

**Accounting period**

From January 1 to December 31

**Record date for year-end dividends**

December 31

**Record date for interim dividends**

June 30

**Annual meeting of shareholders**

March each year

**Holder of list of shareholders and managing agency for designated accounts**

Mitsubishi UFJ Trust and Banking Corporation

**Contact**

Stock Transfer Agency Department, Mitsubishi UFJ

Trust and Banking Corporation

1-1 Nikko-cho, Fuchu-shi, Tokyo 183-0044

Tel: 0120-232-711 (toll free)

**Listed stock exchange**

Standard Market, Tokyo Securities Exchange

**Public notice method**

On-line public notice.

Publication at URL <https://convum.co.jp>

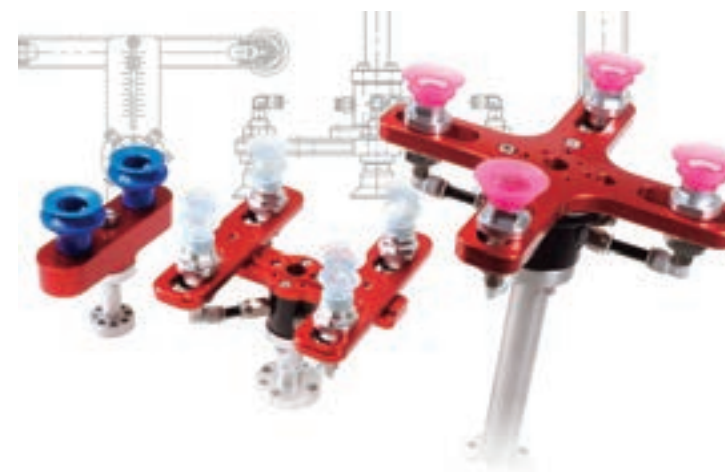
(Public notices shall be published in the Nihon Keizai Shimbun newspaper when accidents and other causes prevent on-line public notice.)

**Notes**

1. With the computerization of stock trading, in principle, account managing agencies (securities companies and other parties) where shareholders maintain accounts perform various procedures, including procedures for changing shareholder addresses and requesting share purchases. Please ask the securities company where you maintain an account about these procedures. Please note that the holder of the list of shareholders (Mitsubishi UFJ Trust and Banking Corporation) does not offer any of these services.
2. Mitsubishi UFJ Trust and Banking Corporation has been appointed as the account managing agency for the procedures associated with shares recorded in special accounts. Please ask the account managing agency for special accounts stated above (Mitsubishi UFJ Trust and Banking Corporation) about such procedures. Mitsubishi UFJ Trust and Banking Corporation branches across Japan serve as intermediaries for these procedures.
3. The main and branch offices of Mitsubishi UFJ Trust and Banking Corporation pay dividends receivable.

# 75th Term Business Report

January 1, 2025 ▶ December 31, 2025



Robot Hand Kit  
CRK Series



**As a pioneering manufacturer of vacuum absorption equipment, we will aim to be a company that is trusted by society, and strive for continuous corporate growth, through manufacturing attractive products.**

I would like to take this opportunity to extend my warmest greetings and to express our sincere appreciation to our shareholders for their support.

By developing new products and systems and maintaining our high level of quality, we hope to continue our unwavering efforts to evolve “CONVUM” into the future.

Together with our shareholders, employees, and many stakeholders, we will respond to customers’ requests and strive for continuous corporate growth.

We are pleased to present our results for the 75th term from January 1, 2025 to December 31, 2025.

March 2026

President and Representative Director **Yutaka Sato**

### Responding Flexibly to Changes in the Market

Amid a rapidly changing global situation, the environment surrounding us is also entering a period of significant transformation. The range of applications for vacuum equipment, our main product, is also expanding. In 2025, we marked our 75th term. In our aim to become a 100-year company, together with the CONVUM brand, we will accelerate our entry into new markets and respond with flexibility to changes in the environment. In our efforts to keep launching high-quality products into the market, we will strive to enhance the satisfaction of our customers and shareholders by focusing on human resources development and more efficient production. We look forward to your continued patronage in the years to come.

