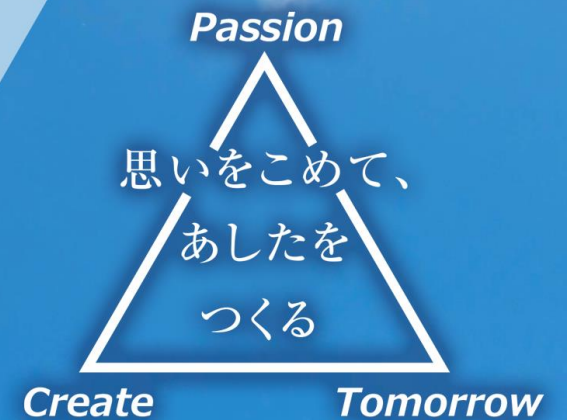


# Financial Results Briefing for FY2024

The 101st period : Apr. 1st, 2024- Mar. 31st, 2025

Apr. 25, 2025

**PACIFIC INDUSTRIAL CO., LTD.**



- 1. FY2024 Financial Performance**
- 2. Full Year Forecast FY2025**

### Cautionary Statement with Respect to Forward-Looking Statements

These forward-looking statements are not guarantees of future performance. It involves any risk depending on the Japanese or international economic situation, business trends related to our company, fluctuation of exchange rates and other factors. It may cause our actual performance to be materially different from any future results announced.

# 1-1 FY2024 Consolidated Financial Summary

In the Q4, production recovery led to record high sales and operating income. However, due to a decrease in sales volume in the 1<sup>st</sup> half, both sales and income decreased for the full year.

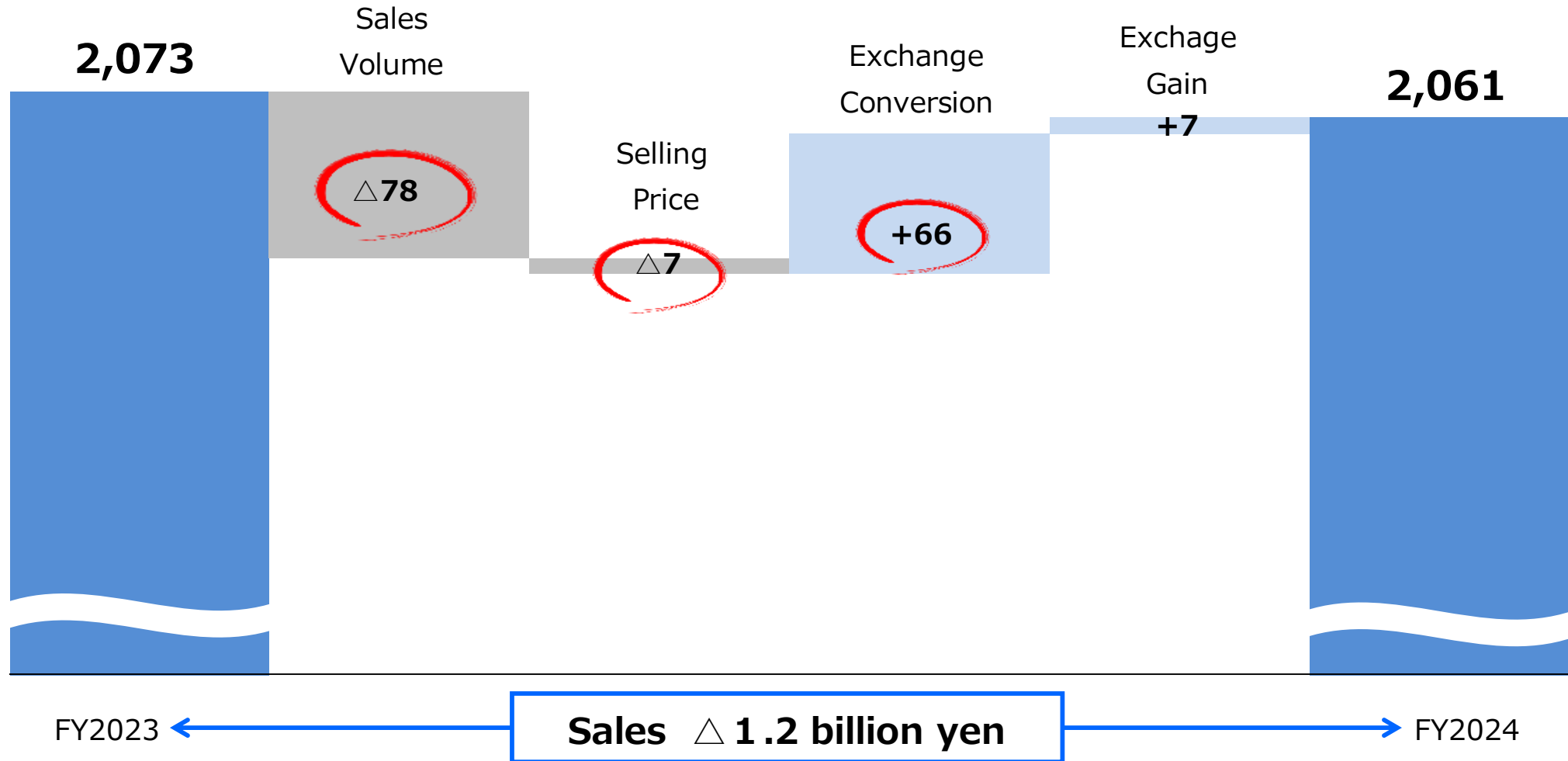
(100 millions of yen, %)

