas to executives and employees at our overseas subsidiaries due to the physical distance. I intend to make every effort to bridge this gap.

Our founder described our company’s technologies and products using the term “Heartful Technology.” I interpret this phrase as embodying a strong commitment not merely to creating high-quality, high-performance equipment, but to developing excellent products with sincerity while always standing by our customers. I believe that realizing Heartful Technology requires effectively pooling the insights and

ideas not only from the Development Division but from every department within the company. By communicating the direction our company aims to take, while working to foster the right environment, I intend to bring “Heartful Technology” to life.

## Pursuing sustainable growth over the medium- to long-term by deepening our presence in new fields—including logistics—and accelerating our global expansion

In Japan and around the world, labor shortages are becoming a significant issue in manufacturing and logistics operations. In the plastics industry as well, there

is a strong demand for the automation and labor-saving measures in production facilities, and we believe our business opportunities will continue to grow.

Regarding our medium- to long-term growth strategy, we plan to solidify the leading position in take-out robots while also deepening our market penetration in new areas, such as palletizing robots that automatically load and unload packaged goods onto pallets.

We will also further accelerate our global strategy. In terms of “breadth,” there are still many countries and regions where we have not yet expanded our business, and in terms of “depth,” there are numerous areas where we have not yet fully reached our customers. It is said that there are approximately 10,000 companies engaged in plastic molding in Japan alone, and several thousand in each country across Europe and the United States. The

YUSHIN Group has production bases in Japan, China, North America, and Europe, and operates sales and service offices around the world; therefore, we intend to further advance our efforts to reach local plastic manufacturers.

### Shifting from a decline in sales in FY2026 to increase sales and returning to a growth trajectory

While the YUSHIN Group is steadily advancing initiatives to enhance corporate value in a favorable business environment over the medium- to long-term, our performance in any given fiscal year is influenced by economic conditions around the world and shifts in our customers’ willingness to make capital investments.



Looking back at our consolidated results for FY2026, Net sales declined by 11.6%, and all profit metrics fell significantly compared to the previous fiscal year. Factors contributing to the decline in earnings included the decrease in sales, higher personnel expenses resulting from proactive investment in human capital, and increased R&D expenses associated with forward-looking research and development activities. Both personnel expenses and R&D expenses are essential costs for the company to pursue sound growth, and we expect the benefits of these investments to be reflected in our financial results going forward. Even amid changes in the external environment, we will continue to implement initiatives to ensure the company remains on a steady growth trajectory.

Deepening our human capital management is one of our top management priorities. Whether it is the development and manufacturing of new technologies and equipment, the establishment of close co-creation relationships with customers, or the effective functioning of indirect departments that support smooth business operations—all of these tasks are carried out by our people. We intend to continuously strive to improve employee engagement by implementing various measures, such as operating practical training programs that help strengthen skills and establishing a performance evaluation system that boosts motivation. The quality of each employee’s daily work—and the sum of all that work—constitutes YUSHIN’s output. By promoting human capital management, we aim to build a company with a high capacity for creating added value.

### Securing an appropriate corporate valuation through dialogue with the capital markets

Regarding cash allocation, we aim to strike a balance between investments essential for medium- to long-term growth and enhanced shareholder returns. We have consistently provided stable returns to shareholders, based on a dividend payout ratio of 30% or higher.

As mentioned earlier, the capital goods industry is characterized by sharp fluctuations in demand, so it is necessary to retain a certain amount of cash in preparation for economic downturns. While we are naturally mindful of capital efficiency, we believe it is most important to improve the numerator of ROE—that is, Operating profit and net profit. We will enhance our return on capital by achieving growth.

Since 2022, YUSHIN’s stock price has remained below 1,000 yen, and its PBR has consistently remained below 1x for an extended period. We believe one of the factors contributing to the sluggish stock price and PBR is our failure to sufficiently convey the strengths of YUSHIN’s business model and the growth potential of our operations to shareholders, investors, and analysts. While we will, of course, strive to improve our business performance, we will also continue to engage in ongoing dialogue with our shareholders and other stakeholders.

### Aiming to be a corporate group that continues to earn the trust that “We can count on YUSHIN”

Developing and providing robots and equipment that are safe, environmentally friendly, and, above all, contribute to improving our customers’ productivity—that remains our unwavering responsibility.

YUSHIN has grown to operate globally, with more than 50 locations worldwide. We will continue to make every effort in our management to ensure that we remain a company that customers around the world can trust, saying, “We can count on YUSHIN.”

We would like to express our gratitude to our shareholders and all other stakeholders for their understanding and support of our company. We will redouble our efforts to build a company that contributes to society and achieves growth, and we look forward to your continued support.

## Vision and Medium- to Long-Term Management Targets

### ■ Vision

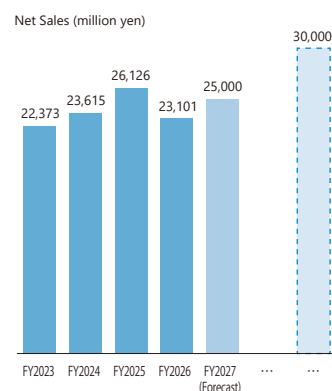
- A company that provides products and services that delight customers and earn their trust.
- A company that contributes to society through its business activities.
- A company that provides rewarding and safe work.

## Global Share No.1

### ■ Medium- to Long-Term Management Targets and Strategies

#### Medium-term Management Targets

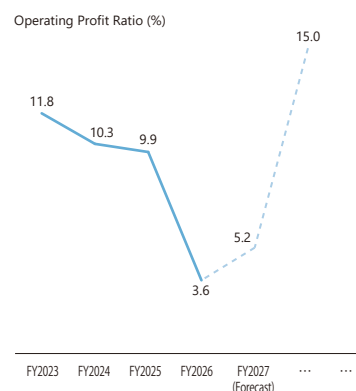
Consolidated Net Sales  
**30 billion yen**



- We will reassess the timeline for achieving our medium-term management targets (consolidated net sales of 30 billion yen) in light of the current business environment
- We aim to achieve this goal as soon as possible by promoting initiatives to expand market share in each region and increasing sales of custom-ordered equipment

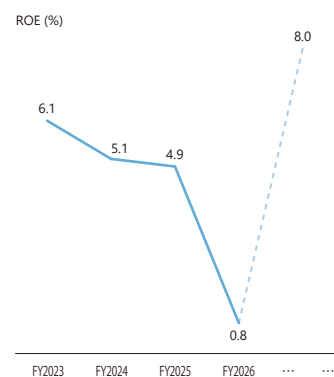
#### Long-term Management Indicators

##### Operating Profit Ratio **15% or higher**



- Recently, profit margins have declined due to upfront investments aimed at medium- to long-term growth and the impact of soaring raw material prices
- We will ensure that these upfront investments quickly translate into improved profit margins

##### ROE **8% or higher**



- We will maintain a solid financial foundation so that our customers can use our equipment and machinery, which are intended for long-term use, with confidence
- We aim to improve our ROE through the benefits of upfront investments targeting medium- to long-term growth.
- Share buybacks

#### Approach to Capital Allocation

- We will continue to make strategic investments from a long-term perspective to create products and services that contribute to solving social issues
- We will maintain a solid financial foundation to provide stable maintenance services
- In addition to the above, we will promote shareholder return initiatives that meet their expectations

##### Cash Generation

Operating CF

Cash on Hand

##### Cash Utilization

Strategic Investments

Working Capital

Shareholder Returns

Investment in Human Capital and R&D

Investments in Next-Generation Growth and Capital Expenditures

Increase in working capital due to sales growth  
Contingency reserves

Dividends (dividend payout ratio of 30% or higher)  
and repurchase of treasury stock

### Strategy 1

### Investing in the Talent Who Will Shape the Future

#### [ Progress ]

- In light of the progress made in strengthening the organizational structure of each department within the company, we are currently promoting initiatives with a focus on talent development.

#### [ Specific Initiatives ]

- Promote initiatives to strengthen human capital centered on embedding corporate philosophy
  - Establish corporate identity and human capital development policies under the concept "Above all, reach people's hearts."
  - Build an organization that leverages the values and perspectives of diverse talent
- Revamp and enhance tiered educational systems tailored to different career stages
  - Technical training (including e-learning), next-generation leadership development, manager training
- Provide challenging jobs and a good working environment
  - "Innovation Project Suggestion System" to develop creative and independent human capital

### Strategy 2

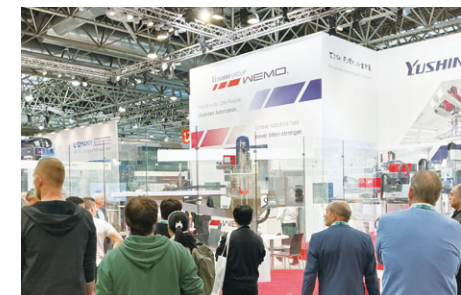
### Strengthening Global Sales Capabilities

#### [ Progress ]

- By making WEMO a group company, we have strengthened our sales capabilities in Europe. Going forward, we will further promote collaboration within the group.

#### [ Specific Initiatives ]

- Increase market share in global markets, particularly Europe, through enhanced sales capabilities
- Comply with global standards (expand products that fully comply with European safety standards)
- Target the world's leading companies
- Support customers in building their envisioned smart factories



Joint exhibition booth by YUSHIN and WEMO at a trade show held in Germany

### Strategy 3

### Enhancing Product Attractiveness

#### [ Progress ]

- Expansion of various functions that contribute to improved safety and productivity and reduced environmental impact

#### [ Specific Initiatives ]

- Develop safe and environmentally-friendly robots
  - Develop and conceptualize functions that contribute to improved workplace safety
  - Contribute to energy savings with Smart ECO Vacuum (PAT.)
- Expand products that meet customer needs
  - Develop and implement features that enhance productivity
  - Propose systems based on strong proposal capabilities
- Develop products that meet regional needs
  - Expand sales of the MKA series of high-speed take-out robots for large and extra-large molded products for North America

### Strategy 4

### Developing New Businesses

▶ P17

#### [ Progress ]

- Since the launch of our palletizing robots, sales have remained steady.

#### [ Specific Initiatives ]

- Attract new customers, especially in the food industry
  - Expand our user base to include industries such as mobility and electronics
- Help address labor shortages in manufacturing and logistics operations
- Maximize the benefits of Cartesian robots to meet a wide range of customer needs
- Continuously enhance functionality to increase product value

## ■ Medium- to Long-Term Management Targets: Strategy 4 - Developing New Businesses

### Palletizing Robots

#### ■ Growth Businesses Contributing to the Resolution of Social Issues

Our Group has identified “Developing New Business” as one of its strategies for achieving its medium- to long-term management targets, and we are actively engaged in the palletizing robot business.

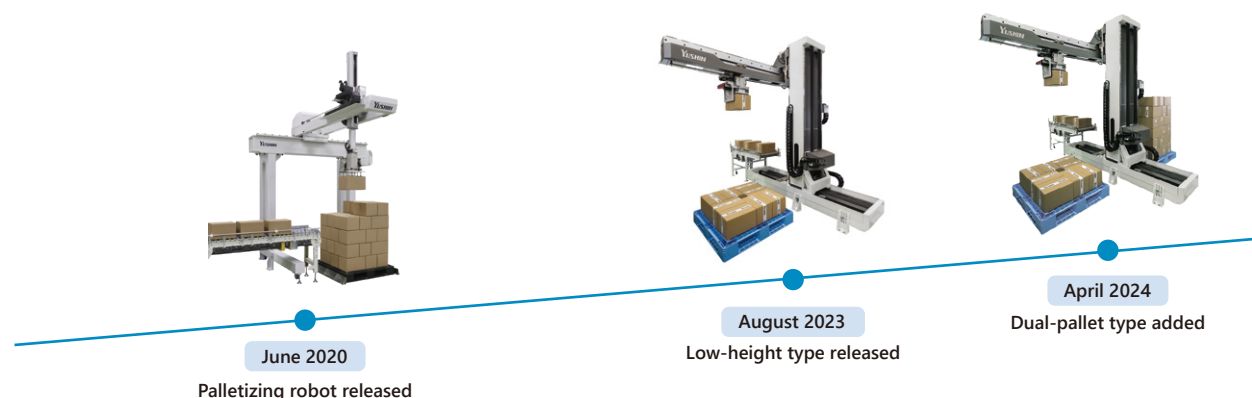
Palletizing robots are machines that automatically arrange and stack products—such as those in cardboard boxes or bags—onto pallets. They also support “depalletizing,” the process of unloading goods stacked on pallets onto conveyors or other systems.

In packaging and logistics operations, key challenges include addressing the worsening labor shortage, the “2024 logistics problem,” and the increasing volume of goods driven by the expansion of the e-commerce market. Furthermore, loading and unloading tasks place a heavy physical strain on workers, making the improvement of occupational safety and health a critical priority. By automating these tasks, palletizing robots not only reduce labor requirements and improve work efficiency but also help alleviate the burden on workers and lower the risk of workplace accidents.

#### ■ Leveraging Growing Automation Demand to Expand into Packaging and Logistics

Our entry into the palletizing robot business was driven by the rapidly growing demand for automation in packaging and logistics operations. Through the increasing number of inquiries and their content, we have come to realize the severity of the challenges faced on the logistics operations and the strong demand for automation.

Viewing these changes in the market environment as an opportunity for growth, we launched the “PA Series” in June 2020 and made a full-scale entry into the palletizing robot business. Since then, we have steadily increased sales by meeting the automation needs of our customers' logistics processes at their factories.



#### ■ Our Strength Lies in the Technology and Network Developed Through Our Take-out Robots

Our palletizing robots were developed by applying core technologies from take-out robots—technologies we have cultivated over many years in the plastic injection molding industry. Since their launch, we have been committed to enhancing product value through continuous functional improvements and expansion of our product lineup.

One of the key features of our products is “space-saving & free access.” In logistics facilities, the introduction of automated equipment has historically been prevented by constraints such as limited installation space. Thanks to their compact design—which leverages the structure of Cartesian robots—our palletizing robots can be deployed even in locations where installation was previously difficult. Furthermore, through “intuitive operability” and “energy-saving performance,” they contribute to improving work efficiency and reducing environmental impact at our customers' logistics sites.

In addition, by leveraging the service network we have built through our take-out robot business, we provide prompt support ranging from installation to parts and maintenance services. Our ability to deliver high quality and a robust support system despite this being a new business is a unique strength of our company.

#### ■ Taking on New Industries and Pursuing Further Growth

The palletizing robot business is also helping us attract new customer segments. We are expanding into industries with which we previously had no ties—starting with the food industry—and successfully opening up new markets.

Looking ahead, demand for automation is expected to rise even further against the backdrop of increasing logistics volumes and a worsening labor shortage. Aiming to realize our vision of “palletizing robots everywhere goods are moved,” we will first focus on raising awareness of our Cartesian palletizing robots in the domestic market. While keeping future global expansion in mind, we will continue to advance initiatives aimed at further growth.

#### Case Studies on the Implementation of Palletizing Robots

Please visit our website for interviews with customers and other case studies.



<https://www.yushin.com/ja/products/palletizing/casestudy/>



##### Renkon San Kyodai

#### Overcoming the Physical Demands of Farm Work and Hiring Challenges with YUSHIN's Palletizing Robots Automation in Limited Spaces and On-Site Improvements to Eliminate Errors



##### Challenges

- During the ice-packing process at shipment, the weight of the items being handled had increased (to over 10 kg), making the physical strain on workers and the risk of lower back pain major concerns.
- Due to regional characteristics, there were recruitment difficulties and concerns about a labor shortage, creating a need to establish a stable shipping system that would not be affected by fluctuations in staffing levels.
- A significant amount of time was spent on on-site tasks such as issuing work instructions, making it difficult for employees to focus on their core duties.

##### Solutions

- They adopted YUSHIN's Cartesian palletizing robot, which enables an efficient layout even in limited spaces.
- In addition to preliminary estimates of processing capacity and costs, a support system that carefully addressed non-standard, individual requirements helped drive the decision to implement the solution.
- They adopted a conveying method tailored to the shape of the styrofoam boxes—which have uneven surfaces on the sides—to achieve stable automated handling.

##### Results

- Human errors, such as misloading items during manual handling, were significantly reduced, eliminating shipping issues.
- The management workload on the shop floor was reduced, lightening the burden on employees and allowing them to focus on their core duties.
- They secured the processing capacity to handle even a doubling of shipment volume, achieving a level of automation that supports future production expansion plans.

##### れんこん三兄弟



An agricultural production corporation that produces and sells “Beautiful Skin Lotus Root” in Ibaraki Prefecture

##### Panasonic Energy Co., Ltd.

#### YUSHIN's Palletizing Robots Enable Automation of Specialized Pallets and Complex Movements A System for Stable Operations Supporting a Zero-CO<sub>2</sub> Factory



##### Challenges

- As the distance for transporting goods between buildings increased following the factory relocation, it became necessary to establish a highly efficient automated transshipment system to optimize the entire logistics flow.
- It was necessary to accommodate a wide range of transport conditions, such as specialized pallet sizes and varying box orientations for different products.
- Within the limited timeframe before the new factory went into operation, it was necessary to quickly build a system that integrated smoothly with equipment in the upstream and downstream processes.

##### Solutions

- They adopted YUSHIN's highly flexible robots, which feature simultaneous loading onto multiple pallets and a 90° rotation function for the robot gripper.
- Through prompt responses to inquiries and coordination of equipment integration across multiple companies, they successfully completed the implementation within the short lead time as planned.
- The system features an intuitive interface that requires no advanced technical knowledge—it's as easy to use as a household appliance—thereby creating an operational environment that is easy to manage on the shop floor.

