



In the severe environment of VUCA, where the future is unpredictable, we have formulated a mid to long-term business plan, "Beyond the OCEAN", based on the opinions of all divisions, including global operations, and by adopting a back-casting perspective from a long-term vision, rather than updating the mid-term business plan as in the past.

"Beyond the OCEAN" has been compiled based on the following three perspectives.

"Purpose" that will be pursued no matter what environmental changes occur.

"Long-term strategy" to grasp environmental changes and make strategic moves.

"Resilience" that can be applied even when the environment is different from what is expected.

The mid-term business plan, as a mid-term milestone, covers the four-year period until fiscal 2026. We named it "NEXUS-26" with the idea of "connecting values", "connecting with bonds" and "group management".

With "Beyond the OCEAN" and "NEXUS-26", we will continue to create new value.



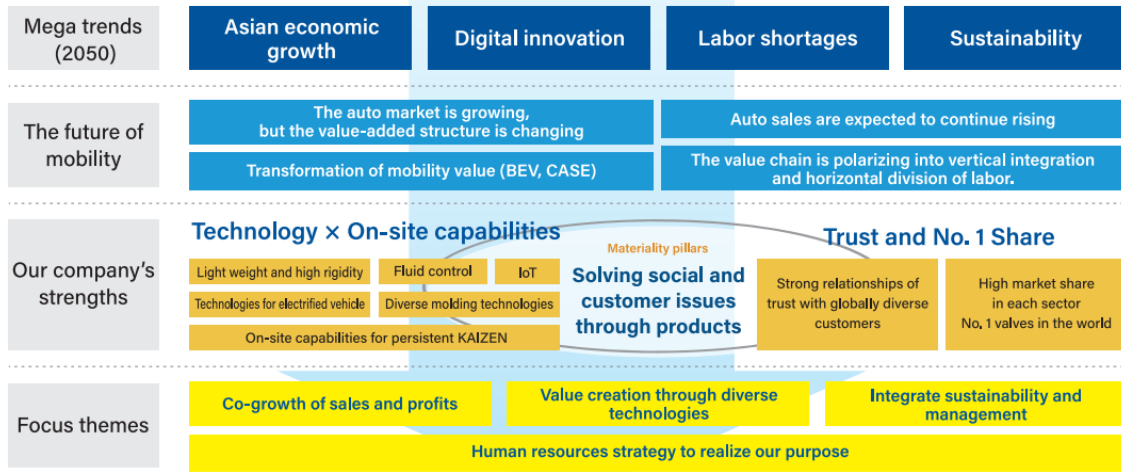
First, I would like to explain Beyond the OCEAN, our mid to long-term business plan through 2030.

Our brand slogan, "Passion in Creating Tomorrow," means that our diverse workforce will work together to create new value. We believe that it represents the significance of our existence of our company, and we have changed from a brand slogan to a purpose.

We will continue to make this purpose the axis of our management, which is to create value for a sustainable tomorrow through the active participation of diverse human resources.

Mid to long-term business plan concept

Towards our sustainable growth in the face of a drastically changing market environment while leveraging the strengths of human resources



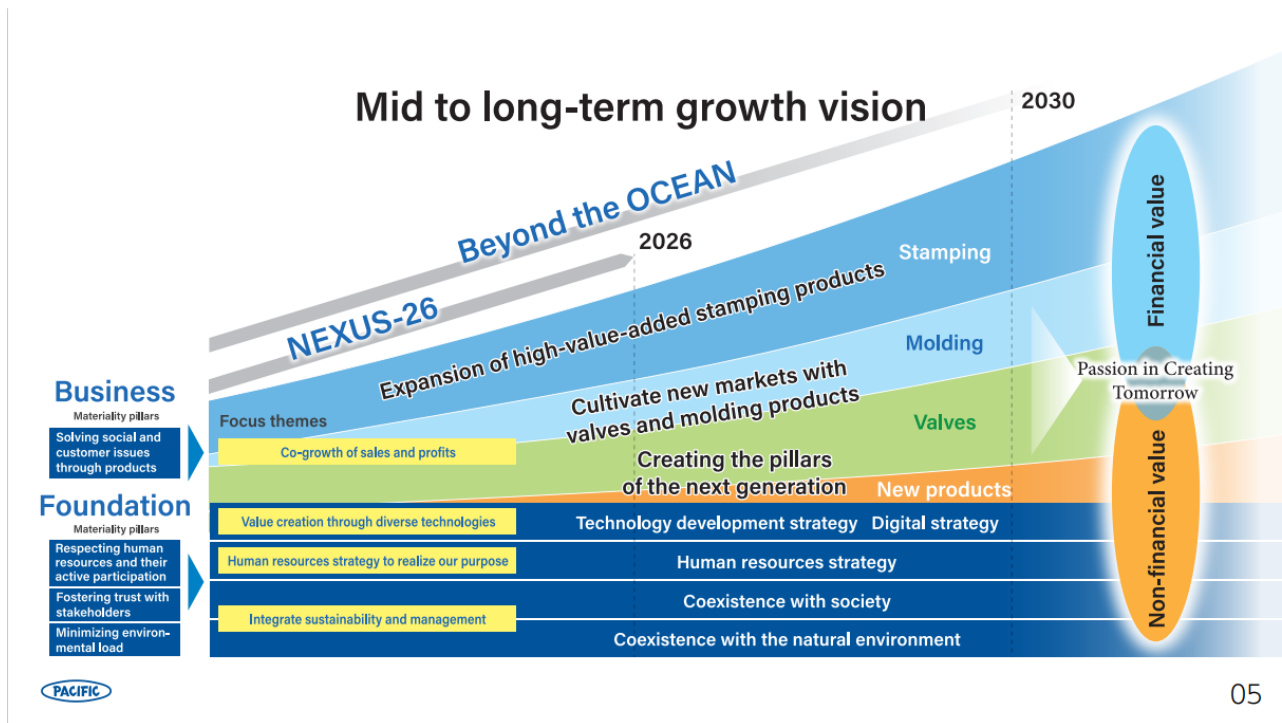
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Next, I will explain the concept of the mid- to long-term business plan.

In order for us to survive amidst the transformation of long-term trends and mobility values, we must thoroughly leverage our strengths, technology and on-site capabilities, and trust and the number-one market share.

To this end, it is extremely important to have a human resources strategy that will enable our employees to play an active role and realize their purpose to create new value.

The Company's long-term themes of focus are co-growth of sales and profits, to create value through diverse technologies, and to integrate sustainability and management.



First, it is important to enhance the foundation as a mid- to long-term growth image. It is important to recognize the connection between society and the environment and our business, prevent negative impacts, and create positive value.

The key to this is employees. Through the “Human Capital Strategy to achieve our Purpose,” employees perform to their potential and “create value with diverse technologies.” As a result, “business strategy” will be effectively implemented and “co-growth of sales and profit” will be realized.

Our business strategy is to further enhance the profitability of our mainstay stamping business segment by introducing high value-added products in the areas of lightweight and EVs, and to deepen ties with our major customers.