	FY2023		FY2024		YoY rate			
	Q4 Results	Full Year Results	Q4 Results	Full Year Results	Q4		Full Year	
					Gain&Loss	% Change	Gain&Loss	% Change
Sales	513	<b>Record High</b> 2,073	<b>Record High</b> 548	<b>2,061</b>	+34	+6.7	△12	△0.6
Operating Income	32	<b>Record High</b> 144	<b>Record High</b> 46	<b>136</b>	+13	+43.1	△7	△5.4
Operating Income Ratio	6.3%	7.0%	8.4%	<b>6.6%</b>	+2.1P	-	△0.4P	-
Ordinary Income	44	<b>Record High</b> 188	42	<b>172</b>	△2	△6.1	△15	△8.3
Ordinary Income Ratio	8.7%	9.1%	7.7%	<b>8.4%</b>	△1.0P	-	△0.7P	-
Net income attributable to owners parent	<b>Record High</b> 60	<b>Record High</b> 169	30	<b>132</b>	△29	△49.2	△37	△22.1
Net Income margin	11.8%	8.2%	5.6%	<b>6.4%</b>	△6.2P	-	△1.8P	-
Average exchange rate (USDJPY)	147.0	144.2	154.2	<b>152.5</b>	7.2	-	8.3	-

# 1-2 Analysis of Consolidated Results : Sales

Sales decreased due to lower sales volume.

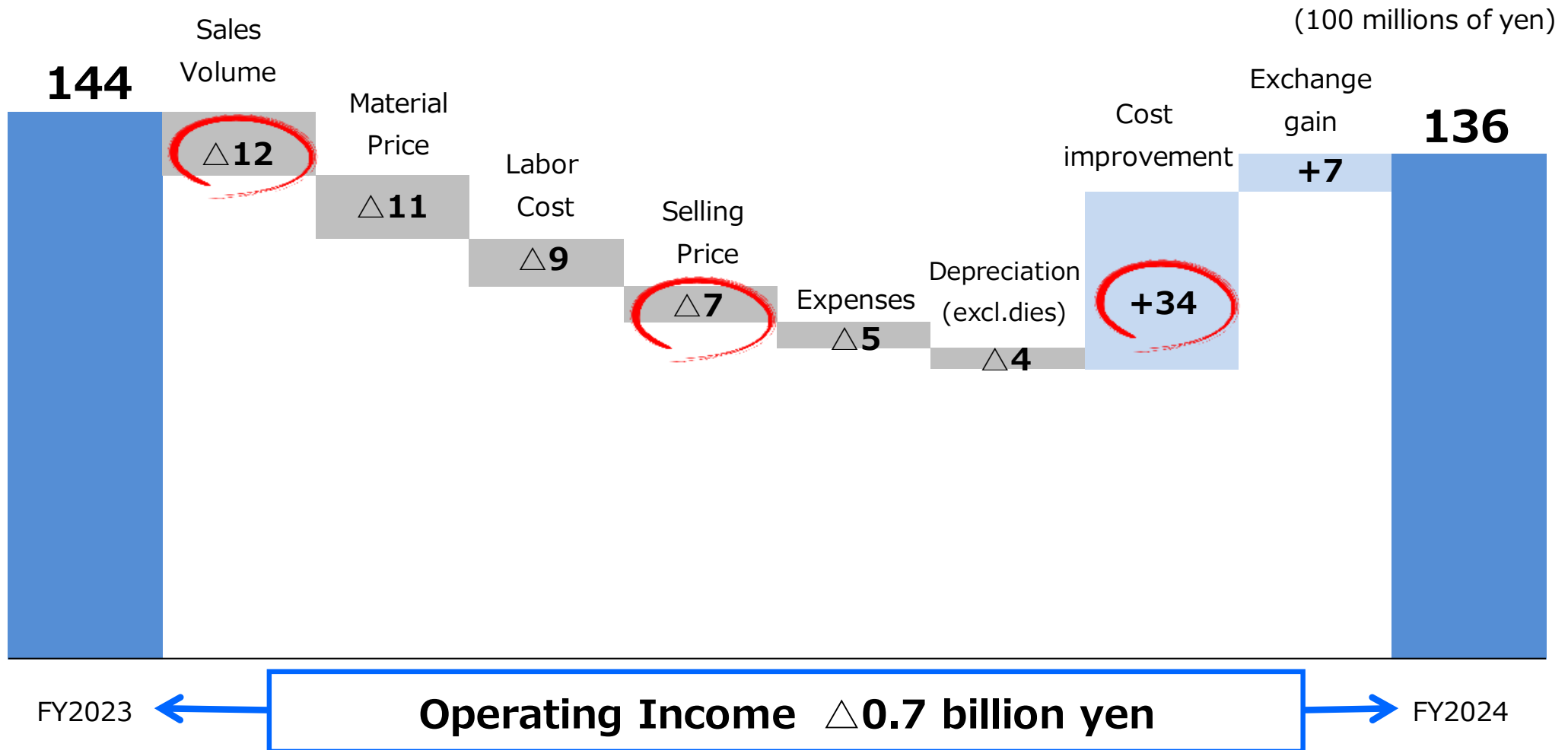
( 100 millions of yen )



# 1-3 Analysis of Consolidated Results : Operating Income



Income decreased due to lower sales volume, price reductions, and increased costs, however it was covered by cost improvements.