##### Results

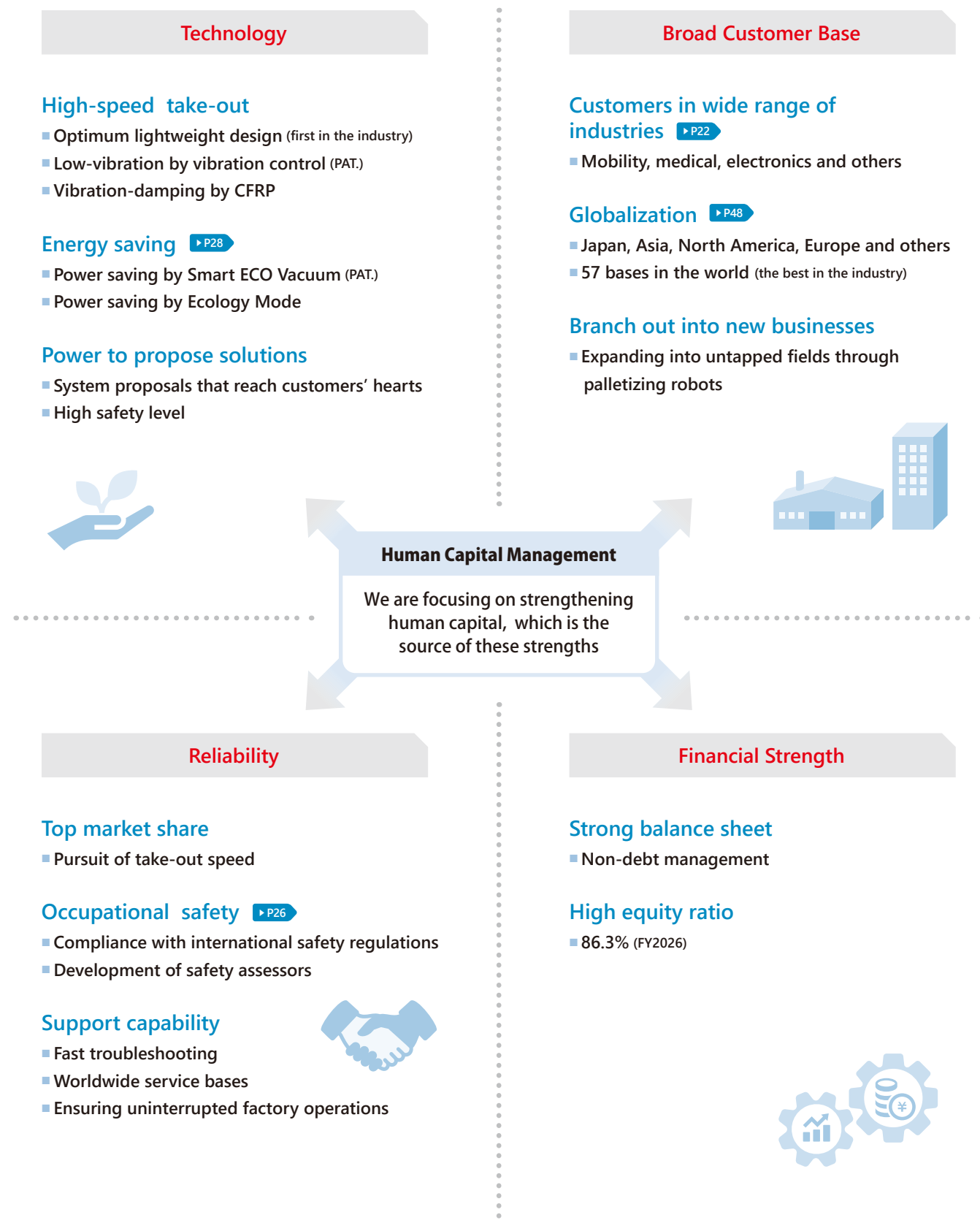
- Since its introduction, the system has maintained stable operation over the long term, establishing the foundation for an efficient automated material-handling system throughout the entire factory, including inter-building transport.
- This enabled on-site staff to take the lead in operations, reducing the workload on the production engineering department and cutting training costs.
- The system has achieved a high level of satisfaction across all aspects and has become a critical foundation supporting automation on the production floor.

##### Panasonic ENERGY



An environmentally friendly “zero-CO<sub>2</sub> factory” producing 48 million dry-cell batteries per month

## YUSHIN's Strengths



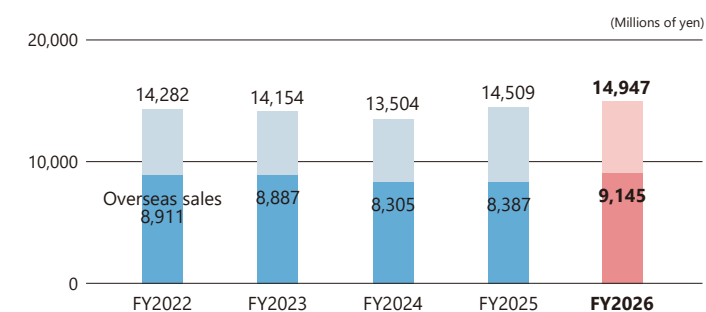
## Sales and Growth Strategy

### Product Category

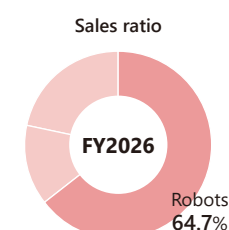
#### Robots

##### Future Growth Strategy

We continue to develop products that meet regional and industry requirements. We will also make further efforts to develop products that reduce the environmental impact and increase the added value of take-out robots. In Europe, we will work to increase our share of the take-out robot market through WEMO. We will also advance product expansion into sectors beyond the plastics industry, such as palletizing robots.



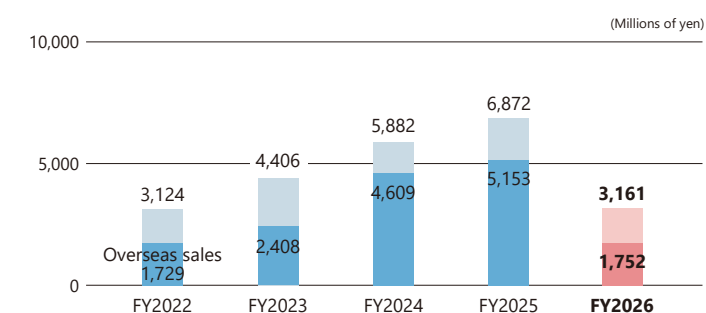
- Increased 438 million yen (3.0%) year on year to 14,947 million yen.
- Sales remained steady in Asia, particularly in China.



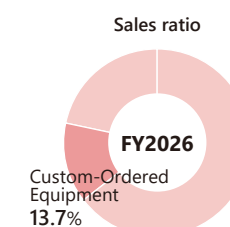
#### Custom-Ordered Equipment

##### Future Growth Strategy

Due to the shortage of human resources, the need for automation is increasing both in Japan and overseas. We will continue to focus on custom-ordered equipment (system projects) that have synergy with take-out robots and provide solutions that benefit our customers.



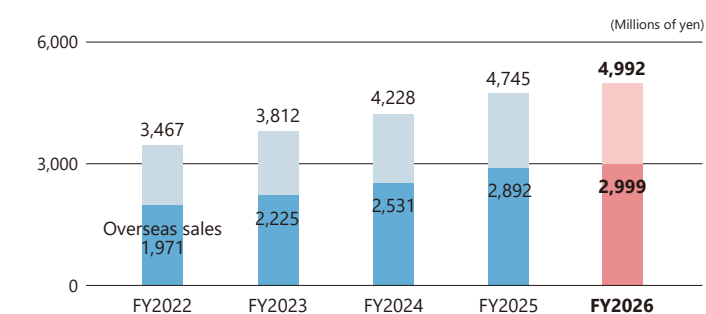
- Decreased 3,710 million yen (54.0%) year on year to 3,161 million yen.
- Sales from large-scale medical-related projects decreased significantly.



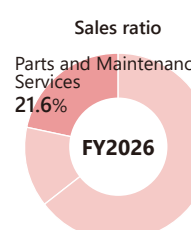
#### Parts and Maintenance Services

##### Future Growth Strategy

One of our competitive advantages over other companies is our service network, which is the best in the industry. We will continue to focus on attracting and training the people who will support our global expansion and develop high-quality services around the world.

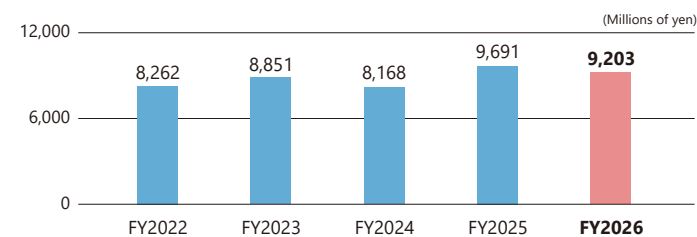


- Increased 246 million yen (5.2%) year on year to 4,992 million yen.
- Sales have been steadily increasing alongside the rise in the number of units in operation globally.

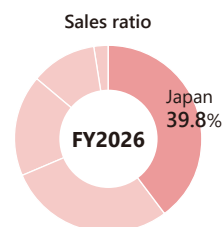


## Sales by Region

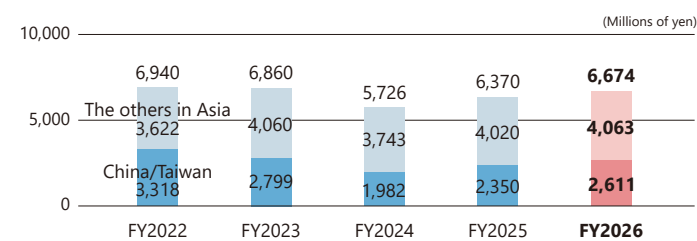
### Japan



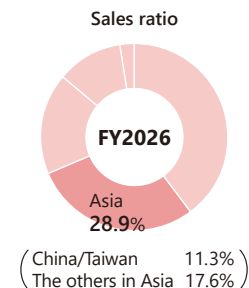
- Decreased 488 million yen (5.0%) year on year to 9,203 million yen.
- Growth in palletizing robot sales despite weak capital investment demand.



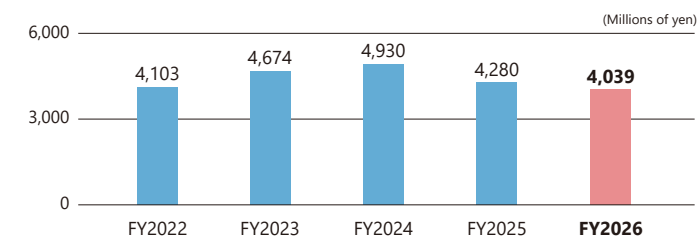
### Asia



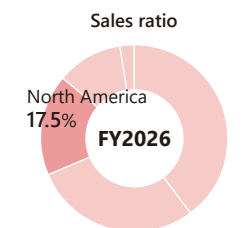
- Increased 303 million yen (4.8%) year on year to 6,674 million yen.
- Solid robot sales, particularly in China.



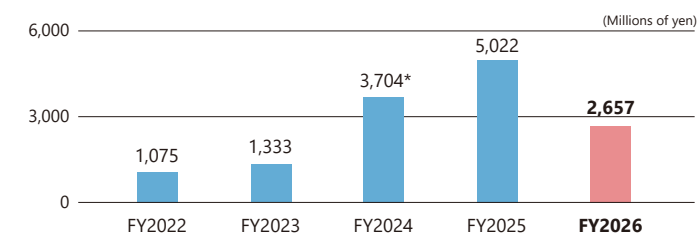
### North America



- Decreased 241 million yen (5.6%) year on year to 4,039 million yen.
- Sluggish sales due to weaker capital investment demand.

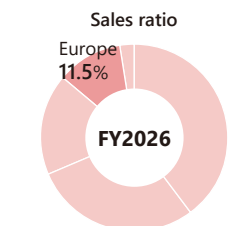


### Europe

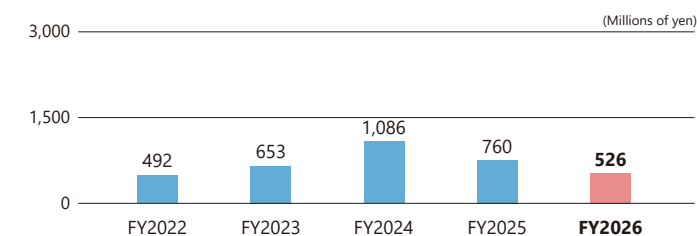


- Decreased 2,364 million yen (47.1%) year on year to 2,657 million yen.
- Sales growth at WEMO despite a significant decline in sales of medical-related custom-ordered equipment.

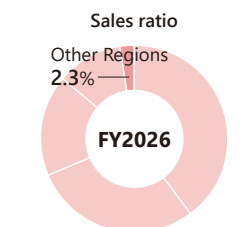
\*Sales of WEMO for FY2024 reflect only nine months of operations.



### Other Regions



- Decreased 234 million yen (30.9%) year on year to 526 million yen.



### Future Growth Strategy

We will further strengthen our global sales and maintenance service network, targeting leading companies in countries around the world.

In Europe, where the market is large but the Group's market share remains relatively low, we will leverage WEMO as a foothold and place particular emphasis on strengthening our sales structure and enhancing compliance with European standards. In Japan, North America, and Europe, demand for automation and labor-saving solutions is high due to labor shortages and is expected to continue growing. To capture this demand, we will further strengthen our proposal capabilities, proposals involving custom-ordered equipment.

## Sales by End-User Industry

Our robots are used in factories that manufacture plastic injection molded products. We are therefore expanding our business into a wide range of industries that use plastics. The mobility industry, led by the automotive industry, is expected to continue to grow in the future, as many parts are now being replaced by plastic, and there is also a need for further weight reduction due to the shift to electric vehicles. In the medical industry, there is a large production of plastic products for hygiene reasons, and for our company, which has strengths in the speed and accuracy of robot operation, this is an industry with a high degree of affinity. In addition, we can also expect hardware growth in new areas, including AI.

In FY2026, sales to the medical industry declined significantly; however, sales to the mobility sector remained strong.

### Future Growth Strategy

We believe that the need for plastics will be stronger than ever in the mobility industry, where lighter weight is required, and in the medical industry, where hygiene is often a consideration, and we expect these industries to be the drivers of our business development in the future. Therefore, we will focus on product development that meets the needs of each industry.

Currently, we are diversifying our risks by expanding into a wide range of industries in the event that a specific industry goes into recession. In the future, we will aim to further diversify target industries by meeting the needs of new industries (such as the food industry).

### Sales (Millions of yen)



\*"Discs and optical instruments" has been merged with "Electronics."

## Materiality

In order to realize a sustainable society and increase our corporate value over the medium- to long-term, the YUSHIN Group has established the YUSHIN Group's Sustainability Basic Policy and has identified materiality (important issues). For each key initiative addressing materiality, we set targets and KPIs, and disclose our performance and evaluations.

### ■ Materiality Identification

In February 2023, we have identified five materiality issues for our Group to realize a sustainable society and increase corporate value over the medium- to long-term.

### ■ Materiality KPI Management (PDCA)

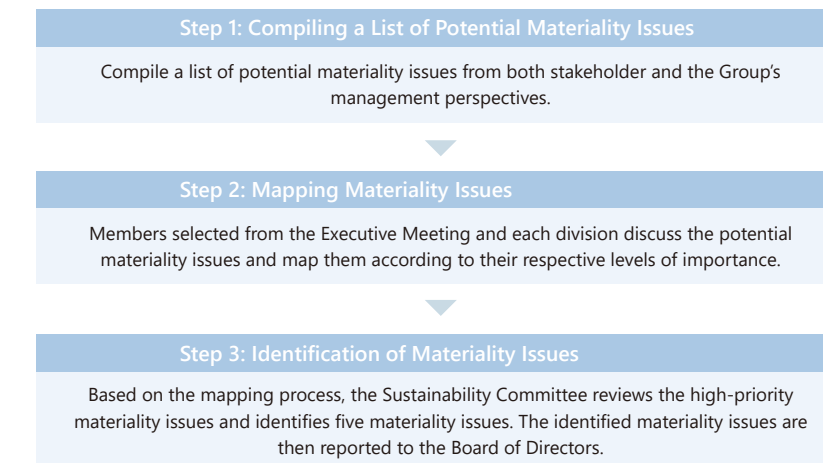
We annually review progress on targets and KPIs linked to materiality. Furthermore, to account for changes in materiality and the emergence of more appropriate metrics, we regularly review targets and KPIs, primarily through the Sustainability Committee and relevant departments and subcommittees, updating existing ones and setting new ones.