### Top Interview

**Q 1 — Please describe the business results of the 75th term.**

The Group’s consolidated net sales for the 75th term amounted to 1,982 million yen, an increase of 7.1% year on year. In the Japanese market, while the semiconductor production equipment and maintenance market remained flat, demand for products related to Robot Hands was brisk amid the trends toward labor reduction and automation in production facilities, and we expanded sales activities centering on capturing new customers. The Company’s net sales amounted to 1,623 million yen, an increase of 5.7% year on year.

In the South Korean market, demand for maintenance showed signs of recovery. In addition, we experienced an increase in orders by developing vacuum equipment and proprietary products and acquiring new customers. With this, sales in the South Korean market increased by 8.9% year on year to 419 million yen.

In Thailand, we continued to promote activities to expand sales of automation equipment in Thailand and surrounding countries, and we launched vacuum equipment and Robot Hands products for labor-saving equipment together with a local Sler (system integrator) company. With this, sales in the Thailand market increased by 38.8% year on year to 52 million yen.

#### Management Philosophy

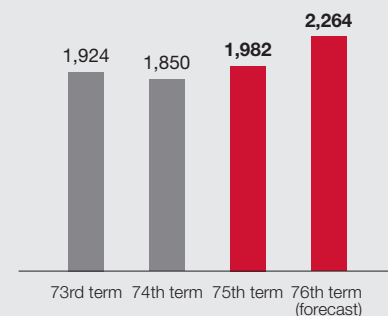
Caring about people and making great efforts to weave together our creative ideas with the requirements of our customers, while contributing greater value to society.

#### Corporate Mission

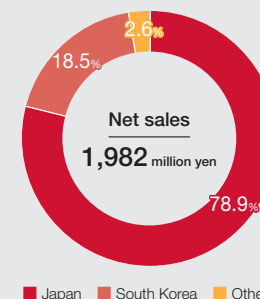
- Caring about our customers.
- Offering each of our employees the optimum working conditions and working environment.
- Carrying out development by the integration of individual ideas and customer requirements.
- Promoting alliances with other companies, and sharing the benefits obtained from them.
- Transparency of management.
- Giving a high level of importance to internal communications such as reporting, informing and consulting.
- Promoting a professional relationship in which everyone can trust and rely on each other.

#### Consolidated Financial Highlights

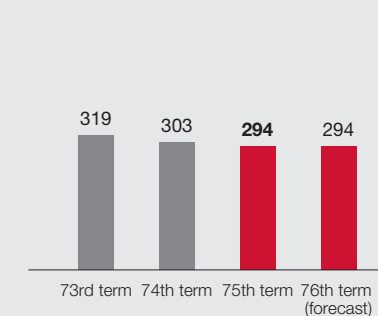
■ Net sales (million yen)



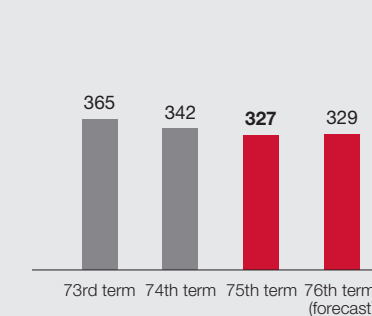
■ Sales distribution by region



■ Operating income (million yen)



■ Ordinary income (million yen)



In terms of profitability, we made progress by reviewing selling prices through price revisions, reducing manufacturing costs, and reviewing overall expenses. As a result, while consolidated ordinary income fell by 4.4% year on year to 327 million yen, profit attributable to owners of parent increased by 0.3% year on year to 248 million yen.

**Q 2** — Please describe your performance forecasts and major initiatives for the fiscal year ending December 31, 2026.

For the 76th term, we expect to record consolidated net sales of 2,264 million yen, consolidated ordinary income of 329 million yen, and profit attributable to owners of parent of 232 million yen. To achieve these targets, we will execute the following initiatives.

We will forge ahead with research and development specifically focusing on our unique vacuum absorption-related equipment and with the development of new products.

In light of the factors contributing to cost increases, such as rising costs of raw materials and labor, we will focus on promoting automation and efficiency improvements in production processes, ensuring stability of quality and cost improvements.