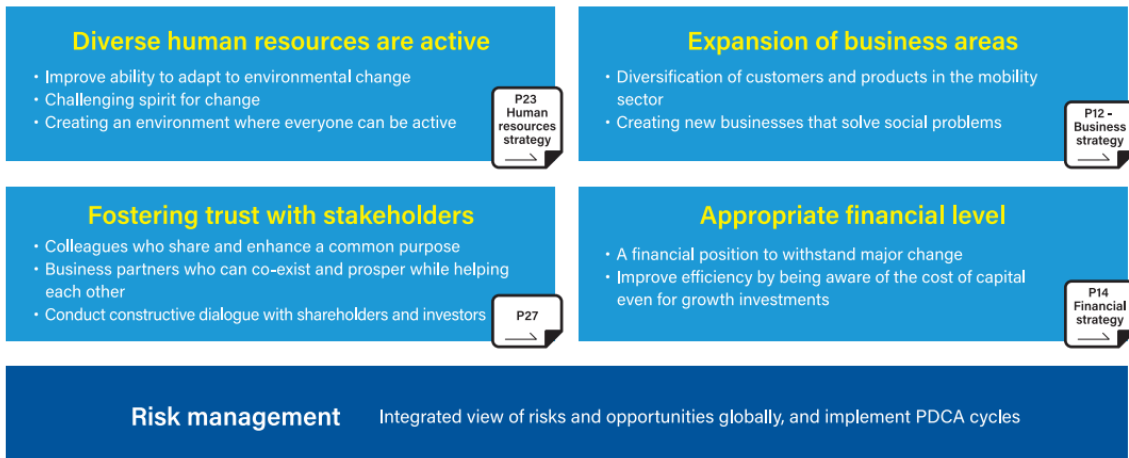
Furthermore, in the valve segment and molding segment, we will boldly develop the EV market by utilizing our sealing and sound and vibration-proofing technologies, not only for car manufacturers but also for mega-suppliers.

Furthermore, we will actively take on challenges outside the mobility field and nurture the seeds for creating the pillars of the next generation through products that solve social issues by leveraging our core technologies.

Through these mid and long-term strategies, we will create value in both financial and non-financial aspects. This is consistent with our sustainability materiality and will be integrated into our management objectives.

Increase resilience

Become a company that continues to grow despite adversity by improving its ability to adapt to any environmental change



06

The market environment is changing rapidly, and the market environment and growth scenario may not be as expected.

To survive in these times, we recognize the importance of resilience -- the ability to flexibly overcome changes in the environment, no matter how they occur.

The current long-term strategy incorporates elements such as an active diverse workforce, expansion of business areas, trust building with stakeholders, and an appropriate financial level, all of which are linked to resilience.

Furthermore, we will pursue a new era of risk management that quickly identifies risks and opportunities, overcomes weaknesses, strengthens strengths, and manages them in an integrated manner.

Management targets

Develop financial and non-financial (business and sustainability) value targets

Financial value targets

Improve capital efficiency and achieve sustainable growth			
	FY2022 results	FY2026 targets	FY2030 targets
Sales	191.2 billion yen	210 billion yen	Sustained growth
Ratio of operating income to sales	4.9%	7% or more	10% or more
ROE	7.0%	8% or more	10% or more

Non-financial value targets

Business value targets			
Solve social and customer issues through products			
		FY2026 targets	FY2030 targets
Main business	Sales ratio for electrified vehicles (our company estimation)	50%	70%
New business	Number of new products and services launched (from FY2023)	15 cases	35 cases
Sustainability value targets			
Empower employees to achieve sustainable growth			
		FY2026 targets	FY2030 targets
Human capital	Employee engagement	Establish medium- and long-term targets after first survey implementation in FY2023	
Natural capital	CO ₂ emissions	30% reduction	50% reduction (Scope 1, 2, group compared to fiscal 2019)



07

For management targets, we have established targets based not only on financial value, but also on non-financial value.

Our financial value target is JPY210 billion in sales and sustained growth thereafter in order to improve capital efficiency and achieve sustainable growth.

We have also set our operating margin ratio and ROE at 7% and 8%, respectively, for 2026, and we aim to increase them to 10% and 10%, respectively, by 2030.

As for non-financial value targets, based on the materiality of solving social and customer issues through our products, we will increase the sales ratio of our core business, the mobility field, to 50% in 2026 and to 70% in 2030 for EVs.

In new fields, we aim to launch 15 new products and services by 2026 and 35 by 2030.

We would also like to use employee engagement as an indicator of our sustainability value goal, which is to empower our employees and create a sustainable society, a goal that embodies purpose. The first survey will be conducted during this fiscal year and targets will be established based on the results.

In addition, for natural capital, we have already set a long-term goal of reducing CO₂ emissions to 50% of the FY2019 level by 2030, and as a milestone, we aim to achieve a 30% reduction by 2026.

Sustainability materiality (Important issues)

PDCA cycles in conjunction with material topics directly related to management targets.



08

Materiality regarding sustainability is included in the current mid-term plan, and we will continue to promote initiatives based on the KPIs that have been established.

Of these, those themes that we consider particularly important and have a significant impact on corporate value will be set as the management targets I mentioned earlier, and we will work on them with high priority.

In terms of materiality through business, especially in the development of environment-conscious products that have a large impact on our core business, we have set a management target for the ratio of sales for EVs, which has been a KPI for some time.

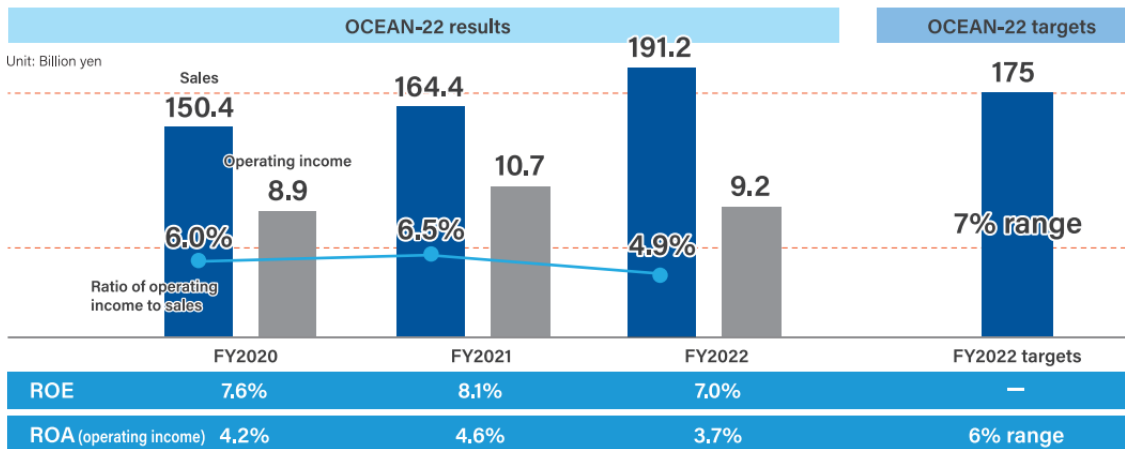
In addition, as part of our will to create new value, we set the number of new products and services to be launched as a management target in order to contribute to a sustainable mobility society and enriched lifestyles.