### ■ YUSHIN Group's Materiality

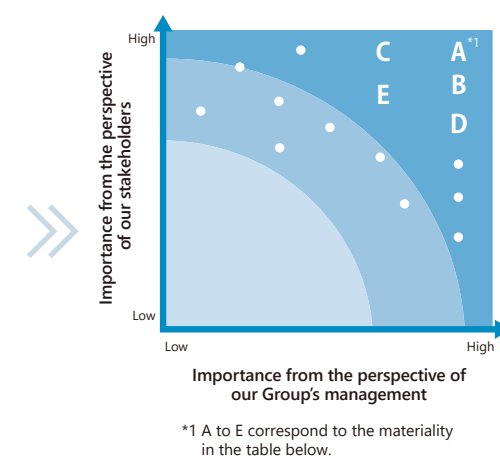
| Solving social issues through business |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                             |                                                                                                                    |                                                                                |                                        |
|----------------------------------------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|----------------------------------------|
| Materialities                          |                                                                                                  | Related SDGs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Why we think it is important                                                                                                                                                                | Main measures                                                                                                      | FY2026 Goals and KPIs                                                          | FY2026 results and evaluations         |
| A                                      | Promoting occupational safety<br>▶ P26~                                                          |         | Because occupational safety is an important factor for us as a manufacturer of production equipment, and it leads to fundamental respect for human rights.                                  | Develop products with enhanced safety performance                                                                  | Equip all new products with safety features                                    | Equipped rate: 100%                    |
|                                        |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                             | Provide customers with trainings for occupational safety                                                           | Number of training participants                                                | Achievement rate: 99%                  |
|                                        |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                             | Holding monthly Health and Safety Committee meetings and promoting initiatives based on the Health and Safety Plan | Zero fatalities and zero lost-time injuries                                    | Achieved                               |
|                                        |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                             | Conducting human due diligence for all stakeholders                                                                | Review of human rights risks in the value chain in Japan                       | Review of human rights risks completed |
|                                        |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                             |                                                                                                                    | Distribution of human rights questionnaires to all relevant business partners  | Delivery rate: 100%                    |
| B                                      | Improving customer factory productivity                                                          |       | Because productivity improvement can bring high-value-added products to people and the products can improve living standards of people around the world including healthcare and education. | Sell high-speed and high-precision robots                                                                          | The number of orders                                                           | Not achieved                           |
|                                        |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                             | Equip with functions to improve productivity                                                                       | Equip all new products with productivity improvement functions                 | Equipped rate: 100%                    |
|                                        |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                             | Comprehensive maintenance service system                                                                           | Response times for service calls                                               | Achievement rate: 102%                 |
|                                        |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                             |                                                                                                                    |                                                                                |                                        |
|                                        |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                             |                                                                                                                    |                                                                                |                                        |
| C                                      | Tackling climate change<br>▶ P28~                                                                |       | Because climate change is a major problem that threatens the living environment for many people around the world. Corporations should address the problems as members of the world.         | Develop products with improved environmental performance                                                           | Equipped all new products with environmental features                          | Equipped rate: 100%                    |
|                                        |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                             | Calculate and disclose GHG emissions                                                                               | Continued disclosure of Scope 1 and 2 data (Japan and overseas)                | Continued data disclosure              |
|                                        |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                             | Switch the electricity used at our company's offices to renewable energy                                           | Scope 1 and 2 (Japan) GHG emissions to be reduced by 57% compared to FY2021*3  | Reduction rate: 59%                    |
|                                        |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                             | Switch from gasoline-powered cars to environmentally-friendly cars                                                 | 99% of electricity consumed in Japan to be sourced from renewable energy       | Renewable energy rate: 94%             |
|                                        |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                             | Initiatives to reduce disaster risks at our facilities and business continuity measures based on our BCP           | 55% of vehicles in Japan to be replaced with environmentally-friendly vehicles | Adoption rate: 53%                     |
|                                        | Consideration and implementation of relocating high-risk sites based on disaster risk assessment | Conducted disaster risk assessments at each location; relocated one of the high-risk locations                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                             |                                                                                                                    |                                                                                |                                        |

\*2 Goals to achieve with customers

### ■ Materiality Identification Process



### ■ Materiality mapping



| Strengthening the management base for the sustainable growth of YUSHIN Group |                                              |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                        |                                                                                                |                                                                                                      |                                                                                                                   |  |  |  |
|------------------------------------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--|--|--|
| Materialities                                                                |                                              | Related SDGs                                                                                                                                                                                                                                                | Why we think it is important                                                                                                                                                                                                           | Main measures                                                                                  | FY2026 Goals and KPIs                                                                                | FY2026 results and evaluations                                                                                    |  |  |  |
| D                                                                            | Strengthening human capital<br>▶ P31~        |    | Because the source of added value is people.                                                                                                                                                                                           | Thoroughly Implement YUSHIN Group Human Rights Policy and implement human rights due diligence | Number of human rights training: 1 per year                                                          | Held once (Themes: Our Group's basic approach to human rights and key initiatives)                                |  |  |  |
|                                                                              |                                              |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                        | Create a culture and environment conducive to innovation                                       | —                                                                                                    | —                                                                                                                 |  |  |  |
|                                                                              |                                              |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                        | Create a system that allows people to work continuously throughout their life stages           | Average rate of male employees taking parental leave: 50% or higher <sup>4</sup>                     | Acquisition rate: 82%                                                                                             |  |  |  |
|                                                                              |                                              |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                        | Create a good working environment                                                              | Annual paid leave acquisition rate: 60% or higher                                                    | Acquisition rate: 76%                                                                                             |  |  |  |
|                                                                              |                                              |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                        | Provide effective training                                                                     | —                                                                                                    | —                                                                                                                 |  |  |  |
|                                                                              |                                              |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                        | Instill the corporate identity (CI)                                                            | Strengthening measures to promote the adoption and implementation of our corporate philosophy        | Implementation of various initiatives (such as conducting a group-wide campaign to re-instill corporate identity) |  |  |  |
| E                                                                            | Strengthening corporate governance<br>▶ P35~ |                                                                                                                                                                          | Because lack of trust of stakeholders make business operations difficult. Penalties associated with compliance violations, decline in brand value, and data leaks due to security failures also can be threats against the operations. | Enhancing the functionality of the Board of Directors                                          | Ratio of External Directors on the Board of Directors: 1/3 or higher                                 | Achieved                                                                                                          |  |  |  |
|                                                                              |                                              |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                        | Maintaining the effectiveness of the Nomination and Remuneration Committee                     | Ratio of External Directors on the Nomination and Remuneration Committee: 2/3 or higher <sup>5</sup> | Achieved                                                                                                          |  |  |  |
|                                                                              |                                              |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                        | Evaluate the effectiveness of the Board of Directors                                           | Evaluation of effectiveness and improvements based on questionnaires                                 | Implemented                                                                                                       |  |  |  |
|                                                                              |                                              |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                        | Make employees attend compliance training                                                      | Number of compliance training sessions: 2 per year                                                   | Held twice (Themes: Harassment related to pregnancy/childbirth/parental leave, Product Liability Act)             |  |  |  |
|                                                                              |                                              |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                        | Improve data security                                                                          | Number of training sessions on information security and improving IT literacy: 4 per year            | Held four times (Themes: Computer virus infections, information leaks)                                            |  |  |  |
|                                                                              |                                              |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                        |                                                                                                |                                                                                                      |                                                                                                                   |  |  |  |
|                                                                              |                                              |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                        |                                                                                                |                                                                                                      |                                                                                                                   |  |  |  |

\*4 Coverage period: April 1, 2025 – March 31, 2030

\*5 An external director chairs.

# Sustainability

## ■ Sustainability Basic Policy

We contribute to the creation of a sustainable society and environment, and aim to increase our corporate value by continuously developing our business, through our business activities centered on providing labor-saving solutions.

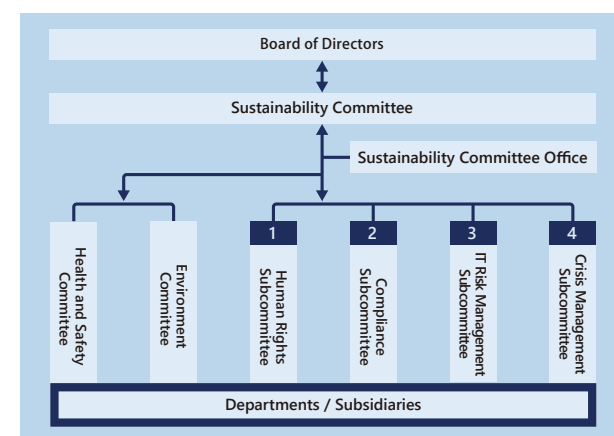
## ■ Sustainability Promotion Framework

Our company has established a Sustainability Committee chaired by the Representative Director and President. The Sustainability Committee meets regularly to advance initiatives aligned with our Sustainability Basic Policy, report the results to the Board of Directors, and disclose and publish this information externally. Furthermore, we have established a system whereby initiatives resolved by the committee and the results of their implementation are proposed to and reported to the Board of Directors, which then oversees them.

At the Sustainability Committee meetings held in FY2026, discussions focused on reviewing risk assessments and considering countermeasures; confirming the progress of goals and KPIs linked to materiality; and reviewing the progress of initiatives to reduce greenhouse gas emissions, future policies, and disclosure practices.

Furthermore, starting in March 2025, to promote cross-organizational sustainability initiatives, we established four subcommittees under the Sustainability Committee: (1) Human Rights, (2) Compliance, (3) IT Risk Management, and (4) Crisis Management. In addition, the Sustainability Committee serves as a coordinating and supervisory body for the Health and Safety Committee and the Environment Committee, receiving reports from each committee on their activity plans, results, and meeting minutes.

### ■ Sustainability Promotion Framework



### ■ Materiality and Key Initiatives for Each Subcommittee

|   |                                                                                                                                                                                                                                                                                                                     |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | <ul style="list-style-type: none"> <li>Promoting occupational safety</li> <li>-Conducting human rights due diligence covering all stakeholders</li> <li>-Strengthening human capital</li> <li>-Thorough implementation of the YUSHIN Group Human Rights Policy and conducting human rights due diligence</li> </ul> |
| 2 | <ul style="list-style-type: none"> <li>Strengthening corporate Governance</li> <li>-Compliance training for employees</li> </ul>                                                                                                                                                                                    |
| 3 | <ul style="list-style-type: none"> <li>Strengthening corporate Governance</li> <li>-Enhancing data security</li> </ul>                                                                                                                                                                                              |
| 4 | <ul style="list-style-type: none"> <li>Tackling climate change</li> <li>-Initiatives to reduce disaster risks at our facilities and business continuity measures based on our Business Continuity Plan (BCP)</li> <li>-Strengthening human capital</li> <li>-Creating a comfortable working environment</li> </ul>  |

### Message from the Sustainability Committee Secretariat

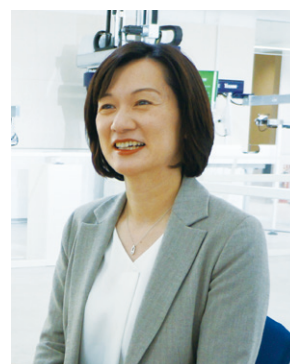
#### Deepening Our Commitment to Sustainability

Guided by our business philosophy—"to remain always a trusted partner for our stakeholders." and "to give back to society for all it has given us."—our Group is promoting sustainability management.

One of the key themes our Group is prioritizing is respect for human rights. Prompted by an increase in the number of human rights questionnaires we received from customers, we began by attending seminars to learn about business and human rights. Through this process, we were fortunate to meet with experts, and with their advice, we formulated our human rights policy and have been advancing our initiatives. As a company that provides robots designed to improve workplace safety on manufacturing floors, we continue to engage in trial and error while constantly asking ourselves what we can do to respect the human rights of all stakeholders—both those directly and indirectly connected to us.

Regarding our response to climate change, we have switched more than 99% of the electricity we consume domestically to renewable energy sources and achieved a significant reduction in Scope 2 emissions. Going forward, we will identify priority areas for Scope 3 emissions and, as the secretariat, promote collaboration among all headquarters, committees, and subcommittees to advance our initiatives.

Through company-wide efforts, we will continue to contribute to the realization of a sustainable society while striving to enhance the Group's corporate value over the medium- to long-term.



The Sustainability Committee Secretariat

Miki Murata

## ■ Promoting Occupational Safety

# Safety

## ■ Efforts for Workplace Safety at Customers' Factories

The safety of our products directly impacts the safety of our customers' factories. Therefore, we have formalized our policy regarding the safety of our products and services. Moving forward, our entire group will continue to heighten "safety" awareness, prevent workplace accidents, and provide our customers with both "progress" and "anshin".

\*"Anshin" is a Japanese word meaning ease, reassurance, relief, repose or security. At YUSHIN, we use the word as "a situation in which the customer feels that their work will run smoothly if they leave it to YUSHIN."

## ■ Product and Service Safety

### ■ Robots Equipped with Safety Standards

Our robots incorporate various safety features and comply with international safety standards. Specifically, by using redundant safety circuits, safety functions are maintained even if a malfunction occurs in one circuit.

In addition, since the motor speed is monitored, the robot's movements during teaching never exceed the safe speed, allowing for safe and worry-free operation. The robots also comply with safety standards such as EN ISO 12100, 10218, and EN 60204, and fall under Safety Category 3. They are also compatible with various national standards, including CE, GB, and KCs.



FRA series

### ■ Safety Assessors

We have been training qualified Safety Assessors, who certify knowledge and competence in machine safety based on international safety standards. We have Safety Assessors on staff in departments other than design, and they apply their knowledge as Safety Assessors in a variety of situations, from product planning and development to making safety suggestions to customers. We provide customers with products with a high level of safety through the development of these human capital, and delivers safety and anshin to workers at industrial sites.

### ■ YUSHIN School

Under the Industrial Safety and Health Act in Japan, business operators are required to provide special training for employees who work with industrial robots. YUSHIN provides this special training, YUSHIN School, both internally and externally to improve the safety knowledge and operating techniques of all people who work with YUSHIN robots. A certificate of completion is issued to those who complete the school, which serves as proof of participation.

## ■ Safety and Health - We promote safety and health in workplace based on the Safety and Health Policy.

### 《Safety and Health Policy》

- Promote occupational safety through the continuous activities of the Health and Safety Committee (Materiality)
- Develop a workplace where employees can work actively and stay healthy
- Conduct necessary safety and health education and training, and foster people who put safety before everything else
- Comply with safety and health-related laws and plant rules

### ■ Establishment of Basic Safety Guidelines

Led by the Health and Safety Committee, we reviewed the safety rules previously in place in each department and established company-wide standards covering basic guidelines such as "5S\*," "General Work," "Transportation and Handling," "Machinery and Electrical Work," and "Chemical Substance Management." We will ensure these standards are widely communicated and strictly enforced to improve safety and prevent workplace accidents.

\*An initiative aimed at improving workplace safety and productivity by organizing the work environment; it stands for Sort, Set in Order, Shine, Standardize, and Sustain.

### ■ Review of the SDS (Safety Data Sheet) Management System

We regularly verify the hazards of the chemical substances we use and the methods for their safe and proper handling, and we have overhauled our system to ensure we maintain the latest versions and comply with revisions to laws and regulations. We will properly manage the latest information on chemical substances to maintain a safe working environment and prevent workplace accidents.

## Promoting Occupational Safety

# Human Rights

### ■ Overview of the YUSHIN Group's Initiatives

Our Group's management philosophy states, "Based on respect for people, we act fairly and judiciously with all our "strength, wisdom and courage." In July 2022, we established the "YUSHIN Group Human Rights Policy."

The YUSHIN Group is a global company engaged in the development, manufacturing, and sales of equipment and systems related to factory automation, with a focus on industrial Cartesian robots. We believe that our business—which provides products and services designed to reduce the number of people working in hazardous environments and enhance worker safety—must not be conducted under any circumstances that pose human rights risks. Accordingly, we have identified two key priority issues: "Human Rights Risks in the Procurement and Manufacturing Processes" and "Human Rights Risks in the YUSHIN Group's Work Environment." While advancing initiatives to address these identified priority issues, we will promote efforts to respect human rights so that each and every employee understands the importance of human rights and recognizes that they, too, are "rights holders."

### ■ Initiatives for Respecting Human Rights

#### Initiatives within our Company

We hold internal training sessions for different levels and departments to ensure that employees not only understand the Group's initiatives for human rights, but also recognize and understand that each employee is a "rights holder."

Please visit our website for the full text of the "YUSHIN Group Human Rights Policy," as well as information on risk identification and priority issues.

<https://ir.yushincompany.jp/en/sustainability/social/human-rights.html>



| Implementation year | Targets                                                                                                                                                                                                                                                      | Contents                                                                                                | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FY2023              | <ul style="list-style-type: none"> <li>Directors</li> <li>Executive employees of Purchasing and Manufacturing Division</li> <li>Managers of General Affairs Section, Human Resources Section, and Internal Audit Office (Participation rate: 95%)</li> </ul> | (1) Explanation of the need to address human rights as companies<br>(2) Case studies at the workshop    | We have implemented these measures because we believe that it is essential for directors and executives to understand human rights and human rights policies in order to promote efforts to address these issues in the future.                                                                                                                                                                                                                                                          |
| FY2024              | Purchasing employees in Purchasing Department (Participation rate: 100%)                                                                                                                                                                                     | (1) Explanation of the need for our Company to address human rights<br>(2) Case studies at the workshop | Training was provided for employees in charge of purchasing who have close relationships with suppliers in order to conduct human rights due diligence.                                                                                                                                                                                                                                                                                                                                  |
|                     | <ul style="list-style-type: none"> <li>Directors</li> <li>All employees (Japan and overseas seconded employees) (Survey response rate: 97%)</li> </ul>                                                                                                       | (1) Relationship between the SDGs and human rights<br>(2) Questionnaire on human rights risks           | The purpose of the training was to promote a broad understanding of human rights.                                                                                                                                                                                                                                                                                                                                                                                                        |
| FY2025              | Employees in charge of the development, manufacturing, quality control, and materials departments                                                                                                                                                            | (1) Explanation of the need for our Company to address human rights<br>(2) Case studies at the workshop | This session was conducted to introduce examples of human rights violations within our industry and human rights risks among stakeholders in our value chain, with the aim of encouraging participants to consider the connection between their own work and human rights                                                                                                                                                                                                                |
| FY2026              | Directors<br>All employees (Japan and overseas seconded employees) (Survey response rate: 93%)                                                                                                                                                               | (1) Delivering the top messages<br>(2) Questionnaire on human rights risks                              | In conjunction with "Human Rights Week," as designated by the Ministry of Justice, we shared with all employees a message from Representative Director and President regarding respect for human rights, as well as our Group's fundamental approach to human rights and our key initiatives. Through these communications, we reaffirmed the importance of respecting human rights with all employees and sought to enhance the understanding and awareness of each and every employee. |

#### Initiatives within our Company

As we did in FY2025, we have sent questionnaires to our business partners who are contributing to the manufacture of our products in FY2026. We will continue to send out questionnaires, analyze the responses we receive, and engage in dialogue with our business partners based on the results of that analysis.

### ■ Looking Ahead

In March 2025, we established the Human Rights Subcommittee with the aim of deepening dialogue with frontline employees and promoting more effective human rights initiatives. During the first year, we engaged in repeated dialogue between subcommittee members and external experts, working to build a foundation for implementing human rights initiatives across our Group.

Starting in FY2027, we will continue to engage in dialogue with stakeholders, including external experts, while working to address any adverse impacts identified through training and human rights questionnaires, and we will begin developing complaint-handling mechanisms (such as the Group's internal whistleblower system).

