Value Creation Process

Social issues and changing environment surrounding YUSHIN and the customers

- 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

[FY2025]

Financial Capital	Strong financial strength Equity ratio: 85.5%
Manufacturing Capital	Fab-light management Capital investment: 634 million yen
Intellectual Capital	Accelerating robot motion and commitment to environmental technology Research and development expenses: 692 million yen
Human capital	Multinational workforce structure Number of employees (consolidated): 800 Including employees working outside Japan: 349
Social and relationship capital	Wide range of users Number of sales and service base: 57
Natural Capital	Purchase of electricity from renewable energy sources (in Japan) Power usage: 2.432 million kWh Water intake: 6,989m³ (HQ, Technical Center, Fushimi factory)

Business Model

[FY2027 Management Target]

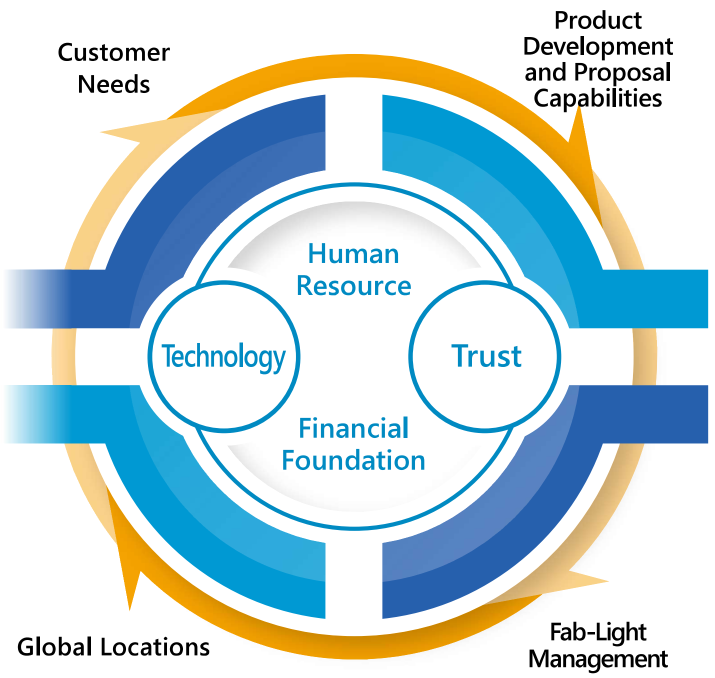
Consolidated Net Sales: 30 billion yen

[Management Indicators]

Operating Profit Ratio: 15% or more

ROE: 8% or more

Enhancing Economic and Social Value



After-Sales Service and Maintenance

Business Philosophy

CI

Materiality P21

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

Outputs

[FY2025]

Consolidated Net Sales: 26.1 billion yen

Operating Profit: 2.58 billion yen

(Operating Profit Ratio: 9.9%)

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 more 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

[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