As a manufacturing company, minimizing our environmental impact is one of our most important tasks, and we have set the reduction of CO₂ emissions as our management target in relation to climate change, which is the most urgent issue.

Above all, we have newly set the improvement of employee engagement as a management goal related to all materiality pillars of respect and success of human resources, which is important to become a company that has “Passion in Creating Tomorrow,” which is our purpose.

OCEAN-22 Review

Sales achieved the target, but the ratio of operating income to sales and ROA did not.



Operating income and ROA targets were not achieved due to production fluctuations and material price hikes caused by the impact of COVID-19 and semiconductor shortages.



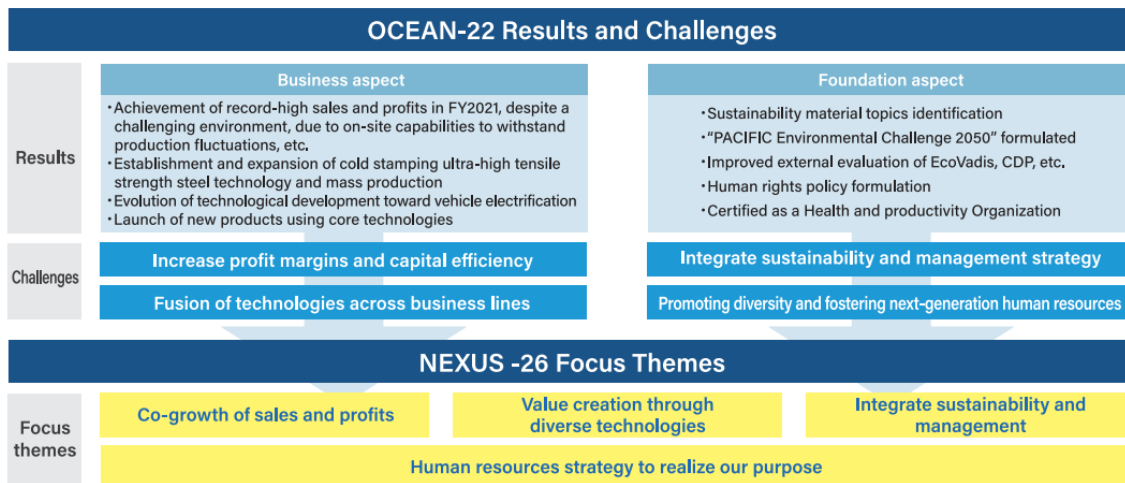
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From here, I would like to explain NEXUS-26, our mid-term business plan to realize Beyond the OCEAN.

First, a review of the previous mid-term business plan, OCEAN-22, shows that although we achieved our sales targets, we fell short of our goals for profit and capital efficiency, such as operating income and ROA, due to the significant impact of production fluctuations and material price hikes caused by the impact of COVID-19 and the semiconductor shortage.

OCEAN-22 review and NEXUS -26 positioning

Steadily overcome "challenges" to achieve sustainable growth



11

As for the results of OCEAN-22, on the business side, as I just mentioned, despite the challenging environment, sales steadily improved, reaching a record high in FY2022, and profits also reached a record high in FY2021.

In addition, we were able to establish and expand mass production of ultra-high-tensile steel cold stamping technology, evolve technological development for electrification, and actively develop products outside the mobility field by utilizing our core technologies to bring several products to market.

We have also been active in sustainability management, identifying materiality in 2020, announcing PACIFIC Environmental Challenge 2050, and actively working to become carbon neutral. We have also strengthened our efforts in human capital initiatives, including the formulation of a human rights policy and the implementation of health management. We have also strengthened our information disclosure and received high evaluations from CDP, EcoVadis, and other evaluation agencies.

On the business side, however, the Company faces challenges in improving profit margins and capital efficiency, and recognizes the importance of integrating the various technologies it possesses to increase competitiveness in order to improve these areas.

In addition, we need to strategically integrate our sustainability initiatives, and to pave the way for a new era, it is also important for us to become a company where people can say what they think, challenge what they think, and grow as a result of working at our company.

The four focus themes outlined in the mid to long-term plan are closely linked to the resolution of these mid-term issues. "NEXUS-26" is based on a "Human Resources Strategy" that enables diverse human resources to play an active role in realizing "Purpose".

These human resources will draw on the potential of the diverse technologies that are our strength, and in addition to strengthening our existing customer base, we will also develop new markets.

Our basic approach is to "Integrately create value based on sustainability" and achieve "Co-growth of sales and profits."

Co-growth of sales and profits

Value creation through
diverse technologies

Vision by business for 2030 and 2026

Drawing up a long-term vision and formulating specific medium-term measures

	FY2026	Sales and profit growth image Compared to FY2022	FY2030	Sales and profit growth image Compared to FY2026
Stamping	<ul style="list-style-type: none"> Product creation that contributed to decarbonization Improve manufacturing and technological capabilities Production technology innovation Establish a solid business base 	Sales ↑ Profit ↑	<ul style="list-style-type: none"> Becoming a high-value-added business of choice in a decarbonized age Establish cost competitiveness to surpass other companies through innovation in production technology 	Sales ↑ Profit ↑
Molding	<ul style="list-style-type: none"> Expand into new areas with soundproofing, vibration-proofing and decorating technologies Develop new customers globally Strengthen ability to develop materials and products that meet customer needs 	Sales ↑ Profit ↑	<ul style="list-style-type: none"> New market creation by applying soundproofing, vibration-proofing and new decorating technologies Shift to a circular economy 	Sales ↑ Profit ↑
Valves TPMS	<ul style="list-style-type: none"> Develop and provide smart products with an eye toward vehicle electrification Combine technologies to continuously plan and propose high-function, high-value-added products 	Sales ↑ Profit →	<ul style="list-style-type: none"> To a development-oriented business that provides functions with high technology Create new pillars of business with products for electrified vehicles 	Sales ↑ Profit ↑
New products	<ul style="list-style-type: none"> Explore new business areas following logistics and animal husbandry Deepen existing areas 	Sales ↑ Profit ↑	<ul style="list-style-type: none"> Become a company that can solve social issues through IoT products and systems Make data business a pillar of new business 	Sales ↑ Profit ↑

10% or more
 Less than 10%
 Level out

PACIFIC

12

We have organized our goals by business under these four themes.

The stamping business segment will increase both sales and profits by increasing added value and expanding sales through automotive body structural proposals, based on on-site capabilities to follow production fluctuations in order to contribute to decarbonization, such as reduction of weight and CO2 emission during production.

In the molding business segment, we will leverage our strengths in soundproofing, vibration-proofing, and decorating technologies to strengthen sales expansion to new customers, while aiming for sustainable growth through materials and product development based on a circular economy.

In the valve TPMS segment, we aim to become a development-oriented business that generates high added value by leveraging its strengths in wireless communication technology and high quality, and to create new pillars of business with products for EVs.