# 1-4 Consolidated Results by Business Segments



**In the Stamping and plastic molding business, both sales and income decreased. In the Valve business, sales remained flat YoY and income increased.**

(100 million yen,%)

	Sales				Operating Income			
	FY2023	FY2024	YoY Rate		FY2023	FY2024	YoY Rate	
	Result	Result	Gain&Loss	%Change	Result	Result	Gain&Loss	%Change
<b>Stamping &amp; Plastic Molding</b> <sup>*1</sup>	1,499	<b>1,486</b>	△13	△0.9	103	<b>81</b>	△22	△21.4
Operating Income Ratio					6.9%	<b>5.5%</b>	△1.4P	
<b>Valves</b> <sup>*2</sup>	571	<b>572</b>	+1	+0.2	41	<b>55</b>	+14	+34.6
Operating Income Ratio					7.2%	<b>9.7%</b>	+2.5P	

## <Analysis>

\*1 Sales decreased due to lower volume, and income decreased due to lower volume and increased depreciation expenses.

\*2 Despite the lower volume, sales remained flat YoY due to yen depreciation, and income increased due to reduced depreciation expenses.

# 1-5 Consolidated Results by Region

Sales remained flat YonY and income down in Japan, sales and income up in Europe and the U.S of America, sales down and income remained flat YonY in Asia.

( 100 millions of yen, %)

	Sales				Operating Income			
	FY2023	FY2024	YonY		FY2023	FY2024	YonY	
	Results	Results	Gain&Loss	%Change	Results	Results	Gain&Loss	%Change
<b>Japan</b> *1	679	<b>684</b>	+4	+0.7	62	<b>54</b>	△7	△12.4
Operating Income Ratio					9.2%	<b>8.0%</b>	△1.2P	
<b>Europe&amp;America</b> *2	969	<b>1,000</b>	+30	+3.1	43	<b>51</b>	+7	+18.2
Operating Income Ratio					4.4%	<b>5.1%</b>	+0.7P	
<b>Asia</b> *3	424	<b>376</b>	△47	△11.2	26	<b>26</b>	△0	△0.1
Operating Income Ratio					6.4%	<b>7.1%</b>	+0.7P	

## <Analysis>

\*1 Income decreased due to increase in depreciation expenses.

\*2 Sales increased due to the weak yen, and income increased due to a decrease in depreciation expenses and proceed of price pass-through .

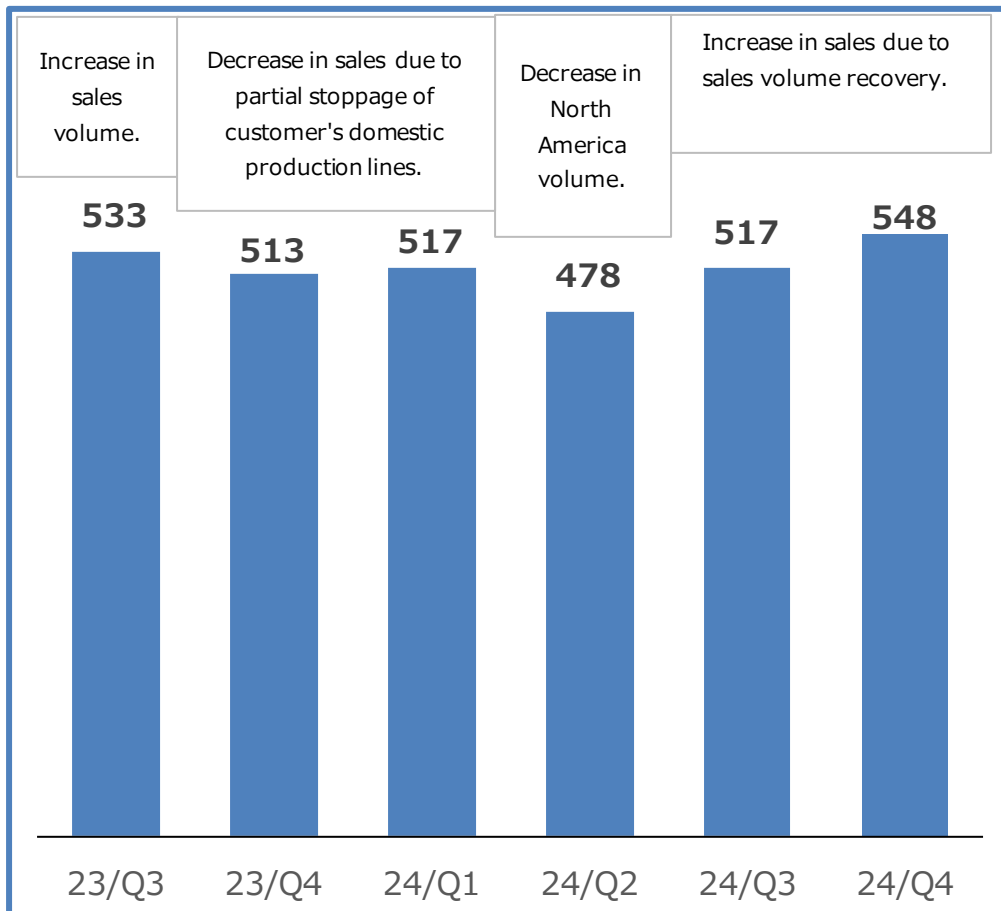
\*3 Sales decreased due to a sales volume down and income remained flat due to a lower sales volume and decrease in depreciation expenses.

