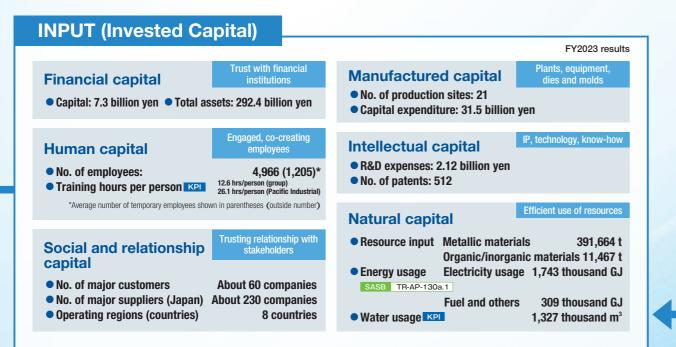
OUT **Pacific Industrial Group's Value Creation Model** Fir Ach Man Mana **Risks and** Mana Market **Opportunities** environment Valu awareness P.18 2030 Res red Beyond the OCEAN P31 **Financial value** Strength Technology x On-site capabilities Trust and No.1 Share NEXUS-26 P32 Stamping Va **P.17** P.33 🔍 Im Expansion of high-value-added Plastic stamping products Molding **PURPOSE** P.33 Cultivate new markets with valves Passion in Va **Business** Creating Tomorrow and plastic molding products Valves Co **Focus themes** Materiality pillars P.35 **Non-financial value** Solving social and **Co-growth of sales and profits** customer issues through products Creating the pillars of the next generation New products P.37 Foundation Value creation through diverse technologies Technology development strategy, digital strategy P.43.45 Materiality pillars Val cting human Co luman resources strategy to realize our PURPOS Human resources strategy P.39 fut participation Fostering trust with **Coexistence with society** P.51 stake Integrate sustainability and management Coexistence with the natural environment P.47



OUTPUT (Products)



*Refer to the Su

FY2023 results

COME	(Created	Value)

		1 1 2023 Tesuits		
nancial	value prowth of sales and profits, provide a	appropriate returns		
	Sales	207.3 billion yen		
	Ratio of operating income to sales	7.0%		
	ROE	11.2%		
agomont augoto	noe	11.270		
	by technology and products	lving social and customer ssues through products		
solving social and customer issues through safety, security, comfort, uction of environmental impact, creation of social value, etc.				
agement targets	Sales ratio for electrified vehicles	34.1%		
KPI	Ratio of UHTSS versus all stamping products	s 25.2%		
KPI	No. of TPMS products and TPMS valves solo	d 0.94 million		
agement targets	No. of new products and services launched	d 7 cases		
lue to e		specting human resources I their active participation		
prove employee well-being				
	Positive response rate for employee engag	iement 48.2%		
	Implementation rate of Human Rights Survey			
	Lost-time injury frequency rate	0.81		
	Rate of females in management positions	Group 10.0%		
		Pacific Industrial 3.9%		
lue to s	takeholders	Fostering trust with stakeholders		
exist and	be happy with stakeholders			
KPI	Implementation rate of Code of Conduct survey	self-assessment 74%		
KPI	No. of recalls issued SASB TR-AP-25	50a.1 0		
KPI	Company ratio (purchase amount base) for survey of supplier complia "Supplier Sustainability Guidelines" (Pacific Industrial)	ance with 80% or more		
	No. of social contribution activities implement	nted 123		
lue to the	e natural environment 🛛 🛄	imizing environmental load		
nducting pr ure generat	ojects to pass on natural environm ions	ental riches to		
agement targets	CO ₂ emission reduction ratio (compared to FY2019)	20.3% reduction		
	Waste emission reduction ratio (compared to FY2019)	8.1% reduction		
	Water usage reduction ratio (compared to FY2019)	23.9% reduction		
ustainability Data B	ustainability Data Book 2024 for details on materiality based KPIs and initiatives.			
		11/1/		