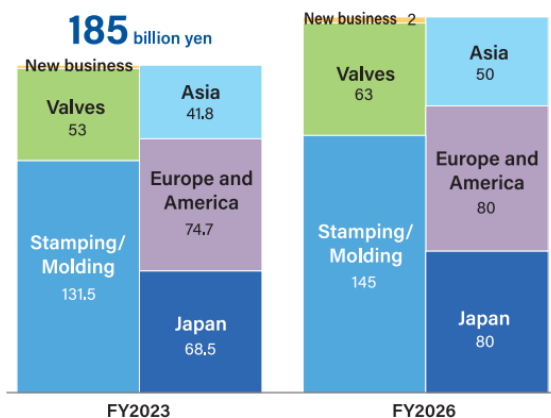
As for new products, we will pursue evolution by upgrading the products we have already launched, while strengthening our search for new fields and developing a data business to solve social issues into a pillar of our business.

Sales targets by segment

Growth in each business and region

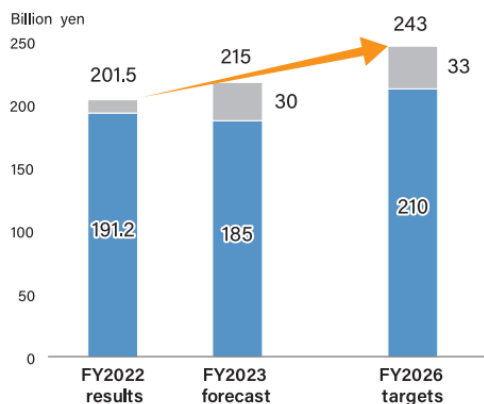
Sales by segment

210 billion yen



At pre-change levels, the average annual growth rate over four years is 5%

Sales trend



13

The sales by segment thus depict a picture in which each segment grows almost in proportion to the size of its sales in FY2023 and FY2026.

As the market recovers from the COVID-19 pandemic, the main growth factors for stamping and molding business segments will be operation of the new Higashi-Ogaki Plant and increased production through capital investment overseas; and for the valve segment, increased sales of the newly launched electric expansion valves will contribute.

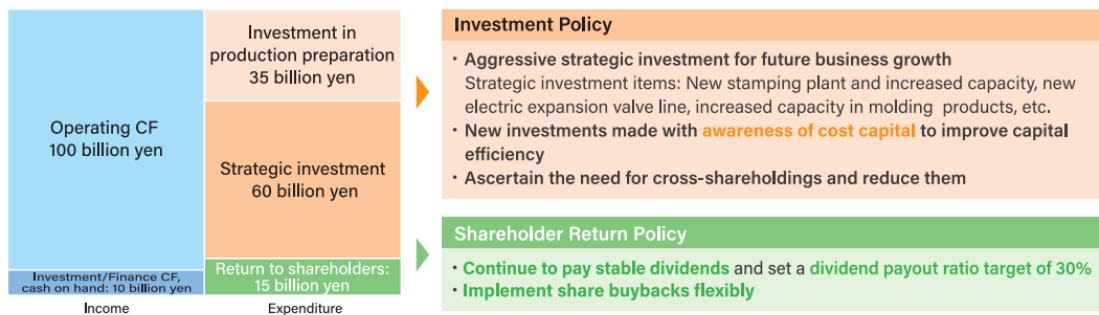
Since FY2021, we have partially revised our revenue recognition, so sales decreased year on year due to the change in accounting standards. The above are sales targets based on the new standards after this change. As shown in the chart on the right, sales in FY2026 are expected to be 240 billion yen, and the average annual growth rate from FY2022 will be 5%.

Financial strategy

Making bold growth investments for 2030 with awareness of capital costs

Financial policy	<ul style="list-style-type: none"> • Make strategic investments and shareholder returns using the operating CF generated, and any temporary shortfalls will be covered by borrowings • Aim for ROE of 8% or more in FY2026 and 10% or more in FY2030 by implementing investments with an awareness of capital efficiency ⇒ Aim to increase corporate value and improve PBR
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FY2023 to FY2026 Cumulative cash allocation



14

Our financial strategy is to boldly invest in growth while remaining conscious of the cost of capital. Our financial policy is to use generated operating cash flow as a source of funds to make strategic investments and shareholder returns, with temporary shortfalls to be covered by borrowings.

We are conscious of capital efficiency and aim to achieve ROE of 8% or more in 2026 and 10% or more in 2030. Our investment policy is to make aggressive strategic investments with a new stamping plant and a new line of electric expansion valves to realize future business growth.

Our shareholder return policy is to target a dividend payout ratio of 30%, while flexibly implementing share buybacks to enhance shareholder returns.

We will strive to increase corporate value by generating cash flow through these business investments and business growth investments, improving capital efficiency, and enhancing shareholder returns.

Co-growth of sales and profits

Value creation through
diverse technologies

Materiality

Improving mobility safety
Development of
environment-conscious products

Stamping business strategy

Contribute to decarbonization and safety by honing development and production technology capabilities

What we aim to be by 2030

- To survive in the era of decarbonization, we will become a **"proposal-based technology group"** and create high added value
- Establish **cost competitiveness to surpass other companies** through innovation in production technology and smart factories

Stamping Sales Target

2022 ▶ 2026
129 ▶ 155 billion yen
CAGR 4.7%
(Before the change in revenue
recognition standards)

NEXUS -26 Focus Themes

1. Create products for decarbonization

- Expand the cold stamping technology sector
- Increase sales of lightweight products
- Expand sales of parts for electrified vehicles
- Create plants with reduced environmental impact

POINT

2. Improve Monozukuri and technological capabilities

- Evolution of next-generation high-tensile stamping technology
- Advance development of joining technology
- Reinforcement of structural analysis and autobody structure proposal capabilities

3. Establish a solid business base

- Manpower saving with equipment and transportation automation
- Build manufacturing lines using AI
- Domestic and overseas base restructuring
- Increase efficiency through smart factories
- Development of multi-skilled human resources



15

Next, I would like to share our growth strategy by business segment.

First, as our goal for 2030, the stamping business will become a proposal-based technology group that can survive in the age of decarbonization, thereby deepening ties with central customers and expanding high-value-added stamping products.

In addition, we will establish a solid business foundation by promoting production technology innovation and smart factories to increase cost competitiveness and ease of work and productivity that surpass those of our competitors.

The first of NEXUS-26's focus themes is to create products for decarbonization. In particular, the cold stamping method, which is our specialty, has an advantage over the hot stamping method in reducing CO2 emissions during production.

We will propose the replacement of hot stamped parts, and also expand the number of EV products.

