Value Creation Process

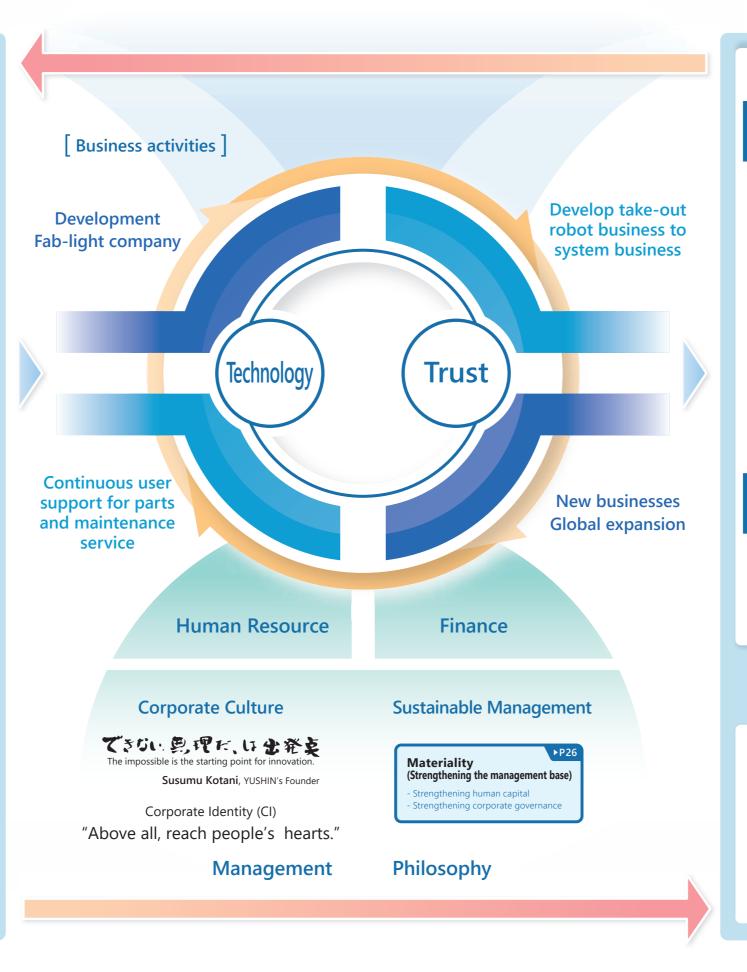## Social issues and changing environment surrounding YUSHIN and the customers

- Labor shortage in manufacturing industry
- Improvement in working environment in manufacturing industry, especially in developing countries
- Plastic recycling
- Growth opportunity in new industries (e.g. Electric vehicle, metaverse)
- Preventing global warming and energy conservation
- Improvement of living standard in countries around the world
- Growing geopolitical risks
- Serious natural disaster

Materiality (Solving social issues) ▶P26
- Promotion of occupational safety
- Productivity improvement of the customers' factory
- Tackling climate change

[Input]

Management capital (FY2023)

Financial capital	**Strong financial strength** Equity ratio: 79.0%
Manufacturing capital	**Fab-light management** Capital investment: 319 million yen
Intellectual capital	**Pursuit of take-out speed and green engineering** Research and development expenses: 399 million yen
Human capital	**Multinational workforce structure** Number of employees (consolidated): 715 (including foreign employees: 276)
Social and relationship capital	**Broad customer base** Number of sales and service base: 57
Natural capital	**Purchase of electricity from renewable energy sources (JAPAN)** Power usage: 2.195 million kWh (non-consolidated) Water intake: 4,336m³ (HQ and factory)

[Business activities]

Development Fab-light company

Develop take-out robot business to system business

Technology

Trust

Continuous user support for parts and maintenance service

New businesses Global expansion

Human Resource

Finance

Corporate Culture

できない。無理だ、は出発点
The impossible is the starting point for innovation.
Susumu Kotani, YUSHIN's Founder

Corporate Identity (CI)
"Above all, reach people's hearts."

Management

Sustainable Management

Materiality (Strengthening the management base) ▶P26
- Strengthening human capital
- Strengthening corporate governance

Philosophy

[Outcome]

Social value

Contributing to the creation of sustainable societies in which people around the world can lead safe and prosperous lives

- Raising the standard of living of people around the world by supporting the delivery of high-quality, low-cost products worldwide (Contributing to lighten products and to improve sanitation standards through the use of plastics)
- Responding to environmental conservation (climate change, chemical substance control measures)
- Supporting production of biomass and biodegradable plastic moldings as effort to address plastic issues
- Contributing to demand for labor saving due to labor shortage
- Contributing to the safety and security of factories

Economic value

- Helping client companies generate profits
- Helping client factories improve the productivity and the quality of their products
- Enhancing shareholder value

[Output]

Robots	Custom-Ordered Equipment	Parts and Maintenance Services

- Improving customer satisfaction
- Increasing the corporate brand value
- Improving employee job satisfaction
- Cash generation