## Tackling Climate Change

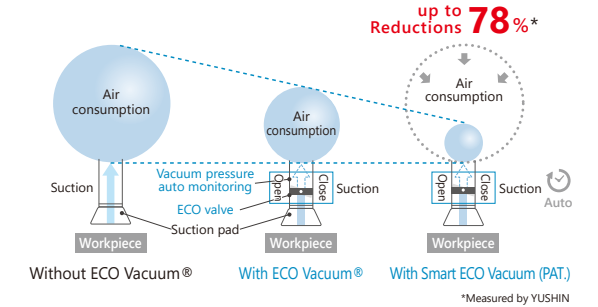
# Environmentally-Friendly Products / Efforts to Fight Climate Change and Decarbonization

### ■ Environmental-Friendly 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.) 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 air compressors.



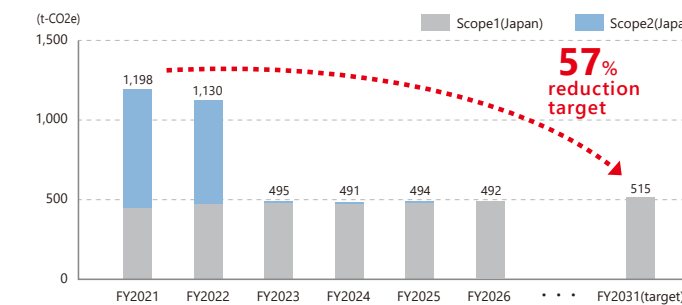
### ■ Reduction of Greenhouse Gas Emissions

For domestic Scope 1 and 2 emissions (direct emissions from in-house fuel use, and indirect emissions from electric power we buy and heat), we have set a target to reduce total emissions by 57% compared to FY2021 by the end of FY2031, and we are moving forward with initiatives to achieve this. Regarding overseas Scope 1 and 2 emissions, we will communicate with each overseas location to explore specific measures aimed at reducing emissions.

Furthermore, regarding Scope 3 emissions (indirect emissions other than Scope 1 and 2 [emissions from other companies related to our business activities]), we will proceed with identifying priority categories and collecting and verifying relevant data to reduce greenhouse gas emissions across the entire supply chain.

#### Greenhouse Gas Emissions

Key Point: Starting in FY2023, the adoption of electricity generated from renewable energy sources has led to a significant reduction in Scope 2 (Japan) emissions.



|        |                        | FY2021 | FY2022 | FY2023 | FY2024              | FY2025            | FY2026 |
|--------|------------------------|--------|--------|--------|---------------------|-------------------|--------|
| Scope1 | Japan                  | 456    | 480    | 493    | 489                 | 492               | 487    |
|        | Overseas <sup>*1</sup> | -      | -      | -      | 702 <sup>*2,3</sup> | 799 <sup>*3</sup> | 817    |
| Scope2 | Japan                  | 742    | 650    | 2      | 2                   | 2                 | 5      |
|        | Overseas <sup>*1</sup> | -      | -      | -      | 359 <sup>*2,3</sup> | 369 <sup>*3</sup> | 378    |

\*1 Calculations for overseas offices began in FY2024.

\*2 Regarding the FY2024 results for overseas bases, WEMO's figures are calculated for only 9 months.

\*3 Errors were identified in the calculation method used for overseas locations in FY2024 and FY2025, and the figures have been corrected accordingly.

### ■ Switching to Renewable Energy-Derived Electricity

Since April 2022, we have achieved over 99% renewable energy coverage for our domestic electricity consumption through purchasing renewable energy-sourced power and self-consumption of solar power generation. Our total annual electricity consumption across all sites in Japan is approximately 2.2 million kWh. This shift to renewable energy results in an annual reduction of approximately 900t-CO2e emissions.

### ■ Gradual Transition to Environmentally Friendly Vehicle (hybrid vehicles)

In March 2022, we decided to implement a gradual transition to environmentally friendly vehicles (hybrid vehicles).

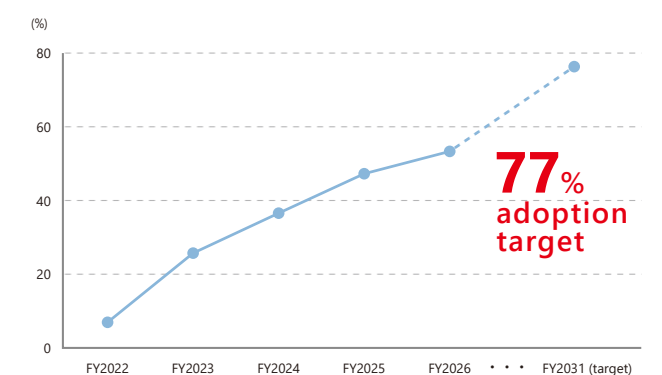
Our goal is to achieve a hybrid vehicle adoption rate of 77% by the end of FY2031, and the adoption rate for FY2026 stood at 53%. We will continue to actively introduce hybrid vehicles and promote our long-standing eco-driving practices as we strive to further enhance our environmental initiatives.

For more details on our initiatives regarding climate change and decarbonization, please visit our website.

<https://ir.yushincompany.jp/en/sustainability/environmental/decarbonization.html>



#### Hybrid Vehicle Adoption Rate



Tackling Climate Change

Disclosure Based on TCFD Recommendations



In April, 2022, YUSHIN has declared to support for the recommendations of Task Force on Climate-related Financial Disclosures which is created by Financial Stability Board (FSB). YUSHIN will further promote its effort against climate change to date, and enhance its disclosure based on the recommendations of TCFD.

Governance

Positioning of Climate Change as a Key Issue

Climate change is a serious issue that threatens the living environments of many people around the world, and as a member of society, our company has a responsibility to work toward resolving it. Based on this understanding, the YUSHIN Group has identified “Tackling Climate Change” as one of its materiality issues. We view this not only as a way to contribute to the realization of a sustainable society and environment but also as a key issue for enhancing corporate value.

Organizational Structure

The YUSHIN Group addresses the materiality of “Tackling Climate Change” under the following organizational structure. (As of the end of March 2026)

| Organizational Structure<br>(Meeting Frequency)     | Role in “Tackling Climate Change”                                                                                                                                                                                                                                                                                                                                                                                                                                            | Person in Charge                      | Members                                                                                               |
|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------------------------------------------------------------------------------|
| Board of Directors<br>(Generally once a month)      | The Board of Directors oversees the Sustainability Committee to ensure it is appropriately addressing climate change-related risks and opportunities.                                                                                                                                                                                                                                                                                                                        | Representative Director and President | 7 Directors (incl. 3 External Directors)<br>3 Corporate Auditors (incl.2 External Corporate Auditors) |
| Sustainability Committee<br>(At least twice a year) | The Sustainability Committee formulates basic policies on sustainability, promotes initiatives in line with these policies, and reports the results to the Board of Directors.                                                                                                                                                                                                                                                                                               | Representative Director and President | 1 Representative Director<br>4 Division Heads                                                         |
| Executive Meeting<br>(Generally once a week)        | The Management Committee addresses climate change issues as appropriate, and all company-wide executives engage in discussions regarding the progress of climate change commitments and the identification and assessment of risks and opportunities. The results of measures resolved by the Management Committee are reported to the Board of Directors through the Representative Director.                                                                               | Representative Director and President | 4 Directors<br>1 Full-time Corporate Auditor<br>3 Executive Officers                                  |
| Environment Committee<br>(Generally once a month)   | The Environmental Committee is responsible for (1) maintaining and promoting the environmental management system, (2) ensuring compliance with environmental laws and regulations, (3) implementing environmental maintenance and improvement activities, (4) conducting awareness and education activities, and (5) gathering and sharing information on environmental trends. It reports its activity plans and results to the President and the Sustainability Committee. | Director and Executive Vice President | 13 individuals nominated by the company                                                               |

Strategy and Scenario Analysis

Future Worldview

The Paris Agreement calls for “keeping the global average temperature rise well below 2°C” compared to pre-industrial levels and “pursuing efforts to limit the temperature increase to 1.5°C.” Against this backdrop, as climate change countermeasures are expected to accelerate across various sectors, we have established the following two scenarios, drawing on various scenarios\*1 published by the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC). For each of these scenarios, we projected conditions as of 2050 and analyzed and examined how climate change would affect our Group’s business activities, stakeholders, and related value chains.

- 1)The “1.5/2°C Scenario,” in which society as a whole undergoes a major transition toward decarbonization and succeeds in limiting temperature rise  
2)The “4°C Scenario,” in which economic development is prioritized, and global warming and its impacts continue to worsen

\*1 1.5/2°C Scenario: IPCC / RCP 2.6 (Intergovernmental Panel on Climate Change / Representative Concentration Pathway 2.6) / IEA / NZE (International Energy Agency / Net-Zero Emissions by 2050 Scenario)  
4°C Scenario: IPCC / RCP8.5 (Intergovernmental Panel on Climate Change / Representative Concentration Pathway 8.5) / IEA / STEPS (International Energy Agency / Stated Policies Scenario)

Identification of Key Risks and Opportunities, and Countermeasures

Please refer to the section on the Identification of Key Risks and Opportunities, and Countermeasures. ▶ P30

Risk Management

Climate Change Risk Management

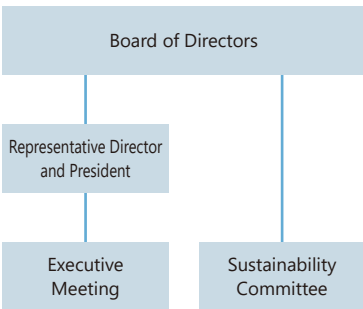
Our climate change risk management is carried out primarily by the Sustainability Committee. This committee is responsible for identifying, assessing, and monitoring risks and opportunities related to climate change, and oversees the management of key risks. Furthermore, based on the TCFD framework, we have established a system for identifying and analyzing risks using multiple scenarios, and for formulating and implementing response strategies based on those results. The findings of these analyses are reported to the Board of Directors in a timely manner.

Integration into Company-wide Risk Management

Recognizing the importance of establishing a system for company-wide risk management, we are implementing integrated risk management based on a common framework. To appropriately manage business risks, the Sustainability Committee takes the lead in ensuring that each department comprehensively identifies, analyzes, and evaluates potential risks, and aggregates that information. The aggregated risk information is reported and deliberated upon at meetings such as the Board of Directors and Executive Meeting. Under the direction of the Representative Director, we ensure prompt and highly effective measures are taken to mitigate risks.

In addition to the climate change risks overseen by the Sustainability Committee, the various subordinate committees and other organizational units also continuously conduct risk assessments for the business risks under their respective purviews. The results of these assessments are integrated into the company-wide risk management process through the Sustainability Committee.

Risk Management Structure



Indicators and Goals

End of FY2031: 57% reduction in greenhouse gas emissions compared to FY2021

Following the adoption of the Paris Agreement in 2015, the Japanese government announced that it aims to reduce greenhouse gases by 46% compared to FY2014 levels by 2030. By the end of FY2031, we aim to “reduce the sum of Scope1 and 2 by 57% compared with FY2021.” We are promoting the purchase of electricity from renewable sources and introducing environmentally-friendly vehicles. ▶ P28

Identification of Key Risks and Opportunities, and Countermeasures

| Type             | Risks                    | Impact on business                                                                                 | Frequency of occurrence <sup>1</sup> |        |      | 1.5/2°C Impact <sup>3</sup> | 4°C Impact <sup>3</sup> | How YUSHIN responds to the risk                                                                                  |
|------------------|--------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------|--------|------|-----------------------------|-------------------------|------------------------------------------------------------------------------------------------------------------|
|                  |                          |                                                                                                    | Short                                | Medium | Long |                             |                         |                                                                                                                  |
| Transition Risks | Policies and regulations | Carbon tax Introduction and its hike by governments                                                | ●                                    | ●      | ●    | Low                         | Low                     | •View the costs should be borne by the entire supply chain for the benefit of a sustainable society              |
|                  |                          | Political interventions such as GHG emission regulations and energy efficiency improvement targets | ●                                    | ●      | ●    | Medium                      | Low                     |                                                                                                                  |
|                  | Technology               | The development cost of robots with low-carbon technologies cannot be recovered at an early stage. | ●                                    | ●      |      | Medium                      | Medium                  | •View this as future growth investments                                                                          |
|                  | Market                   | The material shortage due to the spread of low-carbon technologies                                 |                                      | ●      | ●    | Low                         | Low                     | •Purchase from multiple companies by cultivating suppliers                                                       |
|                  |                          | Stricter environmental policy by customers                                                         | ●                                    | ●      |      | Medium                      | Medium                  | •Actively develop environmentally-friendly products such as improved energy-saving functions                     |
| Physical Risks   | Reputation               | Changes in stakeholder behavior                                                                    | ●                                    | ●      |      | Low                         | Low                     | •Promote information disclosure with the support of Task Force on Climate-related Financial Disclosures (TCFD)   |
|                  | Acute                    | Occurrence of extreme weather (typhoon, flood, tornado, heavy snow)                                | ●                                    | ●      | ●    | Low                         | Medium                  | •Implement Business Continuity Plan (BCP)<br>•Take measures against typhoons and floods                          |
|                  | Chronic                  | Average temperature rise                                                                           | ●                                    | ●      | ●    | Low                         | Low                     | •Prioritize the improvement of the work environment for employees (Costs are absorbable and have a small impact) |
|                  |                          | Sea level rise                                                                                     |                                      | ●      | ●    | Low                         | Low                     | •Conduct risk assessment continually                                                                             |

| Type          | Opportunities       | Impact on business                                                                                        | Assumed time of occurrence <sup>1</sup> |        |      | 1.5/2°C Impact <sup>3</sup> | 4°C Impact <sup>3</sup> |
|---------------|---------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------|--------|------|-----------------------------|-------------------------|
|               |                     |                                                                                                           | Short                                   | Medium | Long |                             |                         |
| Opportunities | Resource efficiency | Utilize energy-efficient building                                                                         | ●                                       | ●      | ●    | Low                         | Low                     |
|               |                     | Promote recycling                                                                                         |                                         | ●      | ●    | Low                         | Low                     |
|               |                     | Realize efficient transportation                                                                          | ●                                       | ●      | ●    | Low                         | Low                     |
|               |                     | Decrease transportation use                                                                               |                                         | ●      | ●    | Low                         | Low                     |
|               | Energy source       | Utilize low-carbon energy sources                                                                         | ●                                       | ●      | ●    | Low                         | Low                     |
|               | Products & Services | Expanse development and sales of energy-saving and low-carbon products                                    | ●                                       | ●      | ●    | High                        | High                    |
|               |                     | Cope with to average temperature rise                                                                     |                                         | ●      | ●    | Low                         | Medium                  |
|               | Markets             | Sales increase due to market demand increase for heat stroke control products or medical-related products | ●                                       | ●      | ●    | Medium                      | High                    |
|               |                     | Worldwide shift from gasoline-powered vehicles to environmentally conscious vehicles                      | ●                                       | ●      |      | Medium                      | Medium                  |
|               |                     | Relocation of customers' production sites due to climate change                                           |                                         |        | ●    | Medium                      | Medium                  |
|               | Resilience          | Establishment of multiple assembly partners and parts suppliers to observe delivery deadline strictly.    | ●                                       | ●      | ●    | Low                         | Low                     |

\*2 The timeframes for occurrence are assumed to be short-term (within 3 years), medium-term (more than 3 years but within 10 years), and long-term (through 2050).  
\*3 The impact is assumed to be low (up to 100 million yen), medium (more than 100 million yen but up to 1 billion yen), or high (more than 1 billion yen) in terms of financial impact.

## Strengthening Human Capital

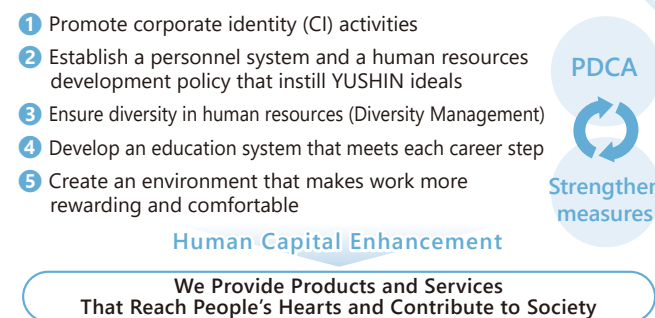
# Employees

Our Group is committed to sustainable growth and medium- to long-term enhancement of corporate value through the creation of an organization that makes the most of the values and perspectives of its diverse human resources.

We aim to create an environment in which each and every employee can maximize his or her characteristics and abilities and continue to work with vigor and vitality by recruiting and training diverse human resources based on the dissemination of the corporate philosophy.

As concrete measures, we have established Strengthening Human Capital Policies 1 through 5 and are actively implementing initiatives.

### YUSHIN's policy of enhancing human capital



### Human Capital Strengthening Policy and Initiatives

#### Human Capital Strengthening Policy 1

##### Promote Corporate Identity (CI) Activities

We promote corporate identity (CI) activities in order to define our corporate philosophy and direction that we will continue to focus on in the future, and to achieve further growth and development. We clarify its important ideas and action guidelines based on the concept of "Above all, reach people's hearts."

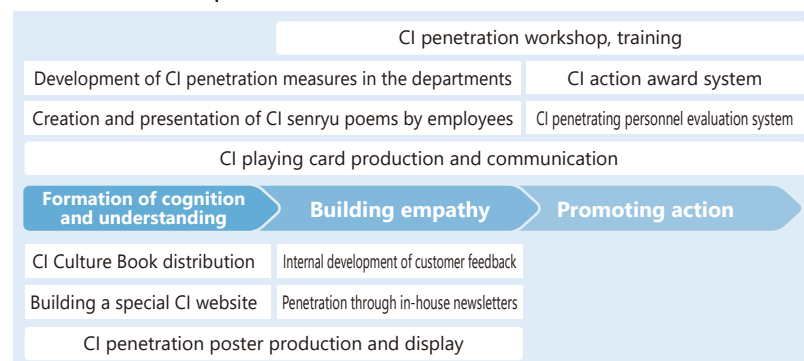
The entire Group is involved in CI penetration activities, including communication by top management and executives, dialog in the workplace, branding activities mainly by young employees, and sharing of best practices.

