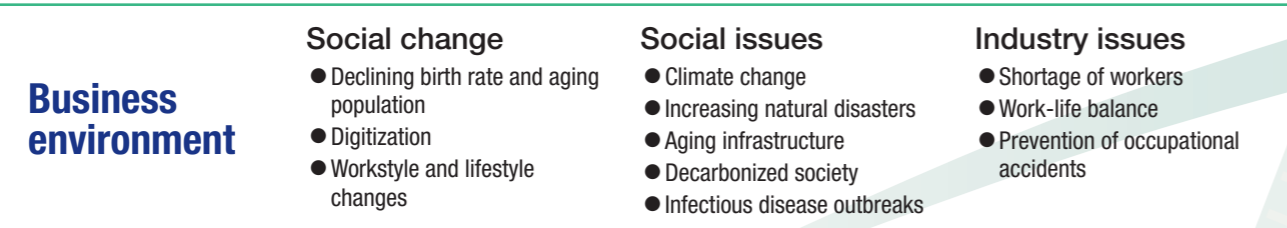


Value Creation Process Connecting, Linking, Expanding: Toward the Future

The YBHD Group has contributed to society through social infrastructure development and technological innovation. By further bolstering the Group's strengths, we will take on the challenge of creating new value adapted to the drastically changing social environment.



Inputs P.13-14

Manufacturing Capital

Production bases **7**

Production capacity of the main plant

Osaka Plant **60,000 t/year**

Chiba & Mobarra Plants **90,000 t/year**

Human capital*

Employees **2,017**

Qualified personnel **1,244**

*Including equity method affiliates.