# 1-6 Quarterly Consolidated Financial Results

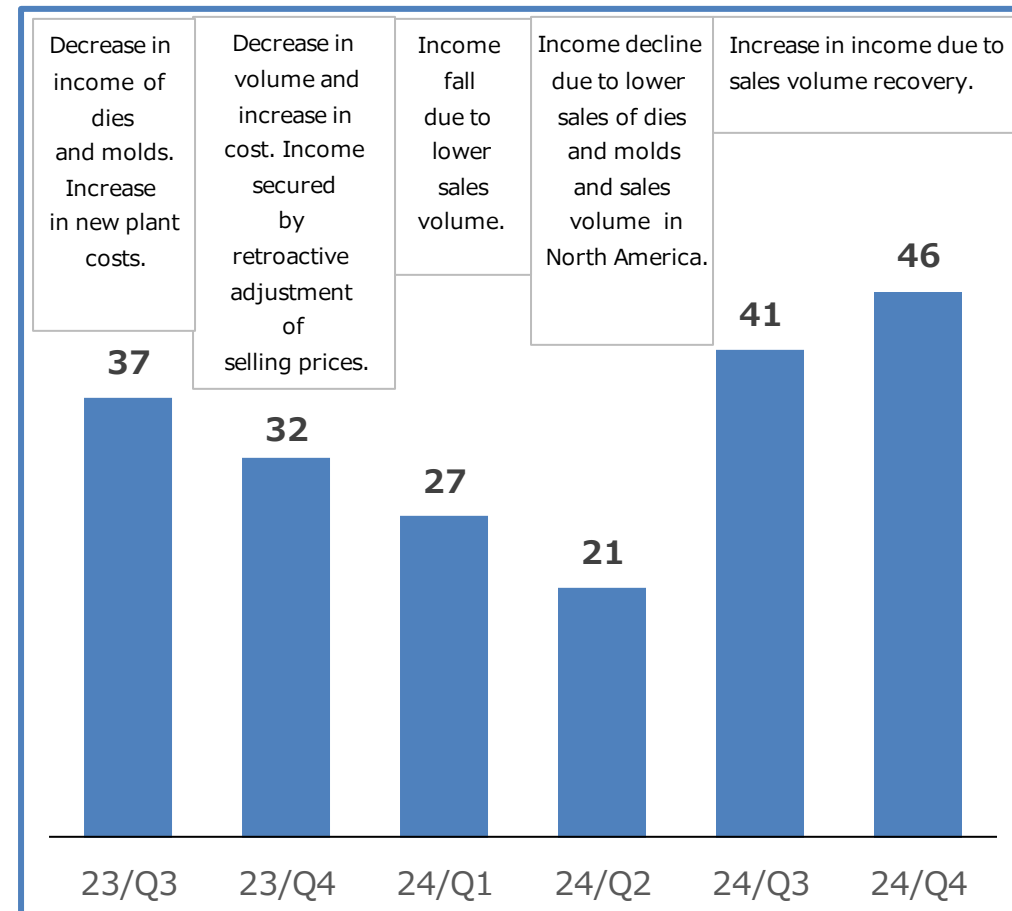


Both sales and income increased after the Q3 due to the production recovery in Japan and overseas.