In addition, for overseas markets, which are expected to grow, in addition to existing markets in Asia, we will promote

overseas e-commerce and forge new sales partnerships in our efforts to establish new markets.

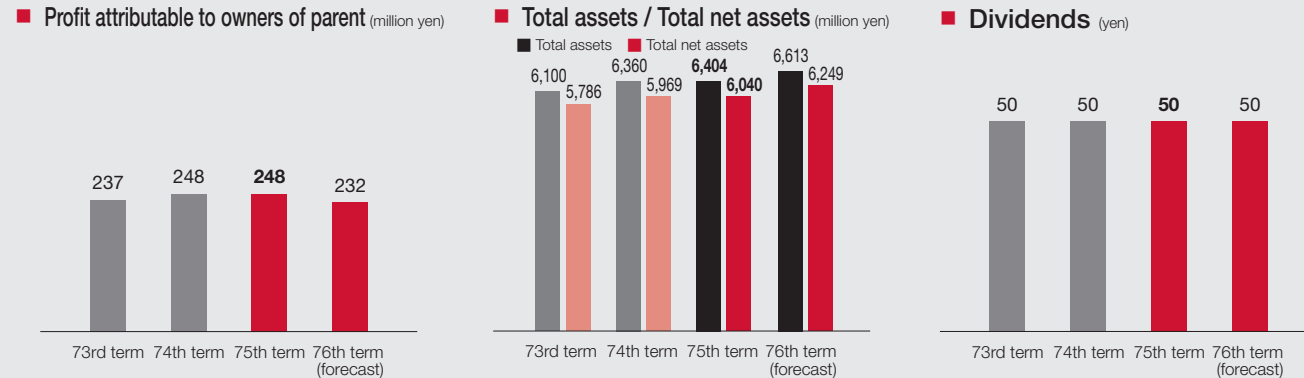
**Q 3** — Finally, please provide your message to shareholders.

To fulfill the expectations of our shareholders and other stakeholders, we will continue to seek sustainable growth and enhance our corporate value. Going forward, we will emphasize speed to actively promote the development and commercial launch of attractive new products. We will strive to contribute greater value to society as expressed in our management philosophy.

Regarding the distribution of profits to shareholders, we make it a basic policy to ensure returns to shareholders based on business results and consideration of the need to secure resources to fund investment for the future.

Pursuant to this policy, regarding dividends for the 75th term, we propose an annual dividend of 50.00 yen per share, consisting of an interim dividend of 25.00 yen per share and a year-end dividend of 25.00 yen per share.

We will devote our full energies to achieving management objectives to meet the expectations of all our shareholders, and therefore sincerely ask for the continued and unwavering support and cooperation of our shareholders.



Topics

Sponsorship of local sports event

We sponsored the 2025 9th Iwate Oshu Kirameki Marathon held on May 18, 2025.

Our employees also took part in this event, with two employees running the full marathon, three employees participating in the 10K, and two employees enjoying the parent-and-child marathon.

We will continue to sponsor this event with the aims of promoting our employees' health and contributing to the local community.



CONVUM ejectors

Net sales **551 million yen**



Consolidated net sales of this product segment for the year under review decreased by 8.1% year on year to 551 million yen due to weakened demand for maintenance in line with production adjustments of semiconductor production equipment and various types of automation machinery. The sales distribution ratio of this product segment was 27.8% of overall product sales.

## EJECTOR (CONVUM)

Ejectors are vacuum generators that use compressed air to generate suction. They are so named because compressed air is released (ejected) from the nozzle.



### About CONVUM

**CONVUM** is a coined word, created by using the imagery of generating **vacuum** using compressed air from a **com**pressor as well as of a device that can **control vacuum.** CONVUM is a registered trademark of the Company.

Pressure sensors

Net sales **161 million yen**



There was large-scale demand for general machinery following the expansion of demand for general machinery and semiconductor production equipment. As a result, consolidated net sales for the year under review increased by 25.5% year on year to 161 million yen. The sales distribution ratio of this product segment was 8.1% of overall product sales.

## SENSOR

Pressure sensors measure the pressure displacement with an internal pressure-sensitive element that converts the output to an electrical signal. Our company's pressure sensors, which focus on air pressure, are used for a variety of applications including suction confirmation, seating confirmation, and source pressure management.