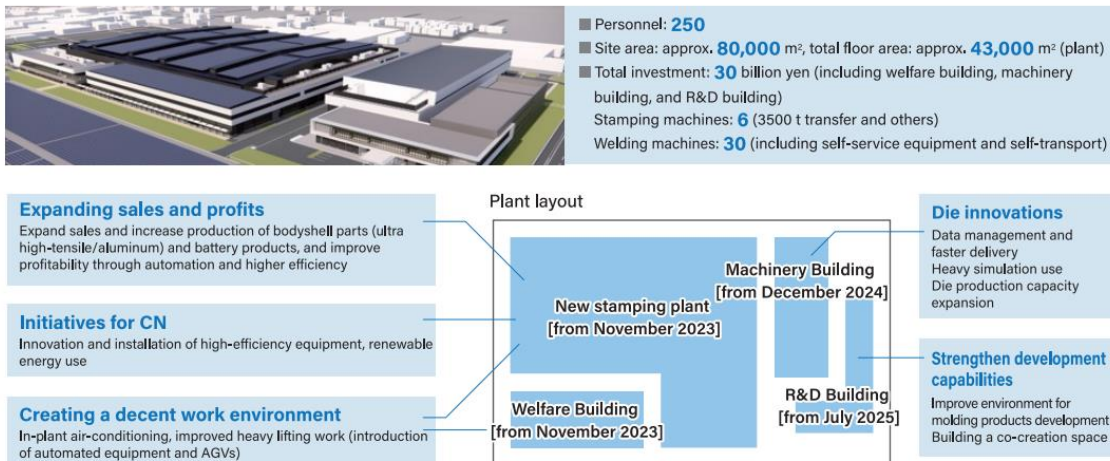
We will also use structural analysis technology to propose optimal structures to zones and increase bulk orders for body parts, thereby improving our manufacturing and technological capabilities.

Furthermore, we will improve our cost competitiveness and establish a solid business foundation through efficient manufacturing using AI and other digital technologies.

In this way, we will build a highly profitable structure while improving capital efficiency through both value-added creation and cost competitiveness.

Stamping business strategy POINT

New state-of-the-art global mother factory for sustainable value creation



A particularly large strategic investment in the stamping business is the new plant under construction at the Higashi-Ogaki Plant. This responds to the demands of the times by increasing stamping facilities and automating welding lines, as well as introducing renewable energy and improving work comfort.

At the same time, a new machinery building will be built to strengthen the cost competitiveness of ultra-high-tensile steel cold stamping and dies for large parts, shorten lead times, and expand the internalization of technology and skills.

In addition, a new R&D building will be constructed to strongly promote the development of new dies and IoT-related products.

By combining these functions, it will serve as a global “mother factory” that creates new value and is responsible for steady growth in sustainable sales and profits.

Molding business strategy

Develop new markets globally with soundproofing, vibration-proofing, and decorating technologies

What we aim to be by 2030

- **New market creation** by applying soundproofing, vibration-proofing and new decorating technologies
- Shift to a **circular economy**

Molding sales target

2022 ▶ 2026
18 ▶ 25 billion yen
CAGR 8.6%

NEXUS -26 Focus Themes

1. New products and new businesses with sound and vibration-proofing technology established

- Accelerating the development of new products for electrified vehicles (Urethane foam products, etc.)
- Expand sales to new customers (For mega suppliers)
- Expansion beyond the automotive sector

POINT

2. Developing decorating technology and cultivating global customers

- Increase sales of wheel caps and ornaments to new customers (focus on ASEAN/India markets)
- Expand global production capacity (North America/Asia)

POINT

3. Strengthen ability to develop materials

- Urethane material, paint-less material, high-performance resin
- Enhancement of CAE evaluation environment
- Develop multi-materials and recycled materials



17

Next, I will explain the strategy for the molding business as a business that we would like to strengthen in particular.

We believe that while our production facilities for molding base, and we intend to strengthen this business.

Our goal for 2030 is the creation of new markets and a shift to a circular economy through the application of soundproofing, vibration-proofing, and new decorating technologies.

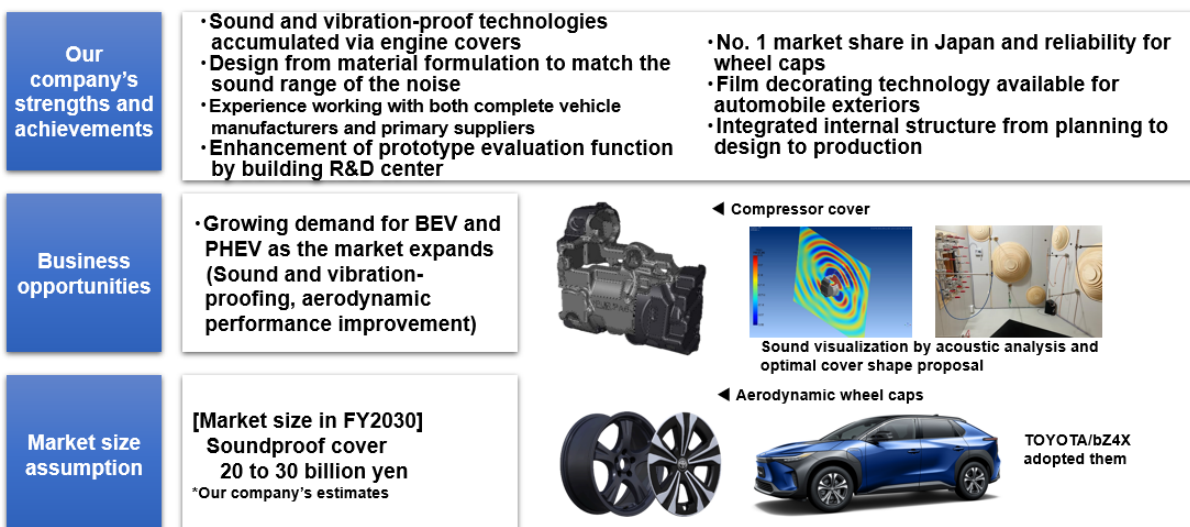
There are three main focus themes.

The first is to establish sound and vibration-proofing technology and promote new products and new business development. Here, we will accelerate new products for EVs and expand sales to new customers, especially to mega-suppliers.

Next, in the decorating business, we will expand our global production capacity while developing the fast-growing markets of ASEAN and India from our plant in Thailand.

Furthermore, the third theme of focus is to strengthen our ability to develop materials that are compatible with the circular economy era.

Promote development of new products for EVs and expand sales globally to new customers



The molding business has diverse strengths, including sound and vibration-proofing technology, film decoration technology, design capabilities from material formulation, and an in-house integrated system from planning and design to design and production.

In particular, with the expansion of the EV market, we are pushing forward with the development of new customers globally while leveraging our existing customer base, such as compressor covers using sound and vibration-proofing technology, and aerodynamic wheel caps utilizing our design capabilities based on improved aerodynamic performance.

Valve business strategy

Build a new growth pillar by developing high-value-added products for electrified vehicle

What we aim to be by 2030

- **Realize speedy and development-oriented business development** anticipating market needs
- Establish a **new business pillar** with products for thermal management systems for electrified vehicles

Valve sales target

2022 ▶ 2026
54.2 ▶ 63 billion yen
CAGR 3.8%

NEXUS -26 Focus Themes

1. Develop new products and technologies with an eye toward vehicle electrification

POINT

- Establishment of thermal management products utilizing sealing technology
- Smart product development using wireless communication technology
- Anticipate market needs on a global basis and promote advanced development



PACIFIC

2. Strengthen revenue base by improving efficiency of existing businesses

- Reorganize global locations and development according to market trends
- Establishment of a systems through DX and automation
- Promote new customer development for TPMS



19

In the valve business, our goals for 2030 are to realize speedy development-oriented business expansion that anticipates market needs, and to establish a new business pillar in products for thermal management systems for EVs.