In FY2026, marking five years since the formulation of our CI, we reissued a message from top management and strengthened our efforts to embed CI across the entire Group by initiating CI-themed discussions at domestic sales offices and overseas locations. We will continue to promote CI adoption through dialogue at locations where such activities have not yet been implemented.

#### [Achievements]

- FY2021-: CI development, new HR system launch, CI penetration survey
- FY2022-: Brand ambassador development project
- FY2024-: Branding training
- FY2026: Reissuance of Top Management Message, revision of departmental policies, discussions on CI

#### CI Penetration Map



#### Expanding the Circle of CI Through Dialogue

Our company is implementing various initiatives to promote the adoption of our CI. As part of these efforts, starting in FY2026, we have been visiting domestic sales offices and exchanging views with overseas locations to further embed CI throughout the entire Group.

Executive Vice President Oda and members of the CI Implementation Office are visiting each location to share the background and philosophy behind our CI initiatives and to hold discussions based on the CI implementation strategies formulated by each location. The purpose of these activities is to share how each employee perceives CI and to understand the challenges and thoughts they face in their daily work. During the discussions, frank exchanges of opinions are taking place on topics such as "How can we link CI to our daily work?" and "How can we further improve communication across departments and locations?" Additionally, sharing challenges and thoughts that are not usually voiced has deepened mutual understanding, and we have received positive feedback regarding the opportunity for candid discussions. We also exchange views with overseas locations through visits and online meetings, promoting understanding of CI while taking into account market conditions and cultural backgrounds. In Vietnam, for example, we are implementing region-specific initiatives, such as utilizing local proverbs.

We will continue to foster the adoption of CI through ongoing dialogue and work toward sustainable growth and the enhancement of corporate value.



Scenes from discussions at domestic sales offices

#### Human Capital Strengthening Policy 2

##### Establish a Personnel System and a Human Resources Development Policy That Instill YUSHIN Ideals

In the personnel system developed in conjunction with CI activities, we have clarified the expected image of human capital, including core human capital.

The expectations of each position are defined in terms of responsibility for results, human capital development and growth, and culture development, to ensure that the right people are appointed and assigned to the right positions, and that the personnel evaluation is well-balanced.

Under this personnel system, we encourage employees to make efforts and take on new challenges, and provides appropriate evaluation and treatment of results. We also promote the enhancement of educational systems to support employees according to their stage of growth, and the creation of an environment that makes work more rewarding and comfortable.

#### Human Capital Strengthening Policy 3

##### Ensure Diversity in Human Resources (Diversity Management)

From the perspective of ensuring diversity in human capital and diversity management, we place emphasis on respecting diverse attributes and values and making the most of its human capital, without being bound by conventional standards within society or our company. Specific efforts include "creating a working environment in which men and women can play equally active roles," "employment without regard to gender or nationality," "recruitment of career(mid-career) personnel in priority positions," "creation of systems and environments that draw out the efforts and challenges of diverse members," and "support for balancing work and family life."

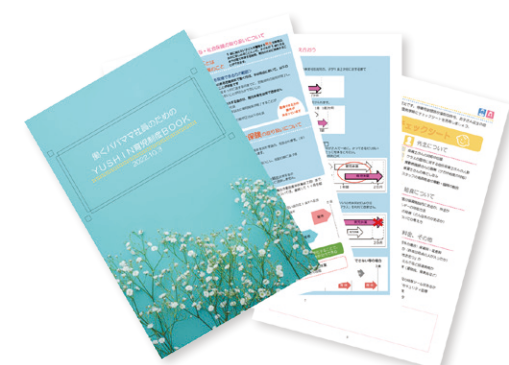
From the perspective of promoting women's advancement, we have established action plans based on the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on Promotion of Women's Participation and Advancement in the Workplace. We are working on initiatives such as "developing female candidates for management positions" and "encouraging male employees to take childcare leave." Specific efforts include distributing the "YUSHIN Childcare System BOOK for Working Parents," conducting personalized system explanation interviews tailored to individual circumstances, and organizing information exchange events for employees on childcare leave, all aimed at alleviating anxieties surrounding childbirth and returning to work.

From the perspective of ensuring diversity on a global level, we have many overseas offices and promote localization, and we are actively working to utilize mid-career hires and foreign nationals.

As a cornerstone of these efforts, we have formulated the "YUSHIN Group Human Rights Policy" as a guideline for promoting respect for human rights and fulfilling responsibilities throughout the Group, and are working to disseminate this policy to all stakeholders.

#### YUSHIN's Human Resource Development Policy

|   |                                                                                                             |
|---|-------------------------------------------------------------------------------------------------------------|
| a | Develop human resources who can embody and practice the corporate identity (CI) based behavioral guidelines |
| b | Encourage continued learning and growth as career progresses                                                |
| c | Define role expectations and promote achievement of results through job performance                         |
| d | Encouraging effort and challenge, and providing various opportunities and venues for advancement            |
| e | Supporting the realization of individual "career design"                                                    |



YUSHIN Childcare System BOOK for Working Parents

#### Human Capital Strengthening Policy 4

##### Develop an Education System That Meets Each Career Step

Starting in 2024, we have been providing opportunities through training initiatives for each employee to understand the roles expected of them and to consider their careers from a medium- to long-term perspective. Specifically, we are implementing company-wide initiatives to support career development, such as self-management and career training programs that reflect our HR system, career counseling sessions, and talent development meetings.

For managers, we have strengthened training in organizational management—including goal-setting, performance evaluation, and feedback—and are working to promote dialogue and mutual understanding across organizational levels. In addition to supporting junior employees through the Elder Counselor Program, we continuously conduct "360-degree surveys" and "employee work condition assessments" to evaluate and improve managerial performance.

Furthermore, beginning in FY2026, we began discussions to establish priority training themes by hierarchical level and overhaul our training framework, and we launched the new training framework in FY2027. Moving forward, we will continue to enhance our training initiatives in light of changes in the business environment and organizational challenges, supporting the growth and proactive career development of each and every employee.

## Human Capital Strengthening Policy 5

### Create an Environment That Makes Work More Rewarding and Comfortable

#### Encouraging proposals and challenging activities

We have established a system to support employee-led proposals and challenge activities and encourage their implementation

- “Improvement Proposal System” to promote operational enhancements
- “Innovation Project Activity Proposal System” to cultivate creative and proactive talent

(Example) Project to revamp the company intranet / Development of a training framework for overseas agencies

#### Improving Job Satisfaction and Work-Life Balance

We proactively listen to its employees’ “aspirations” and work to improve work-life balance and enhance employee benefits by reforming the way they work.

To accommodate diverse work styles, we began full-scale consideration for introducing a flextime system starting in FY2025, and commenced trial operation of the system in FY2026. We also prioritize creating office and factory facilities that foster teamwork and communication, renovating our former headquarters, the Fushimi factory, in FY2025.



The renovated Fushimi factory (Amenity Space)

#### Occupational Safety and Health Initiatives ▶ P26・34

We are advancing efforts to create a workplace environment where employees can work healthily and energetically. This includes establishing an industrial health system, implementing necessary safety and health education and training, and strengthening workplace safety across all departments.

## Measuring the Effectiveness of Human Capital Enhancement Initiatives

Our company is implementing various measures aimed at achieving sustainable growth and enhancing corporate value over the medium- to long-term. To further enhance the effectiveness of these measures, we conducted our full-scale “Engagement Survey” (employee sentiment survey) in FY2026 to quantitatively assess and visualize the level of engagement between our employees and the company.

The survey results confirmed that our company-wide engagement score exceeded the average of companies using this survey and is at a favorable level. At the same time, an analysis of the individual factors that make up engagement—such as work, the workplace, and the company—provided us with valuable insights into the challenges we need to address and the directions for improvement moving forward.

Moving forward, we will proceed with the planning and implementation of specific measures while prioritizing these challenges, and we will conduct this survey regularly to verify the effectiveness of our initiatives. Through these efforts, we aim to achieve continuous improvement and foster an environment where every employee can fully utilize their unique characteristics and abilities and continue to work with enthusiasm.

## Strengthening Human Capital

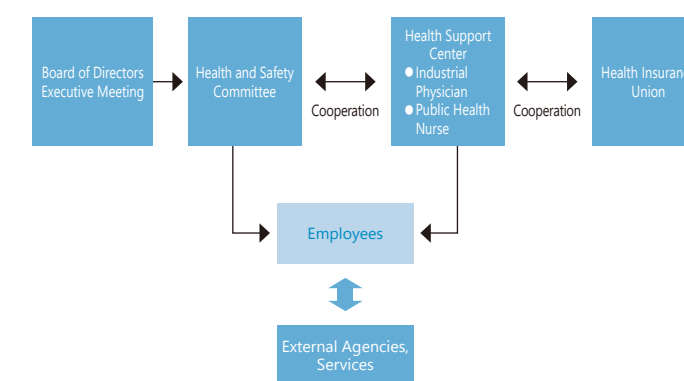
# Employee Health

## Objectives and Structure

Our Group aims to be a “company where employees can work with a sense of fulfillment and peace of mind,” and we regard the health of each and every employee as a critical foundation of our business. We believe that creating an environment where employees can work with vitality while maintaining both physical and mental well-being leads to providing value to our customers, contributing to society, and ultimately enhancing sustainable corporate value.

Based on this philosophy, the Health Support Center and the Health and Safety Committee work in close collaboration, while top management and the industrial physician (Director of the Health Support Center) hold regular discussions to build a health support system and promote various initiatives.

## Organization chart



## Health Promotion Initiatives

We have joined the “Declaration on Healthy Workplaces: Starting in Kyoto” organized by the Kyoto Branch of the Japan Health Insurance Association and are actively working to promote employee health.

### Initiatives to Raise Health Awareness

With the goal of improving employees’ health literacy, we publish a “Health Newsletter” several times a year, providing a variety of health-related information, such as trends in health checkup results, stress management techniques, and lower back pain prevention. In addition, to enable more employees to learn about health at their own convenience, we utilize the company intranet to distribute health videos supervised by the industrial physician, creating an environment where health information is accessible at any time.

We also hold health-related seminars and events on a regular basis. In FY2026, we held “Health Measurement Sessions” using body composition analyzers, as well as “Health Workshops” where employees could determine their physical fitness age and learn specific improvement strategies for maintaining and promoting their health. In addition, we participated in the inter-company walking event organized by the Kyoto Branch of the Japan Health Insurance Association, where our company ranked second out of 57 participating workplaces.

### Promotion of Ongoing Health Management

Based on the results of health checkups, we provide health guidance to employees identified as being at risk for lifestyle-related diseases and support them in improving their lifestyle habits. Furthermore, we encourage employees traveling abroad to undergo annual health checkups, and we are committed to ongoing health management so that all employees can work in good health.

### Enhancing Health Support Programs

To support employees’ diverse health concerns, we established a “Health Consultation Desk” in October 2025, creating a system that allows employees to consult with external counselors free of charge regarding women’s health issues, infertility (including male infertility), and egg freezing. Even in a workplace with a high proportion of male employees, we regard women’s health issues as an important topic and are promoting the creation of a work environment where all employees can work with peace of mind. Furthermore, starting in FY2027, in addition to regular health checkups, we will launch a subsidy program for comprehensive health screening to support each employee’s proactive health management.

## Primary Health and Productivity Management Indices

| Indices                    | Evaluation Criteria                                            | Scores (FY2024) | Scores (FY2025) | Scores (FY2026) |
|----------------------------|----------------------------------------------------------------|-----------------|-----------------|-----------------|
| Regular health checkup     | Primary screening participation rate                           | 100%            | 100%            | 100%            |
| Stress check               | Stress check participation rate                                | 88%             | 94%             | 97%             |
| Overtime hours             | Average monthly overtime hour                                  | 19.6 hours      | 23.5 hours      | 15.8 hours      |
| Paid leave taken           | Average paid leave taken                                       | 65%             | 68%             | 76%             |
| Absenteeism <sup>*1</sup>  | The number of sick days / the total number of employees        | 0.6 days        | 0.78 days       | 0.71 days       |
| Presenteeism <sup>*2</sup> | W-FUN <sup>*3</sup> score converted to percentages (75 - 100%) | 91%             | 91%             | 91%             |

<sup>\*1</sup> Health-related absences from work <sup>\*2</sup> A condition in which an employee is not fully functional at work due to illness.

<sup>\*3</sup> A questionnaire that measures the degree of impairment in work functioning due to illness. The total score will be between 7 and 35 points. The higher the points, the more severe the impairment.

## Strengthening Corporate Governance

# Dialogue between a Newly Appointed External Director and the Representative Director

## YUSHIN's Governance Framework, the Role of External Directors, and the Pursuit of Growth

In June 2026, Eiji Kakiuchi, who previously served as President and Chairman of Dainippon Screen Manufacturing Co., Ltd. (currently SCREEN Holdings Co., Ltd.), was appointed as an external Director of YUSHIN. In this dialogue, President Kotani and external Director Kakiuchi talk about the background behind his appointment, his management philosophy, YUSHIN's corporate governance framework, and the role of external Directors.



**Kotani:** Mr. Kakiuchi, thank you for accepting our invitation to serve as an external director of YUSHIN. You previously served as President and Chairman of SCREEN Holdings Co., Ltd., and currently serve as an outside director of KYOCERA Corporation. You have extensive international experience and have been involved in the management of numerous group companies, including overseas sales subsidiaries. We hope that the knowledge and insights you have cultivated throughout your distinguished career will contribute to strengthening our corporate governance.

**Kakiuchi:** When I was serving as President and

subsequently Chairman of Dainippon Screen Manufacturing Co., Ltd., I was constantly thinking about what was needed to invigorate the Board of Directors and what kind of people should be appointed as external directors to enhance the effectiveness of corporate governance. With that background, when I was approached about joining YUSHIN, I naturally reflected on why President Kotani had invited me. Ultimately, after several discussions with you, I decided to accept the appointment.

**Kotani:** One thing that stood out to me when I read

your past interviews was your view that the mission of manufacturing companies is to accurately understand where customers' needs lie and determine how best to meet them. At YUSHIN, under our slogan, "Above all, reach people's hearts," we strive to create robots and automation systems that delight our customers. I believe that having you join us will provide valuable learning opportunities as we seek to further elevate the level of our activities.

**Kakiuchi:** In recent years, there has been growing recognition in Japan that external directors play a vital role in ensuring management transparency and sound governance. Their responsibilities extend beyond monitoring the formulation and execution of management strategies. External directors are also expected to support management's decision-making and risk-taking from an independent, third-party perspective. Because internal directors and executive officers are deeply familiar with their company's business operations and financial position, there are times when they may hesitate to take bold steps forward. In such situations, I believe it is also the role of external directors to encourage and support management.

**Kotani:** At just 34 years of age, you were appointed President of an overseas subsidiary of Dainippon Screen Manufacturing. After returning to Japan, you led a business company before serving as President and Chairman of the group. Having led large organizations for more than 30 years, what do you consider to be the most important aspect of management?

**Kakiuchi:** I believe it is developing people and enabling them to maximize their potential. The foremost responsibility of management is to transform the capabilities of individuals into the strength of the organization. A company is not driven solely by its President or Chairman. Rather, when all officers and

employees share the same philosophy and policies and align their efforts toward common goals, they create the driving force for generating new value.



**Kotani:** I would like to assure you and our other external directors that we will continue to enhance information sharing between management and the external directors by providing opportunities to gain a deeper understanding of YUSHIN and by offering advance briefings on matters to be submitted to the Board of Directors. At Board meetings, we will sincerely listen to the opinions and recommendations of our external directors and make full use of them in formulating and executing our various initiatives.

**Kakiuchi:** The views of management and those of external directors will not always coincide, nor is it necessary that they do. Through candid and constructive debate, management decisions become more rational and effective. Taking into account the interests of shareholders and investors, customers, Group employees, and other stakeholders, I hope to contribute to enhancing YUSHIN's corporate value through both oversight and advice.

**Kotani:** YUSHIN is steadily moving forward on its path toward growth. By working together with our internal and external directors as well as our executive officers, we will strive to achieve the Group's medium- to long-term growth. Thank you very much for your time today.

## Strengthening Corporate Governance

# Governance

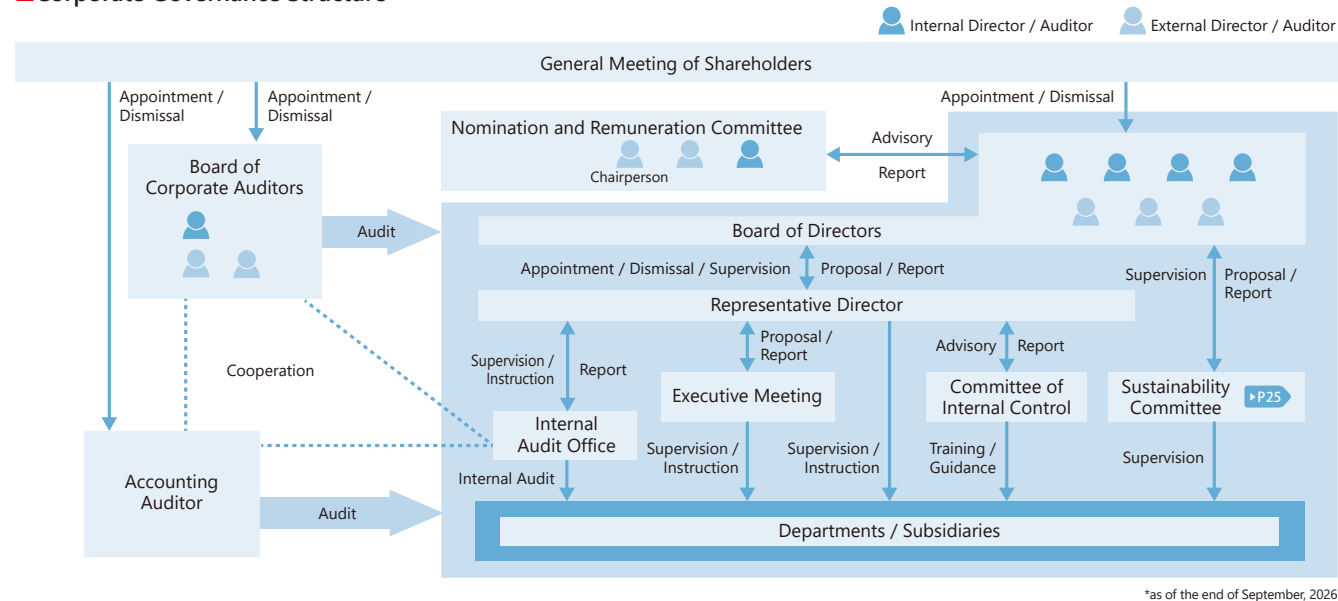
### Basic Views on Corporate Governance

Our Group 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 good sense with stakeholders excluding our shareholders.
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.