Vacuum pads

Net sales **987 million yen**



As demand for capital investment recovered and production activity at existing installations increased, sales of semiconductor production equipment were firm. Consolidated net sales for the year under review increased by 2.3% year on year to 987 million yen, partly due to growth in demand for new products targeting robot-related industries. The sales distribution ratio of this product segment was 49.8% of overall product sales.

## PAD

The vacuum pad is a product that utilizes the suction (negative pressure) obtained from a vacuum generator to adsorb and lift workpieces (adsorbate). Other than the "vacuum pad," it is also called "suction pad," "suction cup," or "cup." The pad acts as that of a human "hand" or "finger."



FA equipment and others

Net sales **282 million yen**



As demand for products related to Robot Hands expanded amid the trends toward labor reduction and automation in production facilities, sales increased markedly due to the introduction of new products into the market and through increased product recognition. As a result, consolidated net sales for the year under review increased by 80.0% year on year to 282 million yen. The sales distribution ratio of this product segment was 14.2% of overall product sales.

## ROBOT-HAND

Robot Hand can be fitted to various types of robots. Customers can use the Robot Hand right away without any special designs, as we have prepared a wide range of flanges to fit the various types of robots made by various robot manufacturers.



As factory automation equipment, our products are incorporated into various manufacturing processes and equipment for various industries.

SGR Conveyance of bags of liquid by vacuum hand specially designed for bags



HGL Adsorption conveyance with vacuum pad specifically designed for food products



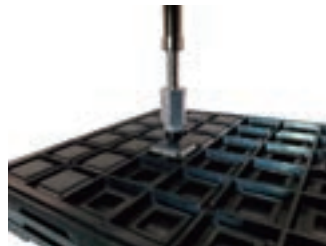
SGP Conveyance of heavy items with Robot Hands that have built-in ejector



The CONVUM Group's products and technologies are deployed in an extensive range of industrial applications, contributing to the automation of production processes and enhancing the quality of products.

**Key Point!**

Measures to combat electrostatic discharge (ESD protection) are becoming an essential factor at manufacturing sites that involve electronic devices. We have newly developed "Elec-Con," a material of CONVUM's proprietary design, and it is being used in the vacuum conveyance of many electronic components. It is managed with a surface resistance of  $1.0 \times 10^6$  to  $9.9 \times 10^9 \Omega$ , which is more stringent than general standards, and all products are tested before shipment.



Topic 1

Announcement of new slogan

"STICK WITH CONVUM"

In 2026, we will mark the 76th anniversary of CONVUM's foundation. As we move toward our 80th anniversary, alongside the "CONVUM" brand, we have adopted "STICK WITH CONVUM" as a new slogan to help the company continue to adapt to the changing times together with our customers.



Going forward, we will continue to develop even more attractive products to enhance the value of the CONVUM brand and to advance as a manufacturer that is valued and trusted by its customers.

Topic 2

International Robot Exhibition 2025 (iREX2025) Report

The Company participated in iREX2025 at Tokyo Big Sight from December 3 to December 6, 2025.

We exhibited a wide variety of products, including a large electric suction unit (e-Palletcher) to be launched in 2026, as well as various types of ejectors and the PK3 series of vacuum suction pads with mark-preventing shapes for conveyance of workpieces to the pressing process of automotive manufacturing.

We promoted these products to robot manufacturers, Slers (system integrators), and actual end users.



Consolidated Balance Sheet <small>(Unit: Thousand yen)</small>		
Accounts	74th term <small>As of December 31, 2024</small>	75th term <small>As of December 31, 2025</small>
<b>Assets</b>		
Current assets	3,657,154	3,867,515
Fixed assets	2,703,488	2,537,004
Total assets	6,360,642	6,404,519
<b>Liabilities</b>		
Current liabilities	234,138	219,992
Long-term liabilities	156,848	143,715
Total liabilities	390,986	363,707
<b>Net Assets</b>		
Shareholders' equity	5,641,983	5,741,163
Accumulated other comprehensive income	285,760	255,489
Non-controlling interests	41,911	44,159
Total net assets	5,969,656	6,040,811
Total liabilities and net assets	6,360,642	6,404,519

