# 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

Natural

capital

- 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

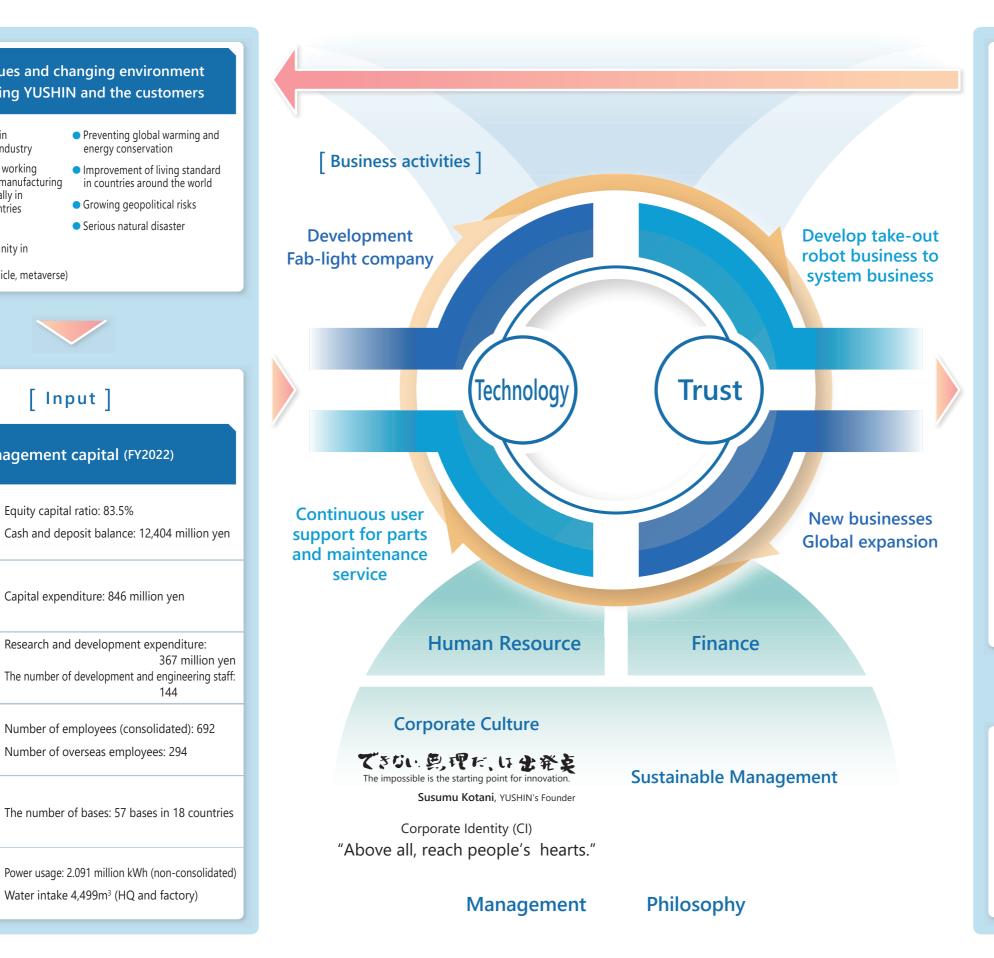


## [Input]

### Management capital (FY2022)

	Financial capital	Equity capital ratio: 83.5% Cash and deposit balance: 12,404 million yen
	Manufacturing capital	Capital expenditure: 846 million yen
	Intellectual capital	Research and development expenditure: 367 million yen The number of development and engineering staff. 144
	Human capital	Number of employees (consolidated): 692 Number of overseas employees: 294
	Social and relationship capital	The number of bases: 57 bases in 18 countries

Water intake 4,499m<sup>3</sup> (HQ and factory)



### 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 ]

Take-out Robots

Custom-Ordered Equipment

Parts and Maintenance Services

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

YUSHIN Report 2022