

Dialog between the President and Employees

In 2021, YUSHIN changed its management structure. YUSHIN has set up a forum for young employees from various divisions to discuss the new organization. Let's listen to their honest opinions.



(from left) T (Public Relations Office), Y (R&D division), Takayo Kotani (Representative Director and President), T (Overseas Sales division), S (Purchasing Division), N (Domestic Sales Division)

Entering a New Phase of Growth of YUSHIN

Kotani Over the last decade, YUSHIN has been at sales level of 20 billion yen. We will be able to keep 20 billion yen if we take our jobs seriously. However, we shouldn't repeat the same pattern if we think about further growth. I will change the Company where anybody can speak out so that I can gather their ideas to choose the path I should follow. I believe if we become an organization whose employees get the business going with their own ideas, that will promote our further growth. Our next growth target is to achieve the sales of 30 billion yen. What do you think of that?

S (Purchasing Division) We can achieve the target of this fiscal year, the sales of 22 billion yen, if each of us does the best. It is not easy to achieve the sales of 30 billion yen. What we should do is that we do our best in our section, and we work together across sections to generate synergy effect.

N (Domestic Sales Division) Releasing new products, like palletizing robots or products that help automation, can show us the way to achieve the sales of 30 billion yen.

T (Overseas Sales Division) Overseas sales are expected to respond more quickly than before. In terms of achieving our sales targets, if we can gather more feedback from end users in Europe at exhibitions and other events and communicate it to other departments more, we can find a business opportunity. It is important to fill the gap between the sections by sharing information, so that we can get us



closer to our customers.

Y (R&D Division) We need to take measures to make our products and technologies to be well known throughout the Company. To this end, it is necessary to have a system in place to directly deliver customers' feedback to every corner of the Company. We have to explore market conditions and customer needs. I would like everyone in the Company to let me know what they want us to do without hesitation.

T (Public Relations Office) I would like to contribute to the growth of the business by distributing information that the Company wants to spread in a timely manner. Freshness counts for information. Expression changes as time changes. Information must be suited from country to countries. I will actively listen to many kinds of people in order to send appropriate information out promptly.

N (Domestic Sales Division) As all of you have said, we employees need to get closer to each other over the sections. But I have a feeling we won't get far with that way only to achieve the target. We may also need to enhance human resources.

Personality to Accelerate the Company to Grow

Kotani It's important to increase the number of employees who can create the future of YUSHIN with us together. What sort of people do you think are necessary for us?

Y (R&D Division) I felt the importance of communication skills when I accepted an intern the other day. People with communication skills can come up with a lot of ideas, which moves the conversation going, and leads to new ideas. By the way, when I was a student, there were no 3D printers. The student today have experienced what I haven't gone through. Opinions and ideas from the people with that background were very unique and stimulating. I once again felt that it is important to have a conversation regardless of age or experience in making things.

T (Overseas Sales Division) Self-motivation is important. When self-motivated persons get together, they become aware, "I want to do this!" and "This is not enough for that!" Behavior to shape that awareness leads to personal growth and to company growth.

S (Purchasing Division) Communication skills are essential as we negotiate when purchasing. Also, we need the ability to take act. Depending on the social situation, it may be difficult to purchase specific materials. If one procurement channel is closed, we have to find another. Before you think you have no way out, you have to switch your mind and do something. We need that kind of ability.

T (Public Relations Office) It is the ability to dig deeper

into things. You can grow by looking back why things go wrong at work. When I teach my juniors at work, I try to think about it together by saying "Why do you think it didn't work?"

N (Domestic Sales Division) I was able to find out what kind of employees are required by talking about what kind of people we need. I realized I actually didn't understand what people in other department thought or how they did their jobs. What you have said really hit me. I would like to keep sharing our ideas like we did today.

Kotani I felt anew that each of you is thinking about the future seriously. Through this roundtable discussion, I was able to learn about the form of the organization you are looking for. This kind of talk is important. I would like to aim for an organization where each person's serious thoughts can lead to results, where both the people who are currently working here and who would be can fulfill their fullest potential and grow. Thank you for today.

Everyone Thank you very much.