## Sales



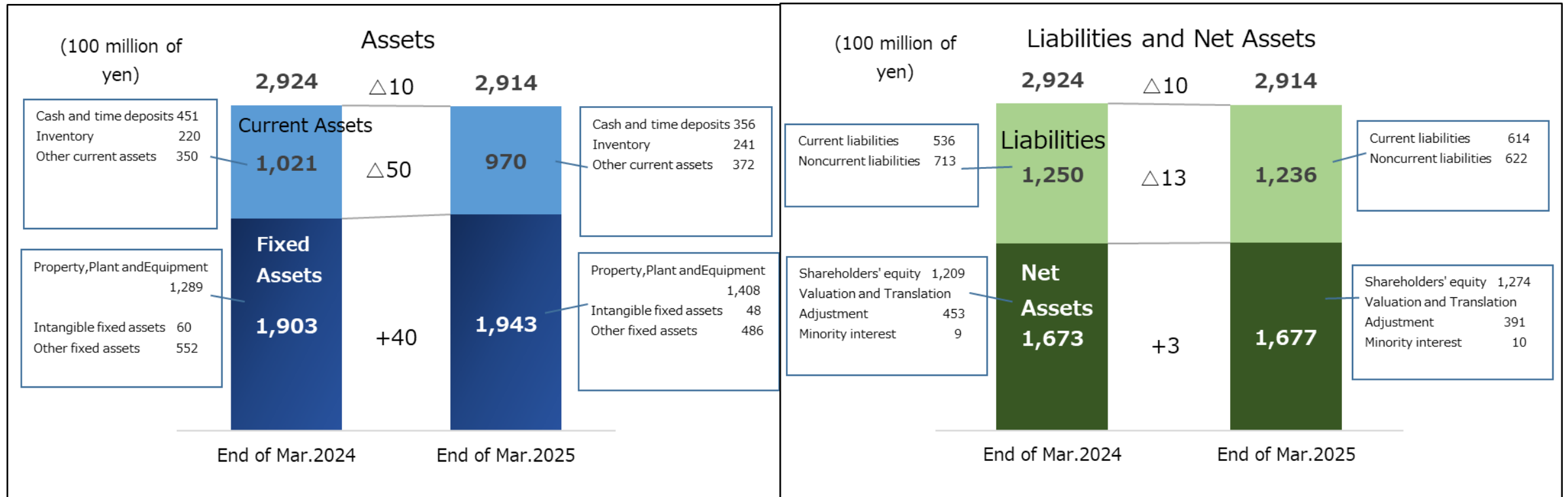
## Operating Income





# 1-7 Consolidated Balance Sheet

We are gradually selling off our cross-shareholdings, aiming to keep them at 20% or less of our net assets. As of the end of the Mar., they had fallen to 17.2%, including deemed shares.



- 1 . FY2024 Financial Performance
- 2 . Full Year Forecast FY2025**

# 2-1 Full Year Forecast FY2025

Expect both sales and income decrease due to yen appreciation.

( 100 millions of yen, %)

	FY2024		FY2025		YonY rate			
	Q2 Cumulative Results	Full Year Results	Q2 Cumulative Forecast	Full Year Forecast	Q2 Cumulative		Full Year	
					Gain&Loss	%Change	Gain&Loss	%Change
Sales	995	2,061	1,010	<b>2,020</b>	+14	1.4%	△41	△2.0%
Operating Income	49	136	70	<b>130</b>	+20	42.8%	△6	△4.9%
Operating Income Ratio	4.9%	6.6%	6.9%	<b>6.4%</b>	+2.0P	—	△0.2P	—
Ordinary Income	64	172	80	<b>155</b>	+15	23.6%	△17	△10.3%
Ordinary Income Ratio	6.5%	8.4%	7.9%	<b>7.7%</b>	+1.4P	—	△0.7P	—
Current Net Income <sup>*1</sup>	53	132	55	<b>110</b>	+1	3.2%	△22	△16.8%
R O E	—	7.9%	—	<b>6.5%</b>	—	—	△1.4P	—
R O A (Operating income basis)	—	4.7%	—	<b>4.4%</b>	—	—	△0.3P	—
Net Assets per Share(JPY)	—	2,911	—	<b>3,042</b>	—	—	131.0	4.5%
Average exchange rate (USDJPY)	153.9	152.5	145.0	<b>145.0</b>	△ 8.9	—	△ 7.5	—

\*1 Current net income is the current net income attributable to the parent company shareholders.

# 2-2 Analysis of FY2025 Forecasts: Sales



Expect sales decrease due to yen appreciation.

(100 millions of yen)