Consolidated Statement of Cash Flows <small>(Unit: Thousand yen)</small>		
Accounts	74th term <small>January 1, 2024 to December 31, 2024</small>	75th term <small>January 1, 2025 to December 31, 2025</small>
Cash flows from operating activities	481,528	430,031
Cash flows from investing activities	(189,503)	(691,971)
Cash flows from financing activities	(75,956)	(151,062)
Effects of exchange rate changes on cash and cash equivalents	10,398	7,233
Increase (decrease) in cash and cash equivalents	226,466	(405,770)
Cash and cash equivalents at beginning of fiscal year	2,433,239	2,659,706
Cash and cash equivalents at end of fiscal year	2,659,706	2,253,936

Consolidated Statement of Income <small>(Unit: Thousand yen)</small>		
Accounts	74th term <small>January 1, 2024 to December 31, 2024</small>	75th term <small>January 1, 2025 to December 31, 2025</small>
Net sales	1,850,703	1,982,229
Gross profit	939,928	1,012,558
Selling, general and administrative expenses	636,320	717,858
Operating income	303,608	294,700
Ordinary income	342,723	327,536
Income before income taxes and minority interests	344,569	332,140
Profit	240,104	248,082
Profit attributable to non-controlling interests	(7,895)	(575)
Profit attributable to owners of parent	248,000	248,657

### Highlights of the results for the 75th term

- ✔ Consolidated net sales increased by 7.1% year on year to 1,982 million yen while consolidated operating income decreased by 2.9% to 294 million yen. On a non-consolidated (individual business performance) basis, net sales increased by 5.7% to 1,623 million yen, and operating income decreased by 6.7% to 280 million yen. While net sales remained strong, operating income decreased year on year. In South Korea, net sales rose but operating income fell, while in Thailand, net sales increased significantly and operating losses improved.
- ✔ Total net assets amounted to 6,040 million yen, mainly due to a 171 million yen increase in retained earnings and a 9 million yen increase in foreign currency translation adjustment. The shareholders' equity ratio was 93.6%.

Corporate Information	
Company name	CONVUM Ltd.
Establishment	April 16, 1951
Capital stock	¥748,125,000
Address of head office	2-6-18 Shimomaruko, Ota-ku, Tokyo
Domestic offices	Iwate, Tokyo, Nagoya, Osaka, Fukuoka
Consolidated subsidiaries	CONVUM KOREA CO.,LTD. CONVUM (THAILAND) CO.,LTD.
Number of employees	91 (Consolidated number of employees)

### Officers (As of March 27, 2026)

President and Representative Director	Yutaka Sato
Senior Managing Director	Takayuki Kunimatsu
Director	Tatsuo Sugiyama *
Full-Time Corporate Auditor	Shinichi Sato
Corporate Auditor	Tsutomu Tomoda *
Corporate Auditor	Hirokazu Makimura *

Note: The people with asterisks are outside directors or outside corporate auditors.

Status of Shares		
Number of authorized shares	Number of issued shares	Number of shareholders
6,600,000	1,657,000 <small>(Of which treasury stock: 136,391 shares)</small>	887 <small>(A decrease of 39 from the previous term-end)</small>

Major Shareholders		
Shareholder	Number of shares held	Ratio of shareholding
Ise Kosan Co., Ltd.	246,860	16.23
Sugako Ise	126,020	8.29
HIKARI TSUSHIN, INC.	102,300	6.73
Chiyuki Ise	82,410	5.42
Izumo Sangyou Corporation	53,300	3.51
Shuji Shinkai	49,600	3.26
MTAsia Corporation	36,000	2.37
Shinichi Kamiya	35,100	2.31
Kyoko Nakanishi	31,300	2.06
NICHIDEN Corporation	28,000	1.84

(Notes) 1. Although the Company holds treasury stock, it is excluded from the list of "Major Shareholders" above.  
2. The number of treasury stock is deducted from the number of issued shares in calculating the ratio of shareholding.

Our website



We update our investor relations and other corporate information on the website as needed and invite you to check back regularly.

<https://convum.co.jp>