As a focus theme for NEXUS-26, we believe it is important for business growth, especially in the age of electrification, to introduce new products that utilize core technologies such as sealing technology and wireless communication technology, and to establish a brand.

In the area of TPMS, where price competition is fierce, we have begun to expand sales to emerging EV manufacturers and are working to expand sales volume.

In addition, we will promote structural reform of existing businesses, including reorganization of global production and development bases and improvement of productivity through digital innovation.

Valve business strategy POINT

Develop products for thermal management systems and expand lineups to provide high added value

Our company's strengths and achievements

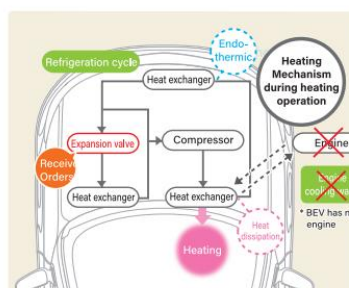
- No.1 market share for tire valves and car air conditioner valves, high quality and reliability
- Received order for electric expansion valves for BEVs from a major system manufacturer, mass production to start in May 2023.
- Global customer coverage through mutual cooperation among three development bases in Japan, France, and the U.S.
- Promoted development of water valves for battery cooling systems and expanded lineup of valves for thermal management.

Business opportunities

- Growing demand for BEV and PHEV as the market expands

Market size assumption

[Market Size in FY2030]
Heat pump refrigerant valve
100 billion yen
Battery cooling water valve
140 billion yen
*Our company's estimates



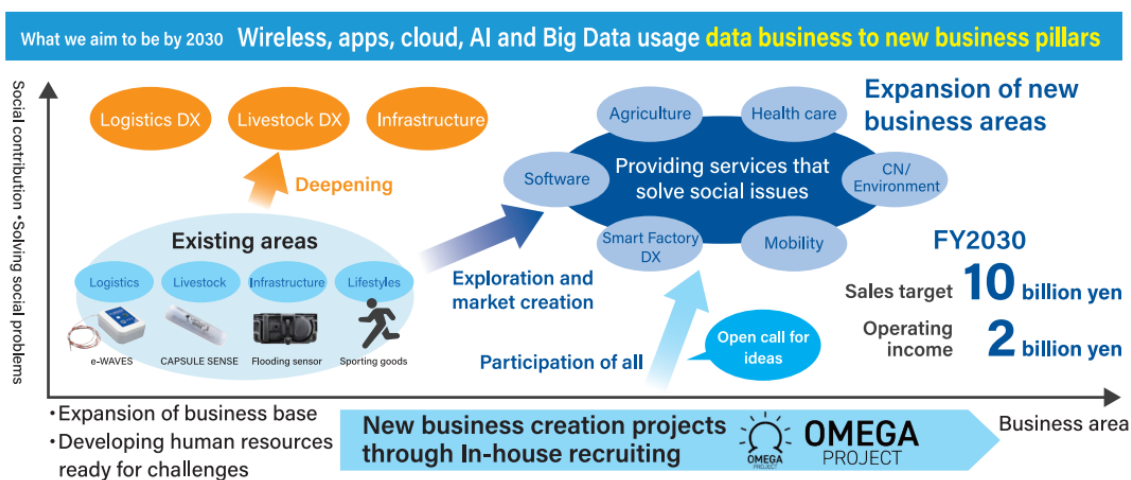
As the cornerstone of our valve business strategy, we will promote the development and sales expansion of products for thermal management systems. With the development of battery EVs, the market for heat pump systems and various valves for heat utilization systems around batteries is expected to grow.

We will expand sales globally by developing products and establishing a mass production system that takes advantage of our strengths, such as sealing technology and high reliability cultivated in the valves business.

By maximizing the use of energy from EVs, we will strongly promote this business as one that contributes to reducing environmental impact through our products, and aim to establish a new business pillar with valves for heat management systems.

New product development

Developing IoT products and systems that contribute to solving social issues



New product development is an area in which we continue to take on various challenges in order to create a business pillar in the long run.

As our goal for 2030, we would like to make the data businesses utilizing wireless, apps, cloud, AI, and big data new business pillars.

Our approach is to expand our business domain with a focus on businesses that contribute to society and solve social issues, and to evolve the logistics, livestock, infrastructure, and lifestyle-related businesses already on the market by upgrading them.

We also hope to solve social issues by creating products and services in completely new fields.

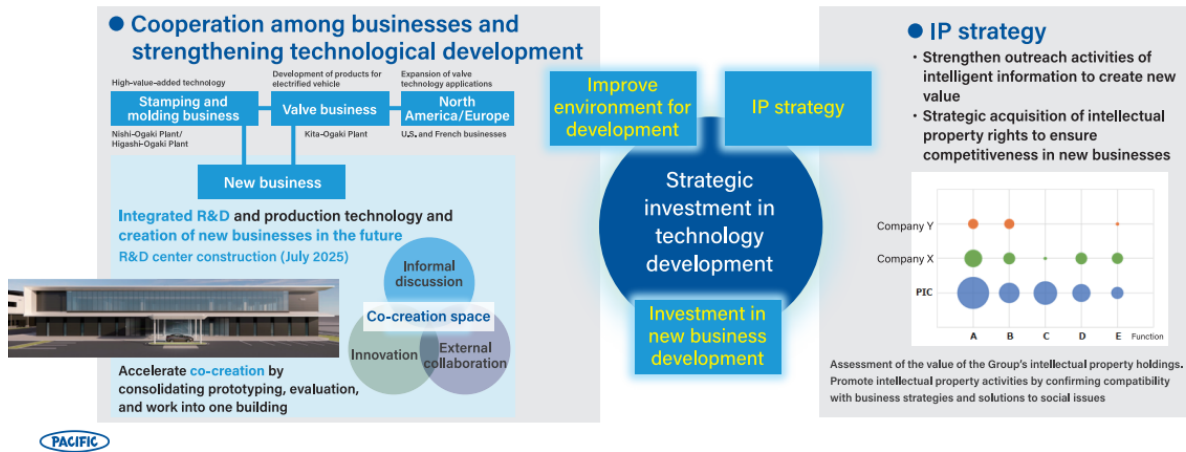
To this end, we have launched a new business creation project under the name of OMEGA PROJECT, which is open to internal applications.

By advancing these initiatives, we hope to achieve sales of JPY10 billion and operating income of JPY2 billion by 2030.