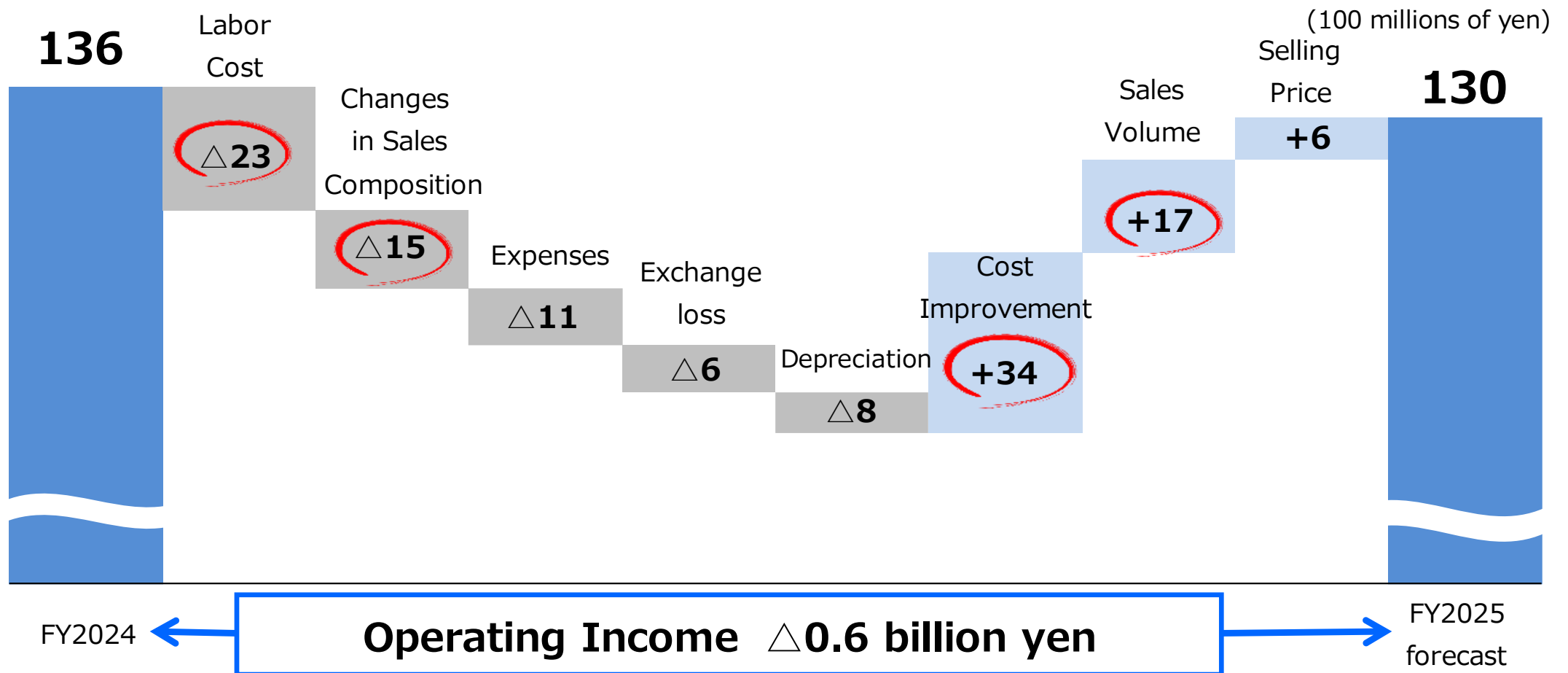


FY2024 ← **Sales  $\Delta$  4.1 billion yen** → FY2025 forecast

# 2-3 Analysis of FY2025 Forecasts : Operating Income



The decline in income due to increased labor costs and changes in sales composition is covered by cost improvements and price pass-through.



## 2-4 Consolidated forecasts by Segments

In the Stamping and Plastic Molding Business, a decrease in sales and an increase in income are expected, while in the Valve Business, both sales and income are expected to decrease.

(100 million yen,%)

	Sales				Operating Income			
	FY2024	FY2025	YoY Rate		FY2024	FY2025	YoY Rate	
	Result	Forecast	Gain&Loss	%Change	Result	Forecast	Gain&Loss	%Change
<b>Stamping &amp; Plastic Molding</b>	1,486	1,467	△19	△1.3	81	104	+22	+27.3
Operating Income Ratio					5.5%	7.1%	+1.6P	
<b>Valves</b>	572	550	△22	△3.9	55	27	△28	△51.3
Operating Income Ratio					9.7%	4.9%	△4.8P	

# 2-5 Consolidated Forecast by Region



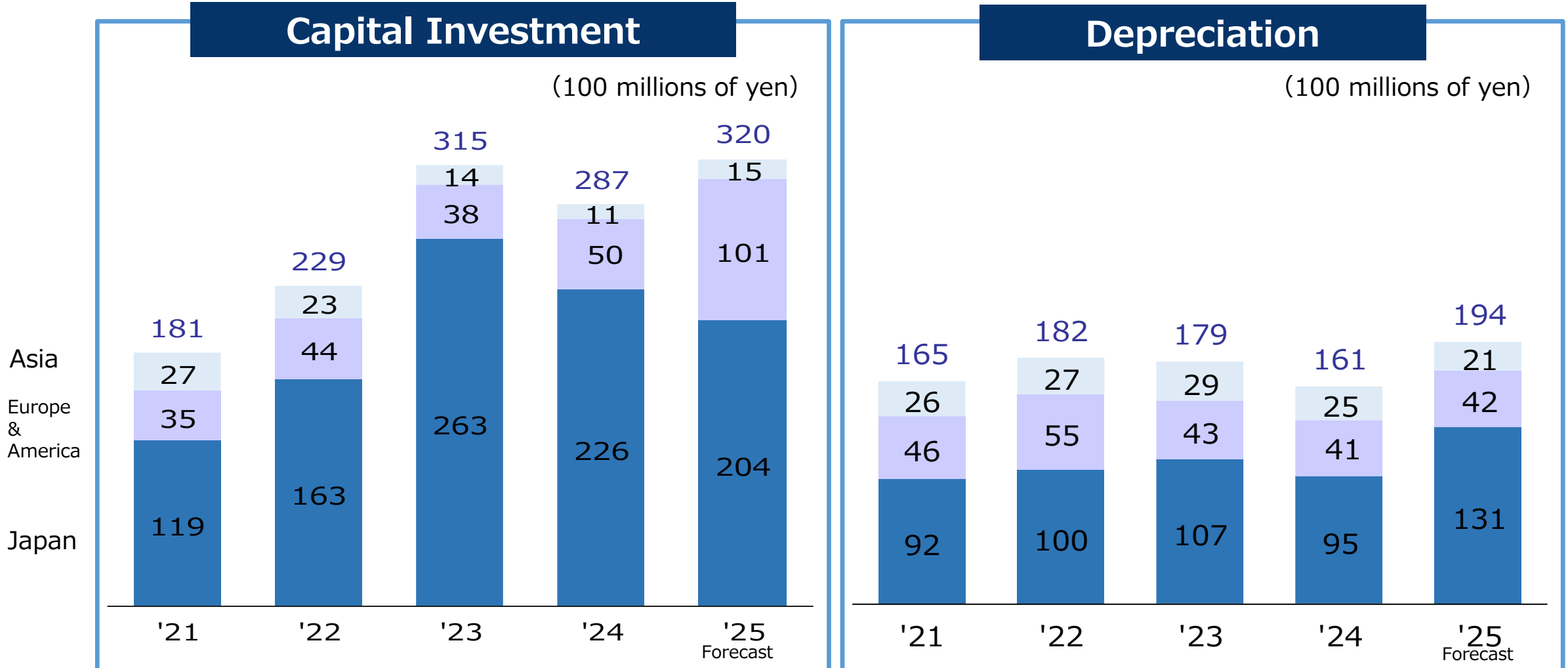
**Expect sales increase in Japan. Sales decrease in Europe and the U.S. of America. Both sales and income decrease in Asia.**

(100 millions of yen,%)