### Corporate Governance Structure



#### The Board of Directors

The Board of Directors generally convenes once a month and holds extraordinary meetings as necessary. The Board determines our business execution policies and supervises the performance of directors' duties.

Candidates for directorship are selected with an emphasis on balancing knowledge, experience, and expertise, diversity, and a global perspective, particularly in the context of a rapidly changing business environment and increasing globalization. Currently, seven directors, including external directors, serve on the Board. This size allows each director to contribute their specialized expertise while facilitating mutual exchange of opinions, enabling swift decision-making.

#### [Composition]

7 directors (including 3 external directors)

[Meetings Held (FY2026)] 13 meetings

[Key Matters Deliberated (FY2026)]

- Management policy
- Capital policy (including share repurchases)
- Capital expenditure plans
- Compensation improvement measures (base pay increases, etc.)

#### Board of Corporate Auditors

The Company has adopted the Board of Corporate Auditors system. The Board of Corporate Auditors holds regular meetings and convenes special meetings as necessary. Furthermore, all auditors attend the Board of Directors meetings. The full-time corporate auditors maintain a system that allows them to constantly monitor the directors' execution of duties. This is achieved through attendance at the Board of Directors meetings and other important meetings such as management meetings, as well as through investigations into the status of operations and assets. Information regarding the content of important internal meetings is communicated to the external corporate auditors via the full-time corporate auditor. Furthermore, the full-time corporate auditor actively exchanges information and opinions with the Internal Audit Office and the accounting auditors as needed to enhance the audit functions.

#### [Composition]

3 corporate auditors (including 2 external corporate auditors)

[Meeting Held (FY2026)]

14 meetings

[Key Matters Deliberated (FY2026)]

- Legality, appropriateness, and efficiency of job execution
- Operational status of the internal control system
- Management control system of overseas subsidiaries
- Compliance framework

#### The Nomination and Remuneration Committee

To strengthen the fairness, transparency, and objectivity of procedures related to the nomination and remuneration of directors, and thereby enhance our corporate governance, the Company has established the Nomination and Remuneration Committee as an advisory body to the Board of Directors. The Committee is currently chaired by external director Hiroshi Matsuhisa, and its other members are Representative Director and President Takayo Kotani and external director Reiko Nakayama.

#### [Composition]

3 directors (including 2 external directors)  
\*The chairperson is an external director.

[Meeting Held (FY2026)] 2 meetings

[Key Matters Deliberated (FY2026)]

- Executive appointments
- Executive evaluation
- Management talent development plans

#### The Committee of Internal Control

In terms of internal control, the Committee of Internal Control plays a central role as an organization that promotes smooth and sophisticated internal control of the YUSHIN Group in accordance with the "Basic Policy for the Establishment and Operation of Internal Control."

The committee is chaired by Kota Oda, Director and Executive Vice President. Department managers with extensive business experience are selected as committee members from each of the sales, purchasing, manufacturing, and administration divisions, who are appointed by the chairperson. The committee meets monthly to review the status and effectiveness of the Group's internal controls, and to discuss the establishment or revision of policies and rules and the effectiveness of risk controls. The committee also provides education and guidance on compliance, risk management, and information management to each division, department, and group company in cooperation with the Internal Audit Office and related departments.

### Initiatives to Enhance the Effectiveness of Corporate Governance

#### Conducting an Evaluation of Board Effectiveness

To further enhance the functionality of the Board of Directors, the Company conducts analyses and evaluations of the Board's overall effectiveness through surveys and is working to implement improvements based on the results. The Company administers this survey annually to all directors and auditors, and collects open-ended comments to identify specific issues and gather feedback.

The results of the survey conducted in January and February 2026 confirmed that there is room for improvement in setting the agenda regarding medium- to long-term goals and plans. In response, starting with the fiscal year ending March 2027, the Company has been conducting reports and discussions on the medium- to long-term policies of each department. Going forward, the Company will continue to address other areas with room for improvement and strive to enhance the effectiveness of the Board of Directors.

#### [Board Effectiveness Questionnaire Evaluation Items]

- Role and responsibilities of the Board of Directors
- Board meeting agenda
- Board meeting deliberation time
- Board meeting materials
- Support system for external directors
- Board composition
- Operation of the Nomination and Remuneration Committee
- Dialogue between directors and shareholders/investors and feedback to the board

#### Support System for the External Directors

##### 1. Lunch Meetings

Following each monthly board meeting, we hold "Lunch Meetings" utilizing the lunch hour. Department heads report on various topics, followed by active discussions based on these reports. External directors have commented, "Receiving reports on internal initiatives and challenges helps us understand the company's issues."

##### 2. Implementation of Various Training Programs

We conduct various training programs, including factory tours, based on the expected roles, responsibilities, and required qualities and knowledge.

##### 3. Advance Distribution of Board Meeting Materials

To enhance the quality of discussions at board meetings, materials concerning agenda items and matters to be reported at the board meeting are distributed in advance.

#### The Board Members' Compensation System

Our board members' compensation system is designed to secure and retain top talent and to enhance motivation for improving business performance, with the aim of fostering the Company's sustainable growth and strengthening its competitiveness. At the Board of Directors meeting held on March 7, 2022, the Board resolved on the policy governing the details of individual directors' compensation and other benefits. Prior to this Board resolution, the Nomination and Remuneration Committee deliberated on the proposed resolution.

The board members' compensation consists of monthly compensation (basic compensation), short-term performance bonuses, and medium-term performance bonuses and stock-price-linked bonuses. Monthly compensation (basic compensation) is determined by the Representative Director and President, who is delegated by the Board of Directors, based on the evaluation of Directors determined through deliberation by the Nomination and Remuneration Committee within the monthly remuneration range (upper and lower limits) for each position. Short-term performance bonuses are determined by multiplying the base salary of the position by a performance coefficient based on the achievement of the consolidated Ordinary profit, and by reflecting the overall contribution of the Directors based on target management and qualitative assessment. The medium-term performance bonuses and stock-price-linked bonuses are decided by reflecting two coefficients - medium-term performance coefficient based on the growing rate of earning per share (EPS), and stock-price-linked coefficient based on the growing rate of the stock price. The makeup of the compensation is determined by position with reference to the external standards of the companies in the same industry and of the same size as the Company (the total of short-term performance bonus and medium-term performance/stock-price-linked bonus is approximately 30%).

The compensation for external directors and auditors consists of fixed compensation (basic compensation). It is our policy not to pay performance-linked compensations in order to maintain independence in the conduct of business.

|           |          |                    |                                                                                           |
|-----------|----------|--------------------|-------------------------------------------------------------------------------------------|
| Directors | Internal | Basic Compensation | Short-Term Performance Bonus<br>Medium-Term Performance Bonus<br>Stock-Price-Linked Bonus |
|           | External | Basic Compensation |                                                                                           |
| Auditors  |          | Basic Compensation |                                                                                           |

Strengthening Corporate Governance

Director Profiles and Skills Matrix

|                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                      |                                                                                                                                            |                                                                                                                              |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-------|
| <div><div><div>Member*1</div></div><div></div><div></div><div></div></div> |                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                      |                                                                                                                                            |                                                                                                                              |       |
| <div><div>Representative Director and President</div><div>Director and Executive Vice President<br/>General Manager of Administration Division</div><div>Executive Managing Director<br/>General Manager of Manufacturing Division</div><div>Managing Director<br/>General Manager of Sales Division</div></div>                                                                                                  |                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                      |                                                                                                                                            |                                                                                                                              |       |
| <div>Takayo KotaniKota OdaYasushi KitagawaTomohiro Inano</div>                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                      |                                                                                                                                            |                                                                                                                              |       |
| Number of Shares Held (as of March 31, 2026)                                                                                                                                                                                                                                                                                                                                                                      | 1,968,532                                                                                                                                                                                                                                                                                                                                     | 15,000                                                                                                                                                                                                                                                                               | 11,000                                                                                                                                     | 14,300                                                                                                                       |       |
| Attendance Record<br>(FY2026)                                                                                                                                                                                                                                                                                                                                                                                     | Board of Directors*3                                                                                                                                                                                                                                                                                                                          | 13/13                                                                                                                                                                                                                                                                                | 13/13                                                                                                                                      | 13/13                                                                                                                        | 13/13 |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | Board of Corporate Auditors                                                                                                                                                                                                                                                                                                                   | —                                                                                                                                                                                                                                                                                    | —                                                                                                                                          | —                                                                                                                            | —     |
| Key Skills*4<br>(Knowledge, Experience<br>and Expertise)                                                                                                                                                                                                                                                                                                                                                          | Management                                                                                                                                                                                                                                                                                                                                    | ●                                                                                                                                                                                                                                                                                    | ●                                                                                                                                          | ●                                                                                                                            | ●     |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | Development,<br>Engineering, and Quality                                                                                                                                                                                                                                                                                                      | ●                                                                                                                                                                                                                                                                                    |                                                                                                                                            | ●                                                                                                                            |       |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | Human capital Development<br>and Sustainability                                                                                                                                                                                                                                                                                               | ●                                                                                                                                                                                                                                                                                    | ●                                                                                                                                          |                                                                                                                              |       |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | Sales and Marketing                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                      |                                                                                                                                            |                                                                                                                              | ●     |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | Global                                                                                                                                                                                                                                                                                                                                        | ●                                                                                                                                                                                                                                                                                    |                                                                                                                                            | ●                                                                                                                            | ●     |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | Finance and Accounting                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                      | ●                                                                                                                                          |                                                                                                                              |       |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | IT and DX                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                      | ●                                                                                                                                          | ●                                                                                                                            |       |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | Governance, Risk<br>management and Compliance                                                                                                                                                                                                                                                                                                 | ●                                                                                                                                                                                                                                                                                    | ●                                                                                                                                          |                                                                                                                              |       |
| Reasons for Appointment                                                                                                                                                                                                                                                                                                                                                                                           | Takayo Kotani has been involved in R&D, promotion of development strategies and management, and has a wealth of experience and success. Since June 2021, she has served as Representative Director and President, taking the lead in formulating management strategies for sustainable growth and strengthening the organizational structure. | Kota Oda has extensive experience and success in overseeing and managing corporate divisions. As Executive Vice President since June 2022, he has taken the lead in formulating strategies for the YUSHIN Group's sustainable growth and strengthening the organizational structure. | Yasushi Kitagawa has been involved in the operations and management of production and materials, and has extensive experience and success. | Tomohiro Inano has been involved in the operations and management including sales, and has extensive experience and success. |       |
| Significant Concurrent Positions                                                                                                                                                                                                                                                                                                                                                                                  | —                                                                                                                                                                                                                                                                                                                                             | —                                                                                                                                                                                                                                                                                    | —                                                                                                                                          | —                                                                                                                            |       |

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| <div><div>External Independent</div><div>Chairman*2</div></div>                                                                                                                                                                                                                                                                                                                                                                                           | <div><div>External Independent</div><div>Member*1</div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <div><div>External Independent</div></div>                                                                                                                                                                                                                                                                                                                                                          |                                                    | <div><div>External Independent</div></div>                                                                                                                                                                                                                                                                                                                             | <div><div>External Independent</div></div>                                                                                                                                                                                                                                                                                                                                                                                 |
| External Director                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | External Director                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | External Director                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Full-time Corporate Auditor                                                                                                           | External Corporate Auditor                                                                                                                                                                                                                                                                                                                                                                                                                                | External Corporate Auditor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Hiroshi Matsuhisa                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Reiko Nakayama                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Eiji Kakiuchi                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Masahito Fukui                                                                                                                        | Tetsuya Nonaka                                                                                                                                                                                                                                                                                                                                                                                                                                            | Yoshiaki Yamada                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 25,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 20,062                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 5,000                                                                                                                                 | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 13/13                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 13/13                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | —<br>(Appointed on June 26, 2026)                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 13/13                                                                                                                                 | 13/13                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 13/13                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| —                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | —                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | (Appointed on June 26, 2026)                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 14/14                                                                                                                                 | 14/14                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 14/14                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| ●                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | ●                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ●                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | ●                                                                                                                                     | ●                                                                                                                                                                                                                                                                                                                                                                                                                                                         | ●                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| ●                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | ●                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | ●                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ●                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | ●                                                                                                                                     | ●                                                                                                                                                                                                                                                                                                                                                                                                                                                         | ●                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Leveraging his specialized expertise as experienced professionals in engineering, Hiroshi Matsuhisa fulfills an appropriate role in ensuring the soundness and appropriateness of decision-making. This includes providing oversight and advice on management from an independent standpoint. Furthermore, as a member of the Nomination and Remuneration Committee, he performs the oversight function in the selection of candidate officers and the determination of executive compensation, maintaining an objective and neutral stance. | Leveraging her extensive expertise as a general manager of an underwriting department of a securities company, an officer in charge of administration of an operating company, and external director of some companies, Reiko Nakayama fulfills an appropriate role in ensuring the soundness and appropriateness of decision-making. This includes providing oversight and advice on management from an independent standpoint. Furthermore, as a member of the Nomination and Remuneration Committee, she performs the oversight function in the selection of candidate officers and the determination of executive compensation, maintaining an objective and neutral stance. | Having served as Representative Director, President and Chief Executive Officer, Representative Director and Chairman of SCREEN Holdings Co., Ltd., and in other key positions, Eiji Kakiuchi leverages his extensive management experience and expertise gained through these roles to provide oversight and advice on management from an independent perspective, thereby playing an appropriate role in ensuring the validity and appropriateness of the Company's decision-making. | Masahito Fukui has been involved in the operations and management including accounting and finance, information systems, and auditing | Tetsuya Nonaka, drawing on his specialized legal expertise, poses questions and offers opinions to clarify points of concern regarding report items and resolution items. He also verifies internal audit results, exchanges views on audits, and discusses important matters. In addition to receiving regular reports on the content of the accounting audit from the accounting auditor, he engages in regular exchanges of views with top management. | Yoshiaki Yamada, drawing on his professional expertise in finance and accounting as a certified public accountant, poses questions and offers opinions to clarify concerns regarding report items and resolution items. He also verifies internal audit results, exchanges views on audit matters, and discusses important issues. In addition to receiving regular reports on the content of the accounting audit from the accounting auditor, he engages in regular exchanges of views with top management. |
| Professor Emeritus at Kyoto University                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | —                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Special Advisor, SCREEN Holdings Co., Ltd./ Outside Director, KYOCERA Corporation/Outside Director, MIC Co., Ltd.                                                                                                                                                                                                                                                                                                                                                                      | —                                                                                                                                     | Attorney<br>Partner of Naniwabashi Law Office LPC<br>Outside Corporate Auditor of TOYO SHUTTER CO., LTD.                                                                                                                                                                                                                                                                                                                                                  | Certified Public Accountant/ Outside Director (Audits and Supervisory Committee member) of Konishi Co., Ltd./ Partner in Rutland Audit Corporation                                                                                                                                                                                                                                                                                                                                                            |

\*1 Member of the Nominating and Remuneration Committee  
\*2 Chairman of the Nominating and Remuneration Committee  
\*3 In addition to the above number of the Board of Directors meetings, there were six instances of written resolutions deemed equivalent to Board resolutions.  
\*4 This table highlights the four primary skills of each board member, excluding "Management." It does not represent all of the knowledge, experience, and expertise of each individual.

Executive Officers

Senior Executive Officer  
General Manager of Corporate Planning Dept.  
and Corporate Management Office  
**Miki Murata**

Executive Officer  
General Manager of Palletizing Robot  
Sales Dept., and Public Relations Section  
**Naoki Tsuji**

Executive Officer  
General Manager of R&D Division  
**Mitsuharu Hamahata**

Risk Management

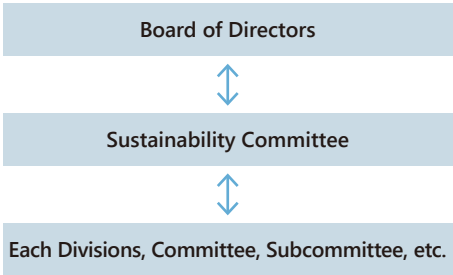
Basic Approach

To continuously enhance corporate value in an ever-changing business environment, the Sustainability Committee oversees company-wide risk management.

We quantify risks by considering the frequency of occurrence and the degree of impact on financial figures for each potential risk item. For items assessed as higher risk, we assign higher priority and implement countermeasures. To ensure no risks are overlooked, we conduct regular and comprehensive annual reviews using a risk management matrix.

We strive to respond flexibly to unexpected risks through management meetings and other channels.