Intellectual capital

Patents **180**

R&D spending **500 million yen**

Financial capital

Stockholders' equity **110.4 billion yen**

Interest-bearing debt **21.4 billion yen**

Natural capital

Power consumption **26.61 millionkWh**

Steel consumption **143,000 tons**

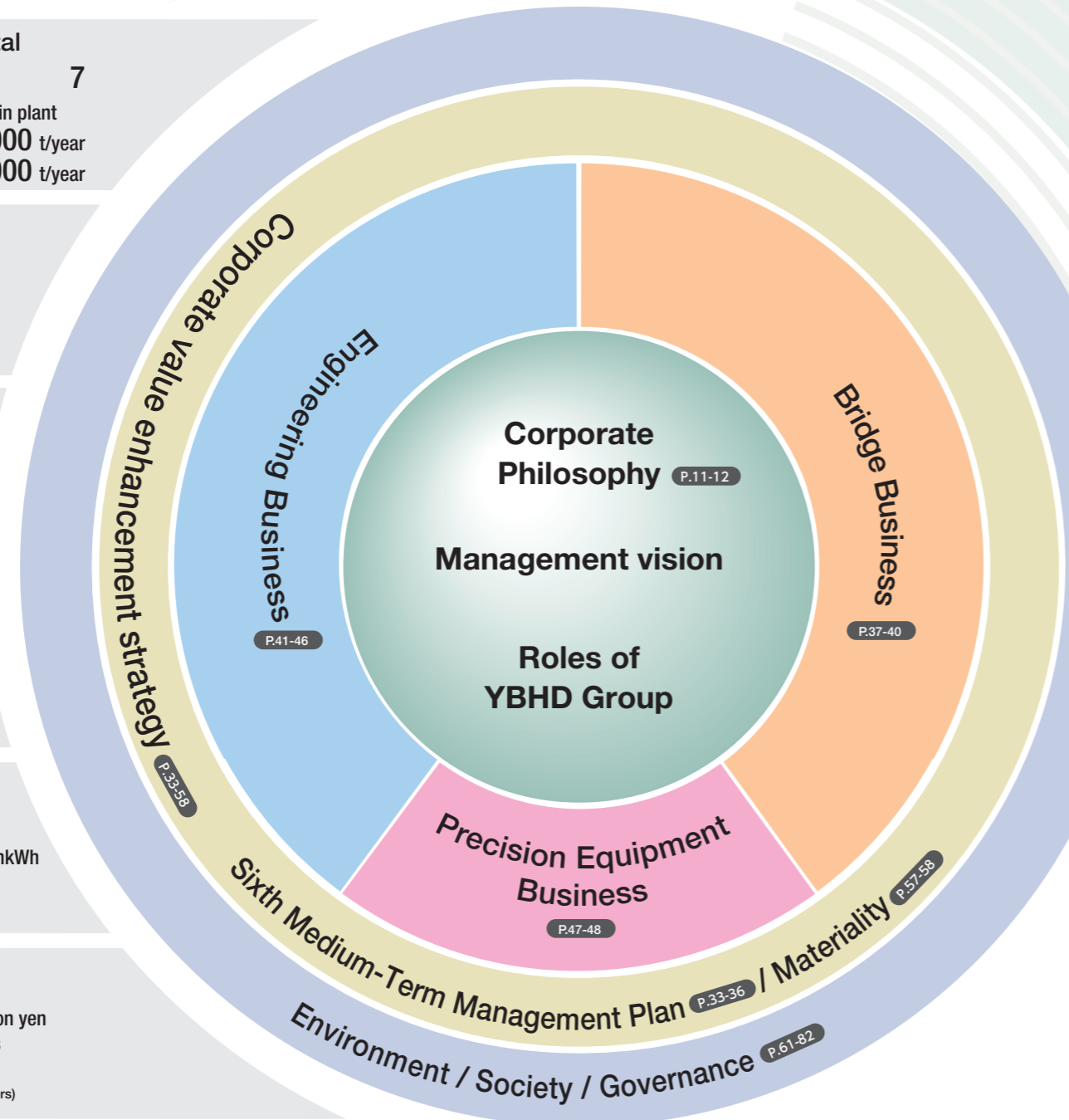
Social capital

Order value **156.9 billion yen**

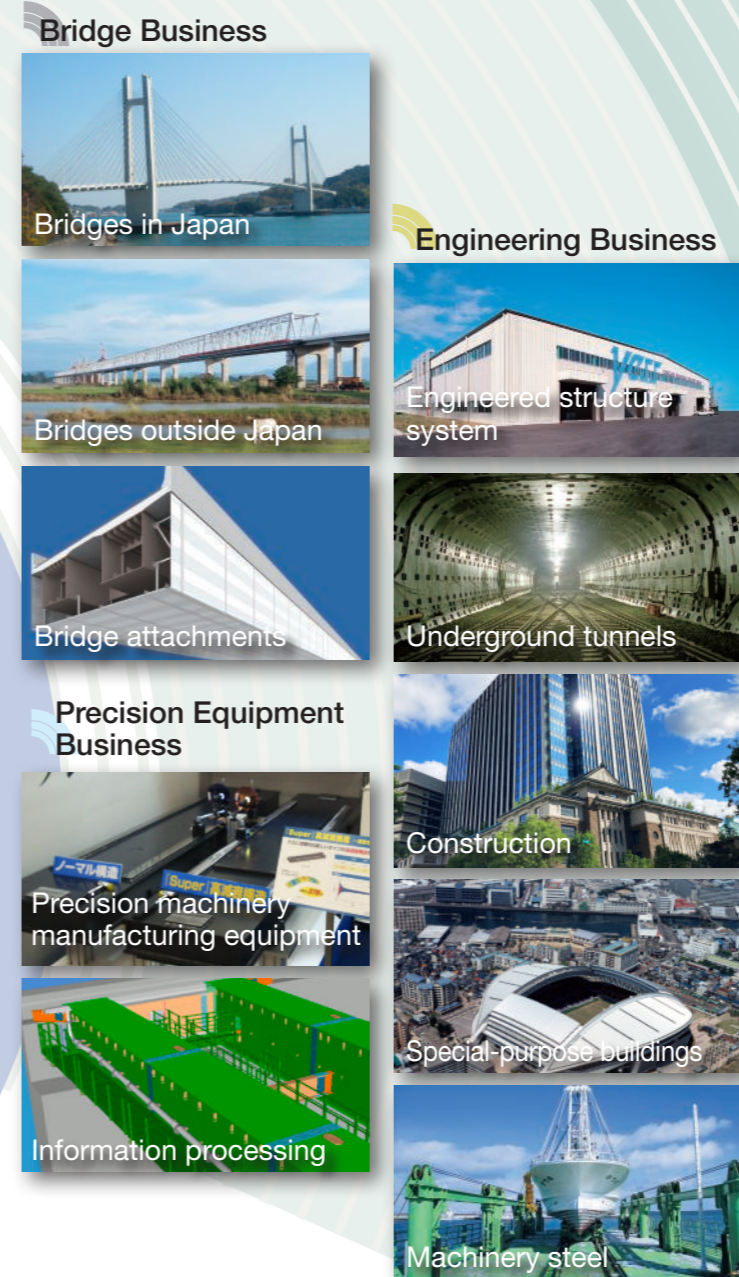
Sales and construction agents **Over 1,300**

(Engineered structures affiliated builders)

Business activities



Outputs P.15-16



Outcomes

Economic value provided P.83-86

- Net sales **¥164.9 billion**
- Operating income **¥15.2 billion**
- Ordinary income **15.4 billion yen**
- Net income **11.2 billion yen**
- Earnings per share **273.36 yen**
- Equity ratio **58.8%**
- Payout ratio **31.1%**

Social value provided

- Contribution to society through the development of social infrastructure, etc.
- Greater customer satisfaction
- Support for employee skill development
- Accumulation of technical capabilities and know-how
- Revitalization of local economies through employment
- Consideration for the global environment



Stakeholders

Shareholders and investors

Customers

Business partners

Employees

Partner companies

Local communities