	Sales				Operating Income			
	FY2024	FY2025	YoY Rate		FY2024	FY2025	YoY Rate	
	Result	Forecast	Gain&Loss	%Change	Result	Forecast	Gain&Loss	%Change
<b>Japan</b>	684	765	+80	+11.8	54	54	△0	△1.5
Operating Income Ratio					8.0%	7.1%	△0.9P	
<b>Europe &amp; America</b>	1,000	905	△95	△9.5	51	49	△2	△3.9
Operating Income Ratio					5.1%	5.4%	+0.3P	
<b>Asia</b>	376	350	△26	△7.1	26	19	△7	△29.5
Operating Income Ratio					7.1%	5.4%	△1.7P	

## 2-6 Capital Investments and Depreciation

Investing for future growth, such as in the Technical Development Center and strengthening overseas production capacity.

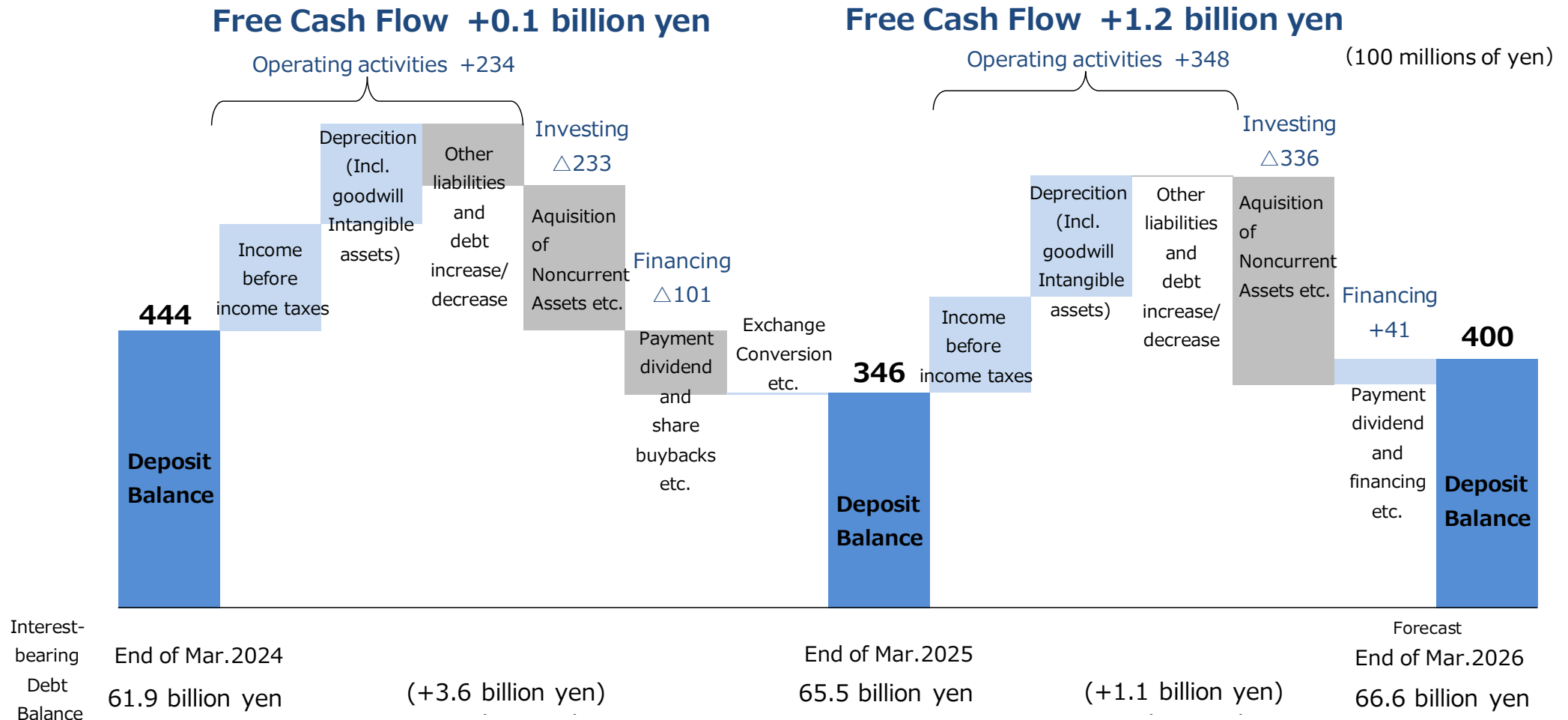




# 2-7 Consolidated Cash Flows



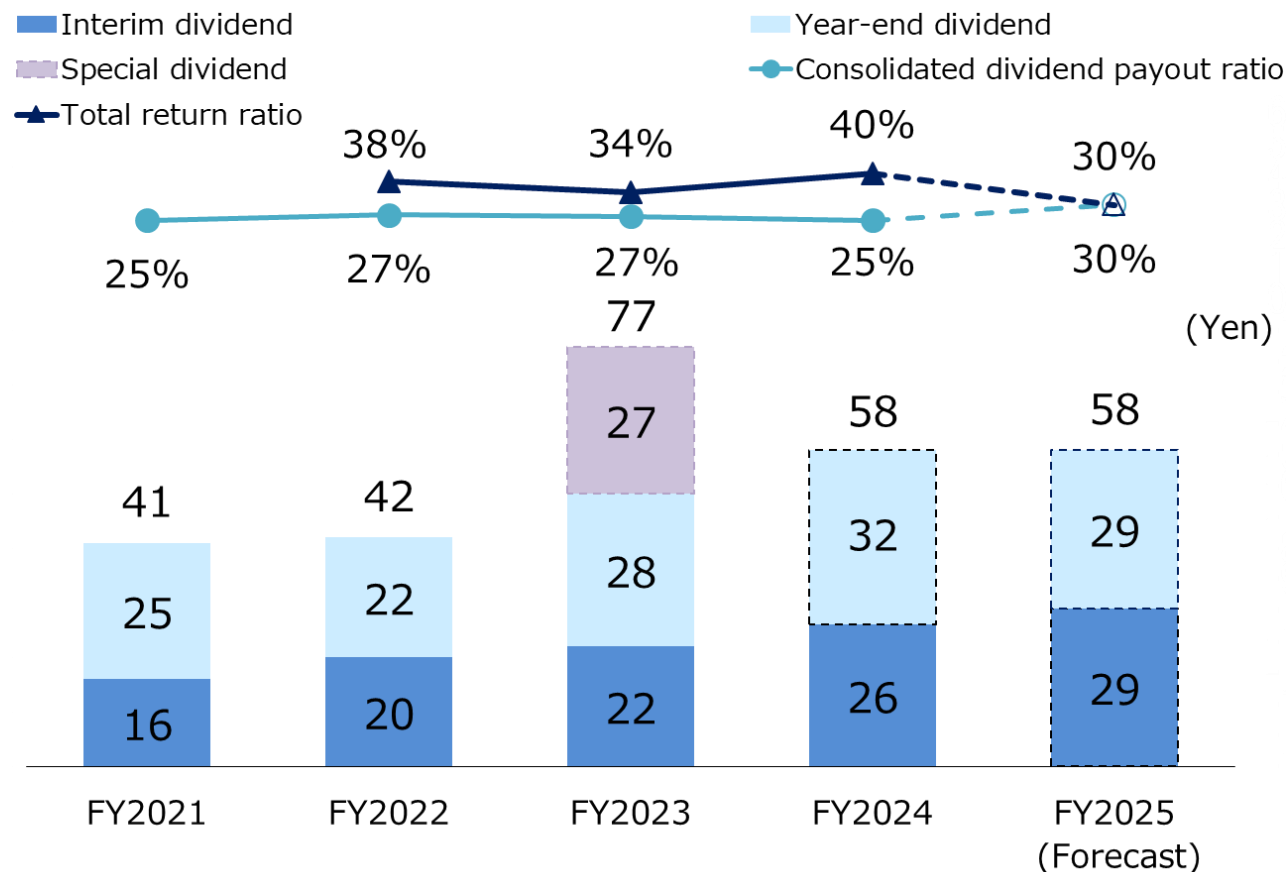
Efficient fund management was implemented by strengthening cash management within the group.



# 2-8 Shareholder Returns

The dividend for FY2024, considering income and financial conditions, was increased by 8 yen from the previous year's standard dividend of 50 yen. The total return ratio exceeded 40% in FY2024.

<Transition of Dividend per Share, Dividend Payout Ratio, and Total Return Ratio>