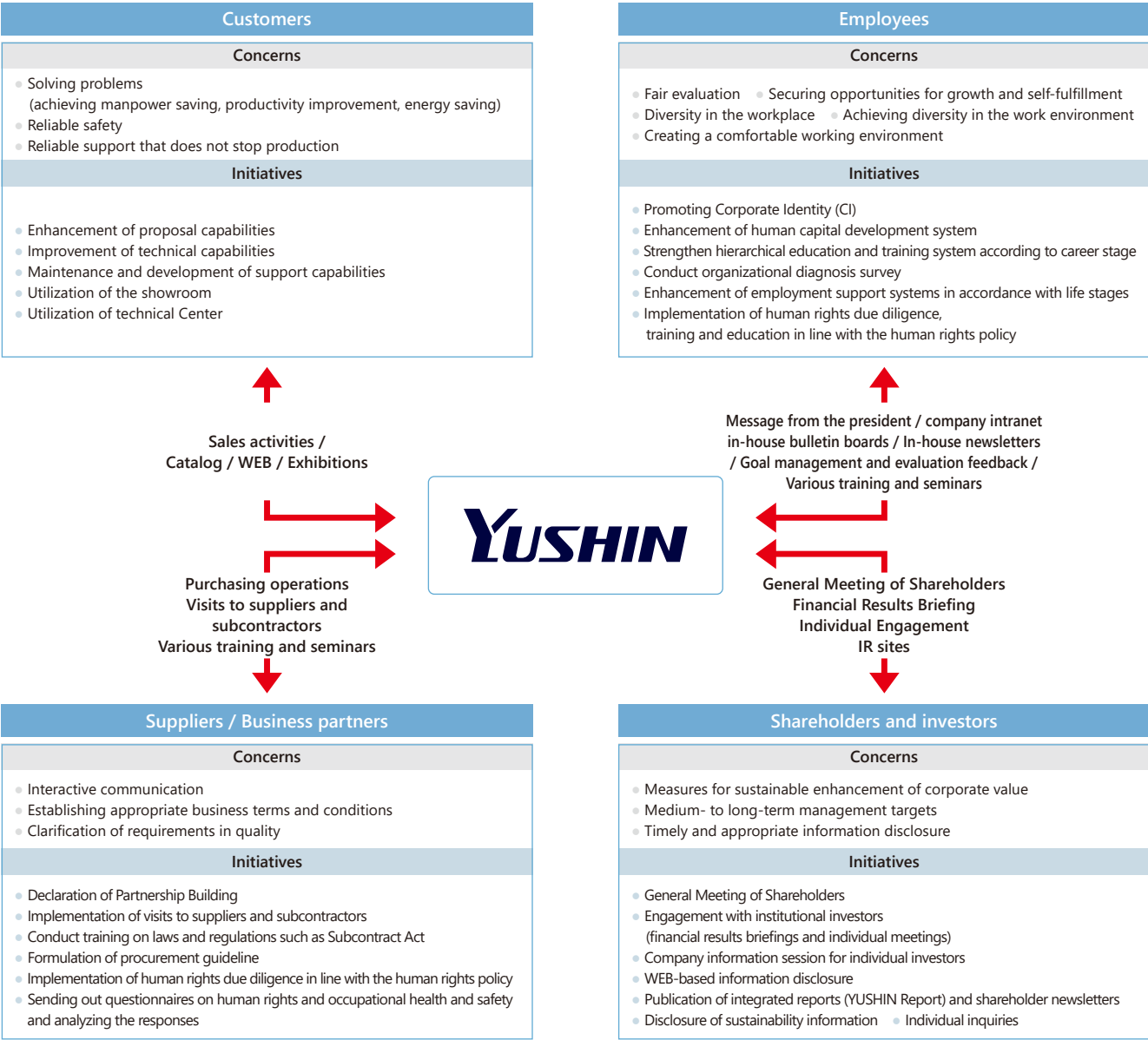
Risk Management Framework



Risk Areas and Key Initiatives

| Financial risk                                | Related risk                                                                                                                                                                                                                                                                                                                                                                                     | YUSHIN's key initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| External factor (market trend)                | <ul style="list-style-type: none"><li>Capital expenditure in plastic injection molding</li><li>Impact from exchange rate fluctuations (strong yen) on the yen equivalent of the overseas subsidiaries' business results</li><li>Price competition in the market</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 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><li>We maintain system that enables flexible design changes.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                         |
| External factor (natural disaster and others) | <ul style="list-style-type: none"><li>Earthquake and storm damage</li><li>Urban lockdown and stay-at-home order due to pandemic diseases around the world</li><li>Data breaches, destruction or tampering of critical data, and system outages caused by information security incidents (cyberattacks, computer viruses, unauthorized access)</li></ul>                                          | <ul style="list-style-type: none"><li>We formulate and disseminate our "Disaster Prevention and Business Continuity Plan," striving to conduct regular disaster drills and establish systems such as employee safety confirmation.</li><li>During emergencies, we maintain resilient and efficient business operations through thorough infection control and hygiene management, along with the use of staggered work hours, telework, and web conferencing.</li><li>We strictly manage information, enhance information security measures, and provide education and training to executives and employees.</li></ul> |
| Internal factor (accident)                    | <ul style="list-style-type: none"><li>Warranty costs due to quality issue</li><li>Labor accidents</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 have contractors' liability insurance and product liability insurance.</li><li>We pay careful attention to the safety measures of machinery and equipment, as well as the health and safety of our executives and employees, in order to prevent industrial accidents.</li></ul>                                                                                      |
| Internal factor (human capital)               | <ul style="list-style-type: none"><li>Weakness in securing human capital for rapid business development</li><li>Resignations and leaves of absence in the area of specialty</li><li>Compliance violation</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 capital to facilitate the development of the global business expansion.</li><li>We improve working efficiency by IT technology.</li><li>We strive to create a comfortable working environment tailored to the life stages of our employees.</li><li>We have established the YUSHIN Group Code of Conduct for Employees and implement compliance awareness programs and training.</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><li>If the profitability of a group company's assets declines due to changes in the business environment or other factors, the company may recognize an impairment loss.</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

Engagement with Stakeholders



Engagement with Shareholders Through a Factory Tour

On June 26, 2026, following the conclusion of the 53rd Ordinary General Meeting of Shareholders, we held a factory tour for our shareholders, with 11 shareholders participating.

During the tour, we provided live demonstrations of our take-out robots and palletizing robots, as well as guided visits to various areas of the production floor, including the inspection area and the custom-ordered equipment area. The participating shareholders listened intently to the explanations at each location and viewed the production floor—which underpins our manufacturing—with great interest. In the inspection area for the large take-out robots, shareholders asked questions about the equipment's structure, demonstrating a high level of interest in even the finest details of our equipment and technology.

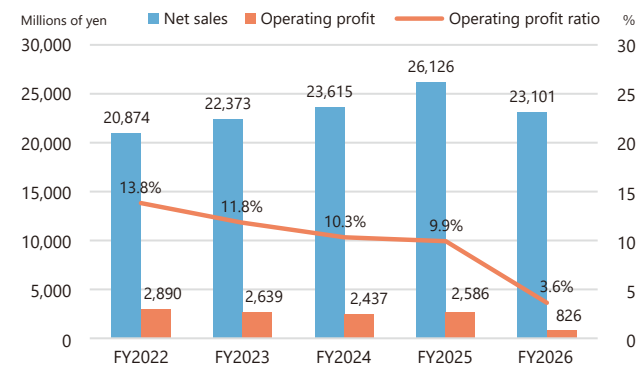
This factory tour provided a valuable opportunity for participants to see firsthand the initiatives that underpin our technological capabilities and quality standards. We will incorporate the feedback received from our shareholders, along with their interest in our business, into our future efforts to enhance corporate value.



Factory tour

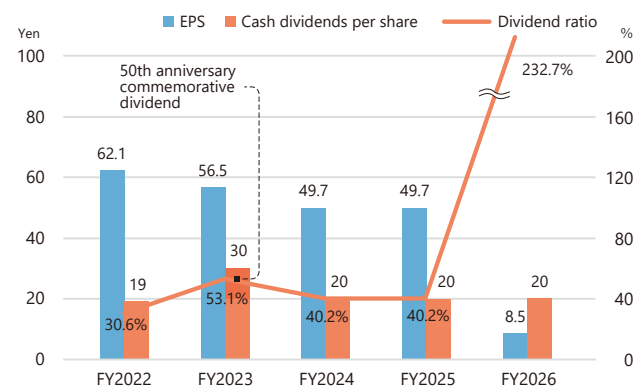
## Financial Highlights

### Net Sales, Operating Profit, Operating Profit Ratio



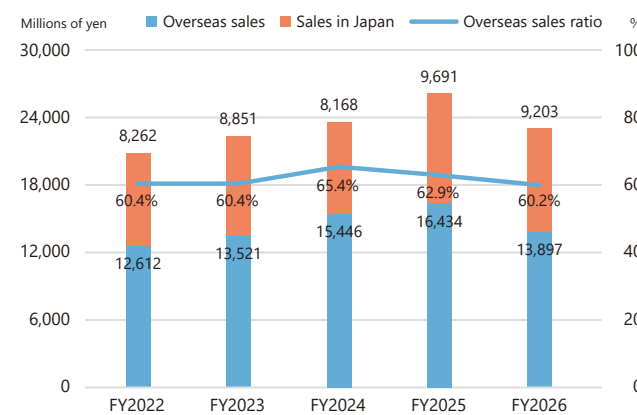
Orders received increased, driven primarily by growth in custom-ordered equipment. Although robot sales increased in certain Asian markets, Net sales amounted to 23,101 million (down 11.6% year on year). In addition, due to the decline in Net sales and increased investments aimed at achieving medium- to long-term growth, Operating profit totaled 826 million (down 68.0% from the previous fiscal year).

### EPS, Dividends, Dividend Ratio



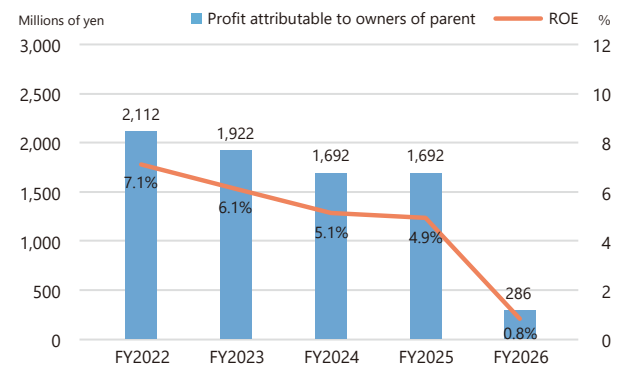
In order to provide stable and continuous shareholder returns, we aim for a consolidated dividend payout ratio of 30% or higher. We intend to increase the level of ordinary dividends by improving our consolidated performance. In FY2026, we paid a dividend of 20 yen per share.

### Overseas Sales Ratio



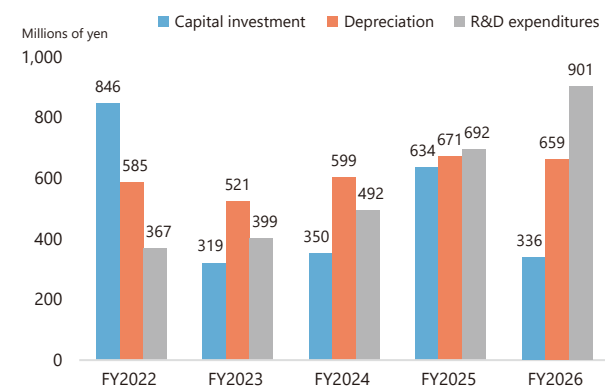
Our robots are used around the world, and the overseas sales ratio remained above 60%, reaching 60.2% in FY2026. The YUSHIN Group currently operates a global network of 57 locations and provides sales and after-sales services in countries and regions worldwide.

### Profit Attributable to Owners of Parent, ROE



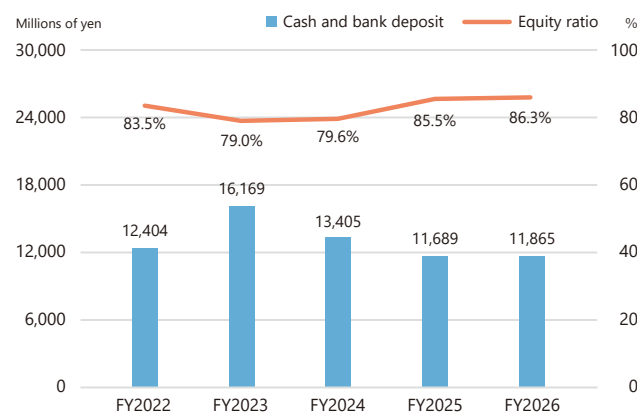
While investment securities were sold as part of efforts to reduce strategic shareholdings, an impairment loss was recognized following a reassessment of the future recoverability of WEMO, a consolidated subsidiary. As a result, Profit attributable to owners of parent for FY2026 was 286 million (down 83.1% year on year), and ROE was 0.8% (down 4.1pt from the previous fiscal year).

### Capital Investment, Depreciation, R&D Expenditures



Recent capital investments include the opening of the showroom in FY2023 and the renovation of the old headquarters plant in FY2024 and FY2025. We have traditionally prioritized certain R&D expenditures in all economic conditions and continue to invest in our growth strategy.

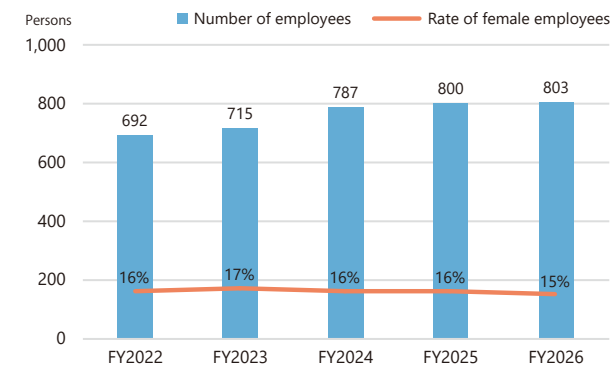
### Cash and Bank Deposit, Equity Ratio



Cash and bank deposit remained at a level comparable to the previous fiscal year, reflecting proactive investments aimed at medium- to long-term growth as well as shareholder returns. We will continue to maintain financial flexibility to respond to future increases in demand and to make timely investments when opportunities arise.

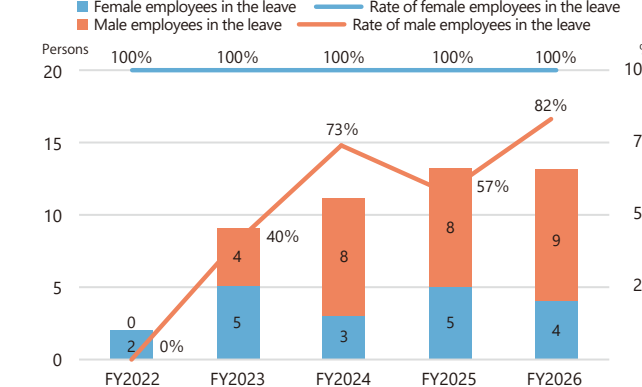
## Non-Financial Highlights

### Number of Employees / Rate of Female Employees



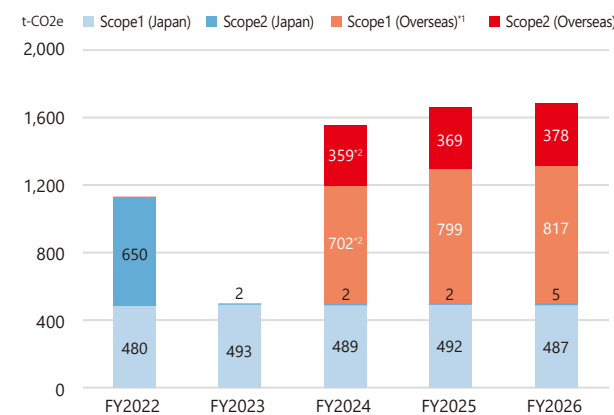
The number of employees has increased as a result of proactive investments in human capital on a global scale to support future growth.

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



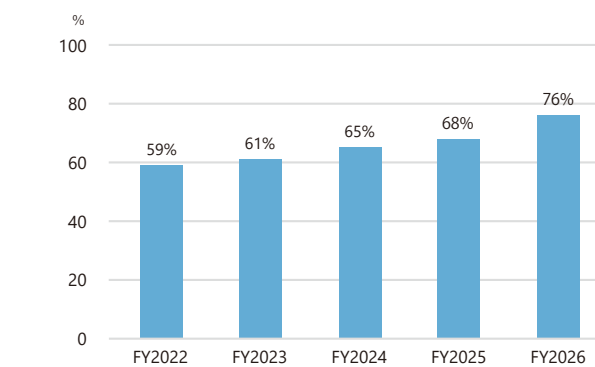
In addition to helping female employees take childcare leave and return to work, we are proactively taking measures to support male employees who are raising children, such as publicizing the contents of the system through lectures and roundtable discussions, sharing experiences with employees who have taken the leave, and preparing and distributing pamphlets to deepen the understanding of the system.

### Greenhouse Gas Emissions



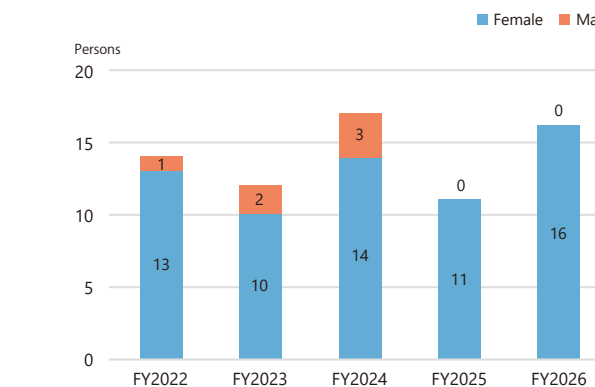
Since FY2023, we have significantly reduced greenhouse gas emissions associated with electricity consumption by switching the electricity used in Japan to renewable energy-derived electricity. In addition, solar panels have been installed on the rooftop of our head office factory, and we are working to reduce greenhouse gas emissions through the self-consumption of electricity generated by solar power. We will also continue communicating with our overseas sites and consider specific initiatives to further reduce emissions.

### Annual Paid Leave Acquisition Rate (Employees in Japan)



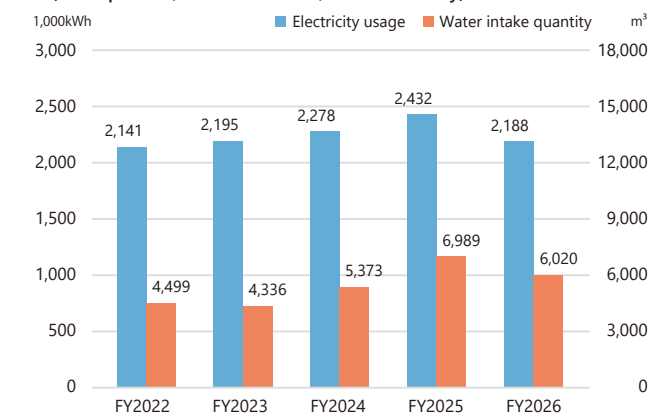
From FY2024, we introduced a system of annual paid leave in hourly units and a system of accumulating annual paid leave which increase the number of days of annual leave granted. As such we work to create an environment in which employees can more easily take paid leave.