Technology development strategy

(1) Deepen the diverse core technologies of existing businesses and create new value

(2) Improve the development environment and accelerate the creation of new businesses



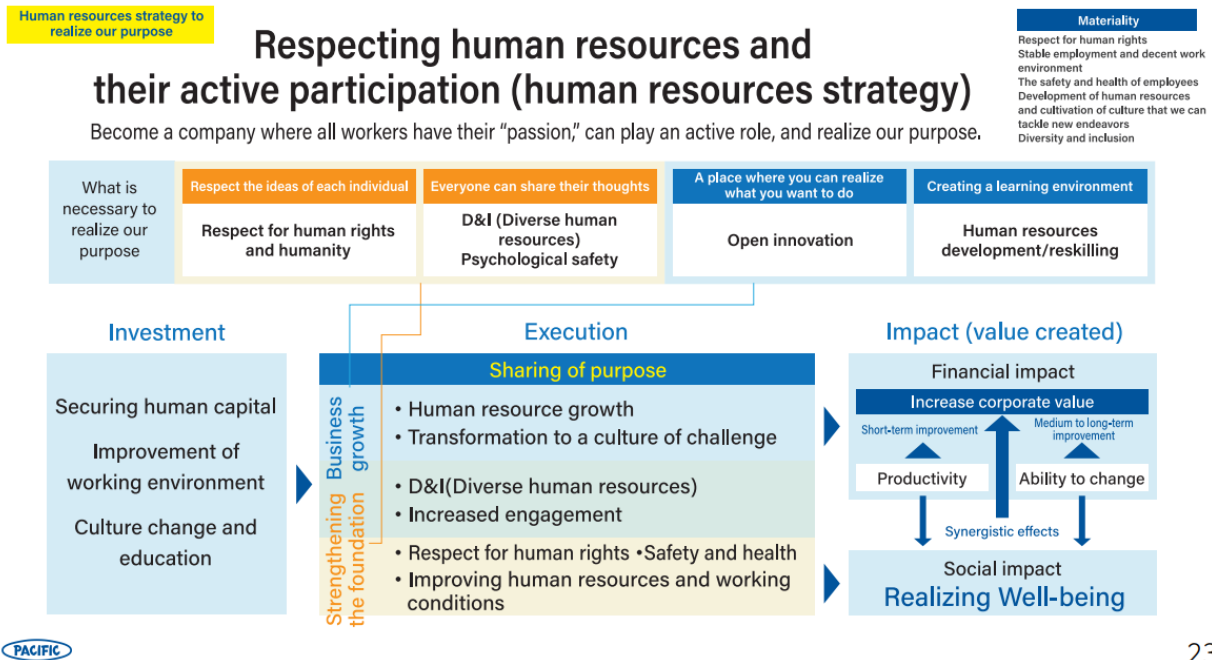
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Our technology development strategy is based on two axes: deepening the various core technologies of existing businesses to create new value, and improving the development environment to accelerate the creation of new businesses, while also collaborating in the development of existing and new businesses.

In July 2025, the R&D Center will be put into operation on the Higashi-Ogaki Plant site, and under the theme of a co-creation space, the Center will conduct integrated R&D of development and production technologies and realize the creation of new businesses in the future.

In addition, to create effective intellectual property that contributes to the creation of new value as an intellectual property strategy, we will promote intellectual property analysis, human resource development, and the development of systems to strengthen the intellectual property management capabilities of the entire Group.

By combining these efforts, we will promote business growth that contributes to society by supplying high-value-added products and services.



23

As stated in our purpose, "Passion in Creating Tomorrow," our human resource strategy is to become a company where all workers have their thoughts and can play an active role.

We believe that by achieving this, we can become a company that is chosen by people and in which everyone can demonstrate their abilities, even in an era of changing work styles.

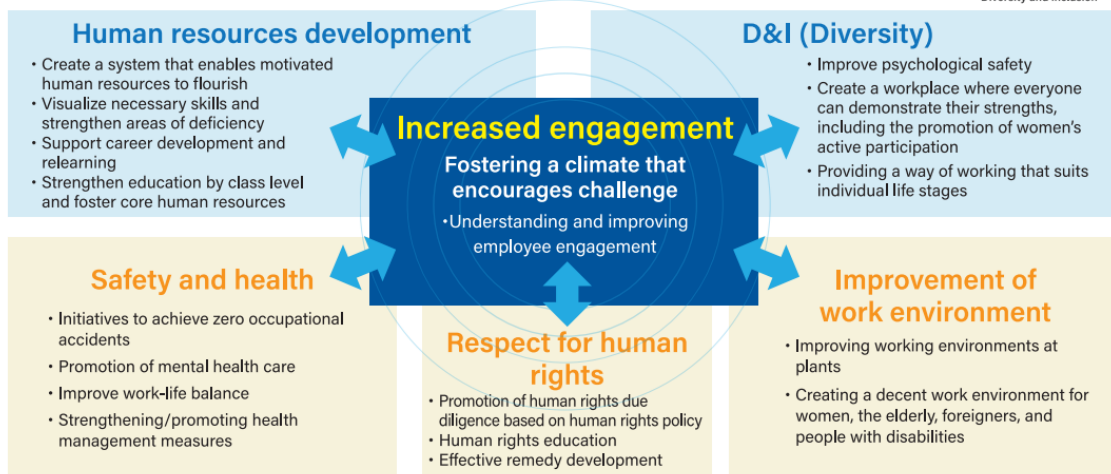
To realize our purpose, we respect each person's ideas, enhance the foundation for everyone to express their thoughts, and create an environment where people can realize what they want to do and learn.

Based on the idea that this will lead to business growth, we have identified seven themes based on employee feedback and materiality.

We believe that by addressing these issues, we can realize a synergistic effect between the realization of employee wellbeing and the enhancement of corporate value.

Respecting human resources and their active participation (human resources strategy)

Integrated approach to key issues with “employee engagement” at the core



Here is a chart of specific initiatives organized by these seven themes.

First, the focus is on fostering a culture of challenge by understanding and increasing employee engagement. This will lead to vitality that will lead to infrastructure development, such as respect for human rights, safety and health, improvement of the working environment, and business growth such as human resource development and D&I.

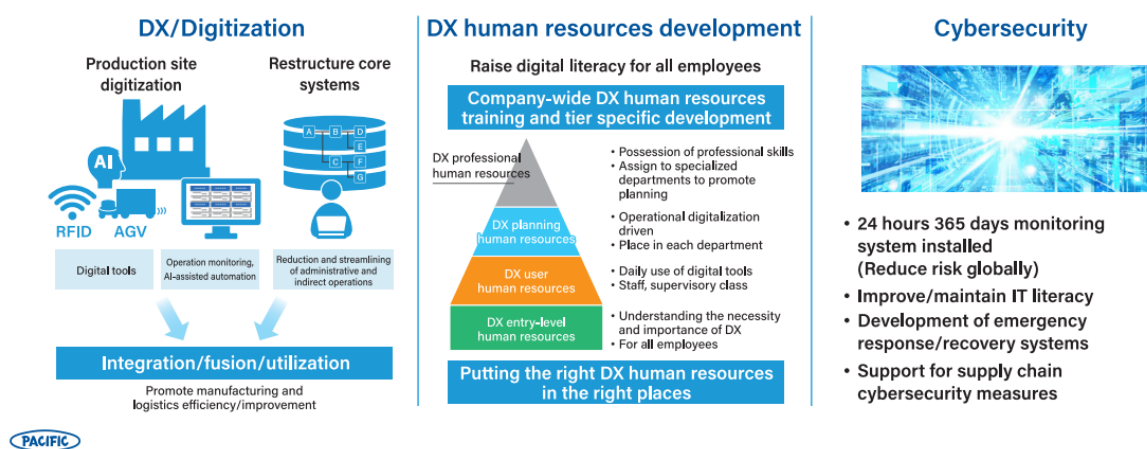
We believe that this will create a virtuous cycle of increased engagement.