# 3-1 Hot Topics

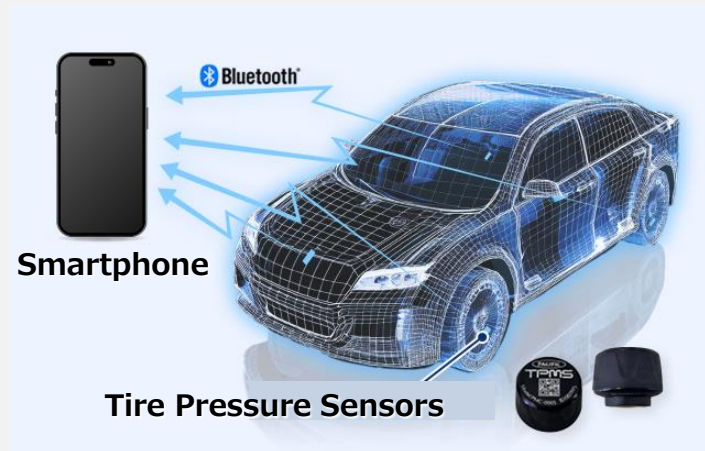
## Expand sales and improve functionality of solutions for growth of existing and new businesses.

### New plant completed for valves adopted in EVs



- New plant completed in Mar. 2025 in anticipation of the expansion of the BEV/PHEV market.
- Producing **electronic expansion valves**, etc., which are expected to be increasingly adopted in heat management systems.
- Diversify products and customers by utilizing overseas bases.

### TPMS Tire Valve Caps Sales start on Apr.18th



- Sold as an entry model for the aftermarket.
- Easy to install with **tire valve cap type**.
- Check tire pressure anytime with your smartphone.
- Sales start on Rakuten Official Online Shop.

### “e-WAVES BLE type” Linkage with DoCoMAP



Starts in Apr. 2025.  
Collaborated with docomap JAPAN Co., Ltd.

- Released **“BLE type”** temperature/humidity logger.
- Bluetooth communication to check data on a smartphone.
- Linkage with DoCoMAP enables real-time monitoring of vehicle location and warehouse data.



思いをこめて、あしたをつくる

Passion in Creating Tomorrow