### The Number of Employees Who Take Shortened Working Hours System



Short-time work is available to our employees while their children are in the third grade of elementary school or below, while it is required by law up to the age of three. In recent years, the number of male employees using the system has increased. Over the past few years, all eligible female employees have used this system and attained to balance work and childcare, and they are getting understanding and support of the other employees. We will continue to strive to improve the workplace environment according to the life stages of our employees.

### Electricity Usage (in Japan), Water Intake Quantity (Headquarters, Technical Center, Fushimi factory)



Our company uses electricity as the primary energy source at our main factory. We continuously strive to manage energy consumption associated with our business activities through measures such as implementing rational production plans, setting designated lights-out periods, and reducing power consumption by introducing LED lighting.

Financial Information (Key Indicators)

(Millions of yen)

|                                                      | FY2016   | FY2017   | FY2018   | FY2019  | FY2020  |  | FY2021  | FY2022  | FY2023 | FY2024   | FY2025   | FY2026   |
|------------------------------------------------------|----------|----------|----------|---------|---------|--|---------|---------|--------|----------|----------|----------|
| Net sales                                            | 21,148   | 19,346   | 20,878   | 21,833  | 20,011  |  | 18,473  | 20,874  | 22,373 | 23,615   | 26,126   | 23,101   |
| Gross profit                                         | 8,442    | 7,666    | 8,461    | 8,741   | 8,020   |  | 7,875   | 8,991   | 9,573  | 9,788    | 10,766   | 9,051    |
| Gross profit to net sales                            | 39.9%    | 39.6%    | 40.5%    | 40.0%   | 40.1%   |  | 42.6%   | 43.1%   | 42.8%  | 41.5%    | 41.2%    | 39.2%    |
| Operating profit                                     | 3,086    | 2,112    | 2,358    | 2,760   | 2,309   |  | 2,522   | 2,890   | 2,639  | 2,437    | 2,586    | 826      |
| Operating profit to net sales                        | 14.6%    | 10.9%    | 11.3%    | 12.6%   | 11.5%   |  | 13.7%   | 13.8%   | 11.8%  | 10.3%    | 9.9%     | 3.6%     |
| Ordinary profit                                      | 2,921    | 2,058    | 2,432    | 2,791   | 2,205   |  | 2,608   | 3,085   | 2,787  | 2,586    | 2,535    | 908      |
| Ordinary profit to net sales                         | 13.8%    | 10.6%    | 11.7%    | 12.8%   | 11.0%   |  | 14.1%   | 14.8%   | 12.5%  | 11.0%    | 9.7%     | 3.9%     |
| Profit attributable to owners of parent              | 1,908    | 1,380    | 1,626    | 1,903   | 1,532   |  | 1,827   | 2,112   | 1,922  | 1,692    | 1,692    | 286      |
| Profit attributable to owners of parent to net sales | 9.0%     | 7.1%     | 7.8%     | 8.7%    | 7.7%    |  | 9.9%    | 10.1%   | 8.6%   | 7.2%     | 6.5%     | 1.2%     |
|                                                      |          |          |          |         |         |  |         |         |        |          |          |          |
| Total assets                                         | 29,409   | 30,761   | 32,572   | 33,197  | 31,933  |  | 34,649  | 36,892  | 40,843 | 42,821   | 41,045   | 39,832   |
| Return on assets <ROA>                               | 6.5%     | 4.6%     | 5.1%     | 5.8%    | 4.7%    |  | 5.5%    | 5.9%    | 4.9%   | 4.0%     | 4.0%     | 0.7%     |
| Interest-bearing debt                                | -        | -        | -        | -       | -       |  | -       | -       | -      | -        | -        | -        |
| Net assets                                           | 24,715   | 25,451   | 26,472   | 27,117  | 27,471  |  | 29,171  | 31,047  | 32,586 | 34,418   | 35,498   | 34,787   |
| Equity ratio                                         | 83.3%    | 82.1%    | 80.6%    | 80.9%   | 85.3%   |  | 83.5%   | 83.5%   | 79.0%  | 79.6%    | 85.5%    | 86.3%    |
| Return on equity <ROE>                               | 7.9%     | 5.6%     | 6.3%     | 7.2%    | 5.7%    |  | 6.5%    | 7.1%    | 6.1%   | 5.1%     | 4.9%     | 0.8%     |
|                                                      |          |          |          |         |         |  |         |         |        |          |          |          |
| Cash flows from operating activities                 | 2,218    | 1,626    | 1,223    | 2,291   | 3,558   |  | 3,487   | 2,083   | 4,605  | 119      | (377)    | 1,350    |
| Cash flows from investing activities                 | (5,105)  | (471)    | (2,511)  | (61)    | (1,475) |  | (1,987) | (1,341) | (299)  | (2,519)  | (129)    | 189      |
| Cash flows from financing activities                 | (677)    | (678)    | (659)    | (1,316) | (946)   |  | (561)   | (763)   | (695)  | (1,070)  | (720)    | (1,739)  |
| Cash and cash equivalents at end of period           | 5,297    | 5,690    | 3,763    | 4,669   | 5,652   |  | 6,846   | 7,055   | 10,815 | 8,045    | 6,828    | 6,928    |
| *Amounts in parentheses represent net cash outflows. |          |          |          |         |         |  |         |         |        |          |          |          |
| Capital investment                                   | 4,754    | 546      | 652      | 256     | 198     |  | 125     | 846     | 319    | 350      | 634      | 336      |
| Depreciation                                         | 268      | 474      | 924      | 778     | 703     |  | 643     | 585     | 521    | 599      | 671      | 659      |
| R&D expenses                                         | 510      | 619      | 598      | 413     | 369     |  | 347     | 367     | 399    | 492      | 692      | 901      |
|                                                      |          |          |          |         |         |  |         |         |        |          |          |          |
| Earnings per share <EPS> (Yen)                       | 109.14   | 78.93    | 93.03    | 54.54   | 45.01   |  | 53.70   | 62.06   | 56.50  | 49.72    | 49.74    | 8.51     |
| Book value per share <BPS> (Yen)                     | 1,401.54 | 1,444.38 | 1,500.75 | 783.03  | 800.04  |  | 850.14  | 904.77  | 948.36 | 1,001.03 | 1,031.64 | 1,051.30 |
| PER (times)                                          | 18.56    | 36.97    | 37.13    | 18.43   | 14.95   |  | 16.59   | 10.83   | 13.43  | 13.86    | 12.87    | 77.70    |
| PBR (times)                                          | 1.45     | 2.02     | 2.30     | 1.28    | 0.84    |  | 1.05    | 0.74    | 0.80   | 0.69     | 0.62     | 0.63     |
| Total market value of shares                         | 36,101   | 51,996   | 61,547   | 35,816  | 23,984  |  | 31,754  | 23,949  | 27,049 | 24,555   | 22,808   | 23,557   |

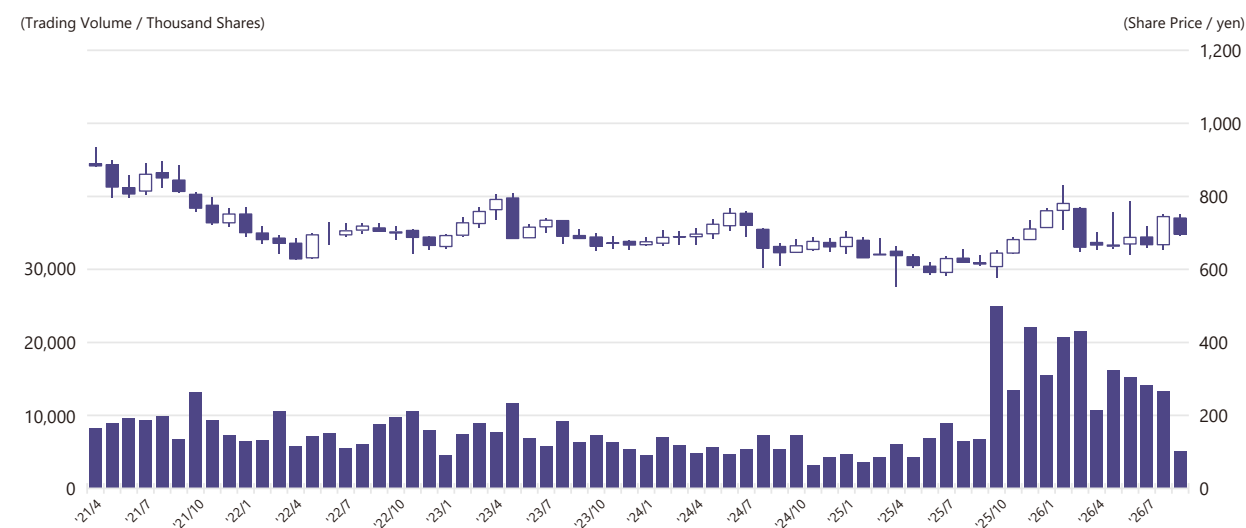
\*PER: Price earnings ratio  
\*PBR: Price book-value ratio

## Stock Information

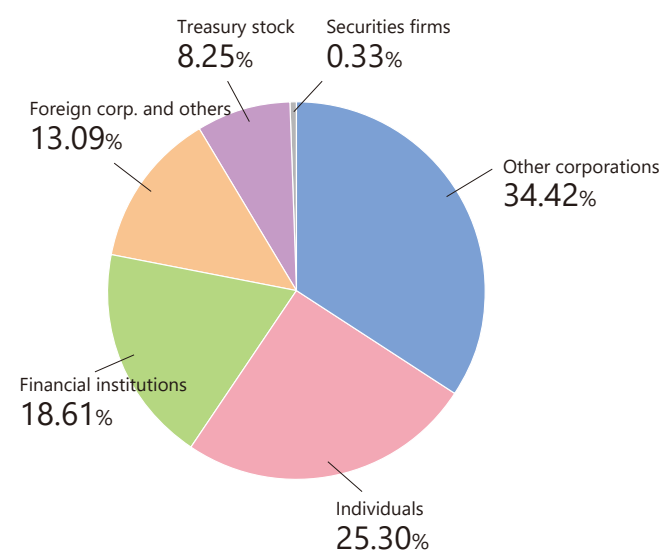
### ■ Stock Information

|                                      | FY2022     | FY2023     | FY2024     | FY2025     | FY2026     |
|--------------------------------------|------------|------------|------------|------------|------------|
| No. of shares issued (Shares)        | 35,638,066 | 35,638,066 | 35,638,066 | 35,638,066 | 35,638,066 |
| No. of treasury shares (Shares)      | 1,602,804  | 1,603,076  | 1,603,219  | 1,603,603  | 2,940,917  |
| No. of shareholders (Persons)        | 5,316      | 6,624      | 6,761      | 6,556      | 6,060      |
| Cash dividends (Yen)                 | 19         | 30         | 20         | 20         | 20         |
| Dividend payout ratio (Consolidated) | 30.6%      | 53.1%      | 40.2%      | 40.2%      | 232.7%     |

### ■ Stock Price and Volume Trends



### ■ Share distribution by shareholder category



### ■ Major Shareholders

| Shareholder's name                                   | No. of shares held (Thousands) | Percentage of shares held (%) |
|------------------------------------------------------|--------------------------------|-------------------------------|
| Yushin Industry Co., Ltd.                            | 11,992                         | 36.7                          |
| The Master Trust Bank of Japan, Ltd. (Trust Account) | 2,109                          | 6.5                           |
| Takayo Kotani                                        | 1,968                          | 6.0                           |
| Miki Murata                                          | 1,847                          | 5.6                           |
| Mayumi Kotani                                        | 968                            | 3.0                           |
| JP MORGAN CHASE BANK 385781                          | 942                            | 2.9                           |
| RBC IST 15 PCT NON LENDING ACCOUNT - CLIENT ACCOUNT  | 877                            | 2.7                           |
| Custody Bank of Japan, Ltd. (Trust Accounts)         | 851                            | 2.6                           |
| MUFG Bank, Ltd.                                      | 849                            | 2.6                           |
| The Kyoto Chuo Shinkin Bank, Ltd.                    | 800                            | 2.4                           |

\* As of March 31, 2026

\* The above table excludes the Company's 2,940,917 treasury stock.

## Corporate Information / Global Network (as of the end of March 2026)

**Company name** Yushin Company

**President** Takayo Kotani, Representative Director and President

**Address** 555 Kuzetonoshiro-cho, Minami-ku, Kyoto, 601-8205 JAPAN

**Established** October, 1973

**Capital** 1,985.66 million yen

**No. of employees** 803 persons

**Securities code** TSE Standard 6482

**Fiscal year** From April 1 to March 31 of the following year

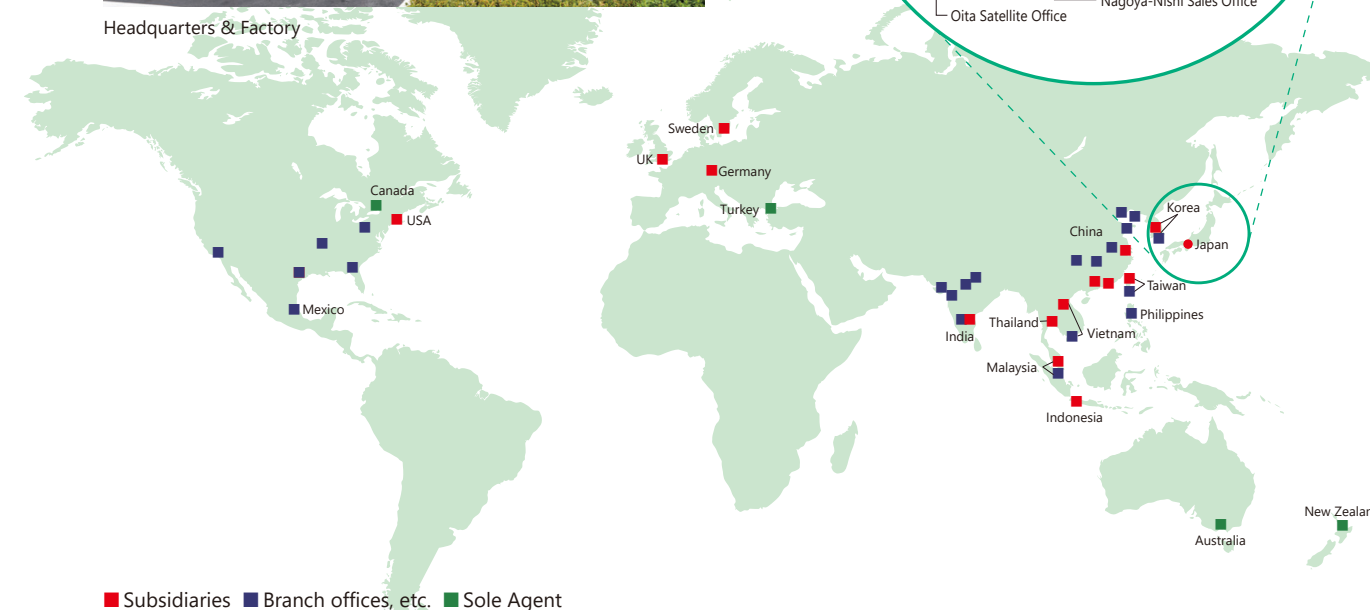
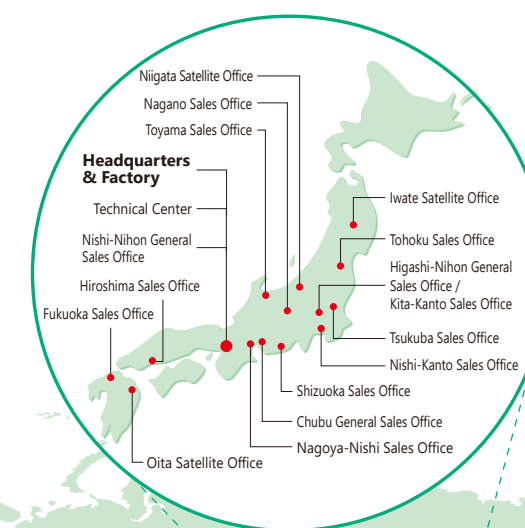
**AGM** June

**Business description** Development, manufacture and sale of Cartesian robots and other industrial equipment and systems for factory automation.

**Main products** Take-out robots for injection-molded plastic products, automated stock systems and labor-saving automation equipment.



Headquarters & Factory



■ Subsidiaries ■ Branch offices, etc. ■ Sole Agent

<Korea> ■ YUSHIN KOREA CO., LTD.

<China/Taiwan> ■ YUSHIN PRECISION EQUIPMENT TRADING (SHANGHAI) CO., LTD.

■ YUSHIN PRECISION EQUIPMENT TRADING (SHENZHEN) CO., LTD.

■ GUANGZHOU YUSHIN PRECISION EQUIPMENT CO., LTD.

■ YUSHIN PRECISION EQUIPMENT (TAIWAN) CO., LTD.

<Indonesia> ■ PT. YUSHIN PRECISION EQUIPMENT INDONESIA

<Vietnam> ■ YUSHIN PRECISION EQUIPMENT (VIETNAM) CO., LTD.

<Malaysia> ■ YUSHIN PRECISION EQUIPMENT SDN. BHD.

<Thailand> ■ YUSHIN PRECISION EQUIPMENT (THAILAND) CO., LTD.

<India> ■ YUSHIN PRECISION EQUIPMENT (INDIA) PVT. LTD.

<UK> ■ YUSHIN AUTOMATION LTD.

<USA> ■ YUSHIN AMERICA, INC.

<Sweden> ■ WEMO AUTOMATION AB **WEMO.**

<Germany> ■ WEMO AUTOMATION GMBH **WEMO.**