This increased engagement is an essential part of our company's purpose -- “Passion in Creating Tomorrow.”

Digital strategy

Leverage data and digital technology to transform business processes

What we aim to be by 2030 **Realization of smart factories** Visualization of all production processes and optimization of the entire production process through the use of digital technologies and data such as IoT and AI



25

The digital strategy aims to realize smart factories globally that visualize all production processes, quickly identify problems in overall production, quickly make improvements, and promote efficiency and automation.

Last year, we integrated the business of our digital subsidiary, P.I. System Corporation, into ours, and we are promoting business innovation using digital technology in an organic and rapid manner.

On top of that, there are three themes for NEXUS-26 initiatives.

First, the core systems will be restructured, production sites will be digitized, and their integration, fusion, and utilization will be promoted.

In addition, we will raise the level of digital literacy of all employees, which is necessary to promote digitalization, while nurturing specialized human resources and placing them in the right positions.

As a precondition for such efforts, we will also accelerate efforts to enhance cybersecurity on a global basis.

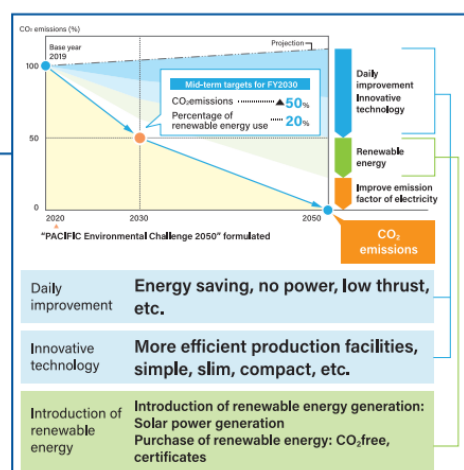
Minimizing environmental load

Embody and boldly tackle the plan to achieve the PACIFIC Environmental Challenge targets.

PACIFIC Environmental Challenge 2050

SDGs	Materiality	Direction of initiatives	Medium to long-term target: KPI	
13 Climate action 7 Affordable and clean energy	Mitigation of and adaptation to climate change	Reducing CO ₂ emissions to build a decarbonized society <ul style="list-style-type: none"> Development of production technology/Renewal of equipment Production process improvement Daily improvement activities Introduction of renewable energy 	CO ₂ emissions (Scope 1, 2)	
			FY2030 targets 50% reduction Compared to FY2019	FY2050 targets Net Zero
12 Responsible consumption and production	Sustainable resources use	Aim for sustainable business by accelerating the use of recyclable resources <ul style="list-style-type: none"> Development of production technology/Renewal of equipment Daily improvement activities Defect reduction activities Material recycling 	Reduction of waste emissions	
			FY2030 targets 30% reduction Compared to FY2019	FY2050 targets Minimization
6 Clean water and sanitation	Conservation of water resources	Minimize water consumption and reduce the risk of water contamination in accordance with local conditions, <ul style="list-style-type: none"> Development of production technology/Renewal of equipment Activities to reduce daily water use Promotion of water reuse Change to surface treatment specifications 	Reduce water usage	
			FY2030 targets Proper usage	FY2050 targets Minimization Usage according to local circumstances

*Regarding domestic waste emissions, material recycling and waste disposal at some sites were not included in the disclosed data, so the FY2030 domestic emission targets were revised.



26

Minimizing environmental impact, one of the pillars of materiality, is also an extremely important issue for achieving sustainability as a manufacturing company, and we are working on this issue with the long-term goal of PACIFIC Environmental Challenge 2050 from 2020.

In particular, the reduction of CO₂ emissions is a theme that is critical to our survival both socially and as a company. We have set the reduction of CO₂ emissions as a management goal and are accelerating our efforts through daily improvements, innovative technologies, and the introduction of renewable energy.

Regarding the reduction of waste emissions, we are reviewing our targets because some data were not included in the domestic emissions, but we will continue to aim to minimize the emissions by 2050 and shift to a recycling-oriented business.

The conservation of water resources is also deeply related to biodiversity, which has been the focus of much attention in recent years, and we intend to reduce risk and contribute to the local community in accordance with the regions in which our bases are located.

Fostering trust with stakeholders

“Trust” enhances long-term competitiveness and fosters the significance of our existence.

Corporate ethics and compliance

To proactively respond to policies and social demands, and to create trust with stakeholders, we will work to share our purpose and adhere to our Code of Conduct.

Improvement customer satisfaction

In addition to basic requirements such as QCD, we will build long-term partnerships to meet customer needs, including social and environmental value.



Responsible procurement

Sustainability due diligence mechanisms are in place to reduce negative social and environmental impacts.



Dialogue with investors and shareholders

As a good partner in management, we aim to enhance dialogue and information disclosure to improve corporate value over the long term.



Local community development

We co-create the happiness and development of people in regions domestically and abroad, and together promote sustainable regional development.



Finally, we believe that building trust with stakeholders is extremely important to enhance long-term corporate value.

First, for corporate ethics and compliance, individuals must have a sense of ethics in addition to sincerity in complying with laws and regulations in order to achieve purpose and sustainability in a rapidly changing business environment. If this is damaged, social credibility will be lost. In order to continuously enhance this credibility, we are further improving employee training and conducting periodic surveys.

Improving customer satisfaction is of course an extremely important prerequisite for business, and we will deepen long-term relationships of trust by anticipating and proposing the needs of our customers, including not only basic requirements such as QCD, but also social and environmental values.

As a good partner in management, we aim to enhance dialogue with investors and shareholders and further improve information disclosure to enhance our corporate value over the long term.

In the area of responsible procurement, in addition to procurement risks such as material price hikes and geopolitical risks, we will also strengthen our efforts for human rights, environmental due diligence, the reduction of negative impacts, including the supply chain, as they have become extremely important.

As a company that does business in seven countries around the world, our relationships of trust with the people of each region are a source of strength in various aspects of our business operations.

Thus, fostering a relationship of trust with stakeholders will lead to the happiness of stakeholders and the long-term competitiveness of the Company.

This is what we believe are indispensable for the realization of the “Passion in Creating Tomorrow.”

As a company that embodies the purpose of the “Passion in Creating Tomorrow,” we will continue to promote Beyond the OCEAN and NEXUS-26 as a unified Group in order to achieve sustainable growth.

We would like to pursue better management by receiving honest opinions from you, our partners, and would appreciate your assistance in this endeavor.