## Pacific Industrial Group's Value Creation Model

A company that contributes to prosperous life and environment in next-generation mobility society through "monozukuri"

#### **Social issues**

- Climate change
- Depletion of resources
- · Crisis of water resources
- Biodiversity
- Human rights issues
- Damage to health
- Population explosion and declining birthrate and aging population
- Traffic accidents

#### **Business model**

#### Rick

- Business activities
- (global economic and geopolitical situation/ customer dependent/development/price competition/quality/raw materials/information security)
- Finance
- Climate change
- Compliance
- Human rights and labor

#### **Opportunity**

- Stricter safety and environmental regulations
- Growth of the automobile market
- Automobile restructuring
- Application of Al and IoT
- Energy saving / weight reduction
- Carbon neutrality

## **Internal and external management resources**

**Financial capital** 

Sound and stable financial foundation

Manufactured capital

Production equipment, metallic moldies and manufacturing know-how

Intellectual capital

Development, evaluation and analysis technologies

**Human capital** 

Global and domestic human resources

Social and relationship capital

Collaboration with stakeholders

**Natural capital** 

Raw materials, energy and resources

Stamping and molding business

**New business** 

Valve business

## **Management foundation**

Management corporate function

## Strength

#### Stamping and molding business

- UHTSS forming technologies that enable weight reduction and high rigidity
- · Electric vehicle (EV) technology, film insert molding technology, and noise and vibration (NV) performance control technology

#### **Valve business**

- Valve : Top share in the world and a global quadrilateral production and sales system
  - : Fluid control/motorized control technologies and a wide variety of product line-up
- TPMS : Technology for on-vehicle electrical equipment and overwhelming quality, as well as a global quadrilateral production and sales system

#### New business

· Wireless communication, sensory, and AI technologies

## Mid-term Management Plan

# Trust Innovation Challenge

**PACIFIC VALUES** 

"Dreams and Challenges" and "Trust and Respect"

## **The Pacific Industrial Group Way**

**Brand Slogan** 

## **Passion in Creating Tomorrow**

### **PACIFIC GLOCAL VISION**

Aspired corporate image

A truly GLOCAL company that is worthy of stakeholders' trust, rooted in communities and able to co-exist and co-develop with them

A company that leverages its core technology and continuously provides new business, new products and new technologies toward a sustainable society

A company that values employees' new ideas, challenges and ensures they feel the harmonious balance between life and work

## Sustainability management Four pillars

Solving social and customer issues through products

Respecting human resources and their active participation

Fostering trust with stakeholders

Material Topics

SUSTAINABLE
DEVELOPMENT
GOALS

Minimizing environmental load

**Highlights Related to** 

**Value Creation** 

Financial Highlights (FY2021)

Net sales / 164.4 billion yen
Operating income / 10.7 billion yen
ROA / 4.6%

#### **Non-Financial Highlights**

Many awards received from domestic and overseas customers → p.26

Products that solve social issues → p.29

Initiatives for Respecting Human Rights →p.39

Recognized in "2022 Certified Health & Productivity Management Outstanding Organizations Recognition Program (Large Corporation Category)" → p.40

Conducted Self-Assessment of Code of Conduct and Supplier Sustainability Guidelines → p.24.25

TCFD disclosure  $\rightarrow$  p35

Active Introduction of renewable energies → p.38

**KPI** → p.19.20

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